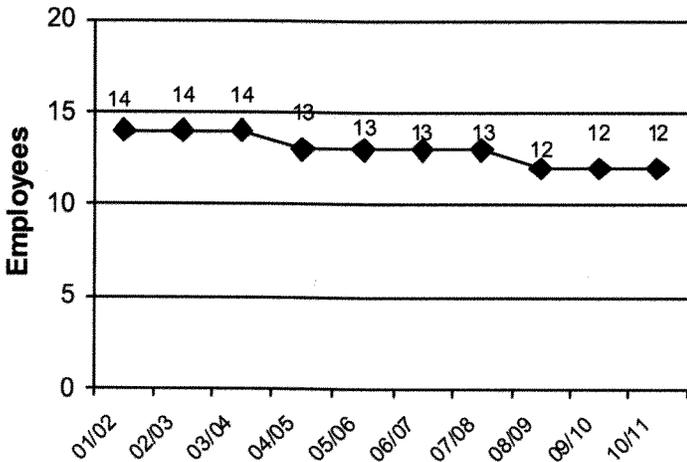


**MISSION STATEMENT**

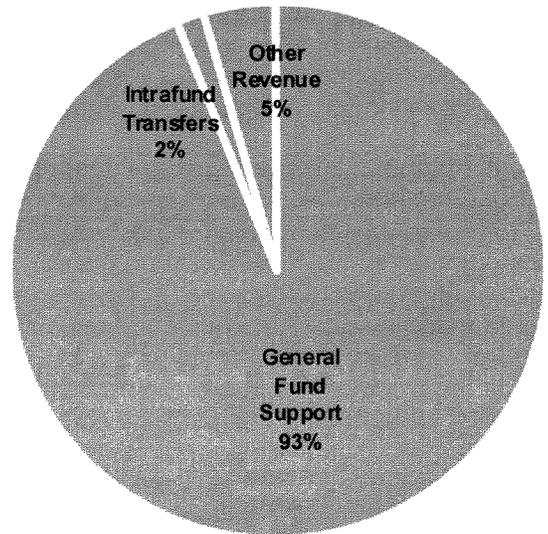
Advise, interpret, and implement the goals and policies of the Board of Supervisors through effective leadership and management of County services to achieve the County's vision of a safe, healthy, livable, prosperous, and well-governed community.

Financial Summary	2008-09	2009-10	2010-11	2010-11	2010-11
	Actual	Actual	Requested	Recommended	Adopted
Charges for Current Services	\$ 261	\$ 124	\$ 124	\$ 124	\$ 124
Interfund	35,560	32,512	28,997	28,997	28,997
<b>**Total Revenue</b>	<b>\$ 35,821</b>	<b>\$ 32,636</b>	<b>\$ 29,121</b>	<b>\$ 29,121</b>	<b>\$ 29,121</b>
Salary and Benefits	1,926,570	1,458,862	1,726,000	1,726,000	1,726,000
Services and Supplies	259,359	216,731	143,811	143,257	143,257
<b>**Gross Expenditures</b>	<b>\$ 2,185,929</b>	<b>\$ 1,675,593</b>	<b>\$ 1,869,811</b>	<b>\$ 1,869,257</b>	<b>\$ 1,869,257</b>
Less Intrafund Transfers	92,013	99,476	95,000	85,000	85,000
<b>**Net Expenditures</b>	<b>\$ 2,093,916</b>	<b>\$ 1,576,117</b>	<b>\$ 1,774,811</b>	<b>\$ 1,784,257</b>	<b>\$ 1,784,257</b>
General Fund Support (G.F.S.)	\$ 2,058,095	\$ 1,543,481	\$ 1,745,690	\$ 1,755,136	\$ 1,755,136

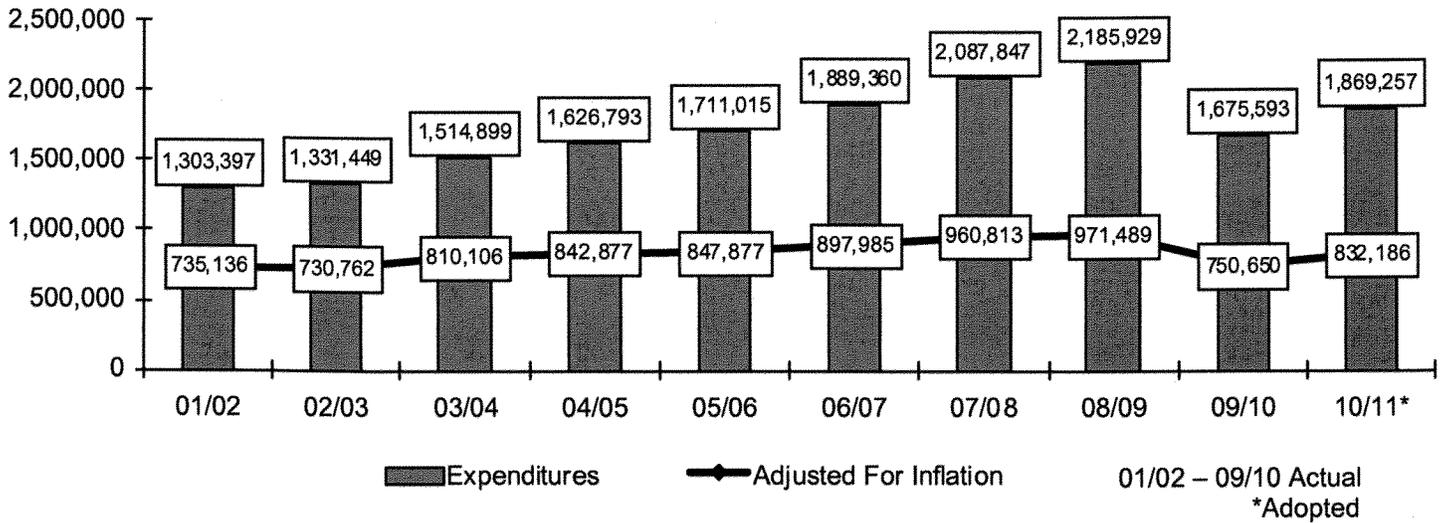
**Number of Employees  
(Full Time Equivalent)**



**Source of Funds**



**10 Year Expenditures Adjusted For Inflation**



**SERVICE PROGRAMS**

**Citizen Outreach/Support**

Represents efforts geared toward connecting the public with county government. Includes activities such as surveying the community for feedback to improve performance; developing informative presentations and materials to improve communication with the public; and promoting technology to make county government more accessible (e.g., online access to county information, televised Board meetings, etc.).

Total Expenditures: \$120,000 Total Staffing (FTE): 0.50

**Organization Support**

**Board of Supervisors:** Provide high quality staff support to maximize Board effectiveness. Includes activities such as implementation of Board policy, sound financial planning through annual preparation and regular review of the County budget, labor relations, preparing the weekly Board agenda, responding to requests for information, and resolving citizen complaints, etc.

**County Departments:** Provide high quality staff support to maximize county department effectiveness. Includes activities such as providing policy analysis and guidance, troubleshooting, and keeping departments up to date on important issues.

Total Expenditures: \$1,699,257 Total Staffing (FTE): 11.00

**Organizational Effectiveness**

Represents efforts geared toward creating a high performance "results oriented" County organization. Includes activities such as promoting strategic planning, goal setting, and performance measurement throughout the organization and encouraging continuous improvement through a regular organizational review process (e.g. the organizational effectiveness cycle process).

Total Expenditures: \$50,000 Total Staffing (FTE): 0.50

**DEPARTMENT COMMENTS**

**Key Accomplishments of the Administrative Office for FY 2009-2010**

**Internal Business Processes– As good as possible**

- Developed and facilitated four strategic planning sessions with the Board of Supervisors to increase awareness of County's financial status and proactively address projected budget gap.
- Reviewed and consulted on more than 1,050 staff reports (consent, board business & public hearings) for Board of Supervisors agenda to ensure compliance with policies and standards.
- Revamped quarterly forms and instructions and trained all County departments in order to improve efficiency and effectiveness.
- Created a new agenda manual and offered training to all County departments to provide Board and public with accurate and clearly written staff reports.
- Implemented a new departmental ethics policy.
- Increased limits of voluntary time off (VTO) program to allow for increased participation and further reduce salary costs.
- Created a new approach and organization for labor relations in order to improve effectiveness.
- Established a telecommuting policy and implemented flexible work schedules to help comply with Assembly Bill (AB) 32, to reduce greenhouse gas emissions to 1990 levels by 2020.
- Led a committee to manage energy related issues according to Assembly Bill (AB) 811 that allows property owners to finance renewable energy and energy efficiency improvements through loans that are repaid on property tax bills.

**Financial Health- As cost efficient as possible**

- Completed a comprehensive 5 year review of the county fee schedule to allocate program costs to users of those programs and services.
- Monitored departments' financial status and provided the Board with quarterly reports.
- Investigated options for reduced pension benefits (Tier 2).
- Collaborated with County labor organizations to minimize and defer layoffs.
- Led development of FY 10-11 budget in accordance with board policies and statutory timeframes.
- Negotiated "smoothing" of pension rate increase with Pension Trust Board to reduce taxpayer costs for employee pension benefits. Reduced near-term annual costs by \$4.5 million.
- Monitored requests and receipt of federal stimulus funds to maintain compliance and promote County interests.
- Negotiated contract renewals with the Public Defenders to balance workload and budget constraints in order to meet legal mandates.

**Customer Service- As responsive as possible**

- Developed County Legislative platform to communicate the Board's priorities and concerns.
- Created 2010 Census Complete Count Committee to insure an accurate reporting of County population.
- Created a new customer feedback survey and updated the annual Board of Supervisor's agenda survey to solicit feedback and implement a follow-up plan.
- Established Administrative Office website enhancement program to provide updated information, improve usability, and increase transparency.

**Learning and Growth- As responsible as possible**

- All Administrative Office supervisors attended newly-established supervisory training program.
- All Administrative Office Staff attended International City/County Management Association Ethics course.
- Began "brown bag" lunches with County Administrative Officer and Chairman of the Board to provide County employees with a venue for a casual exchange of ideas.

- Instituted Employee University Improvement Committee to improve website usability and to identify training needs and plans.

**Major Focus and Challenges for FY 2010-2011**

**Internal Business Processes- As good as possible**

- Continue working with Departments, Board of Supervisors and employee associations to develop initiatives to address ongoing financial challenges.
- Continue to provide the Board with quality staff support (agenda, budget/financial, intergovernmental, etc.)
- Continue working with Information Technology Department to research automated agenda systems to enhance the system and save money through efficiency.

**Financial Health- As cost efficient as possible**

- Expand upon financial forecast to include more variables and a longer time horizon.
- Continue timely and accurate financial oversight (e.g. budget, fees, quarterly reports, etc.)
- Actively participate in labor relations process in order to successfully manage labor issues.

**Customer Service- As responsible as possible**

- Increase communication to the public in order to enhance transparency in government operations and establish a Public Information Committee to identify current levels of public awareness and enhance outreach strategies.
- Continue to monitor state and federal legislative processes to ensure County's interests are known and promoted.
- Implement changes in operations based upon department feedback received via new customer survey.

**Learning and Growth- As responsible as possible**

- All Administrative Office staff will participate in continuing education for professional development.
- All Administrative Analysts will receive training in labor relations.
- Lead the process to create countywide core values.

**COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS**

Total appropriations for this fund center have been reduced by \$124,371 or 6% from FY 2009-10 adopted levels to \$1,784,257. The recommended General Fund support level of \$1,755,136 is also 6%, or \$120,696 below the FY 2009-10 adopted level of \$1,875,832. It is estimated that approximately \$30,000 in revenue will be received for FY 2010-11, a decrease of 11% from FY 2009-10 adopted levels. The decrease is primarily related to a reduction in funding due to changes in the supervision of Organizational Development (FC 275).

Intrafund transfers into the Administrative Office have been reduced by \$13,465 (14%) due to finalization of Public Defender (FC 135) contract renegotiations and salary savings applied to Office of Emergency Services (FC 138) oversight.

Departmental restructuring and other staffing changes have resulted in a savings of \$83,000 or 4% from FY 2009-10 salary and benefit levels. In addition to spending less on staff, the recommended budget transfers funding for the state lobbyist (\$60,000). Fund center 106 (Contributions to Outside Agencies) will provide the funds to retain a lobbyist for continued representation in Sacramento. After adjusting appropriation levels to account for the transfer of funding for the lobbyist, General Fund support for the Administrative Office has been reduced by 3% from FY 2009-10 adopted levels.

**BOARD ADOPTED CHANGES**

None

**GOALS AND PERFORMANCE MEASURES**

<b>1. Performance Measure: Ratio of long-term debt to capital assets.</b>						
05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
7.7%	8.1%	8.8%	24.4%	24.4%	Deleted	Deleted
<p><b>What:</b> This measure shows the ratio of long-term debt relative to the value of all our capital assets (e.g. land, buildings).</p> <p><b>Why:</b> This measure provides staff, the Board and public with information on the financial health of the County. The current goal is to keep debt levels as low as possible.</p> <p><b>How are we doing?</b> This measure is being replaced with the new measure #1 below. The new measure is an industry standard that allows for a better comparison with other governmental entities.</p>						
<b>1. Performance Measure: Ratio of General Fund backed annual debt service to the annual General Fund budget.</b>						
05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
New Measure	New Measure	2.9%	2.8%	New Measure	3.4%	3.3%
<p><b>What:</b> This measure shows the ratio of the General Fund backed annual debt service to the annual General Fund budget.</p> <p><b>Why:</b> This measure provides staff, the Board and public with information about the financial health of the County. The current goal is to keep the ratio below 5%. This measure is an industry standard metric that allows for a comparison amongst governmental entities.</p> <p><b>How are we doing?</b> A ratio of under 5% is considered to be favorable by bond rating agencies. The ratio increased during FY 2009-10 due to the refinancing of Pension Obligation Bonds and a shrinking General Fund. The target for FY 2010-11 is estimated to drop slightly because the debt for the Department of Social Services Building located on Higuera Street will be paid off.</p>						
<b>2. Performance Measure: Ratio of contingencies and general reserves to the County's total General Fund operating budget.</b>						
05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
7.2%	7.4%	6.89%	7.19	7.15%	Deleted	Deleted
<p><b>What:</b> This measure shows how much money the County has in "savings" relative to our daily, ongoing expenses.</p> <p><b>Why:</b> The measure provides staff, the Board and public with information on the financial health of the County. Our goal is to have a prudent level of savings that allows us to plan for future needs and "weather" economic downturns.</p> <p><b>How are we doing?</b> This measure is being deleted and replaced with the new #2 below. This new measure is an industry standard that allows for a better comparison with other governmental entities.</p>						
<b>Communitywide Result Link: A well-governed community.</b>						
<b>2. Performance Measure: Ratio of total contingencies and reserves to the County's General Fund operating budget.</b>						
05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
New Measure	New Measure	New Measure	New Measure	New Measure	17.1%	17.8%
<p><b>What:</b> This measure shows how much money the County has in "savings" relative to our daily, ongoing expenses.</p>						

**Why:** The measure provides staff, the Board and public with information on the financial health of the County. Our goal is to have a prudent level of savings that allows us to plan for future needs and "weather" economic downturns. The industry standard target is to have a 20% reserve/contingency as a percent of the operating budget.

**How are we doing?** This measure reflects the total amount of contingencies and reserves that could be accessed by the General Fund (some contingencies and reserves are restricted in use and are not available for use in the General Fund). It is worth noting that while many of the reserves are technically available to be used by the General Fund, many are planned to be spent on various projects (e.g. Willow Road, new women's jail). A ratio of 17.1% is relatively close to the industry target of 20%.

**Department Goal:** To provide high quality staff support in an effort to maximize the effectiveness of the Board of Supervisors.

**Communitywide Result Link:** A well-governed community.

**3. Performance Measure: Percentage of Board members who respond to a survey indicating the Administrative Office staff provides satisfactory or better staff support.**

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
100%	100%	100%	100%	100%	TBD- Survey Delayed	100%

**What:** The County Administrative Office surveys the Board of Supervisors annually to determine their level of satisfaction with our staff support relative to the accuracy, readability, and overall quality of the agenda reports.

**Why:** The information gained from this survey allows us to continuously improve staff support to the Board.

**How are we doing?** Based upon results of the survey conducted in August 2009 the Administrative Office is meeting or exceeding the expectations of the Board members. Survey results for FY 09-10 will be available early FY 10-11.

**Department Goal:** To provide high quality staff support in an effort to maximize the effectiveness of County departments and the Board of Supervisors.

**Communitywide Result Link:** A well governed community.

**4. Performance Measure: Percentage of departments who respond to a survey indicating the Administrative Office staff provides satisfactory or better support services.**

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
100%	100%	100%	N/A	100%	98%	100%

**What:** The County Administrative Office surveys departments and the Board of Supervisors annually to determine their level of satisfaction with our staff support relative to accuracy, responsiveness, responsibility, timeliness and trustworthiness. The survey was revised to solicit additional feedback in FY 08-09.

**Why:** The information gained from this survey allows us to continuously improve our service to departments and the Board.

**How are we doing?** Based upon results of the survey conducted in February 2010 the Administrative Office is providing satisfactory or better support services to departments.

**Department Goal:** To create an environment whereby all employees feel valued and are proud to work for the County.

**Communitywide Result Link:** A well-governed community.

**5. Performance Measure: Percentage of employees that indicate in a biannual workforce survey overall satisfaction with their job.**

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
Next survey in FY 2006-07	85%	Next Survey in FY 2008-09	Survey Delayed to 2009-10	85%	TBD- Survey Delayed	TBD- Survey Delayed

**What:** The County Administrative Office administers a survey to all permanent County employees to gauge their overall level of satisfaction with their job.

**Why:** This information will be used to help assess our organizational health and identify areas for improvement.

**How are we doing?** The Employee Opinion survey was last administered in December 2006. Overall, a total of 1,452 usable responses were received – a 63% response rate. Of these, 1,346 employees (93%) indicated their level of agreement with the statement "I am satisfied with my job." – 53% indicated that they strongly agreed with this statement, 32% somewhat agreed, 7% neither agreed or disagreed, 6% somewhat disagreed, and 2% strongly disagreed. Therefore, 85% of the County employees responding to this statement in the survey indicated they were satisfied with their job. The County's goal is to sustain this high level of job satisfaction despite the financial challenges facing the County over the next few years, and the expected turnover due to retirement of our aging workforce. However, given staff and resource constraints our office currently faces, administration of the next Employee Opinion survey will be deferred until FY 2010-11 or later depending on availability of resources to conduct survey.

**6. Performance Measure: Full-time equivalent Administrative Office budget analyst staff per 1,000 county employees.**

05-06 Actual Results	06-07 Actual Results	07-08 Actual Results	08-09 Actual Results	09-10 Adopted	09-10 Actual Results	10-11 Target
1.56	1.56	1.54	1.55	1.55	2.45	2.45

**What:** This shows Administrative Office budget staffing per 1,000 county employees.

**Why:** This data can be compared with other Administrative Offices of similar characteristics to provide one measure of whether we are appropriately staffed for budget preparation and administration.

**How are we doing?** The total FTE budget analyst staffing levels per 1,000 employees for our comparable counties ranges from a high of 3.86 in Napa County to a low of 1.29 in Monterey County. The average was 2.38 with San Luis Obispo County at 2.45.