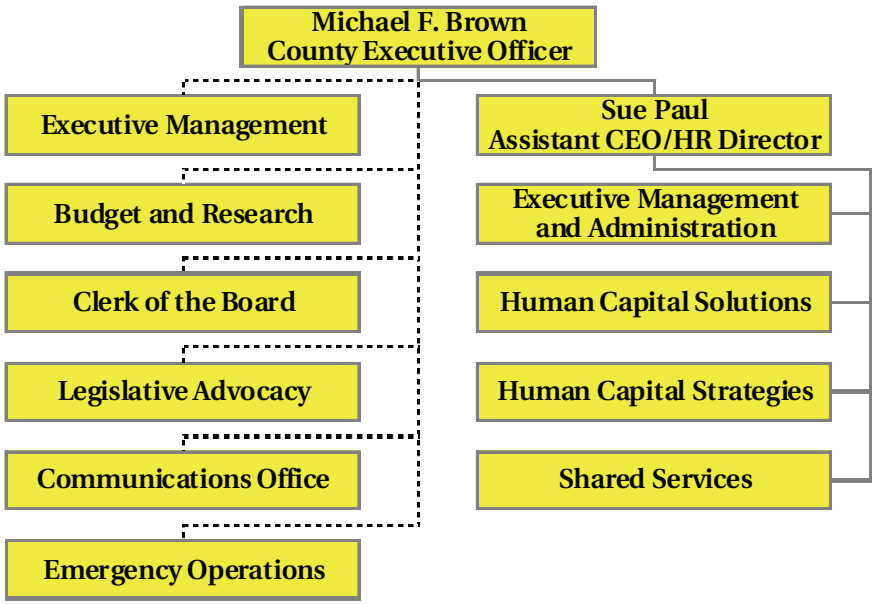
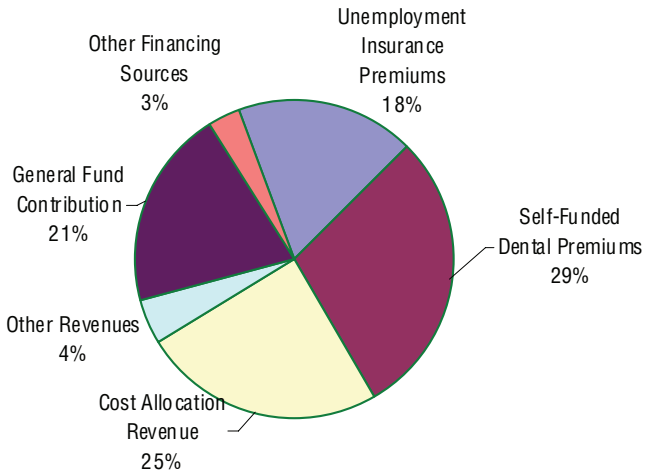
CEO/HUMAN RESOURCES

Budget & Positions (FTEs)

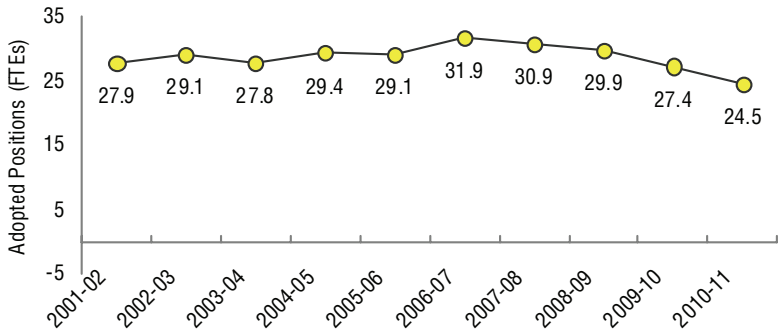
Operating	$ 4,132,508	
Capital	80,000	
Positions	24.5	FTEs



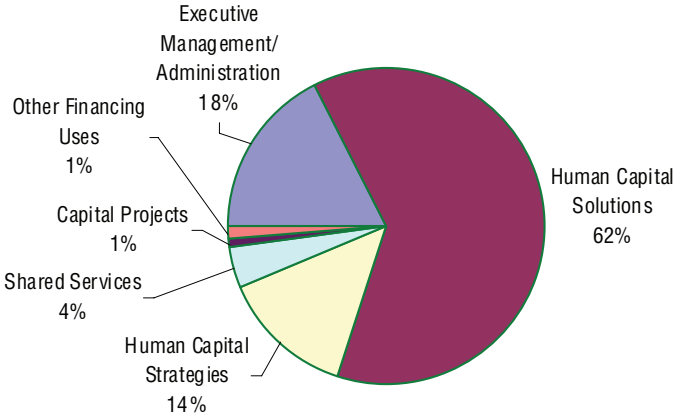
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



HUMAN RESOURCES
Department Summary

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
Operating Expenditures				
Executive Management/Administration	$ 1,748,872	$ 1,746,077	$ 1,765,704	$ 1,556,936
Human Capital Solutions	4,389,321	4,649,831	5,449,188	5,561,415
Human Capital Strategies	1,322,814	1,240,955	1,239,565	1,209,207
Shared Services	--	257,412	229,320	356,338
Operating Sub-Total	7,461,007	7,894,275	8,683,777	8,683,896
Less: Intra-County Revenues	(3,254,877)	(3,487,808)	(3,639,091)	(4,551,388)
Operating Total	4,206,130	4,406,467	5,044,686	4,132,508
Non-Operating Expenditures				
Capital Assets	66,421	80,000	119,000	80,000
Expenditure Total	4,272,551	4,486,467	5,163,686	4,212,508
Other Financing Uses				
Operating Transfers	10,306	10,306	10,306	10,308
Designated for Future Uses	1,015,742	--	86,363	116,833
Department Total	$ 5,298,599	$ 4,496,773	$ 5,260,355	$ 4,339,649

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
Departmental Revenues				
Interest	$ 80,946	$ 31,340	$ 31,440	$ 11,500
Federal & State Revenues	13,102	14,000	10,000	12,000
Unemployment Premium Contributions	178,136	472,075	592,000	1,623,818
Dental Insurance Premiums	2,628,324	2,759,558	2,823,000	2,563,400
Cost Allocation Revenue	2,166,092	2,206,795	2,206,795	2,183,652
Other Charges for Services	144,550	191,380	161,380	168,898
Cell-Site Revenue	188,715	197,000	197,000	197,000
Miscellaneous Revenue	137,717	9,000	5,500	--
Revenue Sub-Total	5,537,582	5,881,148	6,027,115	6,760,268
Less: Intra-County Revenues	(3,254,877)	(3,487,808)	(3,639,091)	(4,551,388)
Revenue Total	2,282,705	2,393,340	2,388,024	2,208,880
General Fund Contribution	1,874,059	1,927,985	1,793,787	1,840,939
Other Financing Sources				
Use of Prior Fund Balances	1,141,835	175,448	1,078,544	289,830
Department Total	$ 5,298,599	$ 4,496,773	$ 5,260,355	$ 4,339,649

Character of Expenditures				
Operating Expenditures				
Regular Salaries	$ 2,474,549	$ 2,460,503	$ 2,335,555	$ 2,325,429
Overtime	8,878	8,500	1,580	3,800
Extra Help	37,010	37,484	42,230	25,500
Benefits	909,304	978,904	899,630	1,031,947
Salaries & Benefits Sub-Total	3,429,741	3,485,391	3,278,995	3,386,676
Services & Supplies	1,166,096	1,213,184	1,853,782	1,200,220
Insurance Claims	2,865,170	3,195,700	3,551,000	4,097,000
Operating Sub-Total	7,461,007	7,894,275	8,683,777	8,683,896
Less: Intra-County Revenues	(3,254,877)	(3,487,808)	(3,639,091)	(4,551,388)
Operating Total	4,206,130	4,406,467	5,044,686	4,132,508
Non-Operating Expenditures				
Capital Assets	66,421	80,000	119,000	80,000
Expenditure Total	$ 4,272,551	$ 4,486,467	$ 5,163,686	$ 4,212,508

Note: Presentation of the individual program amounts for fiscal years 2008-09 and 2009-10 have been adjusted to provide a consistent level of detail with the fiscal year 2010-11 budget, however, the totals for 2008-09 and 2009-10 have not been changed.

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
Permanent								
Executive Management/Administration	8.0	8.0	8.0	7.8	8.0	8.0	8.0	5.9
Human Capital Solutions	12.8	11.3	12.0	10.3	12.0	9.0	12.0	9.3
Human Capital Strategies	13.0	10.1	11.8	7.4	11.8	7.9	10.8	6.4
Shared Services	--	--	2.0	2.0	2.0	1.3	3.0	2.9
Total Permanent	33.8	29.4	33.8	27.4	33.8	26.2	33.8	24.5
Non-Permanent								
Extra Help	--	0.6	--	--	--	0.4	--	--
Total Positions	33.8	30.0	33.8	27.4	33.8	26.5	33.8	24.5

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

MISSION STATEMENT

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

Budget Organization

CEO/Human Resources (CEO/HR) has four divisions: Executive Management and Administration, Human Capital Solutions, Human Capital Strategies, and Shared Human Resources Services. In Fiscal Year 2010-2011 the Department will continue to provide high-quality services to all County departments and support a workforce of approximately 4,025 with a reduced staff of 24.5 FTEs.

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 serves as a strategic partner with the organization, working with the Board of Supervisors, the County Executive Officer, County departments, employees, and labor organizations to increase organizational capacity and effectiveness. CEO/HR develops initiatives designed to align County employees and human resources programs with the achievement of organizational results. These efforts support the delivery of excellent customer service to the community.

Significant Changes (FY 2009-2010 Adopted to FY 2009-2010 Estimated Actual)

The Fiscal Year 2009-2010 Estimated Actual operating expenditures increased $790,000, to $8,684,000, from the Fiscal Year 2009-2010 Adopted Budget of $7,894,000. This 10.0% increase is the result of:

- +$600,000 – Implementation of the two employee health clinics approved by the Board of Supervisors
- +$405,000 – Unanticipated increase in unemployment insurance claims
- -$206,000 – Salary and benefit savings from vacancies and unpaid leaves

The Fiscal Year 2009-2010 Estimated Actual operating revenues increased $146,000, to $6,027,000, from the Fiscal Year 2009-2010 Adopted Budget of $5,881,000. This 2.5% increase is the result of:

- +$120,000 – Greater than anticipated unemployment insurance premiums due to the difference in budgeted amounts based on estimates and departments' actual FY 2009-2010 salary expenditures

- +$63,000 – Greater than anticipated self-funded dental premiums based on unanticipated increases in plan enrollments
- -$30,000 – Decreased Employees' University (EU) tuition fees as a result of fewer than anticipated enrollments in EU courses

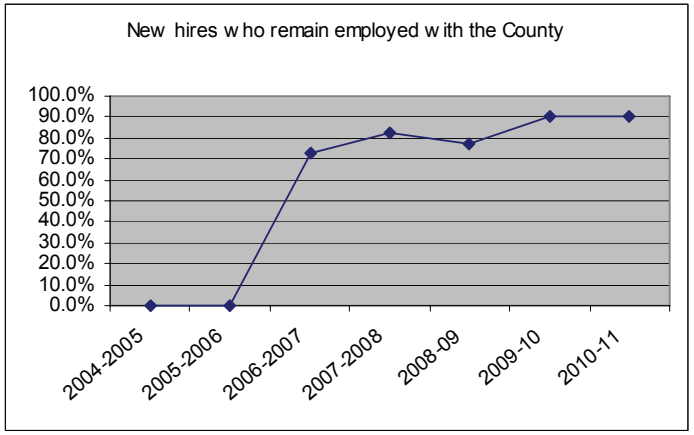
Significant Changes (FY 2009-2010 Estimated Actual to FY 2010-2011 Recommended)

The Fiscal Year 2010-2011 Recommended Budget operating expenditures will be flat compared to the Fiscal Year 2009-2010 Estimated Actual of $8,684,000. This is the result of:

- -$600,000 – Decrease as a result of one-time costs incurred in FY 2009-2010 for the implementation of the employee health clinics
- +$546,000 – Increased unemployment insurance claims based on an actuarial review that accounts recent federal changes that significantly increase the duration of unemployment insurance benefits
- +$132,000 – Increased benefit costs related to increases in retirement and health insurance contributions
- -$53,000 – Decreased expenditures for services and supplies

The Fiscal Year 2010-2011 Recommended Budget operating revenues will increase $733,000, to $6,760,000, from the Fiscal Year 2009-2010 Estimated Actual of $6,027,000. This 12.2% increase is the result of:

- +$1,032,000 – Increased unemployment insurance premiums based on rates set through an actuarial review that accounts for anticipated increases in unemployment insurance claims as a result of recent federal changes
- -$260,000 – Anticipated decreases in the self-funded dental plan enrollments based on an actuarial review and the fact that Superior Court employees and dependents will no longer be participating in the plan



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.

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.

Departmental Priorities and Their Alignment With County Goals

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

CEO/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;

Critical Issue 5: Providing enhanced service delivery through a well-educated and trained workforce.

CEO/HR continues to create a more strategic and service-oriented human resources function by directing its efforts toward 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 employees with business objectives to ensure an engaged and committed workforce that fully contributes to the organization's success.
- ***Change Management*** – building the organization's capacity to embrace and promote continuous improvement.

CEO/HR Focal Areas

Focus Area: Strategy Development and Execution

Current Year (FY 2009-2010) Accomplishments:

- Successfully negotiated a 64-hour furlough for the Deputy District Attorneys Association (DDAA) and a reduction in merit pay for some members of the unit resulting in approximately ***$1,000,000 in savings*** over two years. The DDAA contract was extended for two years with ***no general wage increases*** and included a provision to discuss reforms to the pension and retiree medical benefit with no across-the-board wage increases.
- Firefighters Local 2046 agreed to ***forego a 2.7% salary increase*** in Fiscal Year 2009-2010.
- The Probation Peace Officers Association (PPOA) ***eliminated an equity adjustment for Deputy Probation Officers and an increase to the health benefit allowance. PPOA will go four years without a general wage increase***. A new pay scale was implemented for the PPOA to address longstanding market issues; however, movement on the new pay scale was delayed for one year.
- Service Employees International Union, Local 721 completed an 80-hour furlough negotiated in Fiscal Year 2008-2009 which helped reduce County costs by approximately ***$288,000*** in Fiscal Year 2009-2010 in addition to the approximately ***$513,000*** in the previous fiscal year.
- Implemented a two-year retirement incentive that resulted in approximately 119 employees leaving the organization. Positions will be held vacant or eliminated to realize savings in Fiscal Year 2010-2011.
- Working with the County's Health Oversight Committee, changed healthcare insurance carriers and entered into the CSAC-EIA Health pooled risk system. This allowed the County to achieve a rate increase that was within budgeted amounts. This change offers a future probability of greatly-reduced premium rates for the County and its workforce.
- Successfully implemented an Employee Health Clinic Program designed to improve employee health and reduce County and employee health care costs. Early data is showing ***significant savings*** are being realized as a result of the new program. This will have a direct impact on controlling future health premium rate increases for both the County and its workforce.
- Provided a Pharmacy Discount Card Program to all County residents. This program allows users to purchase prescriptions at a reduced cost and generates modest revenue for the County. To date, 7,692 prescriptions have been purchased at an estimated ***savings of $166,998*** for the community and the County has received $3,243 in royalty payments.
- Working with County Counsel and Risk Management, reduced by ten the number of County employees on long-term leave of absence by employing a proactive case management approach.

Proposed Strategic Actions:

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

Proposed Key Projects:

- Fully implement the departmental Workforce Development Plan, including Succession Planning, Knowledge Transfer, and Employee Development elements, using data available through the new Human Resources Information System in order to proactively and effectively plan for the organization's future classification, compensation, recruiting, and training and development needs.
- Fully implement the first phase of the Human Resources Information System (HRIS).
- Continue to strengthen the Human Resources structure to ensure Countywide effectiveness, consistency, and quality service delivery by regularly meeting with department directors to better understand and address their business needs, provide workforce solutions, and provide a higher-level of customer service.
- Work with labor organizations to identify means to better manage County and employee pension-related costs.
- Negotiate successor contracts with applicable labor organizations focused on reducing long-term employer salary and benefits costs while ensuring the County's ability to attract and retain quality employees.

Focus Area: Business Expertise

Current Year (FY 2009-2010) Accomplishments:

- Through the Human Resources Shared Services model (Business Centers that service a total of ten departments), Human Resources Managers each supporting a group of five departments began to meet regularly with department staff, spending time on-site in the departments, and developing an understanding of the unique operations and business objectives for each de-

partment. Since implementation of the new structure, departments have rated CEO/Human Resources' ability to meet their human resources-related needs at ***100%***.

- In February 2010, created an internal "partnership" designed to streamline CEO/Human Resources services and increase service delivery to departments.
- Ten Human Resources professionals completed the nationally-recognized Society for Human Resources Management (SHRM) training program to develop greater HR expertise and knowledge of modern HR business practices. The training prepares these individuals to complete a rigorous test to become SHRM-certified Human Resources professionals.
- Continued to implement the first phase of the County's new Human Resources Information System designed to automate human resources processes, streamline procedures, reduce paperwork, and quickly provide workforce data for decision making. It is estimated that the new system will be operational by the end of the 2009-2010 Fiscal Year and will allow departments and County leadership to have greater access to workforce information to aid effective decision and policy making.
- Implemented a new competency-based online testing system that is flexible, validated by industrial psychologists, and is easily accessible by job candidates. The testing suite reduces time-to-hire, includes tests that can be tailored to specific jobs, and has been successfully used to identify candidates who possess a strong ***customer-service orientation.***
- Created and distributed three editions of ***HRinsight*** … an e-publication produced in-house that is provided to all County executives and human resources professionals as a means to link excellent human resources practices to successful department business outcomes.

Proposed Strategic Actions:

- Continue to use technology wherever possible to streamline and create efficiencies in accomplishing day-to-day business.
- Use information from new HR systems to identify potential issues more quickly and to create fact-based solutions.
- Ensure that HR business systems align with and support County business objectives and goals.
- Lead the continual development of human resources expertise throughout the organization.

Proposed Key Projects:

- Work with the Auditor-Controller to determine timing of the implementation of Phase II of the HRIS including determining priority order for implementation of additional modules.
- Working with the cross-departmental Employment Business Initiative Working Group, implement additional strategic and modern recruiting practices that provide flexible and responsive recruiting solutions to assist departments in filling positions with a quality, diverse, and customer-focused workforce in a timely manner.
- Implement CEO/HR optical imaging project for the department to transition personnel records to electronic medium, reduce space needs, and create increased efficiency.
- Implement and track performance measures for the new Employee Health Clinic Program to measure efficacy and impact on reducing overall employee benefits costs.
- Launch the second cadre of Society for Human Resources Management training and implement additional human resources training programs to further develop the business expertise of the County's Human Resources professionals.

Focus Area: Employee Engagement and Development

Current Year (FY 2009-2010) Accomplishments:

- Successfully developed and delivered the first Strategic Leadership training program, aligned with the County's ACE values. This rigorous transformational training is designed to align managers with County values to ensure ***continuous improvement in the area of customer service.***
- Nearly 200 supervisors and managers completed new comprehensive leadership development programs offered by the Employees' University. These programs focus on the role of the leader, using effective communications to build relationships, fostering excellent customer service, and managing employee performance to reflect ACE values and achieve improved business results. Overall participants are demonstrating a 14% increase in content knowledge at the conclusion of the class; 69% of their supervisors report an ***increased commitment to ACE values*** and the ability to foster productive workplace relationships; 94% of participants report they are applying the skills, knowledge, and leadership principles to the job.
- In Calendar Year 2009, Office Professionals completed ***22,200 hours of on-demand online training*** and 2,020 hours of Employees' University training designed to increase critical skills and fulfill the training requirement before advancing in pay. Online learning metrics showed a ***70% increase in knowledge***. In addition, 95% of Office Professionals had their learning needs met or exceeded in a cost-effective manner.
- Successfully promoted the use of the employee-employer mediation program as a non-adversarial approach to effectively and constructively resolving workplace disputes, resulting in eight successful resolutions of the ten mediations requested.
- Using a free social networking platform, designed and implemented the Santa Barbara County Leadership Network intranet site to support ongoing professional development for managers and supervisors across the County. The SBC Leadership Network currently has over 230 members who have easy access to leadership and customer-service oriented blogs, podcasts, events, articles, and video content provided by staff and some of the top management and leadership authors in the country.

- Formed the Human Resources Leadership Team (HRLT), comprised of all County HR managers, which meets monthly to develop business acumen and HR expertise through the sharing of knowledge, in-service training, joint problem solving, and challenging work-related exercises.
- Completed the second annual survey of Office Professionals to assess employee engagement and used the data to develop and redesign Employees' University courses in the areas of: strategic leadership; delegation and monitoring performance; coaching for improved performance; and performance management.
- Developed six new Employees' University courses to support and develop financial and legal office skills for Office Professionals.

Proposed Strategic Actions:

- Continue integrating ACE values and core leadership competencies into the County's training and development programs.
- Engage with labor organizations in collaborative efforts to develop and implement improvements to County classification, compensation, performance management, and employee development initiatives.
- Promote a culture in which employees and management share common organizational goals.

Proposed Key Projects:

- Implement the second cadre of Society for Human Resources Management (SHRM) training for all HR professionals and encourage the attainment of SHRM certification.
- Continue the Employees' University realignment initiative to build organizational capacity by ensuring rigorous and accountable training and development programs aligned with the County's ACE Values, service excellence, best practices, and competency development for all employees.
- Effectively increase the use of technology to provide new avenues for delivering training, including on-line, video conferencing, and live webinar trainings.
- Design and deliver the next phase of training for the County's HR professionals.
- Design and deliver the next level of transformational leadership training for County managers.

Focus Area: Change Management

Current Year (FY 2009-2010) Accomplishments:

- Offered a retirement incentive throughout all County departments. The incentive was offered to employees eligible to retire who had reached the age of 60 and was an initiative designed to ***achieve long-term cost savings*** and reduce the workforce without the need for layoffs. By eliminating or maintaining positions vacant for approximately 18-months, the County could realize long-term cost savings of approximately ***$4.7 million***.
- Worked with departmental hiring authorities to incorporate competencies into the recruitment and selection of employees to ensure that, in addition to technical skills, the County is also attracting and hiring individuals who possess the characteristics required to deliver ***excellent customer service*** and who are accountable, customer-focused, and efficient.
- Successfully implemented two strong leadership training and development programs that provide the County's leadership philosophy and moves both first-line leadership as well as managers from the tactical to a more strategic perspective. These programs challenge leadership to transform their leadership styles and approaches to increase effectiveness. To date, nearly 200 supervisors and managers have completed the courses.
- Formed a labor-management Mobile Workforce Committee that collaboratively drafted a new Telecommuting Policy that reflects best practices and is designed to increase employee telecommuting to reduce the County's carbon footprint. The policy is currently under review with the intent to implement in Fiscal Year 2010-2011.
- Using a free social networking platform, designed a website that provides multi-media content to supervisors and managers to increase their ability to align their employees with the mission and values of the County, and assist them in their efforts to create a culture dedicated to excellent customer service.

Proposed Strategic Actions:

- Articulate a shared vision and leadership philosophy that is woven 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:

- Further strengthen the Countywide human resources structure by: meeting with all department directors to determine current and future needs; implement strategies to assist departments in more effectively achieving their business objectives; provide targeted and strategic solutions to departments; and continue to develop human resources expertise throughout the organization.
- In collaboration with the labor-management Mobile Workforce Committee continue to develop a Mobile Workforce Program for the County of Santa Barbara that may include a variety of elements such as: telecommuting, teleworking, altered County operational hours/days, expanded flexible work schedules, increased use of technology, and virtual offices, meetings, and training.
- Expand the incorporation of competencies into County job specifications and continue to streamline the County's classification and compensation system to ensure increased operational flexibility and fiscally responsible and effective compensation for County employees.
- Continue to leverage the use of new technologies, such as social networking, Web 2.0 applications, and web-based training and video conferencing to expand the County's ability to attract, hire, train, and retain an effective and responsive County workforce.
- Create and implement a County Diversity Initiative that respects and values diversity and strongly promotes strategies and activities to recruit, develop, and retain qualified men and women of varied backgrounds, cultures, lifestyles, and experiences.
- Work with Auditor-Controller staff and the County's Benefits Consultant to cost-effectively implement the federal health insurance reforms in order to be legally compliant while minimizing financial impacts to the County and its workforce.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Department-wide Effectiveness Measures				
Achieve a response rate of 74% of approximately 50 survey respondents who agree or strongly agree with the statement "CEO/HR provides my department with flexible, streamlined, and creative solutions"	75.0% 30 40	80.0% 40 50	86.4% 19 22	74.0% 37 50
Achieve a response rate of 74% of approximately 50 survey respondents who agree or strongly agree with the statement "When I have a problem with CEO/HR's services they are responsive to my needs and satisfactorily correct the problem"	83.3% 30 36	80.0% 40 50	93.8% 15 16	74.0% 37 50

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Department-wide Effectiveness Measures				
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 three years.	66.6% 331 497	68.9% 330 479	67.8% 322 475	64.9% 237 365
Achieve a response rate of 74% of approximately 50 survey respondents who agree or strongly agree with the statement "CEO/HR understands my department's business needs"	70.0% 28 40	80.0% 40 50	75.0% 15 20	74.0% 37 50

This year CEO/HR implemented two employee health clinics. Based on current trends, it is estimated that this year the implementation of the clinics will reduce the County's health insurance claims experience by approximately $400,000. This reduction in claims experience should have a direct positive impact on the County's renewal rates in Fiscal Year 2010-2011.

HUMAN RESOURCES
Executive Management/Administration

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
Operating Expenditures				
Administration	$ 1,748,872	$ 1,746,077	$ 1,765,704	$ 1,556,936
Operating Sub-Total	1,748,872	1,746,077	1,765,704	1,556,936
Less: Intra-County Revenues	(858,271)	(880,614)	(875,530)	(770,693)
Operating Total	890,601	865,463	890,174	786,243
Non-Operating Expenditures				
Capital Assets	66,421	80,000	119,000	80,000
Expenditure Total	957,022	945,463	1,009,174	866,243
Other Financing Uses				
Operating Transfers	10,306	10,306	10,306	10,308
Designated for Future Uses	66,000	--	--	--
Division Total	$ 1,033,328	$ 955,769	$ 1,019,480	$ 876,551

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
Departmental Revenues				
Federal & State Revenues	$ 1,025	$ --	$ --	$ --
Cost Allocation Revenue	858,272	880,614	880,614	792,173
Miscellaneous Revenue	30,000	--	--	--
Revenue Sub-Total	889,297	880,614	880,614	792,173
Less: Intra-County Revenues	(858,271)	(880,614)	(875,530)	(770,693)
Revenue Total	31,026	--	5,084	21,480
General Fund Contribution	928,302	885,769	895,396	775,071
Other Financing Sources				
Use of Prior Fund Balances	74,000	70,000	119,000	80,000
Division Total	$ 1,033,328	$ 955,769	$ 1,019,480	$ 876,551

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
Permanent								
Administration	8.0	8.0	8.0	7.8	8.0	8.0	8.0	5.9
Total Positions	8.0	8.0	8.0	7.8	8.0	8.0	8.0	5.9

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Administration				
Assistant CEO/HR Director	1.0	1.0	1.0	1.0
Asst Director	3.0	3.0	3.0	2.0
HR Analyst	1.0	--	--	1.0
Business Application Analyst	1.0	1.0	1.0	1.0
Business Manager	--	1.0	1.0	1.0
Admin Office Pro	1.0	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

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Character of Expenditures				
Operating Expenditures				
Regular Salaries	888,949	893,054	858,371	727,685
Overtime	591	1,000	500	--
Extra Help	--	--	3,000	--
Benefits	326,975	359,920	335,029	329,176
Salaries & Benefits Sub-Total	1,216,515	1,253,974	1,196,900	1,056,861
Services & Supplies	532,357	492,103	568,804	500,075
Operating Sub-Total	1,748,872	1,746,077	1,765,704	1,556,936
Less: Intra-County Revenues	(858,271)	(880,614)	(875,530)	(770,693)
Operating Total	890,601	865,463	890,174	786,243
Non-Operating Expenditures				
Capital Assets	66,421	80,000	119,000	80,000
Expenditure Total	$ 957,022	$ 945,463	$ 1,009,174	$ 866,243

SERVICE DESCRIPTION

The Executive Management and Administration Division focuses on providing executive oversight to ensure 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 2009-2010 Adopted to FY 2009-2010 Estimated Actual)

The Fiscal Year 2009-2010 Estimated Actual operating expenditures increased $20,000, to $1,766,000, from the Fiscal Year 2009-2010 Adopted Budget of $1,746,000. This 1.1% increase is the result of:

- +$77,000 – Increased services and supplies primarily due to costs associated with implementing and supporting new data management software
- -$60,000 – Decreased salary and benefit costs due to vacancies and the reassignment of one executive to the Human Capital Strategies Division

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Fiscal Year 2010-2011 Recommended Budget operating expenditures will decrease $209,000, to $1,557,000, from the Fiscal Year 2009-2010 Estimated Actual of $1,766,000. This 11.8% decrease is the result of:

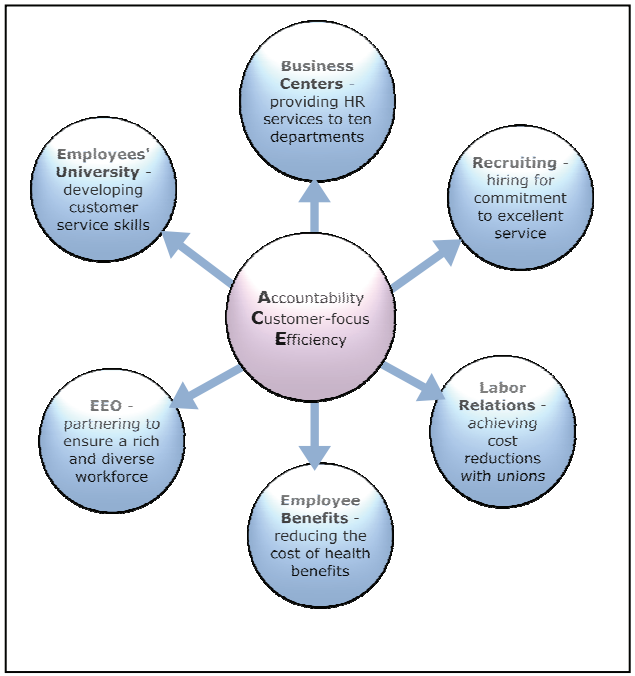
- -$140,000 – Decrease to salaries and benefits due to reassigning an executive position to the Human Capital Strategies Division
- -$69,000 – Decrease to services and supplies primarily due to a reduced use of outside consulting and professional services

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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.	90.3% 28 31	100% 30 30	88% 22 25	100% 25 25

HUMAN RESOURCES

Executive Management/Administration (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
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 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.	0% 0 0	0% 0 0	0% 0 0	0% 0 0
As an efficient and responsive government, the CEO/HR Department will maintain a productive workforce through a Departmental lost time rate of 4% or less when measuring lost hours to total budgeted hours.	5.4% 3,318 61,269	5.5% 3,096 56,300	4.0% 1,933 48,759	4.0% 1,870 46,750



	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
Operating Expenditures				
Employee Relations	$ 471,777	$ 517,746	$ 524,088	$ 549,288
Employee Benefits	498,770	350,508	991,390	403,454
Unemployment Self Insurance	370,199	554,784	959,984	1,506,985
Self-funded Dental	2,667,238	2,813,637	2,759,637	2,784,730
Class, Compensation & CSC	150,406	142,843	83,200	52,548
EEO/AA	230,931	270,313	130,889	264,410
Operating Sub-Total	4,389,321	4,649,831	5,449,188	5,561,415
Less: Intra-County Revenues	(1,431,297)	(1,754,222)	(1,910,589)	(2,871,660)
Expenditure Total	2,958,024	2,895,609	3,538,599	2,689,755
Other Financing Uses				
Designated for Future Uses	936,742	--	86,363	116,833
Division Total	$ 3,894,766	$ 2,895,609	$ 3,624,962	$ 2,806,588
Character of Expenditures				
Operating Expenditures				
Regular Salaries	860,917	846,080	707,116	799,972
Overtime	2,071	4,000	1,080	1,800
Extra Help	23,087	31,616	39,030	20,500
Benefits	311,242	331,979	266,254	352,704
Salaries & Benefits Sub-Total	1,197,317	1,213,675	1,013,480	1,174,976
Services & Supplies	326,834	240,456	884,708	289,439
Insurance Claims	2,865,170	3,195,700	3,551,000	4,097,000
Operating Sub-Total	4,389,321	4,649,831	5,449,188	5,561,415
Less: Intra-County Revenues	(1,431,297)	(1,754,222)	(1,910,589)	(2,871,660)
Expenditure Total	$ 2,958,024	$ 2,895,609	$ 3,538,599	$ 2,689,755

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
Permanent								
Employee Relations	4.0	3.7	4.0	3.9	4.0	3.9	5.0	3.9
Employee Benefits	4.0	3.6	4.0	2.9	4.0	2.9	4.0	2.9
Class, Compensation & CSC	2.3	1.6	1.5	1.5	1.5	0.9	0.5	0.5
EEO/AA	2.5	2.4	2.5	2.0	2.5	1.2	2.5	2.0
Total Permanent	12.8	11.3	12.0	10.3	12.0	9.0	12.0	9.3
Non-Permanent								
Extra Help	--	0.1	--	--	--	0.4	--	--
Total Positions	12.8	11.4	12.0	10.3	12.0	9.3	12.0	9.3

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Source of Funds Summary				
Departmental Revenues				
Interest	$ 80,946	$ 31,340	$ 31,440	$ 11,500
Unemployment Premium Contributions	178,136	472,075	592,000	1,623,818
Dental Insurance Premiums	2,628,324	2,759,558	2,823,000	2,563,400
Cost Allocation Revenue	525,236	554,589	554,589	561,342
Miscellaneous Revenue	106,872	9,000	--	--
Revenue Sub-Total	3,519,514	3,826,562	4,001,029	4,760,060
Less: Intra-County Revenues	(1,431,297)	(1,754,222)	(1,910,589)	(2,871,660)
Revenue Total	2,088,217	2,072,340	2,090,440	1,888,400
General Fund Contribution	738,714	717,821	574,978	708,358
Other Financing Sources				
Use of Prior Fund Balances	1,067,835	105,448	959,544	209,830
Division Total	$ 3,894,766	$ 2,895,609	$ 3,624,962	$ 2,806,588

Significant Changes (FY 2009-2010 Adopted to FY 2009-2010 Estimated Actual)

The Fiscal Year 2009-2010 Estimated Actual operating expenditures increased $799,000, to $5,449,000, from the Fiscal Year 2009-2010 Adopted Budget of $4,650,000. This 17.2% increase is the result of:

- +$600,000 – Implementation of the two employee health clinics approved by the Board of Supervisors
- +$405,000 – Unanticipated increase in unemployment insurance claims as a result of federal changes that significantly extended the duration of unemployment benefits
- -$201,000 – Decrease to salary and benefits as a result of a vacant position and some unpaid leave

Significant Changes (FY 2009-10 Estimated Actual to FY 2010-11 Recommended)

The Fiscal Year 2010-2011 Recommended Budget operating expenses will increase $112,000, to $5,561,000, from the Fiscal Year 2009-2010 Estimated Actual of $5,449,000. This 2.1% increase is the result of:

- -$595,000 – Decrease to services and supplies due to one-time expenditures in FY 2009-2010 associated with implementing the employee health clinics
- +$547,000 – Anticipated increase in unemployment insurance claims based on an actuarial review that accounts for federal changes that increase the duration of unemployment insurance benefits
- +$162,000 – Increase in salary and benefits as a result of refilling a position that had been vacant in FY 2009-2010

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 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Recurring Performance Measures				
Employee Benefits				
Achieve a response rate of 95% of approximately 80 survey respondants who are satisfied or very satisfied with the overall level of clinic services provided by the on-site health clinics.	N/A	N/A	95% 76 80	95% 76 80
Achieve a response rate of 80% of approximately 50 survey respondents who agree or strongly agree with the statement "CEO/HR Employee Benefits staff are effective in their ability to resolve problems"	92% 33 36	80% 40 50	100% 17 17	74% 40 50
EEO/AA				
Conclude 50% of formal employee complaints (discrimination, harassment, and retaliation) within 90 days.	71% 6 9	50% 10 20	40% 2 5	50% 3 6
Number of formal employee Equal Employment Opportunity complaints received.	17	20	5	6

HUMAN RESOURCES
Human Capital Solutions (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Employee Relations				
Program Manager	--	1.0	1.0	1.0
Employee Relations Chief	1.0	1.0	1.0	1.0
HR Analyst	2.0	1.0	1.0	--
Admin Office Pro	--	--	--	1.0
Dept Business Specialist	--	--	--	1.0
Human Resources Specialist	1.0	1.0	1.0	1.0
Sub-Division Total	4.0	4.0	4.0	5.0
Employee Benefits				
Employee Benefits Manager	1.0	1.0	1.0	1.0
Human Resources Specialist	3.0	3.0	3.0	3.0
Sub-Division Total	4.0	4.0	4.0	4.0
Class, Compensation & CSC				
HR Analyst	1.8	1.0	1.0	--
Admin Office Pro	0.5	0.5	0.5	0.5
Sub-Division Total	2.3	1.5	1.5	0.5
EEO/AA				
EEO/AA Manager	1.0	1.0	1.0	1.0
Admin Office Pro	1.5	1.5	1.5	1.5
Sub-Division Total	2.5	2.5	2.5	2.5
Division Total	12.8	12.0	12.0	12.0

HUMAN RESOURCES
Human Capital Strategies

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
Operating Expenditures				
Talent Recruitment	$ 917,671	$ 818,854	$ 827,105	$ 795,777
Employee Development	405,143	422,101	412,460	413,430
Operating Sub-Total	1,322,814	1,240,955	1,239,565	1,209,207
Less: Intra-County Revenues	(965,309)	(749,206)	(749,206)	(720,510)
Expenditure Total	357,505	491,749	490,359	488,697
Other Financing Uses				
Designated for Future Uses	13,000	--	--	--
Division Total	$ 370,505	$ 491,749	$ 490,359	$ 488,697
Character of Expenditures				
Operating Expenditures				
Regular Salaries	724,683	536,539	605,475	550,951
Overtime	6,216	3,500	--	2,000
Extra Help	13,923	5,868	200	5,000
Benefits	271,087	214,423	233,940	240,550
Salaries & Benefits Sub-Total	1,015,909	760,330	839,615	798,501
Services & Supplies	306,905	480,625	399,950	410,706
Operating Sub-Total	1,322,814	1,240,955	1,239,565	1,209,207
Less: Intra-County Revenues	(965,309)	(749,206)	(749,206)	(720,510)
Expenditure Total	$ 357,505	$ 491,749	$ 490,359	$ 488,697
Source of Funds Summary				
Departmental Revenues				
Federal & State Revenues	$ 12,077	$ 14,000	$ 10,000	$ 12,000
Cost Allocation Revenue	782,584	667,826	667,826	641,612
Other Charges for Services	144,550	191,380	161,380	168,898
Cell-Site Revenue	188,715	197,000	197,000	197,000
Miscellaneous Revenue	845	--	5,500	--
Revenue Sub-Total	1,128,771	1,070,206	1,041,706	1,019,510
Less: Intra-County Revenues	(965,309)	(749,206)	(749,206)	(720,510)
Revenue Total	163,462	321,000	292,500	299,000
General Fund Contribution	207,043	170,749	197,859	189,697
Division Total	$ 370,505	$ 491,749	$ 490,359	$ 488,697

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
Permanent								
Talent Recruitment	10.0	7.6	8.8	4.9	8.8	5.4	7.8	3.9
Employee Development	3.0	2.5	3.0	2.5	3.0	2.5	3.0	2.5
Total Permanent	13.0	10.1	11.8	7.4	11.8	7.9	10.8	6.4
Non-Permanent								
Extra Help	--	0.5	--	--	--	--	--	--
Total Positions	13.0	10.5	11.8	7.4	11.8	7.9	10.8	6.4

Significant Changes (FY 2009-2010 Adopted to FY 2009-2010 Estimated Actual)

The Fiscal Year 2009-2010 Estimated Actual operating expenditures show no significant change from the Fiscal Year 2009-2010 Adopted Budget

Significant Changes (FY 2009-2010 Estimated Actual to FY 2010-2011 Recommended)

The Fiscal Year 2010-2011 Recommended Budget operating expenditures will decrease $30,000, to $1,209,000, from the Fiscal Year 2009-2010 Estimated Actual of $1,239,000. This 2.4% decrease is the result of:

- -$39,000 – Reduced salary and benefit costs due to vacancies, which will be partially offset by costs associated with an executive billing additional time to this division
- +$11,000 – Increases to services and supplies primarily due to anticipated increases in recruitment activities.

SERVICE DESCRIPTION

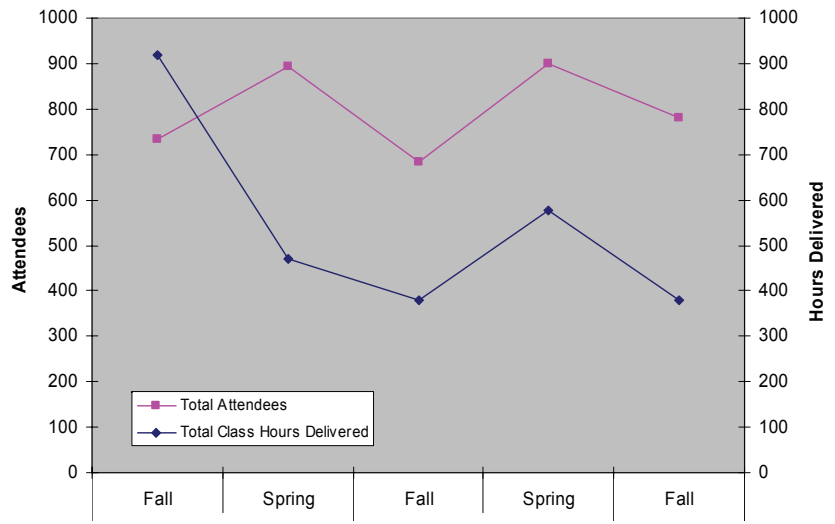
The Human Capital Strategies Division is focused on developing comprehensive strategies to assist the County in overcoming the challenges related to recruiting, retaining, and training the County workforce.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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.	43.3% 215 497	50.1% 240 479	50.9% 242 475	49.9% 182 365
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.	83.0% 303 365	90.0% 153 170	80.5% 165 205	90.2% 138 153
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 N/A N/A	N/A N/A N/A	80% 40 50	80% 40 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 N/A N/A	N/A N/A N/A	100% 19 19	80% 40 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".	88% 35 40	80% 40 50	80% 40 50	80% 40 50

HUMAN RESOURCES

Human Capital Strategies (cont'd)

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Talent Recruitment				
Asst Director	--	--	--	1.0
HR Analyst	4.0	3.8	3.8	2.8
Admin Office Pro	3.0	3.0	3.0	3.0
Human Resources Specialist	3.0	2.0	2.0	1.0
Sub-Division Total	10.0	8.8	8.8	7.8
Employee Development				
Program Manager	1.0	1.0	1.0	1.0
HR Analyst	1.0	--	--	--
Admin Office Pro	1.0	1.0	1.0	1.0
Human Resources Specialist	--	1.0	1.0	1.0
Sub-Division Total	3.0	3.0	3.0	3.0
Division Total	13.0	11.8	11.8	10.8



HUMAN RESOURCES
Shared Services

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
Use of Funds Summary				
Operating Expenditures				
Shared Services	$ --	$ 257,412	$ 229,320	$ 356,338
Operating Sub-Total	--	257,412	229,320	356,338
Less: Intra-County Revenues	--	(103,766)	(103,766)	(188,525)
Division Total	$ --	$ 153,646	$ 125,554	$ 167,813
Character of Expenditures				
Operating Expenditures				
Regular Salaries	--	184,830	164,593	246,821
Benefits	--	72,582	64,407	109,517
Salaries & Benefits Sub-Total	--	257,412	229,000	356,338
Services & Supplies	--	--	320	--
Operating Sub-Total	--	257,412	229,320	356,338
Less: Intra-County Revenues	--	(103,766)	(103,766)	(188,525)
Expenditure Total	$ --	$ 153,646	$ 125,554	$ 167,813
Source of Funds Summary				
Departmental Revenues				
Cost Allocation Revenue	$ --	$ 103,766	$ 103,766	$ 188,525
Revenue Sub-Total	--	103,766	103,766	188,525
Less: Intra-County Revenues	--	(103,766)	(103,766)	(188,525)
Revenue Total	--	--	--	--
General Fund Contribution	--	153,646	125,554	167,813
Division Total	$ --	$ 153,646	$ 125,554	$ 167,813

	Actual FY 08-09		Adopted FY 09-10		Est. Actual FY 09-10		Recommended FY 10-11	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
Permanent								
Shared Services	--	--	2.0	2.0	2.0	1.3	3.0	2.9
Total Positions	--	--	2.0	2.0	2.0	1.3	3.0	2.9

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 departments. This service model provides consultation between all departments and CEO/HR to strengthen consistency, coordination, and accountability in the application of laws, policies, procedures, and practices.

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
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"	N/A N/A N/A	100% 10 10	75% 6 8	100% 10 10
Achieve a response rate of 100% of 10 survey respondents who agree or strongly agree with the statement "Shared Services staff understand my department's business needs"	N/A N/A N/A	100% 10 10	88% 7 8	100% 10 10

	Actual FY 08-09	Adopted FY 09-10	Est. Actual FY 09-10	Recommended FY 10-11
	Pos.	Pos.	Pos.	Pos.
Position Detail				
Shared Services				
Program Manager	--	2.0	2.0	--
Fiscal Analyst	--	--	--	1.0
Employee Benefits Manager	--	--	--	1.0
Dept Business Specialist	--	--	--	1.0
Sub-Division Total	--	2.0	2.0	3.0
Division Total	--	2.0	2.0	3.0