

County Executive Office



Date: February 18, 2010

To: Honorable Chair Wolf and Members of the Board of Supervisors

From: Jason Stilwell, Assistant CEO / Budget Director

Subject: Budget Inquires for the February 23, 2010 Budget Workshop

Following the February 2, 2010 Board of Supervisors (Board) hearing, six Board Inquiries were made regarding development of the Fiscal Year 2010-11 Recommended Budget. Responses to each of these Board Inquires are included as attachments to this memorandum for your review ahead of the February 23, 2010 Budget Workshop.

Please do not hesitate to contact me at 568-3413 if you have any questions or additional inquiries.

Attachments

Board Inquiry Form

Board Member	
Carbajal	
Wolf	
Farr	X
Gray	
Centeno	

Countywide FTE Changes

Date: 2/17/2010

2009-10 Operating Plan Page: C-28

C-28 - Ten Year Staffing Updated With
Board Adopted FTEs

Request/Question:

What are the FTE changes over the past several years?

Report Back by:

John Jayasinghe, CEO Fiscal and Policy Analyst

Response:

The FTE changes by department are included for the last ten year period. The attached Recommended Budget book page C-28 is updated with 2009-2010 Board Adopted FTEs.

TEN YEAR COUNTY BUDGETED FTEs STAFFING COMPARISON

Fiscal Year 2000-01 through Fiscal Year 2009-10 Budgeted FTEs

	00-01	01-02	02-03	03-04	04-05	05-06	06-07	07-08	08-09	09-10
	Adopted	Adopted	Adopted	Adopted	Adopted	Adopted	Adopted	Adopted	Adopted	Adopted
Policy & Executive										
Board of Supervisors	19.01	21.15	21.08	21.15	21.50	22.50	22.80	23.00	22.50	22.75
County Executive Office	24.00	25.50	24.23	24.00	23.00	25.00	23.00	23.64	20.00	20.00
County Counsel	41.53	46.08	45.66	44.45	45.01	45.70	45.44	45.45	42.24	37.67
Sub-Total	84.54	92.73	90.97	89.60	89.51	93.20	91.24	92.09	87.58	80.42
Law & Justice										
Court Special Services	25.50	27.50	28.20	0.00 (4)	0.00	0.00	0.00	0.00	0.00	0.00
District Attorney	140.00	141.00	135.32	135.59	133.53	135.74	138.43	138.02	130.91	118.75
Public Defender	69.05	68.70	68.70	69.70	68.77	69.70	71.66	71.44	68.11	61.57
Sub-Total	234.55	237.20	232.22	205.29	202.30	205.44	210.09	209.46	199.02	180.32
Public Safety										
Fire	242.15	244.82	249.60	250.70	250.53	263.50	270.50	285.27	285.27	285.27
Probation	385.62	418.18 (1)	397.63 (2)	368.41 (5)	372.15	382.10	382.67	383.60	379.27	344.71
Sheriff	689.82	661.36	659.64	669.09	667.51	692.36	692.37	699.36	675.99	671.93
Sub-Total	1,317.59	1,324.36	1,306.87	1,288.20	1,290.19	1,337.96	1,345.54	1,368.23	1,340.53	1,301.91
Health & Public Assistance										
Alcohol, Drug, & Mental Health	318.36	270.17	302.23	282.79	304.84	289.90	304.78	332.58	291.47	299.18
Child Support Services	120.75	118.54	123.61	117.34	116.85	111.98	106.07	102.35	90.58	89.23
Public Health Department	538.16	567.80	559.11	554.15	564.20	554.62	534.92	534.91	513.61	501.21
Job Training Network	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Social Services	634.09	640.24	610.12 (3)	574.51 (6)	601.72 (8)	622.48	648.47	648.50	642.42	627.76
Sub-Total	1,611.36	1,596.75	1,595.07	1,528.79	1,587.61	1,578.98	1,594.24	1,618.34	1,538.08	1,517.38
Community Resources & Public Facilities										
Agricultural Commissioner	37.60	36.50	36.77	34.81	35.15	34.64	35.35	32.85	33.25	31.00
Housing & Community Dev	0.00	0.00	0.00	11.00 (7)	12.00	12.00	11.54	13.00	12.25	12.00
Parks	97.31	94.75	93.43	91.83	91.63	81.78	84.95	85.40	82.17	83.20
Planning & Development	185.10	183.33	164.65	154.28	153.54	135.92 (9)	135.28	149.24 (11)	118.27	94.30
Public Works	360.85	367.47	363.58	356.59	352.24	340.08	335.98	332.23	314.01	308.28
Sub-Total	680.86	682.05	658.43	648.51	644.56	604.42	603.10	612.72	559.95	528.78
Support Services										
Auditor-Controller	54.20	58.70	55.85	54.18	54.00	53.73	56.85	57.85	54.26	51.25
Clerk-Recorder-Assessor	130.73	111.88	110.92	110.92	112.63	117.55	118.34	118.39	112.62	110.38
General Services	175.63	180.89	176.47	170.04	157.99	154.45	158.16	157.46	122.73 (12)	114.73
Human Resources	27.79	27.89	29.11	27.84	29.42	29.05	31.92	30.90	29.93	27.44
Treasurer-Tax Collector	54.83	55.69	49.61	49.63	50.74	50.74	51.48	50.49	48.76	48.76
Information Technology	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	46.00 (12)	46.00
Sub-Total	443.18	435.05	421.96	412.61	404.78	405.52	416.75	415.09	415.04	398.56
General County Programs										
General County Programs	10.47	15.75	29.75	19.56 (7)	15.01	29.87 (9)	44.77 (10)	35.00 (11)	31.01 (12)	31.00
Sub-Total	10.47	15.75	29.75	19.56	15.01	29.87	44.77	35.00	31.01	31.00
Total	4,382.55	4,383.89	4,335.27	4,192.56	4,233.96	4,255.39	4,305.73	4,350.93	4,171.21	4,038.37

Note: For comparison of positions to FTEs, see department summary budgets in Section D of this budget book, full time equivalents equals the number of positions times percent worked times the number of pay periods worked + 26 for all types of positions - regular, extra-help, and contractor on payroll - less any anticipated salary savings.

Board Inquiry Form

Board Member	
Carbajal	
Wolf	x
Farr	x
Gray	
Centeno	

Department: NA

Date: February 18, 2010

CCPP Pages(s): NA

Request/Question:

What is the split of GFC as a component of the Internal Service Funds' revenue?

Report Back by:

Jason Stilwell, Assistant County Executive Officer, County Executive Office
Chris Rich, Fiscal & Policy Analyst, County Executive Office

Response:

The County manages ten Internal Service Funds (ISFs), providing an accounting framework to support a variety of business operations. Departments benefiting from and using the ISFs budget annual expenditures by using published rates or by estimating the need for specific services. These departmental expenditures are received as revenue by each ISF.

In the Fiscal Year 09-10 Adopted Budget, approximately \$195 million was provided to County departments in General Fund Contribution (GFC). Those departments receiving GFC budgeted \$41.7 million in total expenditures to the ISFs. Of these total departmental expenditures to the ISFs, approximately \$13.4 million was attributable to General Fund Contribution (GFC). Accordingly, the ISFs received this same amount – \$13.4 million – as revenue from these departments. The amount of GFC received by the ISFs, as well as the department with primary responsibility for managing each ISF, is summarized below.

General Services Department

Fund 1900 (Vehicle Operations/ Maintenance): \$2.41 million in GFC
Fund 1910 (Medical Malpractice): \$9,600 in GFC
Fund 1911 (Workers Compensation): \$3.38 million in GFC
Fund 1912 (County Liability Insurance): \$2.64 million in GFC
Fund 1920 (Utilities): \$1.96 million in GFC
Fund 1921 (Reprographics): \$221,000 in GFC

Human Resources Department

Fund 1913 (Unemployment Insurance): \$140,600 in GFC
Fund 1914 (Dental Self-insurance): \$189,500 in GFC

Information Technology Department

Fund 1915 (Information Technology): \$1.62 million in GFC
Fund 1919 (Communications): \$844,000 in GFC

Board Inquiry Form

Board Member	
Carbajal	
Wolf	
Farr	x
Gray	
Centeno	

Department: CEO/Human Resources Date: 2/18/10

CCPP Page(s): 117

Request/Question:	Cost Center, Budget and Performance Measures for the Employees' University (EU) – Are there performance measures?
Report Back By:	February 18, 2010

Response:

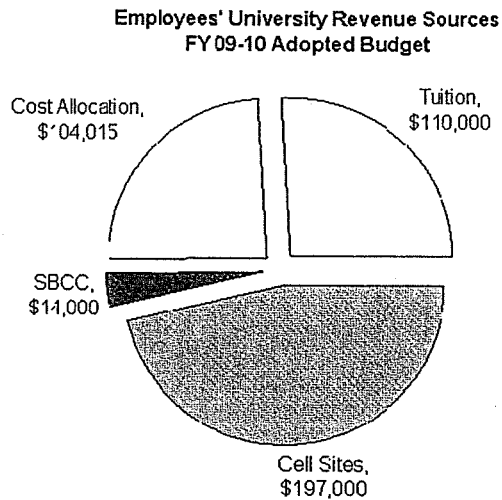
The Employee's University (EU) is found on page 117 of the 2010 Adopted Cost Center Performance Plan. It is located in CEO/Human Resources Department, Division 03 Human Capital Strategies, Sub-Division 02 Employee Development. The adopted FY 2009-2010 Budget for the EU was \$422.1K. The EU is staffed with 2.4 FTEs and the objective of the program is to "provide training and development opportunities to the County's workforce." The current performance measures for the EU are as follows:

- Maintain an average instructor effectiveness rating of 5 on a 6 point scale on 95% of surveys.
- Achieve a response rate of 80% of approximately 50 survey respondents who agree or strongly agree with the statement "the training offered by the Employees' University enhances my department's ability to meet its business needs."
- Achieve a response rate of 80% of approximately 50 survey respondents who agree or strongly agree with the statement "the Employees' University offers effective training programs for my employees."

Funding Sources:

The EU is funded through a creative mix of attendee tuition, (paid by employees' respective departments), cost allocation, cell-site leasing revenue, and a share of City College's Average Daily Attendance funds which are derived from the State of California. In 2009-2010, the EU received no General Fund contribution; however, employee tuition is paid through a variety of State, Federal, and General Fund sources, depending on the department and the employee participating in the training. This is the case even when employees take training classes through outside sources. The entire EU budget is the

equivalent average of approximately \$105 annually per County employee for training and development (\$422,000 divided by 4025 employees). According to the American Society for Training and Development, the 2008 industry standard was \$1,068 per employee. The cost to departments per full-day of training is \$50 per participant as compared to the lowest market rates for a day-long training which begin at \$149. In addition, by offering classes in Lompoc and Santa Maria, approximately 1,500 travel hours (employee travel time) are saved each year.



Background:

Employee training and development is a critical component of an employee's performance and long-term career with an organization. In recognition of this, on October 20, 1998, the Board of Supervisors approved the EU as a component of the County's Strategic Plan. From the beginning, the EU's primary emphasis has been to enrich employees' knowledge and skills for immediate application in the workplace. In September 2001, the EU opened its 4,000 square foot training center on the Calle Real County campus. In addition to providing training at this location, the EU provides training at various locations in Lompoc and Santa Maria in order to direct-deliver to employees stationed in the north. In FY 2004-2005, the EU became part of CEO/Human Resources to increase coordination and strategically interweave training and development into the other aspects of workforce management (hiring, promoting, performance management, labor relations, etc.) Beginning in 2007, the EU began significant efforts to realign training and development programs with the County's ACE Values in an effort to support a strong customer-service orientation in the organization and to provide employees with training and development that would allow them to better contribute to the achievement of department business objectives. This effort has produced more rigorous and robust training programs and a greater degree of accountability built into many new curriculums. Further, the EU has played a significant role in providing required training for the skill-based system for the County's nearly 1,000 Office Professionals, which the Board adopted in June 2008. The EU creates and delivers on an ongoing basis the courses needed for these employees to develop the skills needed by their departments. Many classes are created in collaboration with County departments in order to ensure they meet departmental training needs. In January 2009, the EU launched the first phase of a comprehensive leadership development program specifically designed to increase the leadership abilities of first- and second-line supervisors and managers. To date, nearly 200 have participated in the program, which includes a robust evaluation system to keep

the curriculum aligned with the current operating environment and the ACE Values. Further the County of Ventura sent a number of its managers to the leadership training and was so impressed with the quality of the training that they have requested to send all their managers through the training. This will present the EU with additional revenue opportunities in 2010-2011.

The EU has been expanding the use of technology in delivering classes and plans to further expand these opportunities (webinars, podcasts, remote classroom training, etc.) into the future.

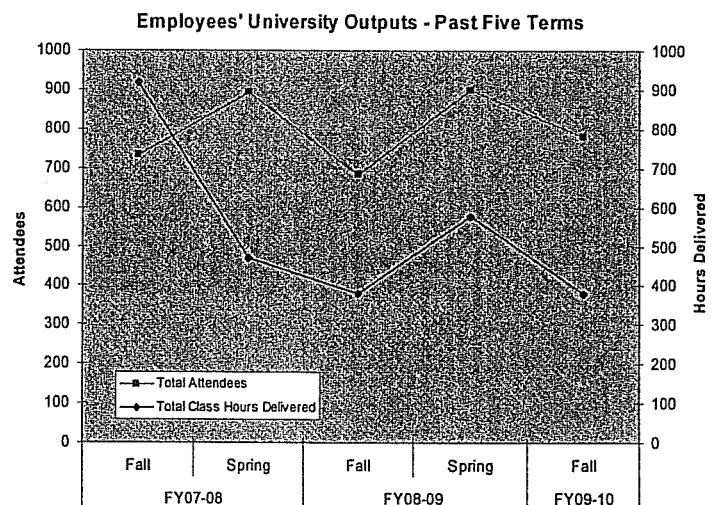
Another important feature of the EU is its partnership with educational institutions. Since November 1999, the EU has enjoyed a partnership with Santa Barbara City College (SBCC) that allows college credits for many EU courses and provides a modest source of revenue for the EU. Since Spring 2003 County employees have earned approximately 16,054 units through this partnership. Additionally, since 2003, the EU has partnered with Cal State Northridge which provides Bachelors and Masters Degree programs in Public Administration at the EU.

Since its inception, the EU has created and delivered over 187 different courses to County employees from each and every department and there have been more that 25,500 participants in EU classes. During FY 2009-2010, 31 new and/or completely re-written courses are being delivered to better respond to the rapidly changing operating environment and better reflect County values and overall, classes are constantly evaluated and revised to be more rigorous, robust, and accountable to reflect the changing business needs of the County and its 23 departments.

Measures of Success:

The EU contributes to the success of the organization by increasing the skills, knowledge, and abilities of the workforce. Following are some important success measurements:

- Over 10,300 participant hours of training during 2009, a 20% increase over 2008 to meet increased demand;
- Over 950 hours of training delivered to nearly 1,700 attendees in 2009;
- Over a 14% increase in content knowledge based on pre- and post-test scores during 2009;



- 69% of supervisors report an increased commitment to the ACE Values and the ability for EU class attendees to have productive workplace relationships; and
- 95% of survey responders state that Employees' University course content increases the ability of staff to be effective in their jobs by meeting the current and future needs of their customers.

Ongoing Efforts to Increase Effectiveness:

- Providing Continuing Education Units (CEUs) for RN's, and eventually other professionals, to assist staff in meeting their ***licensing requirements*** in an efficient manner that also aids in retention;
- Marketing the employee development courses to outside agencies, districts, cities and other counties to ***increase revenue*** and build business relationships between organizations;
- Working with departments to identify employee development needs and strategically planning to deliver training to meet departments' current and future ***business needs***; and
- Continuously updating curriculum to meet changing organizational needs, responding to feedback from the multi-level evaluation process and taking advantage of new research and ***best practices***.

The Importance of Training and Development in a Bad Economy:

In challenging economic times, organizations will cut training and development programs as a first-line strategy for reducing costs. However, it is precisely during periods of downsizing, rightsizing, and operating within limited financial resources that training and development programs are needed more than ever. Visionary organizations realize that it is during these challenging times that a well-trained workforce is more engaged, more flexible, and more productive and can, therefore, participate in streamlining and modernizing practices for efficiency and be retrained to fill the future needs of the organization

The EU is positioned to assist the organization in achieving similar objectives and has planned to implement the following strategies in the coming year:

- Reduce departmental training costs and increase employee availability by creating half-price, half-day classes.
- Work closely with departments to determine training needs and deliver rigorous, accountable training.

- Hold participants accountable for demonstrating learned skills and use metrics to demonstrate impact and performance improvement.
- Market EU training to surrounding counties/cities. Possible expansion to non-profits in the future. As previously mentioned, the County of Ventura has already expressed interest in sending its managers through the leadership programs at the EU.
- Increase use of web-based training and webinars, podcasts, and blogs to minimize delivery time and maximize responsiveness to training needs.
- Partner with departments as they explore and finalize reorganization strategies and assist with retraining employees.
- EU to provide training content that supports County values, goals, and business objectives; free departments to focus on core business and training specific to that business.
- Work closely with departments to plan for future training needs, identifying the skills and competencies required by the organization.
- Continue to offer a wide array of classes designed to help departments prepare for the future.
- Continue to provide Continuing Education Credits, wherever possible.
- Continue to provide employees with access to BA and MA programs.

Board Inquiry Form

Board Member	
Carbajal	
Wolf	
Farr	X
Gray	
Centeno	

Department: CEO/Human Resources Date: 2/18/10

CCPP Page(s):

Request/Question:	Cost Center Information and Performance Measures for the Employee Health Clinics
Report Back By:	February 18, 2010

Response:

The County of Santa Barbara Employee Health Clinic Program is not included in the 2009-2010 CCPP as the clinics became operational in mid-September 2009, after the adoption of the FY 2009-2010 Budget. Although formal performance measures will be established in the FY 2010-2011 Budget, since the inception of the Employee Health Clinic Program, staff has tracked usage, cost-effectiveness, and conducted ongoing satisfaction surveys of users. Information related to these areas is included in this response.

Background:

The Board of Supervisors approved the establishment of an Employee Health Clinic Program in May 2008, and on June 2, 2009 approved a contract with Healthstat Inc., to implement two onsite employee health clinics and disease management program designed to assist the County in reducing future health plan costs and in reducing employee lost time. The Board's actions came as a result of the labor-management Health Oversight Committee's (HOC) recommendations to implement such a program in order to better manage and even reduce the rising cost of health care for both the County and its workforce. After the RFP process, the HOC selected Healthstat to operate the clinics. Healthstat was selected, in part, for its proven track record of lowering benefit costs for employers. The program was funded from savings the County realized when it changed insurance carriers in 2008.

Two clinics were made operational the week of September 14, 2009, after exhaustive outreach to employees during August. One clinic is located in Santa Barbara and operates from 7:30 a.m. to 4:30 p.m. Monday through Friday. The other clinic, located in Santa Maria is open from 7:30 to 11:30 a.m. Monday through Thursday. The Clinics are staffed by nurse practitioners and assisted by a medical office assistant. Prior to opening the Clinics, employees were invited to take Health Risk Assessments (HRA) in order to qualify to use the Employee Health Clinic Program. Each employee who takes the HRA,

which consists of a questionnaire and lab work, receives a profile with recommendations for improving his/her health. The Health Clinic nurse practitioners then work with employees to develop wellness strategies associated with their medical conditions. This is a critical factor in helping to create a healthier workforce, reduce health plan claim expenses, and ultimately reduce health care premium costs for both the employer and its workforce. Employees who complete the HRA can access the Health Clinics without a co-pay and can receive quick, easily accessible episodic health care for a variety of conditions such as cold, flu, infections, muscle strain, cuts and sprains, gastrointestinal issues, breathing difficulties, etc. Early intervention at the workplace helps to get employees more immediate care, help them recover more quickly, and return them to work sooner. The nurse practitioners also work with employees to use their County health plans in the most cost-effective manner in order to reduce future health plan costs.

The contract with Healthstat was for a two-year term and included a guaranteed return on investment on a sliding scale based on the level of participation and resulting reduction in health costs. The Board was advised in the June 2, 2009 Board Letter that after the first year of operation, Healthstat and the County would evaluate the results of the program and make any plan changes necessary to strengthen the program. To realize the full benefits of the Program on the County's overall health plan costs requires approximately 18-months of operation.

Effectiveness Measures:

Staff has been closely monitoring the Employee Health Clinic Program since it commenced operating and has collected significant data from both usage records as well as employee satisfaction surveys.

Clinic Usage

From September 2009 through December 31, 2009:

- Employees have accessed the Clinics a total of 1,186 times.
- Since inception, clinic usage has grown on a monthly basis and the Santa Maria Clinic is at full-utilization capacity. The Santa Barbara Clinic is at approximately 50% capacity. Staff is in the process of examining increasing Clinic hours in Santa Maria and decreasing hours in Santa Barbara.
- A total of 82 High-Risk Patients have been seen at the Health Clinics 326 times.
- 676 reference labs have been ordered.
- 16% of employees are being seen for chronic disease management; 34% for care coordination; and 50% for episodic health care.

Employee Savings

With the implementation of the Employee Health Clinic Program, *employees* using the Program have realized significant savings over the four months of operation:

- As a result of no co-pays for using the Employee Health Clinic, employees have saved \$24,000 out-of-pocket cost.
- Based on trend, it is estimated that employees will save between \$44,000 and \$52,000 in the first six months of 2010.
- Total employee co-pay savings in the first 10 months is estimated to be between \$68,000 and \$76,000.
- Average clinic visits require the employee to be away from work approximately 33 to 40 minutes, saving employee sick time usage and reducing lost time.

Health Plan Savings

As a result of implementing the Employee Health Clinic Program, the County has already seeing results that should positively impact future health premium rates:

- In 2009, \$130,500 in physician office visit costs was not passed on to the County's health plan claim experience. Based on trend, it is estimated that in 2010, approximately \$424,710 of physician office visit costs will not be passed on to the health plan's claim experience.
- In 2009, \$11,859 in reference lab costs was not passed on to the health plan's claim experience. Based on trend, it is estimated that in 2010, \$31,440 in reference lab costs will not be passed on to the health plan's claims experience.
- High Risk Patients have the greatest potential for impacting the County's health plan costs. From September through December 2009, the Employee Health Clinic Program has been managing 82 High Risk Patients. Cost savings from preventing a catastrophic health event for these patients are as follows:
 - Catastrophic Cardiac Event - \$11,293 - \$19,631 per person
 - Uncontrolled Hypertension - \$6,387 per person
 - Catastrophic Diabetic Event - \$84,756 per person
 - Stroke - \$7,326 per person

Employee Satisfaction

Satisfaction surveys have been conducted with employees using the Santa Maria and Santa Barbara Clinics. Overall, employee satisfaction is exceptionally high as demonstrated by the results below:

Factor	Santa Maria Satisfied to Highly Satisfied	Santa Barbara Satisfied to Highly Satisfied
Ease in scheduling appointments	100%	100%
Availability of convenient appointment time	100%	100%
Hours of clinic operations	91%	100%
Cleanliness of clinic	96%	100%
Professional and approachable staff	100%	100%
Ability of medical provider to explain diagnosis	100%	100%
Usefulness of medical provider recommendations	95%	100%
Overall level of clinic services provided	100%	100%
Overall level of satisfaction with the Clinic Program	100%	100%

In addition, when asked about the "waiting" time to be seen by the medical professional in each of the clinics, employees provided the following information:

Waiting Time	Santa Maria	Santa Barbara
No waiting time	41%	55%
Less than 5 minutes	30%	27%
5 to 10 minutes	29%	18%

This is a considerably lesser waiting time than most individuals experience in a typical office visit to their physicians. In addition to survey feedback, Employee Benefits continues to receive phone calls, emails, and letters from employees voicing their satisfaction with the Clinics; however, staff plans to continue surveying employee satisfaction on an ongoing basis.

Attached to this response is a Health and Wellness newsletter that is distributed to all employees to promote wellness and the use of the Employee Health Clinics.

Summary:

Based on the preliminary data collected in just three and one-half months of experience with the County of Santa Barbara Employee Health Clinic Program, the following is being achieved:

- Employees are saving money on co-pays and sick leave usage as a result of

accessing the Clinics;

- Employees are highly satisfied with the Clinics;
- The County is positioned to realize health plan savings through reduced claims experience by the employees accessing the Clinics (reduced health plan physician visits and reference labs). Projected savings for the first ten months of operations are \$456,150; and
- The Clinics are providing health management services to a number of high risk employees, which will also help the organizations and its workforce reduce healthcare costs into the future. If the 82 High Risk Patients are diverted from even the lowest-cost catastrophic event, the County would save a minimum of an additional \$523,734 in health plan costs.

Results will continue to be monitored and appropriate performance measures will be established in the 2010-2011 CCPP.



Reminder: Have You Had Your Annual Physical Exam?

Your annual physical exam is a great opportunity to refocus your attention on prevention and healthy behaviors. Your doctor can obtain baseline information about you, answer questions and address your health concerns.

Health Tip!

Exercise On The Job

Looking to alleviate aches, pains, and even weight gain? Try these exercises at your desk — or anywhere else — to ease aches & pains and boost energy.

- **Stand up and sit down — no hands.** If you stand up and sit down (over & over) without using your hands it can be a challenge.
- **Shrug your shoulders — to release the neck and shoulders.** Inhale deeply and shrug your shoulders, lifting them high up to your ears. Hold. Release and drop. Repeat three times.
- **Point your fingers — good for hands, wrist, and forearms.** Stretch your left hand out in front of you, pointing fingers toward the floor. Use your right hand to increase the stretch, pushing your fingers down and toward the body. Be gentle. Do the same with the other hand. You can also do the same stretch but with your fingers pointing skyward.
- **Release the upper body with a torso twist.** Inhale and as you exhale, turn to the right and grab the back of your chair with your right hand to increase the stretch, and grab the arm of your chair with your left hand. Repeat for your left side.
- **Do leg extensions—work the abs and legs.** Grab the seat of your chair to brace yourself and extend your legs straight out in front of you so they are parallel to the floor. Flex and point your toes five times. Release and repeat.
- **Substitute walks for e-mail.** Instead of e-mailing a colleague, walk over to the colleague to talk to them.

Source: WebMD

On-site Employee Clinics

- Do you want to have \$0 co-pay
- Do you want a referral to a specialist without effort?
- Do you not want to have to wait at a lab for blood work?
- Do you want to obtain a written prescription without having to make an appointment with your doctor, thereby saving a co-pay and time?

If you answered "Yes!" to all or some of the above questions the On-site Employee



Health Clinic is for you! Using the clinic will not effect your coverage with Blue Shield or Kaiser—in fact it would help to reduce claims to both health plans, thereby assisting in minimizing future health insurance premium increases.

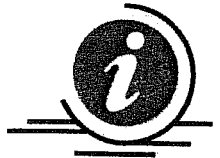
There are two facilities available for you to use. The clinics are staffed by a Nurse Practitioner and a Physician's Assistant. Visits are free and confidential and the clinics are able to provide some of the following services:



healthstat

building a healthier business

- Diabetes Control
- Blood Pressure
- Cholesterol management
- Episodic care for
 - Sore throat
 - Muscle Aches and pains
 - Bladder Infections etc.
- Laboratory Tests
- Referral to Specialists
- Writing Prescriptions for Chronic and Episodic care medication
- Allergy Care
- Weight Management



Location and Phone numbers:

Santa Barbara

315 Camino del Remedio Building 3, Ground Floor
805-681-4700 or ext 4700

Hours:

Monday thru Friday
7:30am to 4:30pm

Santa Maria

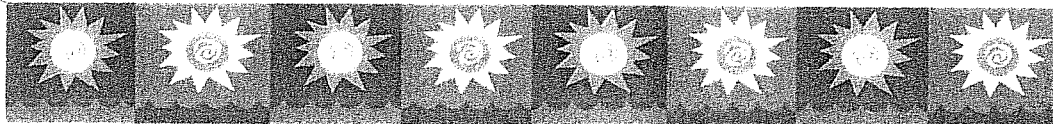
500 West Foster Road
805-934-6900 or ext 6900

Hours:

Monday thru Thursday
7:30am to 12:30pm

Remember—Remember—Remember—Remember

Because the Employee on-site Health Clinics are only focused Santa Barbara County employees there is generally no waiting when you show up for your appointment, minimizing time spent away from work or use of personal time.

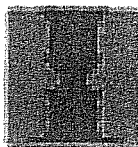


CARE COUNSEL.
EXPERT HELP WHEN YOU NEED IT MOST

Sometimes healthcare can be confusing. To benefit you, your employer is providing CareCounsel, a healthcare assistance program. They will listen to your concerns, answer questions, guide you to appropriate resources, and intervene on your behalf for issues that confuse or frustrate you.

Some of the areas that CareCounsel can help are:

- Selecting doctors and hospitals
- Troubleshooting claims problems
- Obtaining care or referrals
- Understanding your benefits
- Addressing quality-of-care concerns
- Communicating effectively with your doctor
- Getting the most from your healthcare dollars
- Finding resources for a health condition.



CareCounsel Can Help 1-888-227-3334

NurseHelp 24/7

Talk to a registered nurse any time of the day or night, seven days a week on the phone or online. Experienced nurses are ready to listen, answer questions and provide you with information to help you make informed decisions and choose the care that's most appropriate.

They offer:

- **Health Information:** About health conditions, treatment options, types of care and preparation for doctor appointments.
- **Self-care tips:** Helpful tips for taking care of minor injuries such as a twisted ankle, or common illnesses like colds and the flu.
- **Lifestyle counseling:** Resources and information about healthy habits, including diets and exercise.

You can use this convenient service whenever you need it. Just call **(877) 304-0504**. You can also chat online with a registered nurse by registering at www.blueshieldca.com/csac and going to the *Health & Wellness* section.

Helpful Websites

WebMD - <http://www.webmd.com>

WebMD provides valuable health information, tools for managing your health, and support to those who seek information.

Healthline.com - <http://www.healthline.com>

Healthline Networks offers the easiest way for consumers to quickly and easily find consistently excellent health information on the Web.

Nutrition.gov - <http://www.nutrition.gov>

Nutrition.gov provides easy access to the best food and nutrition information from across the federal government. It serves as a gateway to reliable information on nutrition, healthy eating, physical

Helpful Information

How do I know if my doctor is in the Blue Shield Network?

You may call the Blue Shield Customer Service number on the back of your ID card and give them the name of your physician. You may also go online to www.blueshieldca.com/csac, click "Find a Provider", select your health plan, input the city he is located in and search using your doctor's name.

How do I get a Medical Insurance Card?

For **Blue Shield** members call **1-800-642-6155**. Blue Shield members can order new or replacement cards by logging into their **Blue Shield Member** account. For **Kaiser Permanente** members call **1-800-464-4000**.

How do I get a Pharmacy Benefit Card?

For **Blue Shield EPO and PPO plan** members please call **MEDCO** at **1-800-711-0917**. Do not call Blue Shield's member services as your pharmacy benefits are managed by MEDCO. For Blue Shield HDHP members please call Blue Shield at **1-800-642-6155**

How do I get a Dental Insurance Card?

Call Golden West Dental at 1-800-995-4124.

Your Benefit Contact List

Blue Shield	(800) 642-6155 www.blueshieldca.com/csac
Medco Pharmacy	(800) 711-0917 www.medco.com
Kaiser	(800) 464-4000 www.kp.org
Golden West Dental	(800) 995-4124 www.goldenwestdental.com
VSP	(800) 877-7195 www.vsp.com
Benefits Coordinators Corp -BCC	(800) 733-7879 www.benxcel.com/cosb.htm
CareCounsel	(888) 227-3334 www.carecounsel.com
Employee Assistance Program -EAP	(888) 227-2204 www.members.mhn.com

Board Inquiry Form

Board Member	
Carbajal	X
Wolf	X
Farr	X
Gray	X
Centeno	X

Department: CEO/Human Resources Date: 2/18/10

CCPP Page(s):

Request/Question:	Retirement Incentive Program – Costs and Savings
Report Back By:	February 18, 2010

Response:

In 2009, the Board of Supervisors adopted two resolutions offering a two-year retirement incentive under Government Code Section 31641.04:

1. For Sr. Deputy District Attorneys who were age 50 and otherwise eligible to retire and who retired by October 30, 2009; and
2. For all County employees 60 years of age on or before January 24, 2010 who were otherwise eligible to retire.

The purpose for offering the incentives was to assist the County with its financial challenges and provide opportunities for restructuring for efficiency. As a result, a total of 119 employees (five Sr. Deputy District Attorneys and 114 other employees) opted to exit the organization and accept the two-year incentive. The total actuarial cost of the incentive was \$6,938,353, which must be transferred to the Santa Barbara County Employees Retirement System this fiscal year. There were additional costs related to paying off Vacation and certain other leave balances to retiring employees. These costs are being covered by each department that had employees who accepted the incentive. The actuarial cost is the equivalent of approximately six to nine months of salary; therefore the vast majority of positions will remain vacant a sufficient amount of time to pay the cost of the incentive. In addition, to achieve savings, departments are keeping many of the positions vacant for longer periods of time. The fully-loaded annual cost of the positions vacated as a result of the retirement incentive was approximately \$13.5M. If the positions remain vacant for an additional year, General Fund savings will be between \$7M and \$7.5M, after the incentive is paid for. Each month the positions remain vacant, the organization will achieve General Fund savings of approximately \$583K - \$625K per month.

Note: this inquiry response contains refined analysis of potential savings.

Attached to this response to the Board's inquiry is a report that provides the following information:

Column	Information Contained in Column
A	Department/Classifications of Retiring Employees
B	Estimated Cost of Pay Outs (vacation, etc.) for Each Employee
C	Actuarial Cost of the Retirement Incentive for Each Employee
D	Total Estimated Cost of the Incentive and Pay Outs for Each Employee
E	General Fund Cost for the Incentive and Pay Outs for Each Employee
F	All Other Fund Costs for the Incentive and Pay Outs for Each Employee

The grand totals are found on page 7 of the report.

All Departments Retirement Incentive Program Summary

(A) Department / Classification	(B) Est Cost of Pay Outs	(C) Actuarial Cost of RIPT	(D) Est Total Dept Cost	(E) General Fund Position Costs	(F) All Other Fund Position Costs
ADMHS					
ADMHS PRACTITIONER II	8,288	47,401	55,690		55,690
ADMHS PRACTITIONER II	6,333	54,717	61,050		61,050
ADMHS PSYCHIATRIC TECH II	6,266	42,797	49,063		49,063
ADMHS REHABILITATION SPEC	2,396	44,918	47,314		47,314
ADMHS TEAM SUPV-CLIN PSYCH	14,195	68,695	82,890		82,890
ADMN OFFICE PRO II	6,429	36,763	43,192		43,192
ADMN OFFICE PRO II	5,796	34,274	40,070		40,070
ADMN OFFICE PRO II	1,820	34,167	35,987		35,987
ADMN OFFICE PRO II	1,399	27,463	28,862		28,862
ADMN OFFICE PRO III	11,244	40,147	51,390		51,390
COMPUTER SYSTEMS SPEC II	4,279	56,077	60,356		60,356
ADMHS TOTALS:	68,444	487,419	555,864	-	555,864
Agricultural Commissioner					
DEPT/CORP LDR-EXEC	31,301	109,841	141,142	141,142	
AG COMM TOTALS:	31,301	109,841	141,142	141,142	-

All Departments Retirement Incentive Program Summary

(A) Department / Classification	(B) Est Cost of Pay Outs	(C) Actuarial Cost of RIpt	(D) Est Total Dept Cost	(E) General Fund Position Costs	(F) All Other Fund Position Costs
Board Offices					
BOS ADMIN ASST II	5,127	47,102	52,228	52,228	
BOS ADMIN ASST II	12,454	54,251	66,705	66,705	
BOARD TOTALS:	17,580	101,353	118,933	118,933	-
CEO					
ADMIN PROFESSIONAL	12,133	49,760	61,893	61,893	
CEO TOTALS:	12,133	49,760	61,893	61,893	-
CEO/Human Resources					
TEAM/PROJECT LDR-GEN	10,068	48,026	58,094	58,094	
CEO/HR TOTALS:	10,068	48,026	58,094	58,094	-
Clerk-Recorder-Assessor					
ADMN OFFICE PRO II	28	36,990	37,018	37,018	
ADMN OFFICE PRO II	-	35,641	35,641	35,641	
APPRAISER III	4,297	49,661	53,958	53,958	
ASSESSMENT SUPERVISOR	16,391	65,983	82,375	82,375	
ASSESSMENT SUPERVISOR	12,838	66,077	78,915	78,915	
ENTERPRISE LDR-GEN	27,559	77,432	104,991	104,991	
CRA TOTALS:	61,114	331,783	392,896	392,896	-
Child Support Services					
ADMIN PROFESSIONAL	14,770	43,951	58,721		58,721
CSS TOTALS:	14,770	43,951	58,721	-	58,721
County Counsel					
LEGAL OFFICE PRO EXPERT-RES	12,477	48,846	61,323	61,323	
CO CO TOTALS:	12,477	48,846	61,323	61,323	-
District Attorney					
ASST DEPT LDR-ATTY/PHY	32,441	126,742	159,183	159,183	
ASST DEPT LDR-ATTY/PHY	8,376	123,130	131,506	131,506	
ASST DEPT LDR-EXEC	754	94,048	94,801	94,801	

All Departments Retirement Incentive Program Summary

(A) Department / Classification	(B) Est Cost of Pay Outs	(C) Actuarial Cost of RIPT	(D) Est Total Dept Cost	(E) General Fund Position Costs	(F) All Other Fund Position Costs
DA INVESTIGATOR I	17,387	67,079	84,466	84,466	
SR DEPUTY DISTRICT ATTY	41,699	85,751	127,450	127,450	
SR DEPUTY DISTRICT ATTY	25,193	109,981	135,174	135,174	
SR DEPUTY DISTRICT ATTY	32,682	100,343	133,025	133,025	
SR DEPUTY DISTRICT ATTY	9,384	117,438	126,822	126,822	
SR DEPUTY DISTRICT ATTY	31,236	116,798	148,033	148,033	
DA TOTALS:	199,152	941,309	1,140,461	1,140,461	-
Fire					
ADMN OFFICE PRO III	2,595	43,039	45,634	45,634	
HAZ MATERIALS SPEC SR	13,985	51,017	65,002	65,002	
FIRE TOTALS:	16,580	94,056	110,636	110,636	-
General County Programs					
ADMINISTRATIVE LDR-GEN	13,590	53,357	66,947	66,947	
ADMN OFFICE PRO EXPERT	7,406	52,263	59,670		59,670
GEN CO PRGM TOTALS:	20,996	105,620	126,616	66,947	59,670
General Services					
ENTERPRISE LDR-GEN	10,293	82,895	93,188	93,188	
FINANCIAL OFFICE PRO II	8,755	34,507	43,262	43,262	
MAINTENANCE CARPENTER	2,341	39,825	42,166	42,166	
OFFSET EQUIPMENT OPERATOR	1,787	34,412	36,200		36,200
PROGRAM/BUS LDR-GEN	18,315	70,658	88,973	88,973	
REAL PROPERTY AGENT II	11,114	53,036	64,150	64,150	
GEN SVCS TOTALS:	52,604	315,332	367,937	331,737	36,200
Information Technology					
PROGRAM/BUS LDR-GEN	21,568	80,738	102,306		102,306
IT TOTALS:	21,568	80,738	102,306	-	102,306

All Departments Retirement Incentive Program Summary

(A) Department / Classification	(B) Est Cost of Pay Outs	(C) Actuarial Cost of RIPT	(D) Est Total Dept Cost	(E) General Fund Position Costs	(F) All Other Fund Position Costs
Parks					
PARK RANGER II	11,091	40,452	51,543	51,543	
PARK RANGER III	41,710	45,164	86,874	86,874	
TEAM/PROJECT LDR-GEN	12,969	56,854	69,823	69,823	
PARK MAINTENANCE WORKER	2,415	35,334	37,748	37,748	
PARKS TOTALS:	68,185	177,803	245,988	245,988	-
Planning and Development					
ADMN OFFICE PRO II	6,359	33,482	39,841	39,841	
ADMN OFFICE PRO II	2,243	35,681	37,924	37,924	
BLDG ENGNR INSPECTOR SPEC	9,154	57,755	66,909	66,909	
P&D TOTALS:	17,756	126,918	144,674	144,674	-
Probation					
ADMN OFFICE PRO I	6,580	29,400	35,980	35,980	
ADMN OFFICE PRO II	6,429	30,105	36,534	36,534	
ASST DEPT LDR-EXEC	7,873	92,049	99,921	99,921	
DEP PROBATION OFFICER	11,295	50,134	61,429	61,429	
JUVENILE INST OFFICER	2,370	44,026	46,396	46,396	
JUVENILE INST OFFICER	7,718	39,359	47,076	47,076	
JUVENILE INST OFFICER	6,776	50,820	57,596	57,596	
JUVENILE INST OFFICER SR	8,581	53,434	62,015	62,015	
PROBATION ASSISTANT	6,412	37,070	43,482	43,482	
PROBATION TOTALS:	64,034	426,396	490,430	490,430	-

All Departments Retirement Incentive Program Summary

(A) Department / Classification	(B) Est Cost of Pay Outs	(C) Actuarial Cost of RIPT	(D) Est Total Dept Cost	(E) General Fund Position Costs	(F) All Other Fund Position Costs
Public Defender					
ADMIN PROFESSIONAL	6,755	46,328	53,082	53,082	
DEP PUBLIC DEFENDER SR	2,878	103,522	106,399	106,399	
DEP PUBLIC DEFENDER SR	7,089	110,936	118,024	118,024	
DEP PUBLIC DEFENDER SR	27,958	111,224	139,182	139,182	
DEP PUBLIC DEFENDER SR	30,216	102,911	133,128	133,128	
DEP PUBLIC DEFENDER SR	35,361	101,504	136,866	136,866	
DEP PUBLIC DEFENDER SR	38,126	115,305	153,431	153,431	
PUB DEF TOTALS:	148,382	691,729	840,112	840,112	-
Public Health					
CLINICAL LAB SCIENTIST SR	15,922	62,693	78,616		78,616
DEPT BUS SPEC I	5,741	51,108	56,849	56,849	
DEPT BUS SPEC I	9,355	46,884	56,239		56,239
DEPT BUS SPEC II	14,126	53,731	67,857	Gets GFC	67,857
DEPT/CORP LDR-ATTY/PHY	18,893	177,102	195,995	Gets GFC	195,995
ENTERPRISE LDR-GEN	26,596	82,689	109,285	Gets GFC	109,285
HEALTH EDUCATION ASST	5,105	32,547	37,651		37,651
HEALTH SERVICES AIDE SR	7,571	33,723	41,293		41,293
MEDICAL SERVICES REP	9,223	36,713	45,936		45,936
MEDICAL SOC SVC WKR SR	11,077	45,957	57,035		57,035
PUBLIC HEALTH LAB SUPV	12,095	69,437	81,532		81,532
STAFF NURSE	14,108	56,890	70,998		70,998
STAFF NURSE SUPV	-	66,428	66,428		66,428
STAFF PHYSICIAN	8,085	139,210	147,295		147,295

All Departments Retirement Incentive Program Summary

(A) Department / Classification	(B) Est Cost of Pay Outs	(C) Actuarial Cost of RIPT	(D) Est Total Dept Cost	(E) General Fund Position Costs	(F) All Other Fund Position Costs
STAFF PHYSICIAN SUPV	29,518	124,909	154,427		154,427
PHD TOTALS:	187,415	1,080,021	1,267,436	56,849	1,210,587

Public Works

CIVIL ENGINEER SPECIALIST	25,349	81,108	106,456		106,456
COST ANALYST II	19,393	66,259	85,652		85,652
EQUIPMENT MECHANIC II	8,916	44,891	53,807		53,807
MAINTENANCE WORKER II	5,175	39,738	44,913		44,913
TEAM/PROJECT LDR-GEN	19,674	67,060	86,734		86,734
PUB WORKS TOTALS:	78,506	299,057	377,563	-	377,563

Retirement

PROGRAM/BUS LDR-GEN	19,704	79,921	99,625		99,625
RETIREMENT TOTALS:	19,704	79,921	99,625	-	99,625

Sheriff

FINANCIAL OFFICE PRO II	10,289	36,940	47,230	47,230	
ACCOUNTANT III	-	53,868	53,868	53,868	
CUSTODY DEPUTY	7,559	55,530	63,089	63,089	
ADMN OFFICE PRO I	526	29,158	29,683	29,683	
ADMN OFFICE PRO II	3,375	28,124	31,499	31,499	
SHERIFFS DEPUTY	15,796	72,996	88,792	88,792	
EDP SYS PROGRAMMER III	18,969	66,913	85,883	85,883	
CUSTODY DEPUTY	4,239	56,222	60,461	60,461	
ADMN OFFICE PRO III	5,042	37,723	42,765	42,765	
LEGAL OFFICE PRO II-MARSHAL	8,959	37,442	46,401	46,401	
UTILITY WORKER, INSTITUTIONS	12,309	6,463	18,772	18,772	
EDP OFFICE AUTO SPEC II	13,917	76,630	90,547	90,547	
SHERIFF TOTALS:	100,980	558,010	658,990	658,990	-

Social Services

ELIGIBILITY WORKER III	10,589	34,274	44,863		44,863
ADMN OFFICE PRO II	8,801	34,915	43,715		43,715
ADMN OFFICE PRO III	7,853	6,503	14,356		14,356
SOC SVCS WORKER SR PS/L	10,957	50,032	60,988		60,988
ELIGIBILITY WORKER II	11,135	34,846	45,981		45,981
CAREER EMP SPECIALIST SR	4,619	37,893	42,512		42,512

All Departments Retirement Incentive Program Summary

(A) Department / Classification	(B) Est Cost of Pay Outs	(C) Actuarial Cost of RIpt	(D) Est Total Dept Cost	(E) General Fund Position Costs	(F) All Other Fund Position Costs
DEPT BUS SPEC II	11,543	15,778	27,321		27,321
ELIGIBILITY WORKER II	1,250	28,924	30,174		30,174
CAREER EMP SPECIALIST SUPV	2,991	45,248	48,239		48,239
FINANCIAL OFFICE PRO II	3,627	36,763	40,390		40,390
SOCIAL SERVICES SUPV II	19,341	57,299	76,639		76,639
ELIGIBILITY WORKER II	9,447	32,888	42,336		42,336
ELIGIBILITY WORKER II	4,492	32,064	36,556		36,556
ELIGIBILITY WORKER III	841	36,397	37,239		37,239
PROGRAM/BUS LDR-GEN	24,989	77,580	102,569		102,569
SOCIAL SVCS WORKER SR	12,860	43,331	56,191		56,191
ELIGIBILITY WORKER II	8,022	32,418	40,440		40,440
SOCIAL SERV TOTALS:	153,357	637,153	790,510	-	790,510
Treasurer-Tax Collector					
PUBLIC ADM/CONSERVATOR II	17,789	43,937	61,726	61,726	
FINANCIAL OFFICE PRO EXPERT	9,543	59,373	68,917	68,917	
TREAS-TAX TOTALS:	27,332	103,311	130,643	130,643	-
GRAND TOTALS:	1,404,438	6,938,353	8,342,791	5,051,747	3,291,044

Board Inquiry Form

Board Member	
Carbajal	
Wolf	x
Farr	
Gray	
Centeno	

Department: NA

Date: February 18, 2010

2009-10 Operating Plan Pages(s): D-498

Request/Question:

What one-time sources are available to maintain levels of service?

Report Back by:

Jason Stilwell, Assistant County Executive Officer, County Executive Office

Response:

The attached table is an updated version of page D-498 from the FY 2009-10 Operating Plan. This table includes the County's primary discretionary General Fund designations. In addition, there are various departmental designations, a certain portion of which are discretionary. Most of these departmental designations are components of the FY 2010-11 budget balancing strategy.

Notably, the use of one-time sources to address ongoing and structural expenditure problems is not advisable, as this is not a sustainable strategy to balance the County's budget. Moreover, such practices increase the risk that the financial requirements for which specific General Fund designations have been established, such as settlements due to litigation against the County, could exceed available balances.

Attachment 1 - General Fund Designations Detail

Reserve - Designation	Beginning Balance 6-30-2009	2009-2010 Estimated Changes to Designations	Estimated Balance 6-30-2010	Description
Designation - Roads	\$0	\$0	\$0	The Roads Designation is intended to supplement other Roads revenues in order to provide a greater amount of roads maintenance.
Designation - Litigation	\$3,795,291	-\$500,000	\$3,295,291	The Litigation Designation contains funds for potential settlements due to litigation that is not funded by the Liability Fund. This designation increases the County's ability to address unforeseen settlements without negatively impacting the operating budget.
Designation - American Recovery and Reinvestment Act of 2009 (ARRA) Matching	\$0	\$580,383	\$580,383	The ARRA Matching Designation is intended to assist with any local match requirements needed to receive program funding from the American Recovery and Reinvestment Act of 2009. Some of the stimulus grants may require a local match for which a determination would need to be made quickly.
Designation - Salary & Benefits Reductions (Furlough)	\$1,343,240	-\$1,343,240	\$0	The S & B Reductions Designation contains funds set aside from furlough savings to be used for layoff prevention.
Designation - Salaries & Retirement Offset	\$2,232,926	-\$264,914	\$1,968,012	The Salaries Designation contains funds to cover potential unanticipated salary and benefit cost increases.
Designation - Audit Exceptions	\$3,003,951	-\$2,100,000	\$903,951	The Audit Exceptions Designation contains funds to cover potential audit exceptions. Examples of two potential audit exceptions are ADMHS, which is \$12.6 million, and MISC, which is \$14.4 million.
Designation - Deferred Maintenance & Repair	\$292,472	-\$292,472	\$0	This designation is for deferred County building and parks maintenance/repair.
Capital Designation	\$6,438,975	-\$4,277,739	\$2,161,236	This designation provides one-time funds to support capital projects, including information systems projects. The ending balance of \$2.1 million includes \$1.1 million attributable to the low Emergency Operations Center bid.
Designation - Contingency	\$0	\$0	\$0	The General Fund Contingency is used to cover unforeseen requirements that may arise during the Fiscal Year that cannot be covered within departments' existing budgets. The Board appropriated \$800,000 in FY 09-10. \$652,600 is remaining as of Feb 2010; however, this entire amount is anticipated to be used as part of the County's FY 09-10 budget balancing strategy.
Sub-Total	\$17,106,855	-\$8,197,982	\$8,908,873	
Strategic Reserve	\$22,395,981	-\$5,396,885	\$16,999,096	In 2006-07 the \$25 million goal established in 1997-98 was reached. During fiscal year 2007-08 the Board approved transfers of over \$10.3 million for operations primarily in ADMHS and the Sheriff's Department. Due to fiscal constraints, the FY 2009-10 budget does not allocate any new funding to the strategic reserve.
TOTAL	\$39,502,836	-\$13,594,867	\$25,907,969	