

# HUMAN RESOURCES

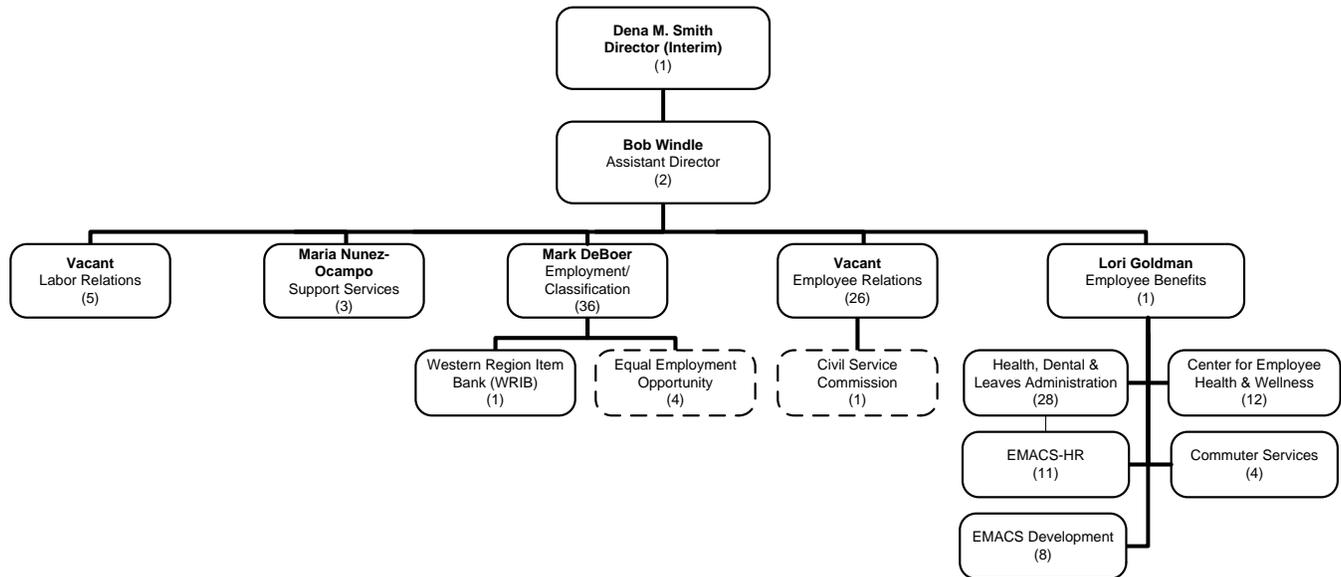
Dena M. Smith, Interim Director

## DEPARTMENT MISSION STATEMENT

*The Human Resources Department is committed to providing effective customer service to all departments, employees, and constituents of the County of San Bernardino, through the timely delivery of innovative, quality human resources systems, programs, and services.*



## ORGANIZATIONAL CHART



## 2016-17 SUMMARY OF BUDGET UNITS

2016-17						
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
<b>General Fund</b>						
Human Resources	7,353,290	846,622	6,506,668			98
The Center for Employee Health and Wellness	2,200,957	2,200,957	0			12
Unemployment Insurance	4,000,500	0	4,000,500			0
<b>Total General Fund</b>	<b>13,554,747</b>	<b>3,047,579</b>	<b>10,507,168</b>	<b>0</b>	<b>0</b>	<b>110</b>
<b>Special Revenue Funds</b>						
Commuter Services	942,881	747,200		195,681		4
Employee Benefits and Services	3,568,640	3,490,335		78,305		29
<b>Total Special Revenue Funds</b>	<b>4,511,521</b>	<b>4,237,535</b>	<b>0</b>	<b>273,986</b>	<b>0</b>	<b>33</b>
<b>Total - All Funds</b>	<b>18,066,268</b>	<b>7,285,114</b>	<b>10,507,168</b>	<b>273,986</b>	<b>0</b>	<b>143</b>



## 2015-16 MAJOR ACCOMPLISHMENTS

- Partnered with the District Attorney and Risk Management departments to ensure that victims of the December 2, 2015 terrorist attack continued to receive full compensation and benefits.
- Negotiated three MOUs (including the first MOU negotiated with Teamsters Local 1932), for nine bargaining units, covering approximately 12,000 employees.
- Implemented programming changes in EMACS and completed the timely reporting as required by the ACA regulations to employees and the IRS. The ACA requires that large employers report the offer of minimum essential health coverage and affordability for all employees who are considered full-time under the ACA definition.
- Developed a standard operating procedure and provided training to departmental supervisors and managers as it relates to AB1522 – Healthy Workplace Healthy Family Act of 2014 and implemented programming changes in EMACS to correctly establish sick leave accruals for employees in the unclassified service who are not covered under a collective bargaining agreement, compensation plan or county ordinance that expressly provides for paid sick leave.
- Led efforts to develop a Health Insurance Portability and Accountability Act (HIPAA) policy, approved by the Board on July 28, 2015, to comply with updated HIPAA regulations.
- Exceeded goal by adding eleven new departmental diversity committees which help achieve diversity success, assist and monitor implementation of diversity action items.
- Collaborated with the Information Services Department to modernize and rebrand the Human Resources website, consistent with the Board adopted County branding standard.



### DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
<b>OBJECTIVE</b>	<b>Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.</b>	Meet the legislative requirement of the ACA by offering coverage to >95% of full time employees.	99.7%	99%	99.6%	99%
<b>STRATEGY</b>	To ensure compliance and avoid Affordable Care Act penalties, follow the current action plan to ensure all aspects of administration and reporting are addressed.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
<b>OBJECTIVE</b>	<b>Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.</b>	Percentage of eligible records audited.	100%	85%	100%	100%
<b>STRATEGY</b>	On an annual basis, audit specified components of the EMACS system in order to ensure compliance with Federal, State and MOU requirements and overall accuracy of the payroll and recordkeeping function. For 2016-17, this activity will include the review of employee classifications and ensure 50% compliance with overtime/Fair Labor Standards Act (FLSA) regulations.					
COUNTY GOAL: IMPROVE COUNTY GOVERNMENT OPERATIONS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
<b>OBJECTIVE</b>	<b>Monitor and evaluate operations and implement strategies to continually improve efficiency, effectiveness and collaboration.</b>	Number of departments with diversity committees.	4	14	15	25
<b>STRATEGY</b>	In accordance with the Countywide Vision, implement a strategy to increase department awareness and support for outreach, educational and training activities focused on ensuring a County workforce that reflects the diversity of our community. This strategy will include the establishment of approximately 10 departmental committees per year that will work in collaboration with HR to plan and implement department-specific strategies for diversity including recruitment, mentoring and outreach activities.					



## Human Resources

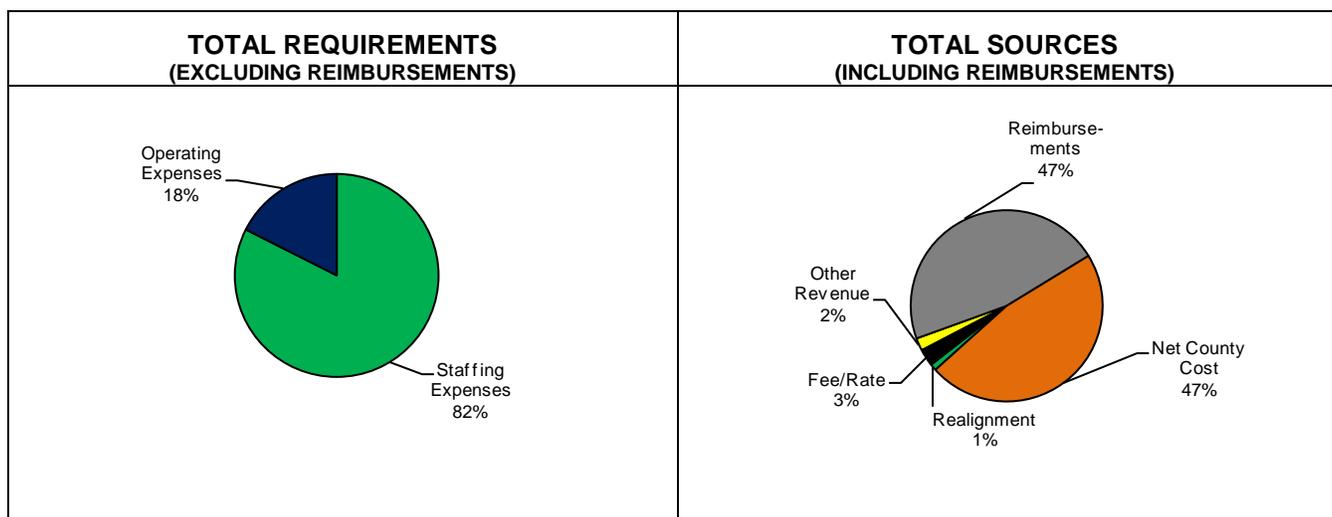
### DESCRIPTION OF MAJOR SERVICES

The Human Resources Department administers the County’s human resources programs. This includes the responsibility for recruitment, employment testing, and certification of eligible candidates; establishment and maintenance of classification and compensation systems and program administration for the Employee Management and Compensation Systems (EMACS); and the Equal Employment Opportunity Office. Human Resources also shares responsibility, through a partnership with Human Services, for Countywide organizational and employee development.

<b>Budget at a Glance</b>	
Total Requirements (Excl. Reimb.)	\$13,818,875
Total Sources (Incl. Reimb.)	\$7,312,207
Net County Cost	\$6,506,668
Total Staff	98
Funded by Net County Cost	47%

In addition, the department is responsible for the management of the Western Region Item Bank (WRIB), a cooperative, computer-based test question bank used by 120 public agencies to develop employment tests. Each WRIB participating agency pays an annual fee.

### 2016-17 RECOMMENDED BUDGET



## ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Human Resources  
FUND: General

BUDGET UNIT: AAA HRD  
FUNCTION: General  
ACTIVITY: Personnel

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
<b>Requirements</b>							
Staffing Expenses	8,157,472	8,764,815	9,051,613	10,467,084	9,799,886	11,396,283	929,199
Operating Expenses	1,355,455	2,388,339	2,804,598	2,339,981	2,328,529	2,422,592	82,611
Capital Expenditures	0	0	0	6,450	0	0	(6,450)
Total Exp Authority	9,512,927	11,153,154	11,856,211	12,813,515	12,128,415	13,818,875	1,005,360
Reimbursements	(4,026,135)	(4,197,186)	(4,360,515)	(5,505,893)	(5,398,504)	(6,465,585)	(959,692)
Total Appropriation	5,486,792	6,955,968	7,495,696	7,307,622	6,729,911	7,353,290	45,668
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	5,486,792	6,955,968	7,495,696	7,307,622	6,729,911	7,353,290	45,668
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	114,677	126,409	119,391	141,236	141,051	155,164	13,928
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	304,024	225,513	418,154	392,327	377,327	398,458	6,131
Other Revenue	185,123	123,015	196,251	241,000	254,414	293,000	52,000
Total Revenue	603,824	474,937	733,796	774,563	772,792	846,622	72,059
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	603,824	474,937	733,796	774,563	772,792	846,622	72,059
Net County Cost	4,882,968	6,481,031	6,761,900	6,533,059	5,957,119	6,506,668	(26,391)
Budgeted Staffing*	79	79	79	91	91	98	7

\*Data represents modified budgeted staffing

Note: Human Resources is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$723,397 which represents Human Resource's share of costs of other central service departments, such as County Counsel.

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$11.4 million make up the majority of the expenditures within this budget unit. These expenses are necessary to provide human resources services to the County's approximately 22,000 employees. Sources of \$846,622 primarily represent revenue from WRIB memberships and reimbursements from other departments for administrative services provided.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are increasing by \$45,668 primarily due to the addition of a Human Resources III position to support the Labor Relations function. This position will be partially funded by existing General Fund and partially by department Reimbursements.

Seven additional positions are being added, which are fully funded by Public Health, ARMC and Human Services. This increase in Staffing Expenses will be offset by increased Reimbursements from those departments. These additions are offset by the deletion of an EMACS Manager, which is transferred to another budget unit.

Sources are increasing by \$72,059 primarily due to additional revenue from departments for costs related to executive recruitments, random drug testing, and background checks.



**2016-17 POSITION SUMMARY\***

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Administration	10	0	-1	-3	6	0	6	
Employment/Classification	35	2	0	-1	36	0	36	
Equal Employment Opportunity	3	0	0	1	4	0	4	
Western Region Item Bank (WRIB)	1	0	0	0	1	0	1	
Employee Relations	22	6	0	-2	26	0	26	
Labor Relations	0	1	0	4	5	0	5	
Civil Service Commission	1	0	0	0	1	0	1	
EMACS-HR	11	0	0	0	11	0	11	
EMACS-Development	8	0	-1	1	8	1	7	
<b>Total</b>	<b>91</b>	<b>9</b>	<b>-2</b>	<b>0</b>	<b>98</b>	<b>1</b>	<b>97</b>	

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$11.4 million fund 98 budgeted positions of which 97 are regular positions and one is limited term and includes a net increase of seven regular positions. The filled EMACS Manager position will be transferred to the Automated Systems Development budget to support the new Enterprise Financial Management System (EFMS). The vacant Human Resources Deputy Director position is being deleted and a Human Resources Division Chief is being added. Of the remaining 8 positions being added, 3 are being moved from the Employee Benefits and Services budget unit, which will align the budget to reflect current operations as these positions perform general Human Resources work. Three Human Resources Officer III positions are being added, primarily to improve access to professional guidance and training for Human Resources Officers and serve as an additional resource to departments. One of the Human Resources Officers III positions will support the Assistant Director in preparation and conduct of labor negotiations and administration of the resultant MOUs. The remaining two new positions, one Human Resources Analyst I and one Personnel Technician, are being added in response to the significant workload increases in classification and recruitment and related personnel actions, including work for the Annual and Quarterly Budget Reports.

Nine regular positions have been added to the budget as follows:

- 1 Human Resources Division Chief
- 3 Human Resources Officer III
- 3 Human Resources Analyst I (2 moved from EBSD budget unit)
- 1 Staff Analyst II (moved from EBSD budget unit)
- 1 Personnel Technician

Two regular positions have been deleted as follows:

- 1 Human Resources Deputy Director
- 1 EMACS Manager



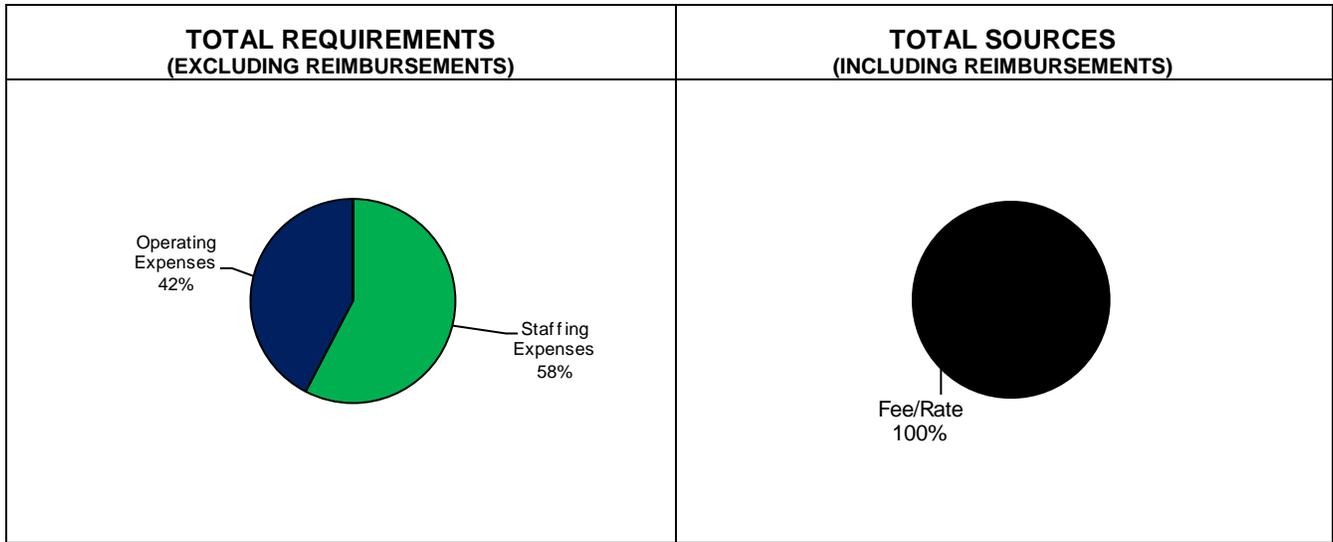
## The Center for Employee Health and Wellness

### DESCRIPTION OF MAJOR SERVICES

The Center for Employee Health and Wellness (CEHW) is part of the Employee Benefits and Services Division. The CEHW is responsible for employee and applicant pre-placement and in-service medical examinations, medical records, representing the County in hearings before the Civil Service Commission regarding appeals of medical findings, and advising the County's management on compliance with Occupational Safety and Health Administration (OSHA) regulations and occupational medical problems.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$2,200,957
Total Sources (Incl. Reimb.)	\$2,200,957
Net County Cost	\$0
Total Staff	12
Funded by Net County Cost	0%

### 2016-17 RECOMMENDED BUDGET



## ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Human Resources  
FUND: The Center for Employee Health and Wellness

BUDGET UNIT: AAA OCH  
FUNCTION: General  
ACTIVITY: Personnel

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
<b>Requirements</b>							
Staffing Expenses	1,174,789	1,185,077	1,217,050	1,254,376	1,249,986	1,268,547	14,171
Operating Expenses	565,561	567,618	549,969	973,751	895,816	932,410	(41,341)
Capital Expenditures	6,075	0	0	0	0	0	0
Total Exp Authority	1,746,425	1,752,695	1,767,019	2,228,127	2,145,802	2,200,957	(27,170)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	1,746,425	1,752,695	1,767,019	2,228,127	2,145,802	2,200,957	(27,170)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	1,746,425	1,752,695	1,767,019	2,228,127	2,145,802	2,200,957	(27,170)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	1,803,606	1,763,542	2,084,143	2,228,127	2,145,802	2,200,957	(27,170)
Other Revenue	32	0	695	0	0	0	0
Total Revenue	1,803,638	1,763,542	2,084,838	2,228,127	2,145,802	2,200,957	(27,170)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	1,803,638	1,763,542	2,084,838	2,228,127	2,145,802	2,200,957	(27,170)
Net County Cost	(57,213)	(10,847)	(317,819)	0	0	0	0
Budgeted Staffing*	11	12	12	12	12	12	0

\*Data represents modified budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$1.3 million make up the majority of the expenditures in this budget unit. These expenses are necessary in order to provide employee and applicant pre-placement and in-service medical examinations to the County's approximately 22,000 employees, as well as employees of various external agencies. Sources are collected for various pre-placement and in-service medical examinations through fees charged for these services in accordance with the County's fee ordinance.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements and Sources are decreasing by \$27,170 primarily as a result of a reduction in expenses and fee revenue for medical testing services. The CEHW is completely fee based and departments are billed for services provided.



**2016-17 POSITION SUMMARY\***

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
CEHW	12	0	0	0	12		3	9
Total	12	0	0	0	12		3	9

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$1.3 million fund 12 budgeted positions of which nine are regular positions and three are limited term positions. There have been no staffing changes in this budget unit.



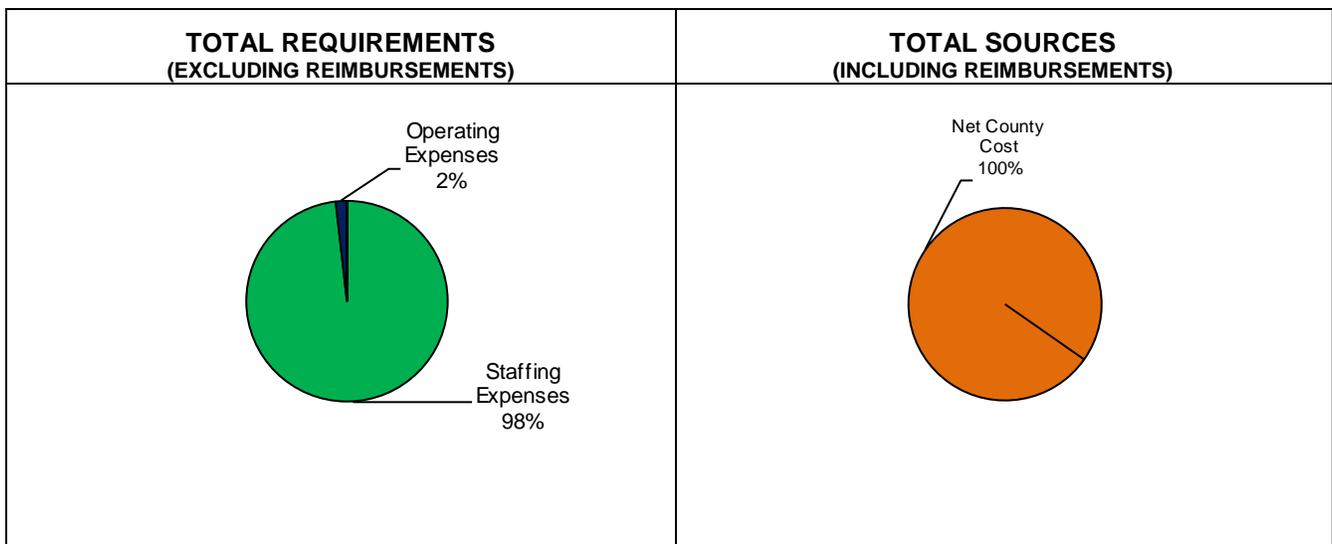
## Unemployment Insurance

### DESCRIPTION OF MAJOR SERVICES

This is a mandated program based upon a 1978 amendment to the California Unemployment Insurance Code extending unemployment insurance benefits to all public employees. Management’s objective for the program is cost containment. Unemployment insurance claims filed by former County employees are monitored, reviewed for eligibility, and challenged when appropriate to prevent abuse of the program.

<b>Budget at a Glance</b>	
Total Requirements (Excl. Reimb.)	\$4,000,500
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$4,000,500
Total Staff	0
Funded by Net County Cost	100%

### 2016-17 RECOMMENDED BUDGET



## ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Human Resources-Unemployment Insurance  
FUND: General

BUDGET UNIT: AAA UNI  
FUNCTION: General  
ACTIVITY: Personnel

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
<b>Requirements</b>							
Staffing Expenses	2,733,810	2,606,973	2,228,007	3,929,100	3,235,741	3,928,412	(688)
Operating Expenses	46,253	42,403	49,928	71,400	71,400	72,088	688
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	2,780,063	2,649,376	2,277,935	4,000,500	3,307,141	4,000,500	0
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	2,780,063	2,649,376	2,277,935	4,000,500	3,307,141	4,000,500	0
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,780,063	2,649,376	2,277,935	4,000,500	3,307,141	4,000,500	0
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	0	0	0	0
Total Revenue	0	0	0	0	0	0	0
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	0	0	0	0
Net County Cost	2,780,063	2,649,376	2,277,935	4,000,500	3,307,141	4,000,500	0
Budgeted Staffing*	0	0	0	0	0	0	0

\*Data represents modified budgeted staffing

Note: Human Resources – Unemployment Insurance is classified as a central service department in the Countywide Cost Allocation Plan (COWCAP). In order to allocate full central service costs to the County's operating departments, central service departments do not pay COWCAP charges. Not included in this budget is \$31 which represents Human Resources – Unemployment Insurance's share of costs of other central service departments, such as County Counsel.

### MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$3.9 million represent the amount available for unemployment claims projected to be paid during 2016-17. Operating Expenses of \$72,088 represent the quarterly payment to the vendor that administers the unemployment insurance claims as well as transfers for internal staffing expenses for administration of the program.

### BUDGET CHANGES AND OPERATIONAL IMPACT

There are no significant changes in this budget unit.

### STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing Expenses of \$3.9 million do not fund any positions. As mentioned above, Staffing Expenses represent the amount available for unemployment claims.



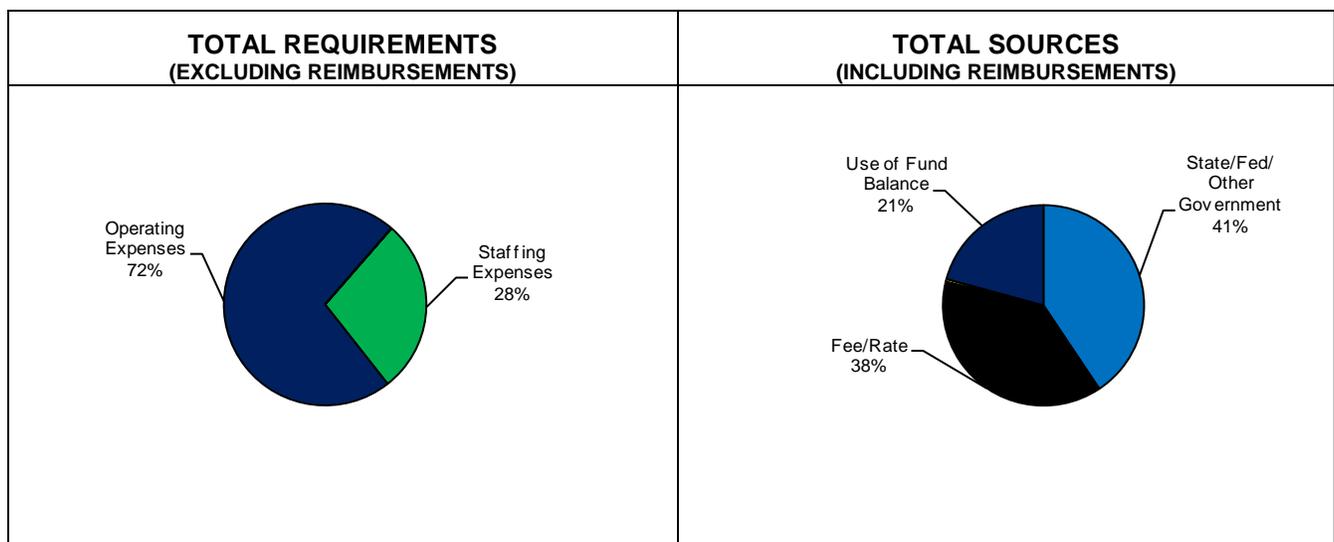
## Commuter Services

### DESCRIPTION OF MAJOR SERVICES

The Commuter Services budget unit was established to account for funds received under AB 2766 to fund mobile source air pollution reduction programs. AB 2766 authorizes air pollution control districts to levy fees on motor vehicles to be used to reduce air pollution. Under this program, the Department of Motor Vehicles collects fees and remits amounts to the appropriate Air Quality Management District (AQMD) for vehicles registered within the district. This budget unit receives AB 2766 funding from both the South Coast Air Quality Management District (SCAQMD) and the Mojave Desert Air Quality Management District (MDAQMD).

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$942,881
Total Sources (Incl. Reimb.)	\$747,200
Use of/ (Contribution to) Fund Balance	\$195,681
Total Staff	4

### 2016-17 RECOMMENDED BUDGET



## ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Human Resources  
FUND: Commuter Services

BUDGET UNIT: SDF HRD  
FUNCTION: Health and Sanitation  
ACTIVITY: Health

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
<b>Requirements</b>							
Staffing Expenses	206,185	246,455	237,561	246,271	208,448	264,147	17,876
Operating Expenses	487,889	397,331	361,728	699,509	509,386	678,734	(20,775)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	694,074	643,786	599,289	945,780	717,834	942,881	(2,899)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	694,074	643,786	599,289	945,780	717,834	942,881	(2,899)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	694,074	643,786	599,289	945,780	717,834	942,881	(2,899)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	306,639	371,537	379,361	372,400	375,486	383,200	10,800
Fee/Rate	386,066	297,028	234,289	360,000	275,931	360,000	0
Other Revenue	5,429	2,378	3,151	3,750	3,890	4,000	250
Total Revenue	698,134	670,943	616,801	736,150	655,307	747,200	11,050
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	698,134	670,943	616,801	736,150	655,307	747,200	11,050
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	(4,060)	(27,157)	(17,512)	209,630	62,527	195,681	(13,949)
Available Reserves				658,023	805,126	609,445	(48,578)
Total Fund Balance				867,653	867,653	805,126	(62,527)
Budgeted Staffing*	3	3	3	3	3	4	1

\*Data represents modified budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Operating Expenses of \$678,734 make up the majority of the expenditures within this budget unit. Expenses include charges for operating vanpools, hybrid vehicle carpools, and other ride share programs. Sources of \$747,200 include payroll deductions from employees participating in rideshare programs, as well as funds received from the Air Quality Management Districts.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$2,899 primarily due to decreased motor pool charges which are offset by a net increase in Staffing Expenses related to the addition of one regular and one limited term position which is offset by the deletion of one regular position. Sources are increasing by \$11,050 primarily due to an increase of funds from the Air Quality Management Districts.

## ANALYSIS OF FUND BALANCE

Fund Balance of \$195,681 will be used for one-time expenditures that promote and encourage transportation alternatives to County employees. Expenditures include program incentives (gas cards, cash, raffles, gym memberships), rideshare luncheon events, commuter events (bike to work, dump the pump, brown bag) and transit subsidies.



**2016-17 POSITION SUMMARY\***

Division	2015-16				2016-17		
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Commuter Services	<u>3</u>	<u>2</u>	<u>-1</u>	<u>0</u>	<u>4</u>	<u>1</u>	<u>3</u>
Total	<u>3</u>	<u>2</u>	<u>-1</u>	<u>0</u>	<u>4</u>	<u>1</u>	<u>3</u>

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$264,147 fund four budgeted positions of which three are regular positions and one is limited term. The budgeted staffing reflects the addition of two positions, one Office Specialist and one Public Service Employee, and the deletion of one Office Assistant III position. The higher level position of Office Specialist has been determined to best meet the growing needs for the performance of more complex tasks requiring independent judgment. The Public Service Employee position will fulfill short-term staffing needs to support activities such as the annual transportation survey, rideshare luncheon events, vanpool reconciliations, and other projects.



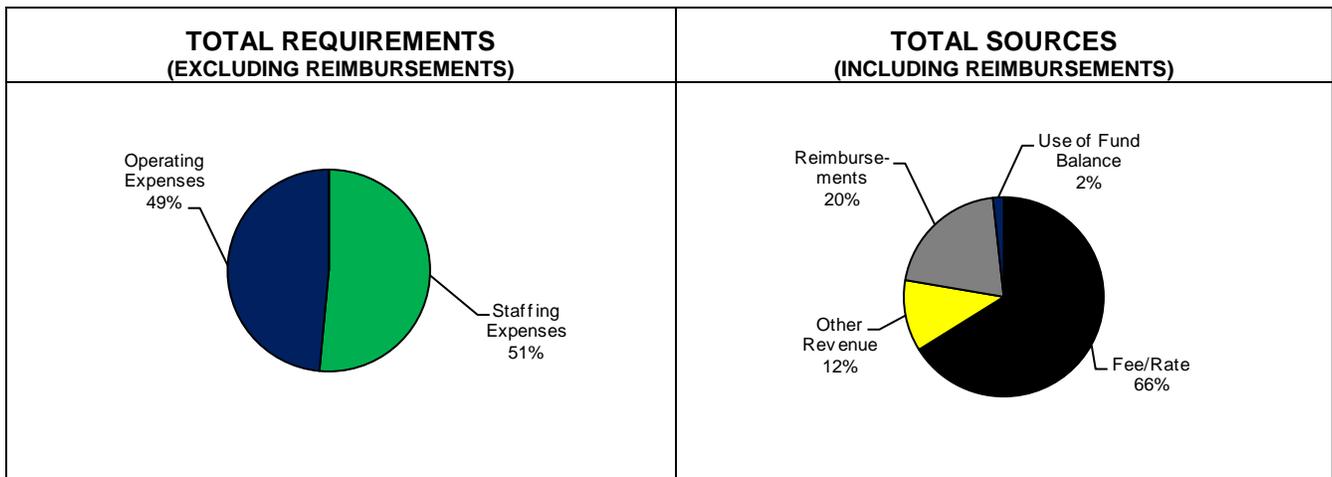
## Employee Benefits and Services

### DESCRIPTION OF MAJOR SERVICES

Employee Benefits and Services, under the direction of the Human Resources Department, administers the County's health, dental, vision, and life insurance plans as well as its integrated leave programs.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$4,492,708
Total Sources (Incl. Reimb.)	\$4,414,403
Use of/ (Contribution to) Fund Balance	\$78,305
Total Staff	29

### 2016-17 RECOMMENDED BUDGET



## ANALYSIS OF 2016-17 RECOMMENDED BUDGET

GROUP: Administration  
DEPARTMENT: Human Resources  
FUND: Employee Benefits and Services

BUDGET UNIT: SDG HRD  
FUNCTION: Health and Sanitation  
ACTIVITY: Health

	2012-13	2013-14	2014-15	(A) 2015-16	2015-16	(B) 2016-17	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
<b>Requirements</b>							
Staffing Expenses	2,375,534	2,505,545	2,217,195	2,577,593	2,463,036	2,313,079	(264,514)
Operating Expenses	1,516,799	1,556,527	1,820,432	2,368,914	2,169,910	2,179,629	(189,285)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	3,892,333	4,062,072	4,037,627	4,946,507	4,632,946	4,492,708	(453,799)
Reimbursements	(1,262,986)	(1,269,285)	(1,251,412)	(1,270,351)	(1,231,706)	(924,068)	346,283
Total Appropriation	2,629,347	2,792,787	2,786,215	3,676,156	3,401,240	3,568,640	(107,516)
Operating Transfers Out	0	0	0	0	0	0	0
Total Requirements	2,629,347	2,792,787	2,786,215	3,676,156	3,401,240	3,568,640	(107,516)
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	52,837	0	0	0	0
State/Fed/Other Government	15,145	17,597	0	15,000	(24,999)	0	(15,000)
Fee/Rate	2,581,807	3,065,639	2,700,194	2,950,135	2,779,611	2,970,335	20,200
Other Revenue	66,983	(8,266)	146,439	509,000	506,228	520,000	11,000
Total Revenue	2,663,935	3,074,970	2,899,470	3,474,135	3,260,840	3,490,335	16,200
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	2,663,935	3,074,970	2,899,470	3,474,135	3,260,840	3,490,335	16,200
<b>Fund Balance</b>							
Use of / (Contribution to) Fund Balance	(34,588)	(282,183)	(113,255)	202,021	140,400	78,305	(123,716)
Available Reserves				801,735	863,356	785,051	(16,684)
Total Fund Balance				1,003,756	1,003,756	863,356	(140,400)
Budgeted Staffing*	28	30	31	31	31	29	(2)

\*Data represents modified budgeted staffing

## MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Staffing Expenses of \$2.3 million make up the majority of the department's Requirements within this budget unit. These expenses are necessary to manage the County's employee health, dental, vision, life insurance and integrated leave plan benefits. Sources of \$3.5 million primarily represent revenue from administrative fees for managing the employee benefit programs.

## BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$107,516 primarily due to the deletion of three positions that are being transferred to the Human Resources budget unit to align the budget with operations. The decrease in Staffing Expenses will be offset by decreased Reimbursements from Human Services for the three transferred positions to the Human Resources budget unit. Sources are increasing slightly by \$16,200 as a result of additional revenue from Family Medical Leave (FML) administration fees and Vision management fees. In addition, Operating Expenses for application development maintenance and support are lower.

## ANALYSIS OF FUND BALANCE

Fund balance of \$78,305 will be used to fund one-time expenditures to support the administration of the County's health, dental, vision, life insurance and integrated leave plans and will include computer software, hardware and application development charges.



**2016-17 POSITION SUMMARY\***

Division	2015-16				2016-17		
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Employee Benefits and Services	31	1	-3	0	29	1	28
Total	31	1	-3	0	29	1	28

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$2.3 million fund 29 budgeted positions of which 28 are regular positions and one is limited term. Changes in the budgeted staffing is a result of deletion of three positions that are transferred to the Human Resources budget unit to better align the positions and functions and an adjustment to a job-share position to reflect headcount of two instead of one.

Three regular positions have been deleted as follows:

- 2 Human Resources Analyst I (transferred to Human Resources budget unit)
- 1 Staff Analyst II (transferred to Human Resources budget unit)

