

Attachment E


Key Leadership Projects Reports to the Board

Memorandum



Date: February 15, 2008

To: Honorable Salud Carbajal, Chairman, and
Members, Board of Supervisors

From: 
Michael F. Brown, County Executive Officer

Subject: Annual Leadership Project Report

CC: ↓ Susan Paul, Assistant CEO/HR Director

Attached you will find the 1st Annual Leadership Project Report prepared by Susan Paul, Assistant CEO and Human Resources Director.

In reviewing the report you will find that the overall distribution of performance rating and pay decisions made by department heads were sound and consistent with plan guidelines. In addition, you will see that the cost of the 2007 pay decisions was well within the financial parameters approved by the Board. You will also find data that demonstrates that had the County maintained the former pay system for its executives and managers, it would have been more costly than the new pay system.

CEO/Human Resources is in the process of conducting a survey with managers and is also reviewing performance evaluations and 2007 salary decisions for new hires and promotions into leadership classifications. Once that data is collected and analyzed, the Board will be provided with additional reports.

Please let me know if you have any questions about the attached report.

Attachment

Memorandum

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Date: February 15, 2008
To: Michael F. Brown, County Executive Officer
From: Susan Paul, Assistant CEO/Human Resources Director
Subject: 1st Annual Report – Leadership Project
cc: Assistant/Deputy CEOs

In June 2006, the Santa Barbara County Board of Supervisors authorized the implementation of the *Leadership Project* - a new classification, compensation, and performance management system for the County's executive and management workforce. The *Leadership Project* (Project) was collaboratively designed with executives and managers throughout the County to:

- Align the County's leadership with achieving the organization's ACE values (Accountability, Customer-Focus, and Efficiency);
- Support a countywide focus on the delivery of excellent customer service;
- Modernize and streamline Human Resources business systems; and
- Strongly link management compensation to the achievement of business results and the delivery of quality services to the public.

The Project streamlined the management classification and compensation system by significantly reducing the number of management classifications and corresponding pay ranges. The Project implemented broad, flexible, competency-based job classifications and broad, competitive pay bands. It also instituted a new competency-based performance management system that engages managers and their supervisors in proactively planning for the achievement of business results and ties compensation to individual performance and the achievement of customer-service oriented goals.

On June 14, 2006, the Board of Supervisors authorized funding for the new plan which covers the County's executives and managers in the amount of 3.75%, or approximately \$1.7M. In December 2006, the Board approved the initial allocation of certain executives and managers into Leadership classifications and pay bands and in January 2007 all executives and managers began participating in the new performance management system. Subsequently, in December 2007 the remainder of managers



was successfully allocated into the new classification and compensation structure, thereby fully implementing the Project countywide.

In December 2007, the first performance cycle of the *Leadership Project* was completed and during the month of December, all managers/executives in the County were evaluated based on core leadership competencies, goal achievement, and overall contribution to business results. Based on performance evaluations, department heads also made pay-for-performance and lump-sum (one-time, re-earnable) reward decisions. Those pay decisions were reviewed by the CEO, Assistant/Deputy CEOs, and CEO/HR to ensure Project guidelines were factored into performance rating and pay decisions.

Overall, department heads made conscientious performance ratings and pay decisions that reflected a discernment of varying levels of performance and contribution to the achievement of department business results. Attachment A provides a department-by-department accounting of performance ratings and following is a summary:

Performance Ratings

Three performance ratings with corresponding base-building pay increases were available to department heads:

- ***Exceptional Performance*** – 3.5% base-building and up to \$3,500 in lump sum rewards
- ***Successful Performance*** – 2% to 3% base-building
- ***Needs Improvement*** – 0%

In addition, lump sum rewards up to \$2,000 were available to individuals and teams who accomplished significant department or County projects that resulted in service delivery outcomes.

A total of approximately 291 executives and managers participated in the performance planning process which included setting service delivery goals, setting performance expectations, and identifying performance strengths and competency areas in need of development. Performance outcomes were assessed as follows:



Rating	# of Employees	% of Employees
Exceptional	95	33%
Successful	192	66%
Needs Improvement*	4	1%

* Employees rated as "Needs Improvement" are placed on a performance improvement plan and, at Department Head discretion, may be eligible for up to a 1.5% increase (prospectively) if performance significantly improves within six months. Failure to improve performance may result in termination or reduction.

Pay Decisions

The pay elements of the *Leadership Project* include both base-building and non-base building, re-earnable, performance-based increases. The first pay decisions in the new plan were made in December 2007. As previously noted, in June 2006 the Board approved financial parameters of \$1.7M or 3.75% of management payroll for the Project. As shown below and on Attachment B, financial management of the Project was well within the planned financial parameters approved by the Board of Supervisors. The following chart compares the planned costs of the old pay system and the actual costs experienced in the Leadership Project pay system:

Old Pay System		Leadership Project Pay System	
3.5% COLA	\$1,065,482	Base Building Increases	\$860,144
Step Increases	\$ 176,916	Exceptional Lump Sum	\$138,000*
		Project Lump Sum	\$160,650*
Total:	\$1,242,398	Total:	\$1,158,794

* One-time, re-earnable compensation

As the chart demonstrates, the Project was more cost effective for the County than the previous pay system and was executed well within planned financial parameters with approximately \$541,206 remaining from the \$1.7M authorized by the Board in June 2006. In addition \$298,650 or approximately 18% of the \$1.7M was in the form of one-time, re-earnable (lump sum) payments for exceptional performance and/or project completion.

Project Pay Recognition

The estimated \$160,650 awarded in recognition of the accomplishment of significant service-oriented projects included those that demonstrated:



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- Sound leadership and management of public emergency situations;
 - Successful acquisition of new revenue streams and funding sources for services;
 - Increased use of technology to improve public access to services;
 - Improvements to County infrastructure;
 - Implementation of new programs and services;
 - Modernization of business systems; and
 - Implementation of streamlined services.

A full list of projects recognized and the amounts awarded is found in Attachment D.

Program Success Measures

In mid June 2007, before all managers were allocated to the Leadership Project, a survey was conducted with those in the Enterprise Leader, Assistant Department Leader, and Corporate/Department Leader classifications, as those were the only classification levels that had completed the performance planning process. Overall the feedback was very positive, as shown in the summary of results in Attachment D. The majority of the feedback regarding possible improvements to the plan was constructive and positive. In February 2008, the survey will be sent to the remainder of the County's managers and a final report will be issued.

Efficacy Reviews

CEO/HR is currently in the process of auditing 25% of completed leadership evaluations, including the goals set by managers in 2007 to ensure they were connected to ACE and improved customer service. As evaluations are forwarded, they are being randomly selected to perform the review. It is anticipated that this review will be completed by early March and the results will be provided in a separate report at that time. A preliminary sampling of performance evaluations, however, has shown:

- Significant, service-oriented goals were set
- Often, more than two goals were set
- Many goals were not achievable in one year and were set to span multiple years; however, major milestones were achieved



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- Many goals were focused on:
 - Improving or streamlining processes and services
 - Increased implementation of technology to aid consumer access to services and information and achieve optical imaging of County records
 - Implementation of quality assurance systems and programs

To ensure that sound business decisions are being made when offering leadership salaries to new hires and promoting individuals into leadership classifications, CEO/HR is also in the process of reviewing those categories of pay decision and will collect information from departments supporting the pay decisions made. Following the review, a report will be issued with findings and recommendations.

Conclusion

Significant organizational change is often difficult and is many times met with trepidation and resistance. The implementation of the *Leadership Project* was no exception. In spite of those challenges, the Project has been successfully and fully implemented within the financial parameters established by the Board.

Beginning in January 2008 as the Project moves into its second year, all executives and managers will engage in performance planning for the second time. CEO/HR will continue to provide training and support to ensure the continued success of the plan. In part, this will include working with Department Heads and the Working Group to make improvements and ensure the Project continues to reflect and support ACE and helps the organization achieve increasingly greater customer service.

Among the next steps to be taken are:

- Distribute survey to the remaining managers and assess results;
- Use results to recommend improvements to the plan;
- Conduct a new market survey and make any necessary changes to the pay bands;
- Review classification levels and assess whether refinements are needed;
- Review performance evaluations and goal achievement to ensure consistency with plan design – provide feedback to departments;



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- Redesign equity adjustment parameters and design audit process prior to August 2008; and
 - Implement the performance management component in the HRIS and train all managers in the use

Board Communication

Throughout the planning, design, and implementation, staff has kept the Board apprised of the progress and results accomplished through the *Leadership Project*. Over the past year, communication was sent to the Board on April 17, June 25, and October 4, 2007 in addition to individual meetings. There was also an October 23, 2007 Closed Session on the Project and Board Agenda items dated February 6, June 5, November 20, and December 11, 2007. Finally there was a press release related to the Project issued by the Communications Director dated November 20, 2007. We will continue over the coming year to periodically report on the progress of this significant, and award-winning County project.

If you have any questions, please give me a call at extension 2817.

**Leadership Project
2007 Rating Decisions
Summary by Department**

Attachment A

Department	# of Mgrs	Ratings					
		Exceptional		Successful		Needs Improvement	
		#	%	#	%	#	%
ADMHS	21	9	43%	12	57%	0	0%
Agricultural Comm	3	1	33%	2	67%	0	0%
Auditor-Controller	10	7	70%	3	30%	0	0%
Board Offices	5	2	40%	3	60%	0	0%
CEO	13	4	31%	9	69%	0	0%
CEO/HR	15	1	7%	14	93%	0	0%
Child Support	6	3	50%	3	50%	0	0%
Clerk Recorder	11	7	64%	4	36%	0	0%
County Counsel	2	0	0%	2	100%	0	0%
District Attorney	8	8	100%	0	0%	0	0%
Fire	15	5	33%	10	67%	0	0%
First Five	3	1	33%	2	67%	0	0%
General Services	29	4	14%	25	86%	0	0%
HCD	3	2	67%	1	33%	0	0%
IT	2	0	0%	2	100%	0	0%
Parks	8	0	0%	8	100%	0	0%
Planning & Develop	13	2	15%	10	77%	1	8%
Probation	17	8	47%	8	47%	1	6%
Public Defender	4	3	75%	1	25%	0	0%
Public Health	25	8	32%	16	64%	1	4%
Public Works	29	4	14%	24	83%	1	3%
Retirement	2	0	0%	2	100%	0	0%
Sheriff	5	2	40%	3	60%	0	0%
Social Services	24	8	33%	16	67%	0	0%
Treasurer	7	4	57%	3	43%	0	0%
Department Heads	11	2	18%	9	82%	0	0%
Totals	291	95	33%	192	66%	4	1%

Leadership Project
2007 Pay Decisions
Summary

Department	Base Building Increases			Lump-Sum-Pays			
	Max Possible (if all rec'd 3.5%)	Approved Base-Building Increase	Difference	Exceptional Lump-Sum Tot Possible if all Exceptional Ratings Rec'd \$3,500	Tot Amt Granted	Tot Possible if all Rec'd \$2000	Tot Amt Granted
ADMHS	61,329	45,662	15,667	31,500	-	-	-
Agricultural Comm	8,970	8,094	876	3,500	-	-	-
Auditor-Controller	39,629	38,086	1,543	24,500	14,500	8,000	5,000
Board Offices	14,549	13,320	1,229	7,000	4,500	10,000	3,500
CEO	45,641	45,543	98	14,000	11,500	18,000	18,000
CEO/HR	45,886	34,008	11,878	3,500	3,000	14,000	9,500
Child Support	17,187	15,952	1,235	10,500	5,500	12,000	6,000
Clerk Recorder	38,715	36,886	1,829	24,500	4,000	20,000	16,000
County Counsel	8,349	7,157	1,192	-	-	-	-
District Attorney	34,265	34,265	0	28,000	12,500	8,000	3,500
Fire	50,158	43,071	7,087	17,500	15,500	24,000	23,000
First Five	8,930	6,663	2,267	3,500	1,000	-	-
General Services	81,559	68,097	13,462	14,000	3,500	16,000	5,500
HCD	10,311	9,465	846	7,000	3,500	4,000	4,000
IT	7,172	5,671	1,501	-	-	2,000	1,000
Parks	25,135	20,001	5,134	-	-	8,000	5,000
Planning & Develop	46,541	37,962	8,579	7,000	6,000	12,000	10,000
Probation	55,388	48,294	7,094	28,000	13,000	24,000	9,650
Public Defender	16,796	15,641	1,155	10,500	-	2,000	2,000
Public Health	92,731	77,766	14,965	28,000	2,500	-	-
Public Works	100,921	78,773	22,148	14,000	5,000	24,000	11,000
Retirement	10,098	6,501	3,597	-	-	-	-
Sheriff	19,430	17,610	1,820	7,000	-	-	-
Social Services	87,251	71,429	15,822	28,000	23,000	20,000	15,000
Treasurer	24,070	20,712	3,358	14,000	5,000	2,000	2,000
Department Heads	114,471	53,516	60,955	7,000	4,500	12,000	11,000
Totals	1,065,482	860,144	205,339	332,500	138,000	240,000	160,650

BU	Job Class #	Job Title	Number	Step	Hourly	One-Step
3	453	ADMHS DIVISION MGR	1	D	\$45.88	4,788
43	5182	ADMHS PROGRAM MGR I	1	D	\$37.40	3,902
43	5183	ADMHS PROGRAM MGR II	1	C	\$38.15	3,981
43	1360	BUSINESS MANAGER I	1	C	\$32.85	3,428
43	1361	BUSINESS MANAGER II	2	D	\$37.02	3,864
43	1362	BUSINESS MANAGER III	1	D	\$43.87	4,578
43	1531	CHILD SUPPORT MANAGER	1	B	\$32.85	3,428
43	1531	CHILD SUPPORT MANAGER	1	C	\$34.53	3,603
43	1531	CHILD SUPPORT MANAGER	1	D	\$36.29	3,787
43	1811	COMMUNICATIONS MANAGER	1	A	\$37.02	3,864
43	2150	DP MANAGER DEPT	1	C	\$41.73	4,355
43	2600	EDP TECHNICAL SUPPORT MGR	2	D	\$48.23	5,033
43	6514	ELECTIONS DIVISION MGR	1	D	\$43.00	4,487
43	300	EQUAL OPPORTUNITY/AA OFCR	1	B	\$41.53	4,333
43	3409	EXEC DIR-SB ARTS COMM	1	D	\$36.29	3,787
43	3526	FIRE BATT CHIEF SHIFT	1	C	\$47.27	4,933
43	3525	FIRE BATT CHIEF STAFF	1	C	\$47.27	4,933
43	3543	FIRE DIVISION CHIEF	2	D	\$55.73	5,816
43	3590	FISCAL MANAGER, DEPT	1	B	\$39.70	4,143
43	3590	FISCAL MANAGER, DEPT	2	C	\$41.73	4,355
43	5695	HUMAN RESOURCES ANALYST SR	1	C	\$37.02	3,864
	5695	HUMAN RESOURCES ANALYST SR	1	D	\$38.92	4,061
43	5710	HUMAN RESOURCES MGR DEPT	2	D	\$37.02	3,864
43	4890	MAINT SUPERINTENDENT PW	1	D	\$37.77	3,942
43	5594	PARK OPERATIONS MANAGER	1	D	\$33.68	3,514
43	6028	PLANNING/DEV DEP DIR	2	D	\$49.69	5,186
43	6082	PM CAPITAL IMPROVEMENT	1	D	\$48.47	5,058
43	6106	PM INNOVATIVE PROGRAMS-PW	1	D	\$46.34	4,836
43	6055	PROBATION MANAGER	4	A	\$37.77	3,942
43	6055	PROBATION MANAGER	1	B	\$39.70	4,143
43	6055	PROBATION MANAGER	1	C	\$41.73	4,355
43	6055	PROBATION MANAGER	2	D	\$43.87	4,578
43	6210	PUBLIC ADM/CONS VETS MGR	1	C	\$34.53	3,603
43	3941	PUBLIC HEALTH PROGRAM MGR	2	D	\$44.22	4,614
43	6637	REGIONAL CLINIC MANAGER	1	D	\$44.22	4,614
43	6685	RISK ANALYST	1	D	\$34.53	3,603
43	6749	SAFETY OFFICER	1	A	\$31.25	3,261
43	7074	SOCIAL SERVICES DIV CHIEF	2	A	\$37.77	3,942
43	7074	SOCIAL SERVICES DIV CHIEF	1	B	\$39.70	4,143
43	7074	SOCIAL SERVICES DIV CHIEF	1	C	\$41.73	4,355
43	7095	STAFF ANALYST	1	D	\$37.02	3,864
43	7571	UTILIZATION REVIEW MANAGER	1	B	\$40.02	4,176

Total 54

176,916

**2007 LEADERSHIP PROJECT
Summary of Projects Awarded with Project Pay**

Attachment D

Department	Amount Awarded	Project Identified for Recognition
Auditor Controller	1,000.00	Implemented Disaster Accounting Procedures
	1,000.00	PTAX Vendor Product Analysis Project
	1,000.00	Vendor File Imaging Project
	2,000.00	Completed 3 ESS Applications
Board Offices	2,500.00	For completion/contribution to Board-specific projects.
	1,000.00	
CEO	2,000.00	Ct FIN transfer, probation collections
	2,000.00	Prop 172 reduction analysis and helicopter program report
	2,000.00	AMPP implementation, abandoned boat policy
	2,000.00	budget kickoff, BAC, CIP process improvements
	2,000.00	Road fund analysis, solid waste enterprise fund policy, goleta beach stability; exceptional bonus relates to overall impact on the budget team and lead in workload, and Board reports (financial impact, park fees, park RFP)
	2,000.00	AB 1019 Legislation - 1.2M in federal funds
	2,000.00	Social services benefit call center, 07/08 budget document, ADMHS budget challenges; exceptional bonus relates her exceptional analytics (Zandra is assigned the primary budget challenges) and her analysis of the retirement board which led to a clarity in that being the defining factor of the 08/09 budget development
	2,000.00	Zaca Fire Communications Efforts
	2,000.00	IVMP adoption - 6 years of effort - seamless
	CEO-HR	2,000.00
2,500.00		Team Award (two members) - 2007 Labor Negotiations
1,000.00		NeoGov Implementation
1,500.00		HRIS - RFP and Contract Negotiation
1,500.00		2007 Health Plan Design Changes
1,000.00		Leadership Project - Civil Service Rule changes; resolutions; salary management
1,000.00		Zaca Fire Support
CEO - IT	1,000.00	Zaca Fire Support
Child Support Services	6,000.00	Team Award (six members) CCSAS electronic system implementation
Clerk-Recorder-Assessor	2,000.00	Sec 51 overall policy development, coordination and implementation... (provided a more efficient and objective process for valuing these type properties)
	2,000.00	Research, Designed, received approval for and implemented a reorg the Elections division leading to a more responsive and accountable organizational structure.
	2,000.00	AG Preserve Program Software ... overall policy development, coordination and roll out of new system as well as expansion of E-Filing Both improved internal efficiency and over all customer support and responsiveness
	1,000.00	Completed 2007 phase of a Property Characteristics Project. Also completed 1st draft of documentation for Assessment Appeals Workshop (improves internal efficiency and provides opportunity for possible revenues)

2007 LEADERSHIP PROJECT

Summary of Projects Awarded with Project Pay

Department	Amount Awarded	Project Identified for Recognition
	1,000.00	Bringing mapping division back to full capability...required assisting in developing upgraded job class, recruiting and hiring a Supervisor and 2 new mappers (3 of 5 positions) As a result we expect basemap to be updated monthly vs annually and they will be more current in their work ...also significantly reducing backlog of Prop 58....better customer service and reduces rework significantly.
	2,000.00	Implemented E-Recording with PHD, designed development and roled out a PC based marriage application program (Improved both efficiency and customer service)
	2,000.00	Significantly upgraded various Assessor reports providing valuable & timely information to CEO/AC for budgeting. Implemented a web based Assessor info system for Title Companies winning wide acclaim for customer sevice.
	1,000.00	Upgraded department policies & procedures manual and then trained staff at monthly meetings. Coordinated an in-house training for Assessor group...saved valuable time and resources by bringing it here as well was key in appraiser gaining their required 24 SBE credits.
	1,000.00	Implemented the new Performance Measurement System for the Department (AMPP) ... including working with all division managers to upgrade and develop new measurements.
	2,000.00	Coordinated a special project to review& consolidate precinct wherever possible...reduced the number of precincts from about 350 to 300 which will result in reduced cost of elections as well as reduced stress on pollworker supervisor since they now have to recruit about 250 less pollworkers. Also increased Customer service by surveying polling places to ensure ADA compliance (either providing a remedy or securing a new voting center).
	District Attorney	1,000.00
500.00		Negotiated 3 yr on-line legal research contract; then eliminated 25% of legal publications; updated safety program
1,000.00		SART program reorganization; efforts to secure State funding and implement CARES; secured @\$20,000 in undisbursed victim restitution funds
1,000.00		Redirected funds from Enterprise agreement to buy laptops for DDAs and secured wireless access in courts; built clinician access database for victim witness; resolved truancy data interfaces w/schools
Department Heads	2,000.00	Maddy and TSAC; pysician of the year
	2,000.00	Zaca Fire
	2,000.00	Zaca Fire
	1,000.00	La Morada; Cal Win conversion
	2,000.00	Zaca Fire
	2,000.00	PD Fee Assessment & Collection Project
Fire	2,000.00	Solvang Consolidation, Zaca Fire Rep., Acting Dept. Head, Developed 2007/08 Budget
	2,000.00	Unified Commander on Zaca Fire, his oversight of the construction of Station 51 in Lompoc, and oversight of IT connectivity at Station 41 in New Cuyama.
	2,000.00	National Team, Standard pre-plan/map for B.C.'s, 80th Anniversary Book

2007 LEADERSHIP PROJECT

Summary of Projects Awarded with Project Pay

Department	Amount Awarded	Project Identified for Recognition
	2,000.00	Agency Rep. On Zaca Fire, USAR Program, Water Rescue Program
	2,000.00	Evacuation plan for Zaca Fire, Apparatus Committee, personnel investigations
	2,000.00	Communications Committee, Front Country Support, Division/Group on Zaca Fire
	1,500.00	CICCS, Performance Measures
	2,000.00	Unified I.C. on Zaca Fire, initiated monthly reports for cities represented by Santa Barbara County
	2,000.00	Career Ladder, Built strong positive relationship with EMSA, brought instructors in for ACLS & EMT Training
	2,000.00	Rule of the List, Anti-Harassment Training
	1,500.00	Station 41 connectivity, developed computer replacement schedule
	2,000.00	Solvang, 5 year plan, capital budget
	General Services	1,000.00
1,000.00		Preparation of Department Strategic Plan
500.00		Implementation of new utilities ISF
500.00		Appraisal of all county buildings
500.00		Utilization of CAFM as database for insured value of buildings & allocation of related premiums departments based upon square footage occupancy
500.00		Plan, design, and install 6 base stations radios at the Chumash Casino
1,000.00		Preparation of Department Strategic Plan
500.00		So Cal Edison and PG&E Partnership programs implementation, including community small business retrofits and county employee light exchanges
HCD	2,000.00	Oversees a significant segment of HCD operations in addition to effectively performing the CFO duties for which she was hired. Served as project leader to re-engineer the affordable housing and income certification processes per audit report recommendations.
	2,000.00	Choreographed the successful application and implementation for the urban County Consortium guaranteeing a significant increase in HUD CDBG grant monies for the County and member cities - a major accomplishment.
Parks	2,000.00	Operating agreement with Providence Landing Park; long term succession plan for North County - cost savings estimated at \$70K
	1,000.00	San Marcos Preserve Management Plan - first of its kind in over five years
	1,000.00	Fee adjustments adopted by BOS in October; increased park revenue in excess of \$500K
	1,000.00	Goleta Beach Project
Planning & Development	2,000.00	North Hills, SB Ranch, DRS Deputy duties
	1,000.00	El Colegio Rd permitting
	2,000.00	Uniform Rules
	2,000.00	Sofa Award; Beneficial Uses Report
	1,000.00	Data Base Development
	2,000.00	Mid Year Budget reductions; layoff procedures
Probation	1,000.00	Institutions Use of Force Incident Tracking Project
	2,000.00	CEC Relocation Project & JJCPA LAP
	750.00	LSCMI Research Project
	350.00	Alternative Detention Program Team

2007 LEADERSHIP PROJECT

Attachment D

Summary of Projects Awarded with Project Pay

Department	Amount Awarded	Project Identified for Recognition
	500.00	Camp Recidivism Analysis
	350.00	Alternative Detention Program Team
	250.00	Alternative Detention Program Team
	350.00	Alternative Detention Program Team
	750.00	Restitution Improvement Project
	2,000.00	CEC Relocation Project & JJCPA LAP
	350.00	Alternative Detention Program Team
	1,000.00	Share Point Project
Public Defender	2,000.00	PD Fee Assessment & Collection Project
Public Works	1,000.00	Laguna Long Range Fiscal Plan
	500.00	Jonata Park Bridge Replacement
	500.00	Montecito Walk To School Report
	1,000.00	Road Encroachment Permit Fees
	1,000.00	Zaca Watershed Preparation Projects
	1,000.00	Benefit Assesment Conversion
	1,000.00	Tajiguas Expansion Projects(s)
	1,000.00	Foxen Canyon Landfill
	1,000.00	Air Resource Board Grant Leadership
	1,000.00	2007/08 Countywide Fog Seal Project Leadership
	1,000.00	Zaca Watershed Preparation Projects
	1,000.00	Road Encroachment Permit Fees
Social Services	2,000.00	Document Imaging Phase 1 & TANF Pay/Perf
	1,500.00	BSC Project & Leadership Dev Project
	1,000.00	Document Imaging Phase 1
	1,500.00	Leadership & Professional Development Program
	1,000.00	Document Imaging Phase 1
	1,000.00	Wraparound Services; La Morada
	2,000.00	TANF Pay for Performance
	2,000.00	Document Imaging Phase 1
	1,000.00	La Morada Transitional Youth Program
	2,000.00	La Morada Transitional Youth Grant & Facility
Treasurer-Tax Collector	2,000.00	Deferred Comp RFP & transition to new provider

160,650.00

Summary – Leadership Project Survey Results

During the month of September 2007, a survey of the 120 managers and executives in leadership classifications was conducted. Of the 120 individuals surveyed, 40 responded (33%) and, overall, the findings were very positive and show some clear opportunities for improvements. There were no strong indicators of dissatisfaction in any of the performance planning elements, and as shown below, there were a number of very positive comments made by the respondents.

Positive Respondent Comments:

"This was the first time we went through this process – after I did it with one of my employees – it was a breeze doing it with the rest of them."

"Although change is always difficult, it is nice to utilize a tool that looks forward and supports staff and the formation of reasonable goals, rather than looking backward for the evaluation process."

"Process is much better, it allows/requires collaboration on the IDP development, good communication, giving clear expectations."

"This is a useful tool (IDP)with the check in process."

"This is a valuable process."

"I found that I got more accomplished in determining strengths and highlighting constructive goal setting in less time than (and in a more definitive fashion) with the old EPR document."

"An improvement over the old EPRs!"

"The collaboration process has enhanced communication which in turn allows for frank accountability discussions."

"The new planning and evaluation process brings greater accountability to both the staff being evaluated and the evaluator to ensure an interactive process and the establishment of developmental goals."

"Process offers two-way accountability."

"The IDP process will be very beneficial for our County – we need to expand it to all our employees in the future."

Following is a summary of the other information gathered through the survey:

Respondents

- 90% of respondents identified themselves as "a manager or executive who supervises other managers"
- 10% of respondents identified themselves as "a manager who does not supervise other managers"

Departments

Feedback was received from all departments except:

- Agricultural Commissioner
- District Attorney
- SBCERS
- County Counsel
- Parks
- Sheriff

Overall:

- 93% reported they completed Performance Planning; those who did not, due to:
 - Elected official
 - Delayed final sign off on the plan
 - Loss of leadership – interim in the process of completing
- 98% reported the process was collaborative
- 97% found the performance management training helpful to extremely helpful with their own performance planning efforts

NOTE: Throughout the following summary, highlighted items indicate opportunities for improvements

The following topics were surveyed with all respondents regarding their individual performance planning experiences:

Trimetrix Assessment:

- 28% used the Trimetrix assessment. Of those,
 - 100% found it easy to use
 - 100% found the feedback generally accurate
 - 73% found the written reports useful in performance planning
 - 20% took advantage of the telephone coaching session

Performance Planning Discussions:

As part of performance planning, the respondents affirmed the following elements were discussed as shown below:

Leadership Competencies	86%
Key Business Objectives	92%
Developmental Strategies	89%
Specific performance expectations	100%
Customer-focused goals	92%
Clear action items for work priorities and competency development	97%

Goals:

Regarding the setting of appropriate goals:

Set two or more service-oriented goals	97%
Set goals with measurable/observable outcomes	100%
Set goals to improve customer service in the department	100%

- In addition, 13 respondents provided samples of goals (attached)

Satisfaction with Process:

Factor	Dissatisfied to Extremely Dissatisfied	Neutral	Satisfied to Extremely Satisfied
Tailoring to specific individual and job	2%	18%	80%
Linking competencies to job and department business objectives	4%	22%	72%
Creating effective Individual Development Plan	2%	30%	67%
Clear outline of performance expectations	2%	12%	86%
Set customer-service goals with clear results	2%	18%	80%

The following topics were surveyed with all respondents who supervise other managers regarding their experience with performance planning with subordinates:

Trimetrix:

Factor	Dissatisfied to Extremely Dissatisfied	Neutral	Satisfied to Extremely Satisfied
Satisfaction using tool in performance planning with subordinates	7%	31%	62%

Performance Planning:

Factor	Dissatisfied to Extremely Dissatisfied	Neutral	Satisfied to Extremely Satisfied
Overall discussion	4%	18%	78%
Development of IDP	0%	11%	89%
Setting clear performance expectations	0%	15%	85%
Linking competencies to manager's job and business objectives	4%	21%	75%
Quality of goals set	0%	10%	90%
Collaborative process	0%	14%	86%

Respondent Suggestions for Improvements:

- Department approached it in a group process, which overlooked the importance of the individual performance planning process – stress a more collaborative process with each individual as a more effective approach
- Multiple comments regarding making improvements on the form (simplify it, improve the functionality, and/or fully automate it)
- Multiple comments regarding streamlining/simplifying the overall process:
 - Integrating competencies with each goal is cumbersome and overkill
 - Focus on a few competencies rather than all for planning purposes
 - Simplify the completion of the IDP and strategic actions
 - Encourage departments to outline department goals in writing prior to performance planning
 - Require some performance check ins
 - Eliminate redundancies in competencies

- Clarify how competencies relate to goals
- Encourage use of the telephone coaching session for those using the Trimetrix tool
- Provide consistent guidance between the CEO's office and County HR
- Include high-level demanding technical and analytic skills in the competencies
- Assess the value of the Trimetrix tool
- Apply to professional levels in the organization (Cost Analysts and Accountants, etc.)
- More training/ongoing training

Memorandum

CONFIDENTIAL



Date: June 25, 2007

To: Supervisor Janet Wolf, 2nd District

From: Susan Paul, Assistant CEO/HR Director 

Subject: Board Inquiry – Leadership Project

cc: Members, Board of Supervisors
Michael F. Brown, County Executive Officer
Assistant/Deputy CEOs

This correspondence is provided in response to your June 7, 2007 "Board Inquiry Form" question in which you requested information related to "salary adjustments for executives and managers, comparing 'Leadership' to previous salaries." Responses to the other two items listed on that inquiry form have already been provided.

The County's Leadership Project was designed to support the Board's vision to create a customer-focused culture throughout the County of Santa Barbara and embed the County's ACE Values – Accountability, Customer-Focus, and Efficiency – soundly within the organization and its business systems. The components of the new system were designed collaboratively over approximately an 18-month period working with groups of department heads, executives, managers, Human Resources Advisory Council (HRAC) representatives, a Civil Service Commission Ad Hoc Committee, and other special interest groups. Further, over that same period of time, exhaustive outreach was conducted with the County's leadership at large via correspondence, focus groups, electronic surveys, an interactive website, brown bag lunch meetings, specially-requested meetings by individuals and departments, and training.

By way of background, in the spring of 2005, the Board identified as a priority the creation of a customer-service culture throughout the organization and identified three key organizational values to support this direction: Accountability, Customer-Focus, and Efficiency (ACE). Board policy drove the reformation of key human resources business systems, in the areas of classification, compensation, performance management, recruitment and selection, training and development, and rewards and recognition. The first of many initiatives to achieve this reform is the Leadership Project – a Project that significantly streamlined and improved the classification, compensation, and performance management systems for the County's management/executive workforce and made a strong connection between individual performance and achievement of service delivery results with compensation, as well as providing for needed operational flexibility. The Leadership Project was the subject of Closed Sessions with the Board of Supervisors on May 2, 2006, June 14, 2006, November 21,

2006, and December 5, 2006. The salary structure and leadership classifications were adopted by the Board on June 14, 2006; however, the new system was not implemented until December 2006.

As the Supervisor's inquiry focuses on the compensation aspect of the Leadership Project, it is worth noting that prior to implementing the new salary structure, a benchmark market survey of approximately 15 different management disciplines (i.e., public health, social services, human resources, budget and finance, engineering, probation, etc.) and key executive management classifications verified that County of Santa Barbara management salaries, and in particular executive management salaries, lagged significantly behind that of surrounding jurisdictions. In part, this information formed the basis for the new broadband salary ranges. Recommendations discussed with and approved by the Board during the May 2, 2006 Closed Session included that, upon implementation of the new system, certain allocation equity adjustments would be made. CEO/HR and CEO Budget worked together to plan financially for the implementation of the new system, include salary changes in financial planning and budgeting processes, and to set aside a sum in contingency to assist departments that could not absorb the Fiscal Year costs of any necessary salary adjustments whether or not they were management classifications. Additionally, funding for salary adjustments was put into reserve to address any needed changes annually.

Prior to implementing the new system and allocating managers and executives into the new classifications and salary bands, CEO/HR met with each Department Head to discuss their operational needs. In addition, allocation was discussed with the Board in the November 21, 2006 Closed Session.

In December 2006, the Board approved the allocation of executives and certain management positions into the new Leadership classifications. Upon implementation of the new classifications in December 2006, only a few salaries were adjusted, some of which were related to bringing employee's existing salaries to the entry level of the new salary scale and one adjustment related to a specific recruitment issue. In fact, only two received any adjustment at the time of initial allocation. At that same time, the Board also adjusted the salaries of elected Department Heads.

During the month of December and early January, the CEO met individually with each Department Head to discuss operational needs, departmental structures, key management systems, and the importance of service-based streamlining for efficiency. Additionally, all Department Heads were asked to attend the newly implemented performance management training and ensure that all their managers attended the training. They were also asked to begin to engage in the performance planning process with their managers. During those meetings, the CEO provided each Department Head with specific customer-service, performance-based "Allocation Criteria" that required response from the Department Head. Subsequently, the CEO also met with all Assistant and Deputy CEOs to ensure that they also reported on accomplishments and worked with departments to achieve positive outcome. Tab A includes Department

Head and Assistant/Deputy CEO feedback. This information was contained in a report provided to the Board on April 17, 2007.

As Department Heads provided documentation of their accomplishments and future plans to support Board direction (see Tab B), they also submitted needed salary modifications for their managers and executives assigned to Leadership classifications. These recommendations were intended to correct compaction issues and address market and/or recruiting difficulties. The documents located behind Tab C display the estimated Fiscal Year 2006-2007 costs of both salary allocation adjustments made upon implementation of the Leadership Project in December 2006 as well as subsequent salary increases based on the factors identified above.

In addition, as previously mentioned, upon implementation of the Leadership Project, as required by law, the Board set salaries for the three incumbent elected officials, the Auditor-Controller, the Clerk-Recorder-Assessor, and the Treasurer-Tax Collector. The estimated 2006-2007 Fiscal Year costs of those salary adjustments are located behind Tab D.

Finally, over the past six months, some Department Heads have restructured their operations which has resulted in staffing realignments. The Leadership classifications impacted by these changes and additional promotions have occurred into these classes due to attrition are included behind Tab E, along with the estimated Fiscal Year 2006-2007 costs.

In planning to implement the new Leadership classifications and corresponding salary bands, approximately \$255,000 was discussed with the Board in the May 2, 2006 Closed Session and was subsequently approved by the Board. These monies were later earmarked to assist departments without the financial means to absorb the cost for the remainder of Fiscal Year 2006-2007. To date, all departments have been able to absorb the cost of their recommended allocation increases, the cost of those increases overall have fallen within planned parameters. The estimated Fiscal Year 2006-2007 cost of salary increases is approximately \$144,975 (Tab C). Also provided behind Tab F is a list of employees in Leadership classifications who did not receive any increase in salary.

As a result of negotiated equity adjustments, a number of managers not in Leadership Classifications also received salary adjustments and those managers who continue to remain on the five-step salary schedule (A-E) continue to be eligible for merit increases (Tab G). As shown on the spreadsheet behind Tab G, the Fiscal Year 2006-2007 cost of these increases has been approximately \$91,272. These managers continue to be eligible for 5% to 10% merit increases up to the top of their respective ranges and are potentially eligible for cost of living adjustments. Conversely, those in Leadership classifications are ineligible for cost of living adjustments and can earn 2% to 3.5% annually, based on performance and the achievement of business objectives, and may be eligible for lump sum bonuses from \$2000 to \$3500 based on exceptional levels of performance and/or the completion of significant departmental or County projects that

yield service-oriented results. Additionally, all managers received a 3.5% salary increase in October 2006.

Please give me a call at extension 2817 if you have any questions about this data.

ALLOCATION CRITERIA

December 2006

Implementation of County Core Programs designed to strengthen services, accountability, efficiency, and results and based on the accomplishment of a combination of the following:

1. Implementation of the County's New Performance Management System

- Completing DH Training
- Ensuring all managers and executives are trained
- Setting performance goals tied to:
 - Improving or implementing the use of technology and achievement of efficiency as a result
 - Improving/streamlining work processes or work flow
 - Completing customer-based service improvements with demonstrable results
 - Solving service delivery issues
 - Spearheading change initiatives focused on service efficiency

2. Implementation of changes that result in significant cost savings

3. Review and restructuring of staffing levels aimed at General Fund reduction

4. Partnering with other departments:

- Coordination for the efficient outcome of project or task
- Elimination of resource duplication

- Implementation of improved service delivery models
- Streamlined customer response (making it easier for the customer)

5. Effective utilization of core business systems –

- Implementation of robust performance measures including efficiency and outcome measures as opposed to counting activities
- Lost Time management – reduction in departmental Lost Time
- 07-08 Budget Process – staffing reduction based on the use of automation
- Use and participate in the Project Reporting System

Department Head
Allocation Criteria Accomplishments

**Completion of Allocation Criteria
May 2007**

This is an update on our progress toward completion of the Allocation Criteria

1. Implementation of the County's New Performance Management System
 - Department Head Training Completed
 - All managers and executives are trained including Mette Richardson hired on May 7, 2007. Conrad Tedeschi will start May 22, 2007 and will attend the next training.
 - Setting of performance goals. All staff have completed the Leadership and Performance Planning Evaluation – Each includes goals focused on improvements and efficiency
2. We are scheduled to implement significant changes that will result in significant savings throughout the County. The most significant is on-line workflow for vendor payment claims and the inclusion of scanned invoices.
3. We are constantly reviewing and restructuring our staffing levels. The leadership project and new levels of management coupled with smaller strategic business units within the department should decrease the percentage of general fund contributions in the long-term. Our staffing has gone from 65 FTE in 1990 to a low of 50 and now stands at about 58. Our county-wide support of technology with in-house solutions saves the County general fund millions in purchased software, upgrades and annual maintenance fees.
4. Partnering with other departments in the development of FIN/Budget, Payroll/Human Resources and Property Tax Assessment, Collection and Distribution will deliver superior services to our customers.
5. We are in process of revisiting our departmental goals, objectives and performance plan. We have good performance measures, our lost time continues to be among the lowest in the County and we have happy employees but struggle with turnover. We plan to add FIN web development and the Property Tax project to the Project Reporting System even though our project development style is more focused on project outcomes rather than time and budget.

ALLOCATION CRITERIA December 2007

Implementation of County Core Programs designed to strengthen services, accountability, efficiency, and results and based on the accomplishment of a combination of the following:

1. Implementation of the County's New Performance Management System

- *Completing DH Training*
 - **All DCSS managers & execs have attended trainings.**

- *Ensuring all managers and executives are trained*
 - **Director has developed LPPE with Jim Laponis**
 - **Director's LPPE has been shared with other DCSS mgrs & exec and they are working on theirs**

- *Setting performance goals tied to:*
(detailed in LPPE)
 - *Improving or implementing the use of technology and achievement of efficiency as a result*
 - **"V2" electronic system conversion underway**
 - **Dual monitor project**

 - *Improving/streamlining work processes or work flow*
 - **Process improvement teams detailed in LPPE & Strategic Plan**

 - *Completing customer-based service improvements with demonstrable results*
 - **LPPE goals include doubling number of customers receiving funds electronically (v mailed paper check)**

 - *Solving service delivery issues*
 - **LPPE includes plan for increased outgoing phone calls and customer appointments for information sharing**

 - *Spearheading change initiatives focused on service efficiency*

- New appointment scheduling initiative detailed in LPPE
2. Implementation of changes that result in significant cost savings
 - Automation and centralization of financial processes with the state are enabling us to absorb staff reductions necessary because of flat allocation
 3. Review and restructuring of staffing levels aimed at General Fund reduction
 - GF reduction is not pertinent to DCSS, but we are reviewing business processes due to automation changes and floating additional staff between branch offices to help with temporary needs
 4. Partnering with other departments:
 - *Coordination for the efficient outcome of project or task*
 - DCSS is working closely with DSS during the V2 conversion as our electronic systems are closed linked and we have staff outsourced at their offices daily
 - *Elimination of resource duplication*
 - DCSS is buying staff time from ITS and ADMHS for specialized IT projects, building maintenance, and special fiscal projects
 - *Implementation of improved service delivery models*
 - New appointment scheduling initiative detailed in LPPE
 - *Streamlined customer response (making it easier for the customer)*
 - New integrated statewide phone system
 - Better coordination between counties on cases with all information transparent to child support officers wherever they are located in the state
 5. Effective utilization of core business systems –
 - *Implementation of robust performance measures including efficiency and outcome measures as opposed to counting activities*
 - Deepened focus, based on custom-developed reports tracking at the staff level, on federal performance measures which include cost effectiveness and funds distributed

- *Lost Time management – reduction in departmental Lost Time*
 - **Strategic plan focus on wellness philosophy, shift in departmental guidelines on use of sick and vacation time**
- *07-08 Budget Process – staffing reduction based on the use of automation*
 - **Decrease in positions achieved**
- *Use and participate in the Project Reporting System*
 - **V2 conversion project reported**

ALLOCATION CRITERIA December 2007

Implementation of County Core Programs designed to strengthen services, accountability, efficiency, and results and based on the accomplishment of a combination of the following:

1. Implementation of the County's New Performance Management System

- Completing DH Training..*Done*
- Ensuring all managers and executives are trained...*Done for all managers and executives who have either been allocated or who's EPR has been due. For those completed, we have also completed the performance planning phase including identifying at least Goals for the upcoming performance period.*
- Setting performance goals tied to: *See above..also see Mission, Goals & Objectives at the end of the form.*
 - Improving or implementing the use of technology and achievement of efficiency as a result
 - Improving/streamlining work processes or work flow
 - Completing customer-based service improvements with demonstrable results
 - Solving service delivery issues
 - Spearheading change initiatives focused on service efficiency

2. Implementation of changes that result in significant cost savings/avoidance. *The department's workload continues to increase while maintaining the same FTEs by leveraging automation and implementing process improvements in all areas. Examples include: Implementation of "Real Estate Services"*

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website which allows customers to access data via the internet without having to call or come to our office for the data. And the implementation and improvement of the Business Property Statement E-filing program.

3. Review and restructuring of staffing levels aimed at General Fund reduction. *As noted above the Department is continuously improving processes, thus absorbing increased workload within existing resources. Many of these improvements have not only saved money but have increased revenues to the General Fund. For example the average billing time for a Supplemental PT event has dropped from over 400 days to about an average of 90 days creating onetime revenue to the GF (as well as Fire and other county dependent districts) of millions of dollars.*

4. Partnering with other departments:

- *Coordination for the efficient outcome of project or task... We have partnered both the Auditor and Treasurer on the rewrite of PT related programs that were running on the mainframe...reducing cost and minimizing risk. We have partnered with the Sheriff, Probation, AC, & the TTC in taking over the mainframe operations from General Services...saving the county millions of dollars in cost while improving service and eliminating a huge area of risk. We will be partnering with the TTC, PHD and DCSS in electronic recording which will reduce cost and improve service levels.*
- *Elimination of resource duplication....With the assistance of HR we have development and implemented one clerical class for the 3 functional areas of our department...which has allowed cross-training and allows us to move personnel to where the peaks are in each area.*
- *Implementation of improved service delivery models... see above plus the recorder scanning projects both completed and underway have significantly improve services to our customers. First it changes the media from microfilm/fiche to digital which is a much more user friendly environment. Secondly, it makes all these documents available at work*

stations in all three (SB, SM & LM) of our offices where previously customers in north county did not have direct access.

- Streamlined customer response (making it easier for the customer)....see *above*

5. Effective utilization of core business systems –

- Implementation of robust performance measures including efficiency and outcome measures as opposed to counting activities... *In our two operational areas (assessor & clerk-recorder) we have developed measurement & monitoring systems that allows us to see on a daily, pay-period, monthly and annual basis how we are doing compared to previous periods. These systems also identify work-in-process , by individual and by age of the action. All managers and most supervisors have attended the EU Process Improvement class and are implementing process improvements on an on-going basis.*
- Lost Time management – reduction in departmental Lost Time... *the department has aggressively reviewed reasons for workers compensations claims and has taken actions to minimize their reoccurrence. We have seen a drastic reduction as a result. The Department has formally instituted a new policy encouraging staff to maintain healthy balances of sick and vacation balances.*
- 07-08 Budget Process – staffing reduction based on the use of automation... *as pointed out several places above the department continues to absorb workload increases by leveraging automation and implementing process improvements.*
- Use and participate in the Project Reporting System... *the department now has 6 projects in the PRS.*

*Below are the FY 07-08 Mission and Objectives for the Department.
We have tied these to ACE and shared with all managers.*

MISSION

Definition: *The all encompassing conquest or challenge.*

Departmental: To honor the public trust by assuring open and honest elections, maintaining and preserving property and vital records, setting fair and impartial property values for tax purposes and providing courteous and professional services at a reasonable cost.

For the Elections Function: To ensure that the voters of Santa Barbara County have the tools they need, the equipment they trust, the information and access they deserve, and the right they value in order to participate in the Elections process.

For the Assessor Function: To discover, identify, value and assess all taxable real and personal property in order to produce the secured and unsecured assessment rolls. To fairly and accurately apply exemptions, exclusions and to defend valuations and assessments before the Assessment Appeals Board.

For the Clerk-Recorder Function: To record and archive official records, maps related to real property and vital records (birth & death certificates, marriage licenses) , accept filing of fictitious business statements and notary bond applications and process passport applications.

A = Accountability

C = Customer Focus

E = Efficiency

OBJECTIVES

Definition: *The intention, the desired outcome*

To meet and exceed the expectations of our internal and external customers.

To be constantly improving the quality of the processes we are responsible for, which will result in increased capacity, productivity, accuracy and timeliness, and decreased rework, waste and cost.

To increase our measurement focus so we can more objectively evaluate & monitor our processes.

To have responsive and user friendly support systems for our three functional areas of responsibility (Assessor, Clerk-Recorder and Elections).

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To create a quality work environment of respect, courtesy and trust for employee development, participation, and recognition (methods, equipment, space, promotional opportunities) where everyone can achieve to their maximum ability.

To support constant personal improvement through training & education, mentoring & coaching as well as providing feedback through the performance reporting system. To create a more flexible workforce by providing a more attractive career path.

To have well documented Policies and Procedures.

To have a semi-paperless work environment

GOALS

Definition: Specific, tangible, measurable, and quantifiable accomplishments with due dates.

(Long range is 5 years and short range is 1 year)

1. Long range: Significantly upgrade our services in one or more functional area each year.

Short range : For FY 07-08:

- Continue expanding our north county recording capability by bringing all north county recording companies on line by 6/30/2008.
- Complete the scanning of all recorder documents by 12/30/2007, thus providing this capability on-line in our offices as well as over the county's intranet.

2. Long range: To be more current in our work. (30 days in Assessor & 5 days in Clerk-Recorder)

Short range: For FY 07-08.

- Become more current in the Assessor arena by reducing the work-in-process by, at least, two weeks (versus FY 07-08 roll year position). Maintain the Clerk-Recorder work-in-process to 5 days or less.
- Maintain Homer Owner Exemption processing time to no more than 5 days
- Maintain Prop 58/193 processing time to no more than 90 days.
- Maintain Prop 60 processing time to no more than 30 days.

3. Long range: Develop performance measurements (timeliness, quality, productivity, workload volume, cost) for all major processes within the department.

Short range: For FY 07-08:

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- Implement or upgrade production monitoring reports for:
 - i. Appraisers
 - ii. Title Transfer
 - iii. Mapping
 - iv. Clerk-Recorder
 - v. Information Systems
- Implement the new Performance Management System for use in FY 07-08 (AAMP).

4. Long range: To upgrade our property tax assessment systems to a more current programming language as well as making them more user (both internal and external customers) friendly.

Short range: For FY 07-08.

- Complete phase II of a new Unsecured System. Develop.
- Complete development and use the new Ag Preserve module for the FY 07-08 roll.
- Develop an automated Section 51 application to be available starting with lien date Jan 2008.
- Research and decide on an approach to developing/acquiring a Computer Aided Mass Appraisal system.
- Expand on-line Business Property Statement Filing capability.
- Complete phase II of the welfare database
- Develop a program for the assessment of time share interests
- Deploy a web based APS general inquiry and sales report
- Upgrade the homeowner exemption module in APS

5. Long range To continually review our space needs, rewrite job descriptions, and develop comprehensive training plans as appropriate.

Short range: For FY 07-08:

- Work with the County General Services to develop options for a combined Elections Facility. (This would include developing options for an interim Absentee Ballot Processing Center for the 2008 Primary & General Election).
- Work with County General Services to develop design specification in order to convert Courthouse Basement space into climate controlled storage space for the Clerk-recorder historical records.
- Review the Elections Division organization, realign job duties, rewrite job descriptions and determine the need for additional staff in order to meet future

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- **Research, procure and implement systems and equipment in order to make the processing of absentee ballots more efficient.**

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Memorandum



Date: March 14, 2007

To: Michael Brown, County Executive Officer
Susan Paul, Director Human Relations

From: Christie Stanley, District Attorney *Christie Stanley*

Subject: Allocation Criteria

Enclosed is the Allocation Criteria document that you requested from my department. As you might expect there are many more projects and details that could be added to expand this form so perhaps a periodic review and edit of it would be a good idea.

Please let me know if you need any additional information.

ALLOCATION CRITERIA December 2007

Implementation of County Core Programs designed to strengthen services, accountability, efficiency, and results and based on the accomplishment of a combination of the following:

1. Implementation of the County's New Performance Management System

- **Completing DH Training**
- *Scheduled for January 29, 2007 for all District Attorney executive staff--Completed*
- **Ensuring all managers and executives are trained**
- *2 Management staff attended 2/2 session; remaining 3 managers will schedule training as available*
- **Setting performance goals tied to:**
 - **Improving or implementing the use of technology and achievement of efficiency as a result**
 - *Our long term performance goal to utilize technology involves continued enhancement of DAMION case management system. Annual investments made to add functionality to further automate the District Attorney's Office.*
 - *DAMION discovery module has been installed that will initially enable District Attorney staff to access case documents produced internally, then provide capability to scan and tie law enforcement reports to cases. This will enable the office the office to provide constitutionally and statutorily required discovery electronically.*
 - *Interfaces will be developed to receive documents and data electronically, eliminating duplicate data entry and expediting ability to provide and track defense discovery.*

Current Status:

- *Used DAMION (District Attorney Management Integrated Office Network) to compile and prepare quarterly felony statistics for the first time rather than manually.*
- *Purchased laptops with full sized keyboards, fingerprint identification and wireless capability for attorneys in lieu of spending for Enterprise Agreement, in light of new operating system, expediting purchase to take advantage of automatically available upgrades (i.e. Vistas)*
- *Installed "Net Motion" software to provide attorneys with secure wireless access to county network and District Attorney programs*
- *Re-assigned desk-top PCs to staff with oldest PCs, upgrading department-wide PC inventory to minimize replacements in next 2 years*
- *Implementing DAMION Discovery Module to provide computer access to reports and files with a vision to eliminating as much paper as possible*
- **Improving/streamlining work processes or work flow**
- *When Discovery Module is fully operational reports from outside agencies will be connected to the case electronically for upload to District Attorney case management system. Searching for files and all of the attendant resources surrounding files will be minimized.*
- *Information from files will be available to all staff via DAMION this includes Deputy District Attorney, investigators, victim advocates and clerical staff via the secure wireless connection as well as the regular data connections.*
- *Attorneys will take laptops to court and have immediate access to all District Attorney information wirelessly.*

- *Attorneys will update information in the case in court directly into the DAMION system via the laptop minimizing redundancy.*
- *Attorneys will be able to work on and complete other work on their laptops while waiting in court for their cases to be called reducing wasted hours.*
- **Completing customer-based service improvements with demonstrable results**
- *Victim Witness Program maximizes services to victims, and conducts annual fund raising events to augment victim emergency needs. The most prominent event is sponsorship of the annual State Street Mile, attracting broad support from professional athletes, families and community sponsors.*
- *Improvements to the District Attorney's website will be implemented to expand the ability of the public to submit inquiries and complaints online building on the already existing feedback webpage.*
- *Consumer mediation volunteers will respond to the electronic inquiries as well as phone, regular mail and in-person consumer issues*
- *Law enforcement reports will be received electronically, eventually via a computer based interface, allowing the distribution to the public defender, defense attorneys and defendant in an electronic format*
- **Solving service delivery issues**
- *Working with the courts, probation, public defender and defense bar to improve the handling of criminal cases*
- *Training Deputy District Attorneys, investigators victim advocates and staff to use the DAMION system so redundancies are*

eliminated, work flow management is simplified and statistical reporting is improved.

- **Spearheading change initiatives focused on service efficiency**
- *District Attorney vision to move to file – less, paper-less operation with the use of laptops and wireless access to District Attorney and County core programs will provide efficiencies in every facet of District Attorney service.*
- *Deputy District Attorneys, Investigators, Victim Witness Advocates and other staff who are issued the wireless access laptops will be able to work from any location that has a wireless transmitter. Telecommuting in the event of a flu pandemic is probable, the same may be true in the event of a natural disaster such as an earthquake.*
- *District Attorney has implemented an Elder Abuse Prosecution Unit in the north county to prosecute crimes against elders, including a Deputy District Attorney, a Victim Advocate and an Investigator. This unit will investigate, educate and do outreach as well as prosecute the criminal violators.*

2. Implementation of changes that result in significant cost savings

- *Based on new copier contract, converted existing copiers to multi-use copier-printer-scanners in all Santa Barbara County District Attorney's Offices, facilitating the ability to transmit materials electronically such as memos as well as into the discovery module. Reduced number of stand alone printers, saving maintenance and toner costs.*
- *The new copiers are high quality but inexpensive. These laser black and white and color printers are being used to print photographs for court exhibits instead of paying for photographic development.*
- *Laptops purchased and distributed to 45 Deputy District Attorneys in February 2007 – Based on analysis of the value in reinvesting in the*

Microsoft Enterprise Agreement over the next three years, the IT Manager recommended that the funds be reprogrammed and added to the annual PC replacement budget to purchase laptop PCs for the attorneys, providing off – site access to District Attorney network and county programs.

- *Wireless transmitting devices will now be installed in the criminal courtrooms to allow the attorneys the ability to work more efficiently*
- *Ongoing training for all staff in use of our information management system by in house training sessions, vendor classes and EU when available. Training and education to include the use of county supported programs as well.*
- *Leadership to continuously seek ways by the use of recently available technology to streamline work processes thus resulting in cost savings at the same time increasing efficiencies.*

3. Review and restructuring of staffing levels aimed at General Fund reduction

- *District Attorney's Office has largely sustained current staffing levels in support operations, in spite of increasing caseloads, by utilizing automation to maximize efficiency*
- *Additional extra help staff may be needed to assist in scanning files and contents for use in the DAMION system yet once completed clerical and support staff time handling files should be decreased.*
- *District Attorney has leveraged State grant funding to enhance services to victims and target prosecution of elder/dependent abuse, domestic violence and career criminal offender in lieu of general fund resources.*

4. Partnering with other departments:

- **Coordination for the efficient outcome of project or task**

- *District Attorney actively participates in law & justice initiatives to improve service delivery, partnering in multi-agency efforts to expedite case handling and disposition. Law enforcement now directly file low level misdemeanors with the court, saving system wide resources previously required to have District Attorney review and filing decisions or formal complaints produced and filed.*
- *Active involvement in CLEC (County Law Enforcement Chiefs), where monthly meetings are conducted to discuss and resolve issues of mutual concern, often producing efficiencies.*
- *Coordination with multiple departments to implement wireless access:*
- *District Attorney IT worked with General Services to explore, test and obtain the Net Motions software to make the wireless access secure and the vision of a future paper-less, file-less system possible.*
- *District Attorney obtained individual Superior Court Judges' permission to place wireless transmitting devices in the many criminal courtrooms countywide.*
- *Partnered with probation, public defender and county counsel to purchase and install and thus share the wireless transmitting devices in the courtroom*
- *District Attorney partners with schools and SARBs (School Attendance Review Boards), law enforcement, probation and community based organizations to operate the Truancy Intervention and Parent Accountability Act, with the goal to keep students in school. This has been proven to reduce juvenile crime and fosters a strong foundation for the future of the children.*
- **Elimination of resource duplication**
- *Implementation of our file-less system will allow access to all users at all times, via the computer, searching for, retrieving, delivering then re-filing files will no longer be necessary*

- *Interim steps underway to convert law enforcement filings to digital media, vs. multiple paper copies, expediting upload of case materials into Discovery module for internal review and production and tracking of defense discovery*
- **Implementation of improved service delivery models**
- *Once Discovery project is completed, we will have the ability to track and disseminate case materials electronically.*
- *All law enforcement agencies, county departments and the public will benefit from the new system*
- **Streamlined customer response (making it easier for the customer)**
- *When public, or any other agency needs information staff and Deputy District Attorney will be able to respond almost immediately*
- *In court access to files will improve the court process and benefit all parties and the public in the justice system. This will reduce continuances which will streamline the time it takes to complete a case.*

5. Effective utilization of core business systems –

- **Implementation of robust performance measures including efficiency and outcome measures as opposed to counting activities**
- *District Attorney performance measures have included outcome based standards focused on expedited case handling and disposition at the earliest court phases.*
- **Lost Time management – reduction in departmental Lost Time**
- *Lost time statistics have remained at low levels*
- **07-08 Budget Process – staffing reduction based on the use of automation**

- *District Attorney has maintained existing level of support staff for a number of years due to gains provided by automation despite increase in attorney and investigative staff.*
- *Implementation of Discovery module will initially place new demands on staff to scan hard copy files to digital media and servers. Plan to utilize extra help resources to accomplish this task.*
- **Use and participate in the Project Reporting System**
- *General Services has included several District Attorney capital projects in this system. Including the Santa Barbara building and the more recent Santa Maria remodel.*

ALLOCATION CRITERIA December 2007

Implementation of County Core Programs designed to strengthen services, accountability, efficiency, and results and based on the accomplishment of a combination of the following:

1. Implementation of the County's New Performance Management System

- Completing DH Training Done
- Ensuring all managers and executives are trained

All managers on the list took the training

- Setting performance goals tied to:

GS was in the first phase of departments to be shifted over to the new AAMP system and we have been very involved in the implementation of the new system. All of our RPMs focus—in some manner—on the sub-areas listed below. As the new system moves into its second year, we will continue to enhance and improve our KPIs so that are measurements are relevant, meaningful, and tied to performance goals.

We are currently in the process of updating the department's strategic plan. The new version will be performance goal oriented and in accordance with the County's ACE value model.

IDPs are currently being worked on for each Assistant Director in accordance with the department's new strategic plan and some of the ideas contained in this memo.

- Improving or implementing the use of technology and achievement of efficiency as a result
- Improving/streamlining work processes or work flow

- Completing customer-based service improvements with demonstrable results
- Solving service delivery issues
- Spearheading change initiatives focused on service efficiency

2. Implementation of changes that result in significant cost savings

- Evaluate and improve technology purchasing practices including centralizing software purchases to achieve reduced cost from volume purchasing
- Implement effective management of computing surplus equipment including redirecting equipment for telecommuting purposes and emergency response
- Evaluate various work comp benefits and obtain cost savings in programs such as pharmacy
- Determine through analysis, energy projects that can be implemented that generate ongoing savings in utility costs (HVAC , solar electric), electric

3. Review and restructuring of staffing levels aimed at General Fund reduction

- Safety Program – Combine and share all safety positions under Risk Management and share staff and resources with all County departments
- Maintenance – centralize function further (require departments to use GS) and put into an ISF
- Evaluate the possibility of "flattening" out the maintenance supervisor category to eliminate two positions.

4. Partnering with other departments:

- Continue working towards a single, unified email system (substantial hardware, software, and labor savings)
- Work towards sharing and/or leveraging similar resources across multiple organizations (I.e.: LAN administrators)
- Implement and encourage the use of digital signatures to approve Board letters, Public Health prescriptions, technical services firewalls, expenditures
- Risk Management Workers' Comp/Safety & Human Resources – Integrated Wellness program (first meeting set up with Jeri Muth & Scott Turnbull)
- Risk Management General Liability & County Counsel – newly established: began formalized monthly meeting (like CARE for WC) to discuss all open litigated cases as well as the employment matters still in administrative changes

to facilitate enhanced communication between departments, improved case management, and more accurate reserve estimates. (This will also prompt RMET approval of county counsel charges being allocated via our General Liability ISF instead of cost allocation as is now with regards to the EOC items before they become a case).

- Risk Management Workers' Comp & County Counsel – possible location of workers' comp attorneys and/or paralegal in Risk Management leased space
- Repro & all county departments (particularly those not located downtown)– create a board letter submission service in which the documents are electronically submitted to Repro who can then make required hard copies & submit to COB
- Meet, review and analyze the two vehicle fleets (Public Works and General Services) to determine duplications, purchasing methods and maintenance procedures and consolidate where appropriate
- Meet, review and analyze the two real property divisions in the County (Public Works and General Services) to determine economies of scale and eliminate duplication
- Work with Housing and Community Development and assist them with legal issues regarding the changing of ownership of low cost housing units under their control

5. Effective utilization of core business systems –

- Implementation of robust performance measures including efficiency and outcome measures as opposed to counting activities

See answer to #1 above.

- Lost Time management – reduction in departmental Lost Time

Lost time for 2nd quarter of FY 2006-07 was 4.9% compared to county average of 6.0%

- 07-08 Budget Process – staffing reduction based on the use of automation

- Use and participate in the Project Reporting System

GS uses the PRS for all of our projects.

Probation

Paul, Susan

From: Deupree, Scott
Sent: Saturday, February 03, 2007 2:47 PM
To: Brown, Michael F. (CEO)
Cc: Paul, Susan
Subject: Allocation Criteria Response-Probation
Attachments: PROJECTLOG[1].pdf; Allocation Criteria Response 1-07.doc

Hi, Mike

Attached is the Probation Department's response to the Leadership Project Allocation Criteria as you requested. We are hopeful that we have provided the type of information for which you were looking and the appropriate level of detail. But, if we can better respond in some way, just let me know. I am not sure of the process from this point in order to make the salary allocations for our positions that have thus far been allocated within the Leadership Project, but I assume we must now get back together to discuss our recommended salary allocations within the context of the Safety Retirement issue. I will make myself available to meet at your earliest convenience.

On a related issue, I also certainly want to thank you and Sue for your support in assigning our Chief Financial Officer position to the Asst. Dept. Leader Band. This corrects what has been a long-standing flaw in our organizational structure, and I am very appreciative of the change.

Hope to see you soon,

Scott

Allocation Criteria Response
Probation Department
February 2007

1. **Implementation of the County's new Performance Management System.**

- a. Department Head completed training on January 29th.
- b. Two Deputy Chiefs and one Probation Manager participated in the Performance Management Workshops. All executive and management staff allocated to the Leadership classifications on December 5, 2006, or who supervise other managers, or who have an anniversary date between January 1 and March 30, 2007 have already or are scheduled to attend the required Performance Management training.
- c. The Department is operating under a current Strategic Plan, updated August 2006, which aligns our eighty-one (81) Recurring Performance Measures to forty (40) Strategic Actions and Key Projects, ten (10) Strategic Goals, and six (6) Strategic Issues to our Department Mission. We are currently in the process of updating this plan for implementation in FY 07-08, at which time our Strategic Issues (or Focus Areas) will be modified, as well as Goals, Key Projects and Performance Measures updated. Although we have not yet formally aligned this Strategic Plan to Individual Performance Plans, our goal is to do so in the coming year for the executive and management classifications. We are, however, currently monitoring manager performance through an internal automated tracking of our Key Projects (see attached Project Management Log).
- d. The Probation Department remains committed to maximizing the use of technology to enhance our effectiveness. We continue to take an aggressive approach within the limits of staff and fiscal resources. Some of our on-going and recently completed efforts include:
 - i. Currently implementing the upgrade to the IMPACT adult case management module, and the new juvenile field services and institutions modules are pending implementation this fiscal year,
 - ii. As a pre-condition to logging into the network, we provided on line training and testing for all Department staff in Probation's Computer Resource Policy, and automated record of this training and test scores,
 - iii. As a pre-condition to logging into the network, we provided on line training and testing for all Department staff in HIPPA Policy, and automated record of this training and test scores,
 - iv. As a pre-condition to logging into the network, we will provide on line training and testing for all Department staff in NIMS Policy, and automated record of this training and test scores,
 - v. Probation developed software to allow PDA's to access case management system data wirelessly from the field,
 - vi. Automation of our SBARA juvenile risk assessment instrument,
 - vii. Use of automated kiosks for offender reporting,
 - viii. The next version of the Probation Intranet site will be interactive, allowing Probationers to log on and update contact information; download forms and submit requests on line,
 - ix. Probation has provided the Treasurer Tax collector with electronic files for posting and to open accounts (Pro 129) to increase the speed with which the Treasurer can post payments and open accounts,
 - x. Video-conferencing capability implemented at all major work sites to mitigate loss of productivity caused by travel time to meetings,

- xi. Automation of facility Use of Force Reports for greater efficiency, and accountability in incident tracking and pattern development, to reduce liability.

2. Implementation of changes that result in significant cost savings and/or improved service delivery.

- a. With the recent rise of crime rates in our community, along with increased population and an aggressive response by the Sheriff and local law enforcement agencies in responding to this trend, the Probation Department has experienced commensurate growth in our workload. Although we have not been in the position of implementing significant cost-saving measures, we are mitigating the need for additional resources through the effective use of automation, classification and prioritization of client services, and the on-going re-structuring/process improvement of direct services to the Court. We have also aggressively exercised cost-avoidance through effective budget management, as well as limiting the significant potential liability to the County associated with the operation of 24/7 institutions for juveniles by having current and effective policies and procedures, well trained staff, and consistent compliance with the requirements of multiple inspecting authorities.
- b. In order to better accomplish our mission of serving victims, while also increasing departmental revenue, collection of restitution, fines and fees remains a high priority. With assistance from the CEO, we have been engaged in a major process improvement project with the Treasurer/Tax Collector involving both technological and program elements.
- c. Received 2006 CSAC Merit Award for a program component of Los Prietos Boys Camp/Academy, "My Story: The Drama Kings".
- d. Received two-year Institute for Medical Quality Accreditation for health services practices within our institutions.
- e. Decline in Workers' Compensation payouts from \$1.09M in FY 02-03, to \$221K in FY 05-06, to \$16K through 2nd quarter of current FY.
- f. Over two years reduced the Probation assigned vehicle fleet by nine cars with a replacement value of \$140,000.
- g. Construction of Camp housing should allow a reduction of two positions for an estimated savings of \$160,000 per year in salaries.
- h. With no GF support, the Department funds 11 Juvenile Deputy Probation Officer positions through Med-Cal billing, and additionally provides services to juveniles and their families which generates approximately \$2.4M in revenue from Title IV-E to offset the costs of additional juvenile officers.
- i. Redirected 23,991 Juvenile Hall bed days to Home Supervision or Electronic Monitoring (EM) for a cost avoidance of \$4.3 Million (\$179.61 per day) in direct costs.
- j. Streamlined the process for EM cases to ensure equipment availability and readiness for home hookup within 24 hours of the court order.
- k. Enhanced efficiency by effectively cross-training Institutional personnel and implementing "demand staffing" practices to mitigate the use of Extra-Help and Overtime shifts by redirecting permanent staff within the Division to manage population shifts. JJO staff time in the amount of 2,239 hours was redirected between juvenile facilities between 05/01/06 and 12/31/06, for a cost avoidance of \$97,285.
- l. Juvenile Hall readmissions have been reduced by 8% since 2004, due to efficient intake procedures and effective program services.
- m. Enhanced LPBC aftercare services at no cost to the County with the implementation of the Bridges to Recovery Program utilizing student interns from SBCC and volunteers to assist in vocational support services, streamlining school admissions and applications for benefits, and monitoring/facilitating referrals to drug and alcohol treatment services. (Collaborative partnership between Probation, ADMHS and SBCC).

- n. Implemented the Camp Transition Program to mitigate LPBC waiting lists by opening Camp cases and providing detailed orientations, assigning meaningful program projects, and conducting weekly program performance reviews to allow Camp credit for detainees in the JH awaiting an available Camp bed. This program will reduce detention days by up to four weeks for participants who would have otherwise awaited placement in the JH and entered the Camp with no program credit.

3. Review and restructuring of staffing levels aimed at General Fund reduction.

- a. The public safety need for additional Probation Officer staff, particularly for the supervision of high risk adult offenders, is well documented, both at the State and local levels. The categorical and leveraged funding of most of our juvenile services, along with statutorily mandated staffing levels within our institutions, preclude the shifting of resources within the Department to meet this need. The Chief Probation Officers of California have been effective in lobbying at the State level for these needed adult supervision resources, which has resulted in the Governor's proposed budget including \$100M statewide to supplement services for young adult offenders. If implemented, this funding directly mitigates the need for additional GF revenue to manage what is clearly a statutorily mandated County responsibility. And, we will continue to pursue appropriate grant funding to improve services and mitigate the need for additional GF revenue.

4. Partnering with other Departments.

- a. The Probation Department, both through management philosophy and necessity to accomplish the Department's Mission, has a long history of collaboration with multiple agencies, public and private. Examples of this by executive and management staff include:
 - i. MISC (Children's System of Care),
 - ii. Interagency Policy Council,
 - iii. Interagency Program/Fiscal workgroup,
 - iv. Jail Overcrowding Task Force,
 - v. Therapeutic Justice System Core Committees and Policy Council,
 - vi. Kids Network,
 - vii. Santa Barbara Gang Task Force,
 - viii. Santa Barbara Criminal Justice Advisory Board,
 - ix. Juvenile Justice Coordinating Council,
 - x. Juvenile Justice/Delinquency Prevention Commission,
 - xi. Santa Barbara and Santa Maria Fighting Back,
 - xii. Restorative Justice Task Force,
 - xiii. Methamphetamine Summit,
 - xiv. Santa Barbara County Parole Re-entry Project,
 - xv. County Law Enforcement Chiefs,
 - xvi. Workforce Investment Board,
 - xvii. Probation partnered with County ITS to purchase an ISA server which will improve security by increasing oversight capability of internet use,
 - xviii. Probation is participating in the Integrated Justice System project to share data between the Sheriff, District Attorney and city police departments,
 - xix. Probation has reduced equipment replacement costs by partnering with ITS to host our data and programs on their servers,
 - xx. Probation is participating with the DA, Public Defender and the Courts to create a wireless network in Courtrooms,
 - xxi. Probation partnered with County ITS to purchase a Share Point server which will allow County Departments to do web-based, enterprise-wide document management,
 - xxii. SB County Probation initiated and is leading a State wide project to standardize data collection for all County Probation Departments,

- xxiii. Probation completed a review of County compliance with victim restitution mandates in partnership with the Courts and the DA. As a result of the review the Treasure Tax collector has increased the frequency with which it issues restitution payment checks to victims. Future improvements should include the addition of mandated interest to unpaid restitution debt and the inclusion of parents as debtors on juvenile restitution accounts (parents may be rebuttably presumed to be liable for restitution payments of their minor children),
- xxiv. Department actively participates in professional organizations (CPOC, CAPIA, CAPSA, PITMA, PBMA) in order to facilitate network problem solving and take advantage of innovative business practices,
- xxv. Partnership with ADMHS and DSS on SB 163 project to reduce juvenile placements and therefore GF expenditures,
- xxvi. Corrections Standard Authority (CSA) Title 24 Standards Review Subcommittee,
- xxvii. CSA Mentally Ill Offender Crime Reduction Grant (MIOCRG) Executive Steering Committee,
- xxviii. Attend/Host South County Gang Task Force Meetings,
- xxix. First Five Santa Barbara County Children and Families Commission and First Five Contract Support Committee,
- xxx. Annual County Schools Summit,
- xxxi. There is also a close working relationship with other law enforcement agencies, the County Education Office, the Department of Social Services, and ADMHS necessitated by grant requirements, regulatory mandates, and contractual or MOU services.

5. Effective utilization of core business systems.

- a. We currently have 45 Effectiveness/Efficiency Measures and 36 Activity Measures. As mentioned above, we will be making adjustments to these measures to help us better focus on efficiency and facilitate the alignment with individual manager/employee performance plans.
- b. The Probation Department is highly motivated to participate in any interagency initiative to better address Lost Time issues. Extensive time is being lost in the Department due to Workers' Compensation issues, which is then fiscally exacerbated by the mandate to use Extra-Help or temporary appointment positions to fill behind these workers within our institutions. A true process improvement among all the entities currently managing these cases would go a long way to reducing lost time associated with Workers' Compensation.
- c. We currently have 4 projects in the County's Project Reporting System and will add further projects as believed appropriate to the intent of the system.
- d. AMPP Phase III participants.

PROJECT MANAGEMENT LOG

DATE INITIATED	DIVISION	PROJECT MANAGER	PROJECT DESCRIPTION	DATE ON	REQUESTED BY	STATUS/COMMENTS	DATE COMPLETED
5/1/2005	ADMIN	Anderson/La Rocco	Facilities Improvement	6/29/2007	Strategic Plan	<p>Lompoc keyless entry system is installed. ID cards have been distributed to all Lompoc, Santa Barbara and Santa Maria field services staff. ID cards will be distributed to Institutions staff by June 29, 2007. Santa Maria keyless entry system is complete; Santa Maria carpet replacement is in progress. Video conferencing in progress.</p> <p>The Project team met on 7/12 including Bill Benton via conference call and again on 8/8/06 focusing at that time on juvenile claiming. Audits were completed of samples of adult and juvenile files in June and results were shared with the Divisions. IV -E training was provided to SB Juvenile Services on 8/20. TCM training will take place in early September. Primary tasks to accomplish include:</p> <ul style="list-style-type: none"> -Completing a review and updating of policies, procedures and forms regarding claiming IV-E in light of Deficit Reduction Act - -Scheduling and completing IV-E refresher training for all relevant Adult, Juvenile, and Institution staff. Revised MOU submitted to DSS 8/28/06. <p>Based on changing Department priorities and the workload associated with TCM, the Probation Department has decided that it will discontinue participation in the TCM program effective July 1, 2006. This decision was conveyed to Public Health September 11, 2006 by Jean Silva. There has been no finalization of Adult and Juvenile policies and procedures regarding IVE claiming so no training has been scheduled.</p>	
	ADMIN	Dennis Pankratz	Monitor the changing requirements of Federal Title IV-E, Medi-Cal and Targeted Case Management. Impacts of any implemented or anticipated changes will be assessed for fiscal implications for 2006-07 revenues and subsequent budgets including determining the cost-benefit of continued claiming of revenue from any or all federal sources.	6/30/2007	Strategic Plan		
	ADMIN	Pat Boyd	Determine the costs, requirements and feasibility of conducting an in-house DPO Core.	6/30/2007	Strategic Plan	Initiating the review 9/1/06. Anticipate review completions and recommendations by 4/1/07.	

DATE INITIATED	DIVISION	PROJECT MANAGER	PROJECT DESCRIPTION	DIVISION	REQUESTED BY	STATUS/COMMENTS	DATE COMPLETED
	ADMIN	Patti Ball	On behalf of victims, improve the communication, collection and remittance of victim restitution by performing interdepartmental and intradepartmental process improvement analysis. This will be accomplished by: developing written restitution policies for probation officers and staff, analyzing current processes in place for potential improvement within probation and probation's interaction with its agency partners, streamlining the delivery of restitution to victims if possible and to address identified problems, if any	6/30/2007	Strategic Plan	Draft report submitted to Chief Financial Officer mid January. After revisions, hope to put on probation executives agenda for February.	
	ADMIN	Patti Ball / Dennis Pankratz	This project will ensure that victim and offender surveys are conducted in all divisions and those relevant findings are incorporated into department activities	6/30/2007	Strategic Plan	Victim Survey completed July 2006; Offender Survey completed August 2006.	
	ADMIN	Steve Detira	Together with Adult Division Deputy Chief and Managers, review, improve and update management and caseload reports incorporating the capabilities of IMPACT and continue moving Department reports toward alignment with APPA standards, Chief Probation Officers of California data elements and Santa Barbara County and Probation Department Strategic Plan.	1/31/2008	Strategic Plan	Begins with the implementation of Adult Impact Update and the installation of Sequel Service 2005 in June of 2007	

DATE INITIATED	DIVISION	PROJECT MANAGER	PROJECT DESCRIPTION	DATE ON	REQUESTED BY	STATUS/COMMENTS	DATE COMPLETED
12/1/2003	ADMIN	Steve DeLira/John Kuo	IMPACT Implementation/ Improvement Project	6/30/2007	Strategic Plan	<p>Adult Update: Our target date for the adult update has been moved to February 20, 2007. We will be requesting that all users log off of IMPACT by 3:00 p.m. on Friday, February 16, 2007.</p> <p>Automon and the Santa Barbara County team worked over the January 27th and 28th weekend with the goal of delivering the application February 5, 2007. During a conference call on January 30, 2007, several unresolved issues were discussed with Automon. As a result, Automon will provide a list of issues that need to be addressed and a proposed time table for the delivery of the application, with the issues resolved. Once Santa Barbara Probation accepts the application as deliverable, a go live date will be set.</p> <p>We believe that the issues will be resolved within a week and that Santa Barbara Probation will accept the application within the next two weeks. Therefore, February 20th was set as the tentative delivery date.</p> <p>Juvenile Institutions/Field Services: The go live date is set between May and June 2007.</p>	
8/1/2005	ADMIN	Unassigned	Employee Safety and Wellness		Strategic Plan	12/31/05 On-Hold	
	ADULT	Gail Herreck	OTS Implementation	1/1/2007	Duran-Conn	Implementation plan completed.	1/9/2007 12:00:00 AM
1/11/2006	ADULT	Gail Herreck	Supervisor Field Training	6/30/2007	DeuFree	A draft Field Officer Training Manual has been completed and is pending review. Implementation is anticipated by July 2007.	
5/1/2005	ADULT	Georgina Duran-Conn	Adult Supervision Effectiveness Enhancement	7/1/2007	Strategic Plan	Project on hold pending IMPACT upgrade.	

DATE INITIATED	DIVISION	PROJECT MANAGER	PROJECT DESCRIPTION	DUEN	REQUESTED BY	STATUS/COMMENTS	DATE COMPLETED
1/17/2005	ADULT	Georgina Duran-Conn	Evaluation of Adult Investigations Workload	7/17/2007	DeuFree	Judge Hill has agreed to pilot the project in Sania Barbara. He has requested that the DA and Sheriff sign an MOU indicating this is an approved jail overcrowding strategy. DA is currently reviewing and the Sheriff gave tentative approval at the Jail Overcrowding task force meeting. Additionally, defense counsel (Public Defender and Conflict Defense) will be advised and waiver of filing lime and format will be included in plea agreement form.	
8/1/2006	ADULT	Lillian Pipersburg	DV Manual	1/17/2007	Duran-Conn	The committee met and composed a draft that was submitted to Commissioner McGregor in Nov. 2006. His plan is to meet with Judge Hill which will lead to further consideration of the DVR Court Operations Manual.	

8/15/2005	ADULT	Patrick Boyd	P&T Unit Analysis	12/1/2006	Execs	1/11/2007 12:00:00 AM
<p>The Analysis was prepared by P & T staff and submitted November 18, 2005. The analysis reviewed P & T's primary functions, and addressed specific operational issues including the process for filling positions, background investigations, Workers Compensation and Back to Work Programs, and Options for Redirection of Duties to mitigate workload volume concerns.</p> <p>The analysis has been discussed at multiple Executive Meetings.</p> <p>The process and workload for Background Investigations and filling positions were presented and discussed at Policy Council on October 4, 2006 and November 1, 2006. Substantive change in the Background and Appointment processes are not anticipated due to mandates and the Departmental philosophy of maintaining high standards. The same information will be presented to Administrative Staff.</p> <p>The P & T workload volume has been mitigated by Executive action to redirect a full time Departmental Assistant, Senior position to the Unit. The position has assumed responsibility for the Unit's day to day staff work related to the Workers Compensation and Back to Work activities. The position also is supporting the Unit's Departmental communications publishing responsibilities, and assisting with special projects. The support provided by this additional position has allowed the Probation Manager and SPO to focus more attention on planning and directing the Unit's Personnel Appointment, Background Investigation, and WC/BTW activities.</p> <p>P & T and the Chief Financial Officer are assessing Training related fiscal responsibilities that may be shifted from P & T to the Admin office to mitigate workload allowing increased attention to administration of the staff training program.</p> <p>P & T staff will continue to</p>						

8/15/2005	ADULT	Patrick Boyd	P&T Unit Analysis	12/1/2006	Execs	analyze unit operations and functions to identify opportunities for improvement.	1/11/2007 12:00:00 AM
5/10/2005	INSTITUTIONS	Bev Taylor	SMJH Post-Implementation	9/30/2006	Strategic Plan	Summary of Project Report presented in March 2006 Policy Council meeting. Project will monitor remediation of facility capital corrective actions, monitor training/orientation, coordinate facility operations, procedural and policy changes, review staffing needs, and develop programming strategies. Final report was given at Policy Council on September 6, 2006.	9/6/2006 12:00:00 AM
	INSTITUTIONS	Bev Taylor and Karen Wheeler	Analyze and modify current booking criteria and Home Detention/Electronic Monitoring Program by coordinating efforts with the Juvenile Services Division to develop and maximize detention alternatives and to effectively use Juvenile Hall bed space.	6/30/2007	Strategic Plan	A Home Detention Revision Project Charter has been completed and Phase One is underway. The project team includes staff from both JH and Field Services staff. The review and analysis of current booking trends and 777 Violations are part of the scope of the DMC Project which is a joint endeavor between the Juvenile Division and Institutions.	
	INSTITUTIONS	Clary/Bethel	Analyze Camp Annual Operational Report data and Recidivism Statistical Report for Los Prietos Boys Camp/Academy graduates to determine trends and to provide for continuous program and aftercare service improvement.	6/30/2007	Strategic Plan	Project initiated 01/02/07. Calendar year recidivism data is run annually in February. 02/07 - Recidivism data analysis and manual records checks, compilation and comparative indicators to be tabulated and individual program Annual Recidivism Statistical Reports completed for two-year snap shot (Bethel). 05/07 - Camp Annual Operational Report to be compiled and completed after Recidivism Report received and analyzed (Clary). Ward/parental survey data will be included in this process. (See Juvenile Institutions Customer Survey Project).	
9/29/2006	INSTITUTIONS	Karen Wheeler	Gather and report annual departmental statistics to CPOC.	11/16/2006	DeuPree/Stewart	Information has been gathered and submitted online. Final verification of statistics was done on 11/14/06.	11/14/2006 12:00:00 AM
9/12/2006	INSTITUTIONS	Karen Wheeler	Participate in a collaborative effort with other county departments and CBOs to plan and deliver a summit conference to develop strategies regarding local meth issues.	1/10/2007	DeuPree/Stewart	Planning culminated in a successful summit on December 14, 2006. Planning committee has a follow-up meeting January 10, 2006, for debriefing. Decisions will be made at this time as to the committee's ongoing role in accomplishing the goals set by the summit group. Ongoing involvement is anticipated.	

DATE INITIATED	DIVISION	PROJECT MANAGER	PROJECT DESCRIPTION	DUPLICATE	REQUESTED BY	STATUS/COMMENTS	DATE COMPLETED
	INSTITUTIONS	Karen Wheeler and Bev Taylor	The annual review will summarize staffing, programming services/needs and operational issues. Inspection outcomes, facility remediation & capital improvements/projects will also be highlighted. Focused data collection and analysis will include the numbers & types of facility incidents, Use of Force, Detox, & 5150 WIC determinations and the thorough review of bookings, including 777 WIC, ethnic breakdown, booking criteria and DMC.	6/30/2007	Patti Stewart		
10/1/2004	INSTITUTIONS	Mike Cleary	Los Prietos Staff Residences	6/30/2007	Patti Stewart	Project Charter Modification: On 08/15/06, BOS approved the Project Charter Amendment for re-bid of project with a reduced scope of work. The project is now divided into two phases. First phase: site prep - grading, paving, septic, and utilities. Second phase: installation of four modular homes. 09/14/06 - grading contractors at LPBC to walk the site for bids. 01/03/07, Carroll Construction will commence site prep with oversight of USFS. Modular installations have 4/07 target date. Completion/due date extended from 12/31/06 to 06/30/07, due to bid and construction delays.	
4/9/2006	INSTITUTIONS	Mike Cleary	Juvenile Institutions Customer Survey Project	6/30/2007	Patti Stewart	6/9/06 - Drafts of detainee and parental surveys completed for JH, Home Detention and Camp programs. 08/16/06 - Survey results reviewed at Division meeting and preliminary site responses planned. Camp to develop graduate survey draft documents for all graduates and parents. 01/25/07 - Ongoing survey planning session scheduled for Division meeting. Initial project completed 9/06, but completion/due date extended from 12/30/06 to 06/30/07 to accommodate implementation of biannual detainee and parental surveys for JH, Home Detention, and Camp and ongoing surveys for all Camp graduates/parents.	
9/5/2006	JUVENILE	Lee Bethel	Juvenile MIOCR grant.	11/6/2006	Martin Conoley	Workgroup formed and has met weekly. Bidder's conf 9/13/06. Grant application completed 11-3-06.	11/3/2006 12:00:00 AM

DATE INITIATED	DIVISION	PROJECT MANAGER	PROJECT DESCRIPTION	DUEN	REQUESTED BY	STATUS/COMMENTS	DATE COMPLETED
11/2/2005	JUVENILE	Martin Conoley	Disproportionate Minority Confinement	3/30/2007	Execs	Stats collected by Dennis Pankratz; work group with charter formed. First meeting held 1/26/06; second meeting 3/23/06; third meeting 5/23/06; fourth meeting 8/16/06; fifth meeting 1/5/07.	
	JUVENILE	Martin Conoley / Patti Stewart	Research best practices and cost neutral alternatives for effectively managing female juvenile offender issues.	6/30/2007	Strategic Plan	AFFIRM program operating for South County girls on probation; expansion to North County being investigated.	
6/15/2006	JUVENILE	Martin Conoley / Tanja Heitman	Relocate Casa Floral CEC	4/2/2007	Landlord	A number of sites have been considered as permanent options. Letter of intent for 1515 E. Chestnut sent to landlord 10-2-06. Letter of intent sent to Landlord of 137 W. Central, accepted. BOS hearing 11-14-06 to approve lease at 137 West Central. Landlord of 137 W. Central has change of heart and raises rent by 75%; Probation withdraws agenda item from BOS hearing and terminates discussions/lease. In discussions with owner at 422 W. Ocean, building needs \$150,000 to \$250,000 in improvements. Negotiations with owner of 1515 East Chestnut. Letter of intent sent to landlord of 1515 East Chestnut; approved 11-17-06. Casa Floral students and staff vacate Jupiter Ave premises for Lompoc El Puente campus 11-20-06. Casa Floral report given to CEO's Office at Project Management System briefing 12-15-06. Negotiations with landlord at 1515 East Chestnut terminated as building has leaks, potential for mold, repairs/costs uncertain, 12-21-06. Search for new site re-commenced, 12-26-07. Casa Floral relocates to Camino Segundo 1/8/07. Two track approach taken to: 1) continue searching for 3000 sq foot commercial properties in Lompoc to lease and 2) explore costs/feasibility to purchase or lease portables/modulars and site on County land in Lompoc. Lease of commercial property in Flower Valley Plaza being investigated, 1/29/07.	

DATE INITIATED	DIVISION	PROJECT MANAGER	PROJECT DESCRIPTION	QUEEN	REQUESTED BY	STATUS/COMMENTS	DATE COMPLETED
9/5/2006	JUVENILE	Shawna Coleman	GAS system to CAL Gangs conversion	2/7/2007	Martin Conoley	Project charter developed. CAL Gangs work group commenced 10/24/06. Project report and recommendations agendized for Policy Council and presented at 1/11/07 meeting. Further data to be obtained and presented at Policy Council meeting on 2/7/07.	
7/1/2006	JUVENILE	Tanja Heilman	Need to Revise Local Action Plan 2007	5/1/2007	JJCC/Chief	Work Group meetings occurring monthly. Based on current discussions no major changes to spending plan are anticipated. Spending plan to be presented to JJCC Feb. 2, 2007 for adoption. Draft of LAP to be presented to JJCC by April 6, 2007. Final due to CSA May 1, 2007.	
4/1/2005	JUVENILE	Tanja Heilman	Implement SB-163 program with DSS and ADMHS	3/1/2007	DSS/ADMHS/ Execs	Contractor selected. Contract negotiations scheduled for 1-3-07 with a BOS hearing tentatively planned for 3-6-07. Training is being set up and pre implementation planning regarding the gatekeeping process is taking place. MOU between agencies is currently in draft form. Statewide training attended in Kern County 1-17-07. Slots may be available in approximately April.	

DATE INITIATED	DIVISION	PROJECT MANAGER	PROJECT DESCRIPTION	DUE ON	REQUESTED BY	STATUS/COMMENTS	DATE COMPLETED
	JUVENILE	Tanja Hellman / Martin Conoley	Systematically examine all work and case flow processes in the Division as well as the different levels of staff carrying out the work. The overall purpose will be to improve the effectiveness and cost efficiencies of services and activities of the Juvenile Services Division.	6/29/2007	Strategic Plan	SB-ARA work group formed and met twice. SB-ARA protocol, case plan improvements Title IVE decisions, pending discussion Aug. 8th. Juvenile supervisors shadowing and conducting case reviews in Aug/Sept. SBARA draft policy revised and sent to Juvenile supervisors. We have held two Federal Funding Maximization discussions in Juvenile Division 12/11/06 and 1/5/07. The following recommendations were considered: 1) Identify those cases who they are; what caseloads they are on; why they wouldn't meet IVE criteria. 2) Determine an ongoing process for identifying new referrals who would not meet IVE criteria. 3) Determine what types of non IVE cases will continue to receive supervision services; who and how we will do that; estimate the actual net loss if any of IVE claimable hours. 4) Update the training process for all IVE claiming staff including developing an online training program. 5) Confirm the case documentation and visit requirements for IVE and non IVE cases.	

Paul, Susan

From: Paraskou, Greg
Sent: Monday, April 30, 2007 11:07 AM
To: Paul, Susan
Subject: RE: Allocation Recommendations

Sue:

Please let me know whether or not this is what you need, or if you need it in a more formal format.

Allocation Criteria

- I. Implementation of the County's New Performance Management System:
 - a. Completed DH Training
 - b. All executives and allocated managers have completed training
 - c. We are in the process of setting performance goals to
 - i. Improve/implement the use of technology
 - ii. Improve/streamlining work processes and work flow
2. Implementation of changes to increase attorney fee collection
3. Partnering with other departments
 - a. Improving service delivery and assistance to clients
 - b. Coordination with other departments to improve and deliver services to clients

Thanks,

Greg

Leadership Project Allocation Criteria December 2007

Implementation of County Core Programs designed to strengthen services, accountability, efficiency and results and based on the accomplishment of a combination of the following:

1. Implementation of the County's New Performance Management System

- Completing DH Training
Department Head will complete training.
- Ensuring all managers and executives are trained
All phase one PHD execs and managers will complete training by the end of January.
- Setting performance goals tied to:
See below.
 - Improving or implementing the use of technology and achievement of efficiency as a result
 - Improving/streamlining work process or work flow
 - Completing customer-based service improvements with demonstrable results
 - Solving service delivery issues
 - Spearheading change initiatives focused on service efficiency

2. Implementation of changes that result in significant cost savings *and/or* improved service delivery

- Initiate electronic system for managing, tracking and submitting Insurance Certificates – in progress
- PHD Human Resources Process Improvement Project – in progress
- Developed PHen – Public Health Employee Network to support HR processing.
- Improved contract processing to streamline and eliminate or reduce board action required in establishing routine contracts.
- Developed disaster callback, training and employee health tracking systems.
- Implemented Public Health Broadcast System for disseminating press releases and communiqués to the media and providers.
- Successful negotiation of a new Medi-Cal contract with the SBRHA that increased revenues by \$800,000 annually and allowed for incentive payments, based upon increased medical quality and access.
- Successful application for two Medi-Cal FQHC "Scope of Service" rate increases netting approximately \$2,000,000 annually.
- Negotiated Marian Hospitalist Agreement effective October 2006 – increased revenue and access by bringing physicians back in to the clinic full time.
- Successful claiming and collection of over \$1,000,000 in Animal Adoption SB90 funds.
- Successful legislation to establish local Maddy fund for area hospitals and physicians.
- Implemented Medicare Part D – multiple contracts resulted in improved pharmacy revenue
- Plans to implement pilot program to accept debit/credit cards in Calle Real clinic to increase cash collections at time of service.
- Continued implementation of electronic remit posting.

- Elimination of resource duplication
- Implementation of improved service delivery models
- Streamlined customer response (making it easier for the customer)
 - Established Interagency Policy Council to facilitate service coordination between PHD, DSS, ADMHS, Probation, CSS, and HCD.
 - Partnering with CEO on Media and Communications software and database project.
 - Partnering with General Services to provide promotional opportunity for Building Maintenance Worker to serve as Building Maintenance Supervisor for PHD
 - Partnering with General Services to pilot a Board Letter filing service with Reprographics where we electronically email our Board Letters to Repro where they are printed and delivered to the Clerk of the Board
 - Partnering with General Services and potentially DSS, ADMHS, and Sheriff to combine courier routes to eliminate duplicative courier services.
 - Partnering with ADMHS to provide mail and storeroom services via PHD Utility Clerk
 - Provide Sample Software Database to ADMHS, Probation and Sheriff after testing and implementation in PHD
 - Provide Sample Software Database to ADMHS, Probation and Sheriff after testing and implementation in PHD
 - Worked closely with GS/ITS to introduce and support Blackberrys in the County
 - Provided computer room space for GS/ITS network equipment
 - Pandemic Planning efforts – coordinated Continuity of Government database and efforts of IT team

5. Effective utilization of core business systems

- Implementation of robust performance measures including efficiency and outcome measures as opposed to counting activities
 - In Phase II of AMPP roll out.
- Lost Time management – reduction in departmental Lost Time
- 07-08 Budget Process – staffing reduction based on the use of automation
- Use and participate in the Project Reporting System

Currently have 5 projects in PRS

 - Electronic Insurance Certificate Management System
 - On-Line Radiology and Lab Ordering
 - Establish new SART exam facility in SM
 - Migrate EHS database to Web Envision Connect
 - Web-based posting of food establishment inspection data

Completed the Pharmacy Software project and Sample Software System

Plans the following projects in PRS, when commenced:

 - Pathways training program
 - Pilot debit/credit card acceptance in Calle Real clinic

Memorandum

Date: June 12, 2007
To: Mike Brown, CEO
From: Kathy Gallagher, Director
Dept. of Social Services
Subject: Performance Management Goals for 2007
CC: Jim Laponis, Asst. CEO
Sue Paul, Asst. CEO and HR Director



Using the Allocation Criteria document as a guideline, I am providing below the 2007 performance goals for the Department of Social Services all of which are subject to performance measurement outcomes, Project Reporting System oversight, and 07/08 budget process oversight. All executives and managers will be responsible for ensuring the successful achievement of these goals and will have appropriate performance outcomes included in their performance evaluations under the new Performance Management System. I will monitor these on a regular basis with my direct reports, and will be personally involved in some of these projects as we proceed with the planning and analysis phases.

While this is not a detailed list, my own personal goals for the year revolve around leading the organization forward into new and innovative business practices that increase efficiency and make use of available effective technologies. Some of the projects I have directed that we pursue reflect these ideals, such as pursuing a "paperless environment", the creation of a Benefit Call Center, and Document Imaging. At the same time I will be working with the management staff on the pursuit of excellence in our service delivery and customer support activities through improved business practices and seeking and using customer feedback. I will continue to promote collaborative relationships with other county departments, seeking opportunities for improved service delivery and increased efficiencies through shared resources. Finally, I will continue my work with statewide and national organizations on promoting Santa Barbara County as a leader in social service programming and in seeking funding to support new initiatives.

Accomplishments and Goals for 2007

1. Implementation of the County's New Performance Management System:

I will be attending the Performance Management training on January 29, 2007. All of the executives and appropriate managers are now signed up to attend in January. I have assigned one staff person to develop and maintain a log of staff required to attend the training and the dates they attended to allow me to monitor and ensure attendance. DSS leadership has demonstrated its commitment to the new system over the past year through full participation in the planning of the Leadership Project, inviting HR staff to attend Management Team meetings, and the advance development of internal competencies to define exceptional performance and support the county's Core Competencies.

The performance criteria outlined in the Allocation Criteria document have been and continue to be active goals under which I and my staff develop new initiatives and projects annually. Some examples of *accomplishments in 2006* are:

- Completed a highly successful initial implementation of the CalWIN system with a complete reengineering of our benefit programs business processes;
- Created and implemented the new Quality Control unit to effectively measure program and worker performance in the benefit programs.
- Implemented in Child Welfare Services the Structured Decision Making process and tool and the Safe Measures software data collection system;
- Piloted the Leadership and Professional Development process with the HR Department;
- Developed a comprehensive Mentoring program for DSS staff;
- Developed a comprehensive Disaster Response plan and completed the update of the Continuity of Government plan;
- Successfully expanded Emergency Shelter Care availability for foster youth in the North County.

Our goals for the upcoming year within these performance criteria follow:

- Implement phase 1 in the development of a Benefit Call Center for the Medi-Cal and Food Stamp programs to maximize accessibility to clients for reporting changes and submitting applications;
- Create a Document Imaging infrastructure that supports a bar coding and scanning system for client reports of income and other changes;
- Expand our department Intranet as a source of program and business process information for our staff;
- Continue to develop and fine tune CalWIN generated changes to our business system and processes;
- Establish an electronic filing and forms management system;
- While complaints overall are low, a focused effort is needed in the Santa Barbara office where complaints exceed those in SM and Lompoc;

- Pursue and finalize the opening of La Morada, a transitional living facility for emancipating foster youth;
 - Develop reorganization and reclass plans based on the concept of a "generic worker" with HR and bargaining units;
 - Continue our leadership of countywide initiatives to bring attention to the methamphetamine crisis in our county, affecting our foster care program.
2. Implementation of changes that result in significant cost savings: (and I would add "cost avoidance"):
Examples of planned goals for meeting this criteria are:
- I am directing that we make achieving the federal TANF work participation rate and successfully receiving the Pay for Performance incentives a top priority;
 - Document Imaging project will save space, storage costs, and staff time looking for documents;
 - Voluntary Family Maintenance (Family Preservation) program in CWS will divert children from foster care, reducing our growth projections;
 - SB 163 Wraparound program recently approved by the State will both reduce out-of-home placements and reduce length of stay in placement, thus reducing foster care costs;
 - Ultimate termination of the IHSS contract with Addus Healthcare, shifting services to the Public Authority and reducing costs. I am personally working with the CEO Office and Board of Supervisors to achieve this goal.
3. Review and restructuring of staffing levels aimed at General Fund reduction;
- As the CEO knows, Social Services provides Federal and State mandated services through earmarked, specified allocations requiring a local county match. There is no discretionary county general fund in the DSS budget, and we do not operate any optional, discretionary programs that can be cut or reduced to generate CGF savings. DSS always approaches the implementation of new federal or state mandates, such as the pending Medicaid Citizenship requirements, with the aim of finding the most efficient operational structure allowable, and minimizing the county share required. This will continue to be part of our operational guidelines for 2007.
4. Partnering with other departments:
DSS is an active participant in the Inter-Agency Policy Council. I have chaired this group for the past two years. The human services departments regularly coordinate and collaborate on service delivery and resource sharing issues. In addition to IAPC, the Deputy Directors and Chief Financial Officers meet monthly in an Inter-Agency Policy Council-Finance Group (IAPF) to explore joint efforts to increase efficiency and effectiveness, and reduce overlap. Examples of projects that will continue into 2007 are:

- I am ensuring that DSS continue to assist ADMHS in improving their Medi-Cal billing access rate;
- Planning and implementation of the Medicaid Citizenship requirements, including partnering with the Records Office as well as the other human services departments;
- Development of the Drug Endangered Protocol for the processing of children in the system with PHD, Probation, DA and law enforcement;
- Planning and implementation of several initiatives around the methamphetamine crisis in the county, including a comprehensive report to the Board of Supervisors, the successful Meth Summit, a follow up report and recommendations to the Board, and the creation of a "leadership council" in the county for implementing the recommendations.
- Leading and funding the Homeless Coordinator effort and engaging with the community stakeholders on homeless leadership issues;
- Successfully partnering with ADMHS and Probation to gain approval and funding from the State to implement the SB 163 Wraparound services program for foster youth;
- Development of a Gaps in Service for Older Adults report and plan using ADMHS Prop. 63 funds;
- Successful reorganization of the KIDS Network defining clear roles for community partners and other county departments;
- Achieving full participation by various county departments in the Financial Abuse Strike Team (FAST) to address the growing problem of elder abuse;
- Reviewed and developed a matrix of all community contracts with the human services departments and focused on eliminating duplicative and overlapping provisions, and achieving cost efficiencies;
- Cross-agency disaster preparation planning and mutual support identification for various types of emergencies.

5. Effective utilization of core business systems:

- DSS develops, tracks and monitors a long list of performance measures each year. These are provided as part of our annual budget document and are reviewed with the CEO's office regularly at Operations Review meetings. They are also reviewed quarterly at department Executive Team meetings. DSS has been an active participant in the RPMAC, and is a member of the AAMP. A department goal this year which I will pursue is to capitalize on the new performance measurement system.
- DSS monitors Lost Time quarterly and reviews this regularly at Operations Review meetings with the CEO Office. DSS has developed internal criteria for categorizing lost time with the aim of allowing us to focus on corrective action. The DSS workforce is largely female, with a higher than average usage of sick time both for themselves and for children. We also have a large older workforce experiencing lengthy illnesses such as cancers. I am fully committed to managing the lost time rate and will ensure that corrective action efforts continue.

- Staffing reductions in the 07/08 budget process must be considered in the light of federal and state mandates. For instance, a major new federal mandate requires that all Medicaid applicants and recipients provide birth certificates which will greatly increase workload for our staff. Staffing reductions are not envisioned under this mandate. Also, it bears reminding here that new automated services and technology do not always result in the ability to reduce overall staffing. Our CalWIN experience is a case in point—while line staff growth leveled off, the complexity and “state of the art” nature of the new system resulted in the need to add more support positions to keep the system running and operational. DSS plans and works regularly to utilize its vacant and unfunded positions to create needed new positions brought about by new mandates and workload demands, and I commit to continuing this as a goal in 2007.
 - DSS has two major projects in the PRS system now – La Morada and Document Imaging. The Benefit Call Center will hopefully be added later in the year. DSS is committed to utilizing the PRS and will continue to add appropriate projects as they evolve.
-

ALLOCATION CRITERIA December 2007

Implementation of County Core Programs designed to strengthen services, accountability, efficiency, and results and based on the accomplishment of a combination of the following:

1. Implementation of the County's New Performance Management System:

- Completing DH Training: The Department Head training has been completed.
- Ensuring all managers and executives are trained: All managers and executives who have been allocated into leadership classifications, and not allocated managers whose EPRs were due, have completed training.
- Setting performance goals tied to:
 - Improving or implementing the use of technology and achievement of efficiency as a result: For Central Collections the Department has completed the automation process for posting probation payments, has upgraded the system software and server to increase system performance, and continues to work with Social Services to implement a CalWin interface.
 - Improving/streamlining work processes or work flow: The Department has established a project to review remittance processing hardware and software needs, including mail opening equipment, and electronic settlement and imaging of checks (Check 21).
 - Completing customer-based service improvements with demonstrable results: The Department has enhanced the reporting of the Quarterly Investment Report to better reflect the Treasurer's investment strategy and to capitalize on current economic conditions. This document has also been posted on the departmental website to better disseminate this information to our pool participants and constituents.

- Solving service delivery issues: The Department is developing and will implement a process of sending electronic payments via direct deposit to landlords serving our Representative Payee and Public Guardian programs.
- Spearheading change initiatives focused on service efficiency: To increase service delivery and efficiency in our Public Assistance programs the Department implemented an internal audit program, implemented a standard of consistent training to broaden our knowledge base and client service, and completed the development and implementation of a revised policies and procedures manual.

2. Implementation of changes that result in significant cost savings:

Online Tax Payments Project – The Department created an online payment system accessible through a secured internet website which enables property owners and title and escrow companies the ability to view, research, and pay taxes on line by electronic check or credit card. This has been an extraordinary success with our constituents and an exceptional achievement in e-commerce for this county.

3. Review and restructuring of staffing levels aimed at General Fund reduction: The department has successfully leveraged technology and implemented strategic process improvements which have resulted in no increases in FTEs while absorbing greater workload demands and providing a higher level of service to our constituents.

4. Partnering with other departments:

- Coordination for the efficient outcome of project or task: The Department has partnered with the Auditor-Controller's office to develop and implement new tax distribution tools and applications to replace mainframe applications. This project is currently in process and will result in considerable cost savings to the general fund, reduce the inherent risk to the County of remaining on the mainframe, and improved service delivery to the County, its taxpayers, and other users.

- Elimination of resource duplication: The Department will establish policies and procedures for a debt issuance program to allow the Treasurer to work more effectively with school districts and other entities issuing GO bonds, COPs, refunded issuances, and any other types of financings.
- Implementation of improved service delivery models: The Department is partnering with General Services to potentially utilize newly purchased GS equipment to prepare, insert, and mail the annual secured tax statements. The goal is to increase control and ensure that all secured property tax statements are mailed at least ten days prior to the required deadline.
- Streamlined customer response (making it easier for the customer): We have partnered with the Clerk-Recorder-Assessor for the electronic recordation of documents which will reduce costs and improve service delivery. We have also implemented a dedicated e-mail mailbox for our constituents as an alternative to the traditional methods of communication and response.

5. Effective utilization of core business systems:


- Implementation of robust performance measures including efficiency and outcome measures as opposed to counting activities: The Department continually reviews and refines our performance measures. This process has become an invaluable tool to the administration as we strive to always expand and enhance our Accountability, Customer Focus, and Efficiency (ACE).
- Lost Time management – reduction in departmental Lost Time: The Department has made Lost Time management a strategic priority. We are committed to providing our constituents an efficient and responsive government and maintaining a productive workforce by continuing our trend of reducing our annual Lost Time.
- 07-08 Budget Process – staffing reduction based on the use of automation: See answer to #3 above. The Department has maintained a constant number of allocated FTEs for the last ten

years. This remarkable accomplishment is the direct result of management's commitment to technology and the concept of continually reviewing and refining our business practices. This core value has allowed the Treasurer-Tax Collector's office to continue to absorb workload increases within existing resources and to increase revenue generation and collection for the county, schools, and special districts.

- Use and participate in the Project Reporting System: The Department will be utilizing the PRS for the Property Tax Process Improvement Project and the Public Administrator/Public Guardian Panoramic System Implementation Project.

Assistant/Deputy CEO
Allocation Criteria Accomplishments

Memorandum

Date: January 17, 2007
To: Sue Paul, Assistant CEO/HR Director
From:  Ron Cortez, Deputy County Executive Officer
Subject: LIST OF ACCOMPLISHMENTS FOR THE PAST 12 MONTHS



This past year, the County Executive Office has been faced with numerous challenges both organizationally and financial. I have certainly appreciated being part of this team that has enjoyed such success. As the Deputy County Executive Officer, I have been involved in restructuring of the duties of the CEO's Office. Specifically, I assisted in the transition of the oversight overseeing all land use and physical structure departments within the County under the purview of the CEO's Office. In addition to my duties as the Deputy County Executive Officer, I have also served as the Director of Planning & Development and Director of the Housing & Community Development within the past 12 months. Therefore, for the past two years, I have been performing two jobs simultaneously.

I was appointed the Deputy CEO/Director of P&D during a time of public outcry from the community and pressure from the Board of Supervisors that was demanding immediate change in the department. I modified the existing Process Improvement Oversight Committee structure and developed a specific work plan to the Board of Supervisors with timelines and a budget for their approval. A year later, we had made major process improvement efforts and developed a solid reputation for the department. The major changes are outlined in Attachment A.

In a year, we completed every item in the work plan and improved public sentiment verified by surveys. As the Deputy CEO, I had the opportunity to resolve and mediate several high profile cases within the County. For example, I mediated the Saint Athanasius Church project which had been stalled for a decade. After my involvement, the Planning Commission unanimously approved the project; I also mediated the Rice Ranch project, one of the largest developments in the Orcutt Community Plan and saved it from bankruptcy by modifying our Planning process; Also, I mediated and settled the Zoning Ordinance Reformatting Project dispute with the Montecito Community which had stalled for over a year and digressed into personal and professional attacks on the Planning Department.

After my service as the Deputy CEO/Planning and Development, I was appointed to the position of the Deputy CEO/HCD Director due to the resignation of Ed Moses. This occurred at a very controversial period in the department. Once again, the Board of Supervisors and community were looking for immediate action due to a very critical audit released by the Auditor-Controller office. In response, I formed a multi-departmental project team to make improvements to the Housing & Community Development

Department. Attached is a copy of the process improvement efforts that have taken place in the HCD Department since August 1, 2006 and a management review of the organizational structure. (Attachment B)

This has been a very rewarding year working in the County Executive Office, and I look forward to the year's upcoming challenges. If you have any questions, please feel free to contact me at x2243.

(ATTACHMENT A)

List of Accomplishments

PLANNING & DEVELOPMENT DEPARTMENT

- A. **Ministerial Permits** - One of the highest priorities of the Board is to streamline the review process for small projects such as new single family homes. Previously, a Land Use Permit (LUP) would be required for any new home, regardless of whether it is on a parcel in a tract that was recently before the Planning Commission for approval or a vacant parcel in an older subdivision. Several ordinance changes have occurred that make the process simpler for small projects, including:
- **Zoning Clearance** – The new Zoning Clearance process went into effect on November 18, 2005 and provided for a streamlined review process for small projects where noticing was not required and an appeal would not be possible. Over time, the goal is to identify small projects that would be appropriate to shift from the Land Use Permit process to a Zoning Clearance.
 - **New homes in tracts** – Also in November 2005, the Zoning Clearance process was first applied to new homes on vacant parcels in tracts approved since January 1, 1990. In its first six months, over 50 projects have been able to take advantage of this simpler process with many hundreds more expected to benefit, especially in the North County where large tracts of land have been approved for subdivisions in recent years.
 - **Orcutt Pilot Program** – The second application of the new Zoning Clearance process was in the Orcutt Community Plan area, in effect since March 23, 2006. The pilot program encompasses the major policies of the plan and converts them into ten Yes-No questions. The first question relates to whether a proposed project is located in a tract approved since 1990 since those new homes are already exempt from the Land Use Permit requirement under the "new homes in tract" provision discussed above. Virtually all the projects proposed in the Orcutt area since the pilot program went into effect met the "new homes in tracts" exemption from a LUP.
- B. **Appeals** - Another high priority is the clarification and improvement of the appeal process. The appeals procedures for the Inland (Article III) and Montecito (Article IV) areas were seen by some to be unfair, effectively allowing anyone to appeal a decision without having participated in the review process.

Appeals of LUPs, in particular, also occurred late when an applicant had spent considerable time and money on plans. Two changes have occurred in our effort to improve public notice and the appeal process:

- **Revised appeal procedures** - On November 18, 2005 changes to the appeals ordinance applying to the Inland area went into effect, followed on February 24, 2006 for Montecito. These changes have required that an appellant be involved in the process in some way and, for LUPs, allow for an appeal much earlier in the process before final drawings have been prepared. The timing of Board of Architectural Review (BAR) appeals has been moved earlier in the process to preliminary approval, rather than after final approval when working drawings have already been prepared.

The changes to the Article IV (Montecito) appeals procedures went into effect on February 24, 2006.

- **Improved Land Use Permit Noticing** – Land Use Permits previously required that public notices be posted on a site once the LUP was approved, ten days before the LUP was actually issued. The noticing also occurred very late in the process at which point the owner would be very reluctant to make changes in the plans. The new LUP noticing requires that a notice be sent to adjacent property owners when the application is submitted, thereby noticing neighbors much earlier in the process. The goal is to provide earlier notice and more opportunity for issues to be resolved earlier in the process.

C. **Agricultural Permits:** Given the significance of agriculture to the County, the Board also prioritized streamlining of agricultural permitting. A collaborative project recently completed is:

- **Natural Resources Conservation Service projects** - The Board approved exemptions from the County process for agricultural projects that involve erosion control practices in orchards on the South Coast. Projects involving the Natural Resources Conservation Service are now exempt from County permits which, according to NRDC staff, has made a difference in just a few short months. This year was the first year that the local NRCS office had more applicants signed up than available program funds to award. The local office actually received another office's allocation for the first time due to the number of applications submitted. Many farmers and ranchers are asking about these projects which appears to be, in part, because of the County exemption. The NRCS staff is very pleased with the results to date.
- Staff has also been working with the Agricultural Advisory Committee (AAC) and Oversight Committee on ways to simplify the review process for typical agricultural projects.

D. Customer Service: There have been several customer service improvements:

- **Improved P&D website** – P&D staff has been working to upgrade and improve the P&D website. As a result of input from staff members and the public, the site has been substantially upgraded to make the site easier and more intuitive to use. Feedback to date has been positive.
- **Email notification program** –As of October 20, 2005, the public has been able to receive automatic emails about projects proposed in their area or specific projects. We are sending monthly email status updates to those email addresses.
- **Improved service to North County** – The Board and County Planning Commission have, for some time, been holding hearings in both the North and South County. Over the past year, the Zoning Administrator and Subdivision/Development Review Committee have alternated their meetings between North and South County, providing better service to the North County. All meetings are video linked as well, to reduce travel required of customers.
- **Improved service to Planning Commission** – In recent months, the P&D Assistant Director and/or Deputy CEO have attended the early part of the Planning Commissions' meetings to update them on Departmental and County-wide matters and to identify upcoming issues. A Deputy Director also attends the entire meeting.
- **Geographic teams** – The department restructured case assignments by assigning planners to specific geographic areas or types of permits. This recent change allows staff to focus on a particular geographic area or type of permit when reviewing development applications, thus allowing them to be more efficient and knowledgeable about the relevant issues and policies.
- **Customer service survey** – A focused group of customers have been surveyed over the past year. The surveys showed significant improvement in the area of customer service. The department now also solicits feedback from all customers of the department through permit customer satisfaction forms.

E. Zoning Ordinance Reformatting Project (ZORP): On March 17th 2006, the new Land Use and Development Code was released for public review. In October 2006, the Zorp was formally adopted by the Board of Supervisors. The new format makes it much easier for the public to gather information and reduces the possibility of the mistakes by staff.

Other process improvement Efforts

- **North, Central and South County BARs** – Two new Board of Architectural Review Boards were established in North County and Central County and seem to be working well. Schedules will be adjusted to address workload requirements.
- **Concept Review** – County and Montecito Planning Commissions have begun concept review process whereby an applicant can get feedback on a proposal before considerable time and money has been spent developing the plans. The meetings seem to be going well.

(ATTACHMENT B)

List of Accomplishments

HOUSING & COMMUNITY DEVELOPMENT

In July 2006, the then director of the department, Ed Moses, resigned from his position. I was appointed to act as the Interim Housing Director. As a result of the new appointment, a management review was planned in order to assess the operations of the department and determine the optimal departmental organization. In addition, the Auditor-Controller is currently engaged in audits of HCD's Finance Division and "for sale" affordable housing program.

The following improvements have been made to the HCD Department:

- A. **Lottery Selection Process** - As a result of the project team's review of the lottery process, a new Lottery Pre-Application Form was developed to: 1) ease the burden of entering affordable housing programs, and 2) facilitate a more accurate final review and certification of lottery applications. The new 1-page, 2-sided Lottery Form ("Short-Form") is designed for simple completion while also emphasizing to the applicant that all provided information and eligibility representations are subject to verification. To help discourage ineligible applicants from applying, the form states that applicants will be disqualified immediately if program qualifications are not met or if intentional discrepancies are noted during the final certification process.
- B. **Annual Surveys** - Annual surveys have been mailed via certified mail to every homeowner in the Inclusionary Housing Program; the certified mailing will include specific instructions not to forward the notice. Thus, each owner is required to sign for the annual certification notice at the address of the affordable unit. Responses will be tracked in the IHP database. Failure to respond will result in additional contact including an on-site visit by staff.
- C. **Ordinance** - County Counsel in concert with HCD Staff drafted an ordinance to enforce the affordable housing covenants. The ordinance will apply to all affordable housing units in the Inclusionary Housing Program. The ordinance will provide the County with an increased ability to enforce affordable home restrictions against participants in the program when non-compliance is discovered.

- D. **Top 7 Projects** - The audit findings of the Auditor have identified a list of the Top 7 cases ("HCD Identified Problem Units") comprised of substantial evidence of violation of the above-listed covenants. The County Executive Office is actively reviewing this list on an ongoing basis and is working closely with the Auditor and County Counsel to pursue all available remedies to enforce the applicable covenants. In addition, the Office of the District Attorney has assigned staff so that suspected cases of fraud can be referred for investigation and possible criminal prosecution.
- E. **Ordinance Authorizing the County Executive Officer to Exercise the County's option to purchase "For Sale Affordable Units"** – This ordinance was approved by the Board of Supervisors on January 16, 2007. This ordinance allows us to streamline the process of purchasing affordable housing units that are up for sale. The advantages of this program include the following:
- a. Provide the county with more control and flexibility provide the opportunity to update older covenants, insures retention of affordable housing units, and minimizes the risk of fraud.

After the release of the Auditor-Controller's audit dated May 26, 2006, a compliance project team was formed to report and make recommendations for improvement. The compliance project team made several significant improvements including the development of an affordable housing program administrative manual and the development of an Affordable Housing Database which had not previously been established or developed.



County of Santa Barbara

Housing & Community
Development

AFFORDABLE HOUSING COMPLIANCE PROJECT

Board of Supervisors
July 25, 2006



County of Santa Barbara

Housing & Community
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RECOMMENDATIONS AND GOALS

1. Approve lottery system pre-application form and process
2. Approve staff recommendation for program improvements
3. Direct County Counsel to draft final ordinance
4. Direct staff to develop monitoring and enforcement recommendations and return with recommendations on October 24, 2006

July 25, 2006



County of Santa Barbara
Housing & Community
Development

OVERVIEW-PROJECT TEAM

PROGRESS IN 58 DAYS

Board directed Project Team to prepare report and recommendations related to compliance monitoring and lottery selection processes.

The Project Team

- County Executive Office
- Auditor Controller
- County Counsel
- HCD

Return to the Board

- July 25, 2006

July 25, 2006



County of Santa Barbara

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PROJECT TEAM REPORT AND RECOMMENDATIONS

- I. Lottery & Certification
- II. Compliance Monitoring
- III. HCD Identified Problem Units
- IV. Enforcement
- V. Next Steps

July 25, 2006



County of Santa Barbara

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I. LOTTERY & CERTIFICATION

- Auditor Finding:
 - A lengthy and onerous initial application for the lottery process.
- Auditor Recommendation:
 - Streamline the lottery process
- Team Recommendation:
 - Develop a simplified application form "Short Form"

July 25, 2006



County of Santa Barbara
 Housing & Community
 Development

SHORT-FORM APPLICATION

County of Santa Barbara
 Affordable Housing Program
 Wait List Application

Application Instructions:

- Complete sections 1 through 6 of this application. Use the application to determine eligibility and complete sections 7 through 8. If you are eligible, you will be placed on the wait list. If you are not eligible, you will be notified. If you are placed on the wait list, you will be notified when a unit becomes available. The wait list is maintained in order of date of application. If you are placed on the wait list, you will be notified when a unit becomes available. The wait list is maintained in order of date of application.
- Personal Information Section**

2. Eligibility Section

Check all that apply:

- I am a United States citizen or have permanent resident status.
- I am a low-income household and am a bona fide resident of Santa Barbara County.
- I am a household of one or more persons who are bona fide residents of Santa Barbara County.
- I am a household of one or more persons who are bona fide residents of Santa Barbara County and I am a member of the Santa Barbara County Housing Authority.
- I am a household of one or more persons who are bona fide residents of Santa Barbara County and I am a member of the Santa Barbara County Housing Authority and I am a member of the Santa Barbara County Housing Authority.
- I am a household of one or more persons who are bona fide residents of Santa Barbara County and I am a member of the Santa Barbara County Housing Authority and I am a member of the Santa Barbara County Housing Authority.
- I am a household of one or more persons who are bona fide residents of Santa Barbara County and I am a member of the Santa Barbara County Housing Authority and I am a member of the Santa Barbara County Housing Authority.
- I am a household of one or more persons who are bona fide residents of Santa Barbara County and I am a member of the Santa Barbara County Housing Authority and I am a member of the Santa Barbara County Housing Authority.

Section 3-6 continued on reverse side of this form 5-6-06

3. Income Section

Total Household Gross Income (before US Tax) _____ Annual Report Date _____

Annual Report Period: _____

Income Source	Amount	Frequency	Notes
1. Salary			
2. Wages			
3. Dividend			
4. Interest			
5. Other			
6. Total			

4. Residency & Employment Section

Number of years in Santa Barbara County _____

Current Residence: _____

Employer: _____

Occupation: _____

5. Signature Section

I hereby certify that the information provided on this application is true and correct to the best of my knowledge and belief. I understand that I am applying for the Santa Barbara County Affordable Housing Program and that I am eligible for the program. I understand that I am applying for the Santa Barbara County Affordable Housing Program and that I am eligible for the program.

Signature: _____ Date: _____

July 25, 2006



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CERTIFICATION PROCESS

- Recommendations
 - Organized document submittals
 - Director/Manager Review of staff recommendation
 - Certification Committee

July 25, 2006



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II. COMPLIANCE MONITORING

■ Database

■ Annual Surveys

■ Complaints

July 25, 2006



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DATABASE

■ Goal

- Convert HCD's Inclusionary Housing spreadsheets into a web-enabled SQL database application that tracks deed restricted housing.

■ Benefits

- Enhanced data entry interface for maintaining data
- Greater reporting flexibility
- Ability to respond to annual surveys online
- Automated verification other County department databases for accuracy and consistency

July 25, 2006



County of Santa Barbara

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AFFORDABLE UNIT INVENTORY

- 408 Existing Units
- 17 Future Units on the South Coast in
Approved Projects
- 235 Future Units in North County in
Approved Projects

July 25, 2006

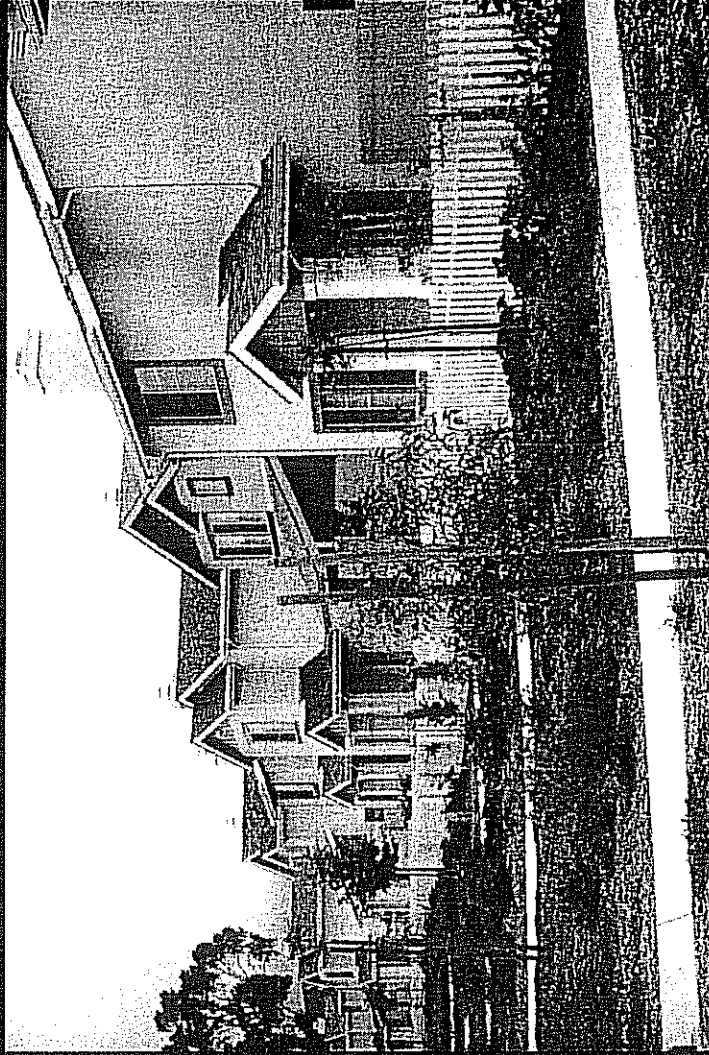


County of Santa Barbara

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PACIFIC GLEN



July 25, 2006



County of Santa Barbara

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LOMITA DE ORO



July 25, 2006



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Development

DATABASE: INVENTORY

REVIEWS

Inventory List							
APN: 002680013	Program: 203	DCS Date: 2/23/2006	Address: 2111 Northmonte Way, Santa Barbara, CA 93108	Purchase Price: \$7,142,000	Income Category: 1	Loan Amount: \$0	Expiration: 2/23/2013
APN: 002680015							
Development	203	2/23/2006	2111 Northmonte Way, Santa Barbara, CA 93108	\$7,142,000	1	\$0	2/23/2013
APN: 002680017							
Development	203	2/23/2006	2111 Northmonte Way, Santa Barbara, CA 93108	\$7,142,000	1	\$0	2/23/2013
APN: 002680018							
Development	203	2/23/2006	2111 Northmonte Way, Santa Barbara, CA 93108	\$7,142,000	1	\$0	2/23/2013
APN: 002680019							
Development	203	2/23/2006	2111 Northmonte Way, Santa Barbara, CA 93108	\$7,142,000	1	\$0	2/23/2013
APN: 002680020							
Development	203	2/23/2006	2111 Northmonte Way, Santa Barbara, CA 93108	\$7,142,000	1	\$0	2/23/2013
APN: 002680021							
Development	203	2/23/2006	2111 Northmonte Way, Santa Barbara, CA 93108	\$7,142,000	1	\$0	2/23/2013



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III. HCD IDENTIFIED PROBLEM UNITS

- County Executive Office review of identified violations
- Exercise civil remedies through County's Counsel's office
- Investigation by District Attorney's office

July 25, 2006



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IV. ENFORCEMENT

- Ordinance
- Buyback Program
- Investigations by the DA's office
- Next Steps

July 25, 2006



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ORDINANCE

■ Purpose

- ensure availability of for-sale affordable units for qualified individuals and families

■ Benefits

- increased ability to enforce affordable home restrictions against participants in the program
- uniformity in application of covenants in IHP

July 25, 2006



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BUYBACK PROGRAM

■ Purpose

- ensure sale to qualified individuals and families at restricted price

■ Benefits

- review for income qualification of buyers
- opportunity to update covenants

■ Example

- 24 S. Glen Annie Rd, Goleta, approved 7/18/06

July 25, 2006



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INVESTIGATIONS

The Office of the District Attorney has assigned staff so that suspected cases of fraud can be referred for investigation and possible criminal prosecution.

July 25, 2006



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V. NEXT STEPS

- Internal Audit Final Report on Affordable Housing
- Project Team Recommendations on Enforcement
- Draft Administrative Manual
- Buyer Education Program
- Buyback Program
- Ordinance
- County Employee IHP Participation Policy
- Staffing Needs Assessment for Compliance Program
- Contracting for Housing Services

July 25, 2006



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HIGHLIGHTS

TASK	TIMEFRAME	STATUS
• Lottery Process/Short Form	July 2006	Completed
• Certification Process	July-Oct 2006	In Process
• Monitoring	July-Oct 2006	In Process
• Enforcement	July-Oct 2006	In Process

July 25, 2006



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LESSONS LEARNED

- Importance of monitoring and covenant enforcement
- Need to raise organizational level of awareness
- Make it a priority

July 25, 2006



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INTERNAL AUDIT OF HCD

- **HCD/Affordable Housing**
 - Preliminary Report
 - Final Report

- **HCD/Finance**

July 25, 2006

12



County of Santa Barbara

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FUTURE OF HCD

- **County Executive Office to conduct organizational review of HCD**
- **County Executive Office implementing Board decision to wind down Economic Development operations by September 30, 2006**

July 25, 2006



County of Santa Barbara

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THANK YOU

July 25, 2006

Recent Accomplishments – Jim Laponis

- ✓ Executive oversight of the New Jail Planning Study project involving numerous departments. Study completed and approved by Board of Supervisors (BOS) resulting in a plan for constructing and operating as well as potential sighting of a new County Jail.
- ✓ Executive oversight of the 10 Year Plan to End Homelessness project involving numerous departments and community stakeholders. Plan completed and approved by BOS resulting in more cost effective coordinated services to the homeless countywide.
- ✓ Executive oversight of the Fire Management Study project involving numerous departments. Study completed and approved by BOS resulting in improved Fire Department operations and increased coordination between Fire and departments with which it interacts.
- ✓ Executive oversight of developing a multiple year American Medical Response contract involving numerous departments, other jurisdictions (cities and fire districts), stakeholders (fire unions). Contract completed and approved by BOS resulting in enhanced emergency medical response countywide and approximately \$1 million to the County for a new CAD system.
- ✓ In concert with County Counsel, development and provision of annual Board and Commission Training as well as Ethics Training resulting in enhanced knowledge of Brown Act meeting requirements, more effective means to conduct meetings as well as providing statutorily required Ethics Training.
- ✓ Development, implementation and administration of the Indian Gaming Local Benefit Committee and submittal of County projects requesting funding. Results include the committee establishing and adopting meeting protocols and on-going funding for Fire and Sheriff staffing as well as one time Public Works road projects.
- ✓ Executive oversight of the advocacy for State Maddy Funds (surcharges on court fines for hospital emergency room costs). Bill passed by the State Legislature and signed by the Governor resulting in the County receiving about \$1.6 million per year for two years for this purpose.
- ✓ Executive oversight of statutory required responses to all Grand Jury reports resulting in timely positive adoptions by the BOS of appropriate responses.
- ✓ Executive oversight of the Clerk of the Board office resulting in timely complete BOS agendas and minutes, Assessment Appeals Board agendas and minutes as well as computerized and hard copy accessible documentation.

- ✓ Executive oversight of the CEO, BOS, and 990 budgets resulting in timely complete budget submissions, budget adoption and effective operations within adopted allocations.
- ✓ CEO executive participation on the Jail Overcrowding Committee resulting in the development and implementation of numerous cost effective alternative sentencing programs, mitigating a Jail Overcrowding Court order.
- ✓ A multitude of successful conflict resolutions between and among executives in various departments resulting in, as coined by Supervisor Joni Gray, "A fight avoided is a fight won."
- ✓ Executive oversight of the timely opening and operations of three cold weather emergency shelters, one each in Santa Maria, Lompoc and Santa Barbara. All shelters opened and staffed on the 1st day of the event. The process involved working with several County departments and the American Red Cross. The result was that numerous homeless people obtained overnight shelter during three nights of severe cold weather at minimal cost to the County.

Ken A. Masuda, Assistant CEO

Key Accomplishments over the past 12 months (January-December 2006)

Performance Measures

Sponsor and provide executive oversight for implementation of a new performance measures system called AMPP for "Advanced Management of Performance and Projects."

1. Oversaw vendor selection process conducted with input from interested department staff
2. Negotiated contract for first year purchase and implementation with assistance from County Counsel
3. Began phased implementation of new system with Nicole Koon as Project Manager.

Next Year – We are currently working on cost estimates and reporting template designs for next year's contract which will include implementation of a project reporting module.

Strategic Planning

Proposed and received Board approval for an amendment to the County's Strategic Plan goals.

Maintained an interest in and pointed out that Critical Issue areas need to be augmented with detailed narrative statements and implementing strategies that result in specific actions and resource allocations if they are going to be achieved and not, like statements in the past, remain just ideas we feel good about.

Began a review of countywide costs and revenues, including the amount of local tax revenues generated in each city that the county receives to cover countywide costs.

Next Year – Develop County revenue strategy options; these will, in part, grow out of the countywide costs and revenues report being developed with Comprehensive Planning

Blue Ribbon Task Force

As time and circumstances permit, I have continued to work on the action steps recommended by this committee (note this is in contrast to Critical Issues that, generally, do not have any proposed actions). Work in this area includes:

1. BRTF: "Assure land use agreements preserve county revenue." Countywide cost study will address this.
2. BRTF: "Maintain an updated budget reduction model..." CCID has been updated.
3. BRTF: "Assure the CEO has a system to review the completion of all countywide projects." Second year AMPP implementation will address this.

4. BRTF: "Assure General Services is involved in construction projects."
Proposed policy statement will go to the Board with the next CIP.

Next Year - BRTF: "As a prelude to the budget process, continue holding public hearings on the strategic scan and developing strategic priorities." This link has never been established, that is, while individual initiatives may have linked scan detected problem areas with program proposals, a well thought out, prioritized strategy has not been articulated. As time permits, or as directed, I intend to work on this.

Operating Budget and CIP

Directed the development and completion of a balanced FY 06-07 operating budget; worked with departments on their requests, made appropriate adjustments to budget targets, and submitted a budget with no significant reductions and a limited amount of funding for Board priorities.

The Operating Plan (Budget document) received the GFOA Distinguished Budget Presentation Award for 10th consecutive year and received many positive comments from reviewers. The format and content changes incorporated in this document made it, in my opinion, the best budget document produced so far.

Ended FY 05-06 with sufficient fund balance to fully fund the Strategic Reserve at \$25 million and set aside additional funds for both the Litigation and Salary and Retirement Designations.

Provided quarterly financial updates to the Board on all funds under the Board of Supervisors.

Worked throughout the year to fund priority capital projects that need General Fund contribution.

Next Year - I intend to submit a balanced recommended FY 07-08 operating budget and end the year with a positive General Fund fund balance. I will also be spending time orienting my successor to the various facets of this role.

CEO Office

Worked cooperatively and collaboratively with other Deputy/Assistant CEOs. Worked with budget staff to fairly and with an eye towards staff development and their current strengths to assign work while remaining cognizant of department needs and department director requests.

Next Year - Provide framework for analysis of opportunities for integration of administrative work between CEO and CEO/HR Offices.

In addition, I believe it appropriate for the Budget Office to assume the role of coordinating Grand Jury responses, thereby helping to equalize workloads among Deputy/Assistant CEOs.

Memorandum



Date: January 26, 2007
To: Sue Paul, Assistant CEO/HR Director
From: Terri Maus-Nisich, Assistant CEO
cc: Michael F. Brown, County Executive Officer
Subject: Accomplishments Assistant County Executive Officer 2006/07

Per your request, I am providing a listing of key accomplishments for the last 12 months. I have grouped the projects under functional areas including Long Range Planning, Strategic Planning, Redevelopment Agency, Information Technology, Isla Vista, Legislation, Parks and Miscellaneous.

Long Range Planning

- In conjunction with the Director of Strategic Planning created new organizational structure and staffed the strategic planning and comprehensive planning divisions when new division was created via Board of Supervisor action.
- Obtained State certification of the 2003- 2008 Housing Element
- Crafted outreach strategy for Goleta Residential Design Guidelines. Guidelines were approved by the Planning Commission and Board of Supervisors and are now forwarded to the California Coastal Commission for consideration
- In conjunction with community facilitator outlined strategy for overall community visioning session. Goleta Valley Visioning Plan was accepted by the Planning Commission and Board of Supervisors.
- Completed Santa Clause Lane Beach Access mean high tide of survey and facilitated completion of project per AB1431 Grant needs and transition of project to Parks for project implementation. Now serving as Executive Sponsor.

Strategic Planning

Strategic Scan for 2005:

- Conducted comprehensive trend analysis and created 2005 Strategic Scan.
- Outlined seven key critical issue areas and further refined critical issues to define issues, problems, and to link relevant trend analysis and refer to budget goals.

- Positioned Strategic Scan for primary document for strategic planning which is now incorporated 2007-2008 budget preparation document. Critical issues are linked with budget goals and objectives.
- Linked critical issues to scenario planning which is used as the foundation for village center/new town concept and options for growth study currently underway within office of strategic planning.
- Hired staff for Strategic Planning division currently performing economic and demographic analysis. Reviewing and analyzing performance of growth scenarios, and developing alternatives for combined elements to determine which scenario advantageous for County.

Isla Vista

- Completed negotiations and presented contract to receive Board authorization to proceed with funding, design, construction in partnership with University of California on El Colegio Road as well as North Campus Housing Project
- Completed all revisions to Isla Vista Parking Program for presentation to the Coastal Commission. Item presented to Coastal Commission. Program rejected. Now discussing with University next steps and overall parking needs in Isla Vista.
- Formulated a successful marketing and outreach campaign to Isla Vista community. Theme of "Keep our Community Safe & Sane" to discourage "out-of-towners" from visiting Isla Vista during Halloween.
- Completed successful outreach with an Isla Vista Community to calm tensions and relocate 24 families housed in Cedarwood apartment complex and managed eviction and transition process with the community, university and tenants.
- Facilitated completion of sidewalk replacement project in Isla Vista and initiated community sidewalk survey to provide for more efficient acquisition of right-of-way and construction of sidewalks within Isla Vista.
- Conducted Isla Vista strategic planning session to form project team and identify and address key issues within Isla Vista (city model) Team approach to address issues within Isla Vista now implemented within organization. Successes: Couch Burning Ordinance, Enhanced Recycling, Isla Vista Clean Up, Adopt a block, street cleaning, safety striping, sidewalk installation, tree planting, bus stops, and enhance coil enforcement, etc...

Redevelopment Agency

- Completed environmental review and issued EIR for IVMP inclusive of six alternatives. (nearing end of a five year master planning and review process)
- Created a façade (business assistance/ improvement) program for implementation community wide
- Completed installation of four new bus stops in Isla Vista
- Completed downtown parking in-lieu study for inclusion within the Isla Vista Master Plan EIR
- Contracted with ROMA Design Group to conduct public workshops for Pardall Road and Anisquo Park improvements to be under construction in 2008 pending bond release
- Completed design contract with Subin+Donaldson to redevelop 6540 Pardall, the site of the Freebirds restaurant
- Completed appraisal on Isla Vista Parking Lot (offer to purchase downtown Isla Vista parking lot pending)
- Completed appraisals on four affordable housing sites for potential use of housing - set aside monies
- Initiated negotiations with SBHA to acquire a rehab a mid-sized apartment complex
- Negotiated contract with Flexcar, a private company to offer initiate a car sharing program in Isla Vista
- Continued to work with private developer on private/public partnership in Isla Vista – letter of engagement signed.
- Initiated Redevelopment Agency Plan amendment
- Completed Five-Year Implementation Plan Update, and annual agency work program
- Highlighted Redevelopment Agency to insure that agency was represented as separate entity before the Board of Supervisors in terms of overall agenda management as well as work program and budget review and adoption.

Deleted: -

- Streamlined agency staffing reducing staffing from 2004/05 level of four to two full time staff and one intern for 2006/07 while continuing to meet goals set forth in adopted work program.

Information Technology

- Retained Eclipse Solutions for overall CIO services and project management services for implementation of IT initiative
- Completed IT inventory, Business Plan & GIS Implementation Strategy
- Created structure and positions for County wide GIS
- Retained Project Manager for Innovations Team
- Initiated Customer Services automated delivery system (e portal) Team to comprehensively identify immediate areas for automation of highest utility to County and internal and external clients.
- Retained GIS Manager
- Secured GIS software to enhance resolution of geographical/spatial data and standardize County department's use of GIS systems.

Legislation and Governmental Relations

- Developed priority legislative listing and facilitated adoption of state and federal legislative platform and priorities for County of Santa Barbara for 2007.
- Facilitated outreach to all state and federal representatives to insure that federal and state platforms are before them prior to returning to their respective roles in Washington and Sacramento. Established relationships with offices (ongoing)
- Incorporated critical issues derived in the strategic scan in determining legislative priorities for the Board of Supervisors deliberations

Parks

- Insured Goleta Beach EIR, continued on schedule and is now in administrative draft phase and preparing for final review
- Secured additional funding via ongoing discussions with Bureau of Reclamation to fund project needs for Lake Cachuma facilities in need of replacement due to Lake Surcharge
- Secured additional \$500,000 from the Bureau of Reclamation toward design phase as a result of long-term discussions with Bureau of Reclamation

- Created community "idea" effort and completed design of Roads Open Space which will enhance amount of park land south of Hollister Ave. region
- Insured ongoing completion of various parks projects
- Created "Come out and Play" program at request of Second District to enhance parks and recreation in eastern Goleta Valley. Resulted in \$50,000 in community donations to playground facilities

Miscellaneous

- Prepared communications, public participation, and internal communications policy for use by Communications Director
- Conducted first county wide citizen survey which was presented to Board of Supervisors in October 2006. Survey formed further foundation for customer service programs by establishing benchmark of service levels for departments to utilize for process improvement. Survey is intended to be conducted every two years to ascertain progress toward overall improvement of County service levels
- Conducted first "State of the County Report" and event
- Completed preliminary budget estimate and conceptual and site plan for Cuyama Civic Center Master Plan and Pool. Project Charter complete, property transfer complete February 13, 2007 (ETA). Project transferred to General Services for Project Management. Now serving as Executive Sponsor.
- Initiated Officer of the Day in order to provide assistance to CEO in management and follow-up of assignments made by Board of Supervisors during hearings
- Served as South County United Way Public Campaign Chair for 2005-07 increasing prior year totals countywide by \$80,000
- Initiated South Coast Recreation Task Force to work with south coast agencies to maximize parks & recreation offerings and share resources and take a regional approach to parks and recreation management.

I look forward to discussing these items with you at your convenience, and offer any assistance necessary in continuing to achieve goals set forth for the County of Santa Barbara.

Memorandum

Date: February 15, 2007
To: Michael F. Brown, CEO
From: Susan Paul, Assistant CEO/HR Director
Subject: CEO/HR 2006-2007 Accomplishments



A handwritten signature in cursive script, appearing to read "Susan", is written over the printed name "Susan Paul, Assistant CEO/HR Director".

Mike, attached you will find a list of the significant CEO/HR accomplishments over the past year: I have grouped the accomplishments according to the four key CEO/HR Focus Areas, as outlined in the County's Budget and Operating Plan. Specifically, they are:

- Strategy Development and Execution
- Administrative Expert
- Employee Engagement and Development
- Change Management

These accomplishments, as well as goals and objectives for the coming year, are consistent with Board policy and direction, and the Allocation Criteria established in conjunction with the implementation of the Leadership Project and communicated to your Department Heads and Assistant/Deputy CEOs. Let me know if you have any questions or need any additional information.

CEO/HR 2006-2007 ACCOMPLISHMENTS

In Fiscal Year 2005-2006, CEO/Human Resources (CEO/HR) set a direction to develop a more strategic HR function for the County of Santa Barbara in order to better assist the County in achieving its business objectives. At that time, the Department set a vision to redefine HR by moving from a Department devoted to staffing, policy/rule enforcement, and classification work to being considered a partner in shaping and directing countywide strategic outcomes. To that end, four key Focus Areas were identified:

- *Strategy Development and Execution*
- *Administrative Expert*
- *Employee Engagement and Development*
- *Change Agent*

Since that time CEO/HR has taken a leadership role in designing and leading initiatives that contribute to organizational strategy, innovation, and intellectual capital – in short, turning strategy into action. Following is a list of key 2006-2007 accomplishments in each of the four Focus Areas:

Focus Area: Strategy Development and Execution – partner with management to turn strategy into action through organizational design and people strategies that focus on key areas and outcomes.

2006-07 Accomplishments:

- Continued to align HR goals to the overall County goals and ACE values through:
 - Development and implementation of the Leadership Project – designed to align the organization's leadership with achievement of countywide business results
 - Design and institution of Core Leadership Competencies that incorporate ACE and support the creation of customer service culture
 - Designing and providing training to executives and managers on the new ACE-based performance management system.
- In accordance with the Board's direction and recommendations of the Blue Ribbon Budget Committee, began defining an effective architecture and blue print for the HR function within the County organization through the HR Consolidation Study workshops and formation of a Project Team to identify an effective HR structure that will ensure consistency, accountability, and appropriate levels of service.
- Have steadily worked to increase CEO/HR's understanding of departmental business operations and assisted departments in addressing their business needs and challenges with flexibility, creativity, and innovation (i.e. designing flexibility into new systems and structures, eliminating antiquated rules and practices, challenging

the status quo, eliminating unnecessary steps, approvals, and processes (PE-10), etc.).

- Created the New Hire Incentive Policy which gives the County greater flexibility in attracting and retaining talent to critical County positions.
- Restructured CEO/HR to be more customer-centric; hired four new managers and three new line staff possessing a customer service orientation to complement existing talent; use staff meetings and project meetings to reinforce organizational direction and the importance of quality service delivery.
- Implemented first Healthcare plan changes, making significant changes to the County's existing plan options in order to more effectively manage the rising costs of health care; have effectively negotiated with Blue Shield to reduce proposed 37% rate structure to lower than the 26.6% budgeted increase.
- Created 2007 Negotiation strategy designed to address key County interests.
- Initiated valuations of retirement formulas and retirement payment configuration from CalPERS and SBCERS in order to strategically address retirement costs.
- Created new customer-focused Performance Measures; will implement customer surveys to establish baseline measurements which will be used in future years to measure improvements.
- Worked with CEO staff to identify opportunities for providing IT back up between the two offices and agreed to provide full HR support to the CEOs Office.
- Created two educational, electronic newsletters – one for managers and the other for HR staff – that support ACE, County initiatives, modern business practices, and leadership concepts tied to County business objectives.

Focus Area: Administrative Expert – focus resources on strategic issues by improving the efficiency of transactional processes while ensuring costs are reduced and quality is maintained.

2006-2007 Accomplishments:

- Restructuring of CEO/HR designed to provide expertise and support to customer departments and labor organizations.
- Successfully worked with Civil Service Commission to make important Civil Service Rule changes needed to support the implementation of the Leadership Project.

- Initiated the process to acquire an HRIS, which will automate transactional processes while eliminating duplicative efforts and creating greater levels of customer service.
- Have made significant progress in modernizing recruiting practices including strategic workforce planning with departments, tailoring recruitments to department needs, and employing creative and aggressive recruiting techniques.
- Successfully converted from JobAps to NEOGOV – a more flexible, affordable, and customer-service oriented online employment center and CEO/HR staff are providing training on the new software to department staff.
- Partnered with the Auditor-Controller to efficiently use technology to implement the Leadership Project class and comp system, implement new benefits, and plan for future changes to other class and comp structures.
- Clerical Class and Comp Study – nearing completion; will reduce the number of classifications and salary ranges for the 850 clerical employees and move to a skill-based, pay-for-performance system.
- Public Works Class and Comp Pilot Project – working collaboratively with labor and Public Works management to design a more effective class and comp structure for all positions in the Public Works Department.
- Working with DDAA and UAPD to design performance-based pay structures.
- Facilitated the development and implementation of a Succession Plan for the Department of Social Services, working in collaboration with SEIU 620 and SEIU 535.
- Assisting County departments with implementation of operational changes, i.e., ADMHS, Public Works, etc.

Focus Area: Employee Engagement and Development – ensure that employees are engaged, committed, and contribute fully to the organization.

2006-2007 Accomplishments:

- Incorporated ACE values and customer-service focus into New Employee Orientation and Leadership Project Training.
- Consistently create labor-management working groups and special Project Teams to work with CEO/HR in creating and implementing strategic change: Leadership Project, Health Oversight Committee, Clerical and Public Works Class and Comp Projects, HR Consolidation Study, etc.

- Consistently engage employees in surveys, focus groups, workshops, brown bags, information sessions, etc. to create involvement and commitment.

Focus Area: Change Management – build the organization's capacity to embrace and promote continuous improvement.

2006-2007 Accomplishments:

- Worked to translate the County's ACE values into specific behaviors by turning broad vision statements into practices that align workforce performance with those values (i.e., Leadership Project, Pay-for-Performance projects, Class and Comp projects, etc.)
- Built-in monitoring and feedback mechanisms for change initiatives in order to tie organizational change efforts to measurable results
- Engaged a wide-spectrum of County employees in all change initiatives

**Allocation Adjustments to Leadership Classifications
December 2006 to Present**

C

Department	Class	Effect Date	Event	% Incr	Prior Annual Salary	New Annual Salary	Est FY Cost
ADMHS	Asst Dept Leader	2/12/2007	Allocation Adjustment	11%	\$165,746.55	\$183,351.40	\$6,601.82
Agricultural Comm	Dept/Corp Leader	2/12/2007	Allocation Adjustment	10%	\$127,245.445	\$139,492.665	\$4,592.71
Auditor-Controller	Asst Dept Leader	5/7/2007	Allocation Adjustment	10%	\$ 122,879.19	\$135,078.41	\$2,033.20
Board of Supervisors	Enterprise	5/7/2007	Allocation Adjustment	10%	\$75,136.32	\$82,649.95	\$1,252.27
	Enterprise	12/4/2006	Move to new entry salary	13%	\$66,535.30	\$75,136.32	\$5,017.26
CEO	Dept/Corp Leader	2/12/2007	Allocation Adjustment	10%	\$152,272.10	\$167,305.63	\$5,637.57
	Dept/Corp Leader	2/26/2007	Allocation Adjustment	16%	\$152,272.10	\$176,273.98	\$8,500.67
	Dept/Corp Leader	2/12/0007	Allocation Adjustment	5%	\$128,520.68	\$134,485.66	\$2,236.87
	Dept/Corp Leader	2/12/2007	Allocation Adjustment	15.6%	\$142,001.38	\$164,101.90	\$8,287.69
	Dept/Corp Leader	2/26/2007	Allocation Adjustment	15.6%	\$142,001.38	\$164,101.90	\$7,827.27
	Asst Dept Leader	2/12/2007	Allocation Adjustment	8%	\$105,802.37	\$113,877.44	\$3,028.15
	Enterprise	2/12/2006	Allocation Adjustment	10%	\$75,745.76	\$83,319.92	\$2,840.31
	Enterprise	2/12/2007	Allocation Adjustment	4%	\$116,381.99	\$121,240.80	\$1,822.06
	Enterprise	4/23/2007	Allocation Adjustment	10%	\$92,012.772	\$101,214.884	\$1,725.40
	Enterprise	2/12/2007	Allocation Adjustment	5%	\$87,099.692	\$91,455.511	\$1,633.43
Child Support Svcs	Dept/Corp Leader	5/7/2007	Allocation Adjustment	5%	\$127,752.62	\$ 134,141.29	\$1,064.78
	Asst Dept Leader	5/7/2007	Allocation Adjustment	12%	\$89,746.16	\$100,515.70	\$1,794.92
Clerk-Recorder	Asst Dept Leader	5/7/2007	Allocation Adjustment	10%	\$122,879.19	\$135,168.15	\$2,048.16
County Counsel	Asst Dept Leader	4/9/2007	Allocation Adjustment	14%	\$139,196.29	\$158,141.08	\$4,736.20
District Attorney							
Fire							
General Services	Dept/Corp Leader	6/4/2007	Allocation Adjustment	8%	\$139,196.3	\$149,999.23	\$900.24
	Asst Dept Leader	2/12/2007	Allocation Adjustment	5%	\$111,212.19	\$116,772.28	\$2,085.03
HCD							
Parks	Asst Dept Leader	2/12/2007	Allocation Adjustment	8%	\$99,161.16	\$107,223.70	\$3,023.45

**Allocation Adjustments to Leadership Classifications
December 2006 to Present**

C

Department	Class	Effect Date	Event	% Incr	Prior Annual Salary	New Annual Salary	Est FY Cost
Planning	Asst Dept Leader	12/4/2006	Leadership Allocation	11%	\$126,610.96	\$140,400.56	\$8,043.93
	Asst Dept Leader	2/12/2007	Allocation Adjustment	15%	\$121,658.22	\$140,400.56	\$7,028.38
	Enterprise	2/12/2007	Allocation Adjustment	10%	\$87,535.90	\$95,961.60	\$3,159.64
	Enterprise	2/12/2007	Allocation Adjustment	12%	\$101,663.62	\$113,474.63	\$4,429.13
	Enterprise	2/12/2007	Allocation Adjustment	17%	\$83,278.18	\$97,103.26	\$5,184.41
Probation	Asst Dept Leader	4/9/2007	Allocation Adjustment	9%	\$111,212.19	\$121,222.02	\$2,502.46
	Asst Dept Leader	4/9/2007	Allocation Adjustment	7%	\$116,901.68	\$125,085.28	\$2,045.90
Public Defender	Asst Dept Leader	5/21/2007	Allocation Adjustment	14%	\$139,196.29	\$158,141.08	\$1,973.42
Public Health	Dept/Corp Leader	2/12/2007	Allocation Adjustment	8%	\$177,732.88	\$192,182.01	\$5,418.42
	Asst Dept Leader	2/12/2007	Allocation Adjustment	10%	\$165,746.55	\$181,698.41	\$5,981.95
	Asst Dept Leader	2/12/2007	Allocation Adjustment	2%	\$120,451.87	\$122,442.98	\$746.67
	Asst Dept Leader	2/12/2007	Allocation Adjustment	8%	\$120,451.87	\$129,643.55	\$3,446.88
	Enterprise	2/12/2007	Allocation Adjustment	2%	\$101,663.62	\$103,343.75	\$630.05
Public Works							
Retirement	Dept/Corp Leader	2/26/2007	Allocation Adjustment	6%	\$156,116.58	\$165,483.57	\$3,317.48
	Asst Dept Leader	2/26/2006	Allocation Adjustment	5%	\$111,212.19	\$116,772.28	\$1,969.20
Sheriff							
Social Services	Dept/Corp Leader	2/12/2007	Allocation Adjustment	5%	\$150,009.663	\$156,972.295	\$2,610.99
	Asst Dept Leader	2/12/2007	Allocation Adjustment	2%	\$116,901.68	\$119,243.43	\$878.16
	Asst Dept Leader	2/12/2007	Allocation Adjustment	3%	\$116,901.68	\$120,408.04	\$1,314.89
	Asst Dept Leader	2/12/2007	Allocation Adjustment	1%	\$116,901.68	\$118,068.38	\$437.51
	Asst Dept Leader	2/12/2007	Allocation Adjustment	2%	\$116,901.68	\$119,243.43	\$1,366.02
Treasurer/Tax	Asst Dept Leader	5/7/2007	Allocation Adjustment	10%	\$122,879.19	\$135,168.15	\$2,048.16
	Enterprise	2/12/2007	Allocation Adjustment	4%	\$116,901.68	\$121,574.74	\$1,752.40
Total Estimated Fiscal Year Cost of Allocation Adjustments:							\$144,975.49

Adjustments to Elected Department Heads*
December 2006

D

Department	Name	Effect Date	% Inct	Prior Annual Salary	New Annual Salary	Est FY Cost	Class
Auditor-Controller	GEIS, ROBERT	12/4/2006	16%	\$156,116.58	\$180,515.01	\$14,232.42	Dept/Corp Leader
Clerk-Recorder-Assessor	HOLLAND, JOSEPH E	12/4/2006	16%	\$156,116.576	\$180,515.009	\$14,232.42	Dept/Corp Leader
Treasurer/Tax Collector	JAMES, BERNICE	12/4/2006	16%	\$156,116.58	\$180,515.01	\$14,232.42	Dept/Corp Leader
Total Estimated FY Cost of Elected Salary Adjustments:						\$42,697.26	
* Salary set by Board of Supervisors							

Leadership Employees Who Did Not Receive an Allocation Adjustment

F

Department	Class
ADMHS	Asst Dept Leader
	Asst Dept Leader
Auditor-Controller	Asst Dept Leader
	Asst Dept Leader
	Enterprise
	Enterprise
	Enterprise
	Enterprise
	Enterprise
	Enterprise
	Enterprise
	Enterprise
Board of Supervisors	Enterprise
	Enterprise
	Enterprise
	Enterprise
	Enterprise
CEO	Asst Dept Leader
	Asst Dept Leader
	Asst Dept Leader
	Asst Dept Leader
	Asst Dept Leader
	Enterprise
	Enterprise
	Enterprise
	Enterprise
	Enterprise
	Enterprise
	Enterprise
	Enterprise
	Enterprise
	Enterprise
Clerk Recorder	Asst Dept Leader
	Asst Dept Leader
	Enterprise
	Enterprise
County Counsel	Dept/Corp Leader
District Attorney	Dept/Corp Leader
	Asst Dept Leader
	Asst Dept Leader
	Asst Dept Leader
	Atty Prog/Bus Leader
Fire	Dept/Corp Leader
	Asst Dept Leader
General Services	Asst Dept Leader

Leadership Employees Who Did Not Receive an Allocation Adjustment

F

Department	Class
	Asst Dept Leader
Housing and Comm Dev	Dept/Corp Leader
	Enterprise
Parks	Dept/Corp Leader
	Asst Dept Leader
Planning & Development	Enterprise
Probation	Dept/Corp Leader
	Asst Dept Leader
	Enterprise
Public Defender	Dept/Corp Leader
	Asst Dept Leader
Public Health	Asst Dept Leader
	Asst Dept Leader
	Atty/Phys Prog Bus Leader
	Enterprise
	Enterprise
	Enterprise
	Enterprise
	Enterprise
Public Works	Dept/Corp Leader
	Asst Dept Leader
	Asst Dept Leader
	Asst Dept Leader
	Asst Dept Leader
Sheriff	Dept/Corp Leader
	Asst Dept Leader
Social Services	Enterprise

**Non-Leadership Classifications
Merit and Equity Adjustments
Fiscal Year 2006-2007**

Department	Job Class	Effective Date	Event	% Incr	Prior Annual	New Annual	Estimated FY Cost
ADMHS CEO	ADMHS PROGRAM MGR II	02/26/07	Merit	5%	\$ 79,621.54	\$ 83,693.51	\$ 1,357.32
	EARLY CARE & EDUC PROG MGR	07/31/06	Merit	5%	\$ 77,273.53	\$ 81,226.54	\$ 3,623.59
	HUMAN RESOURCES ANALYST SR	03/26/07	Merit	5%	\$ 81,226.54	\$ 85,379.90	\$ 1,038.34
	BUSINESS MANAGER II	07/31/06	Merit	5%	\$ 66,535.30	\$ 69,937.30	\$ 3,118.51
District Attorney	EQUAL OPPORTUNITY/AA OFCR	09/25/06	Merit	5%	\$ 82,449.59	\$ 86,667.66	\$ 3,163.55
	CHIEF CRIMINAL INVESTIGATOR	04/23/07	Equity	2%	\$ 117,953.59	\$ 120,332.90	\$ 396.55
	FIRE BATT CHIEF SHIFT	01/29/07	Merit	10%	\$ 70,475.78	\$ 77,870.45	\$ 3,081.11
	FIRE BATT CHIEF STAFF	03/26/07	Promotion	13%	\$ 87,360.58	\$ 98,666.51	\$ 2,826.48
General Services	EDP NETWORK & OPS MANAGER	05/21/07	Merit	10%	\$ 91,098.61	\$ 100,653.45	\$ 796.24
	HUMAN RESOURCES MGR DEPT	01/29/07	Merit	10%	\$ 69,937.30	\$ 77,273.53	\$ 3,056.76
	PM CAPITAL IMPROVEMENT	04/23/07	Merit	5%	\$ 96,237.10	\$ 101,158.53	\$ 2,460.71
	EXEC DIR-SB ARTS COMM	01/01/07	Merit	5%	\$ 72,061.99	\$ 75,745.76	\$ 1,841.88
Planning	PLANNING/DEV DEP DIR	01/01/07	Merit	5%	\$ 98,666.51	\$ 103,711.08	\$ 2,522.28
	PLANNING/DEV DEP DIR	04/23/07	Merit	5%	\$ 98,666.51	\$ 103,711.08	\$ 840.76
Probation	PROBATION MANAGER	04/23/07	Merit	5%	\$ 78,830.52	\$ 82,862.84	\$ 672.05
	PROBATION MANAGER	01/29/07	Merit	10%	\$ 82,862.84	\$ 91,555.69	\$ 3,622.02
	PROBATION MANAGER	10/23/06	Merit	10%	\$ 87,099.69	\$ 96,237.10	\$ 6,091.61
	DIRECTOR OF NURSING	01/01/07	Equity	5%	\$ 101,056.26	\$ 106,119.62	\$ 2,531.68
Public Health	PUBLIC HEALTH PROGRAM MGR	01/01/07	Equity	5%	\$ 92,380.11	\$ 97,007.25	\$ 2,313.57
	PUBLIC HEALTH PROGRAM MGR	01/01/07	Equity	5%	\$ 92,380.11	\$ 97,007.25	\$ 2,313.57
	PUBLIC HEALTH PROGRAM MGR	01/01/07	Equity	5%	\$ 92,380.11	\$ 97,007.25	\$ 2,313.57
	PUBLIC HEALTH PROGRAM MGR	01/01/07	Equity	5%	\$ 92,380.11	\$ 97,007.25	\$ 2,313.57
	PUBLIC HEALTH PROGRAM MGR	01/01/07	Equity	5%	\$ 83,610.03	\$ 87,796.79	\$ 2,093.38
	UTILIZATION REVIEW MANAGER	01/01/07	Equity	5%	\$ 79,542.23	\$ 83,526.54	\$ 1,992.16
	REGIONAL CLINIC MANAGER	01/01/07	Equity	5%	\$ 92,380.11	\$ 97,007.25	\$ 2,313.57
	REGIONAL CLINIC MANAGER	01/01/07	Equity	5%	\$ 87,884.45	\$ 92,288.27	\$ 2,201.91
	REGIONAL CLINIC MANAGER	01/01/07	Equity	5%	\$ 92,380.11	\$ 97,007.25	\$ 2,313.57
	REGIONAL CLINIC MANAGER	01/01/07	Equity	5%	\$ 83,610.03	\$ 87,796.79	\$ 2,093.38
Public Works	STAFF ANALYST	04/23/07	Merit	5%	\$ 77,273.53	\$ 81,226.54	\$ 658.83
	PM INNOVATIVE PROGRAMS-PW	03/26/07	Merit	5%	\$ 92,012.77	\$ 96,717.14	\$ 1,176.09
	PM SURFACE TREATMENT PRGM	04/23/07	Merit	5%	\$ 87,099.69	\$ 91,555.69	\$ 742.67
	MAINT SUPERINTENDENT PW	02/26/07	Merit	10%	\$ 71,346.11	\$ 78,830.52	\$ 2,494.80
Sheriff	MAINT SUPERINTENDENT PW	02/26/07	Merit	10%	\$ 74,996.48	\$ 82,862.84	\$ 2,622.12
	CORRECTIONS COMMANDER	04/23/07	Equity	5%	\$ 103,917.70	\$ 109,125.07	\$ 867.89
	CORRECTIONS LIEUTENANT	04/23/07	Equity	5%	\$ 90,376.47	\$ 94,901.35	\$ 754.15

**Non-Leadership Classifications
Merit and Equity Adjustments
Fiscal Year 2006-2007**

G

		04/23/07	Merit/Equity	10%	\$ 77,816.18	\$ 85,891.25	\$ 1,345.84
	CORRECTIONS LIEUTENANT	04/23/07	Equity	5%	\$ 90,376.47	\$ 94,901.35	\$ 754.15
	CORRECTIONS LIEUTENANT	04/23/07	Equity	5%	\$ 90,376.47	\$ 94,901.35	\$ 754.15
	CORRECTIONS LIEUTENANT	04/23/07	Equity	5%	\$ 81,794.23	\$ 85,891.25	\$ 682.84
	CORRECTIONS LIEUTENANT	04/23/07	Equity	5%	\$ 90,376.47	\$ 94,901.35	\$ 754.15
	CORRECTIONS LIEUTENANT	04/23/07	Equity	5%	\$ 90,376.47	\$ 94,901.35	\$ 754.15
	CORRECTIONS LIEUTENANT	04/23/07	Equity	5%	\$ 90,376.47	\$ 94,901.35	\$ 754.15
	CORRECTIONS LIEUTENANT	04/23/07	Equity	5%	\$ 78,830.52	\$ 82,862.84	\$ 2,016.16
	SOCIAL SERVICES DIV CHIEF	01/01/07	Merit	10%	\$ 87,099.69	\$ 96,237.10	\$ 3,045.80
	SOCIAL SERVICES DIV CHIEF	02/26/07	Merit	5%	\$ 78,830.52	\$ 82,862.84	\$ 2,016.16
	SOCIAL SERVICES DIV CHIEF	01/01/07	Merit	5%	\$ 68,557.72	\$ 72,061.99	\$ 1,460.11
	PUBLIC ADM/CONS VETS MGR	01/29/07	Merit				
	Total Estimated FY Cost of Management Salary Adjustment						\$ 91,271.50