

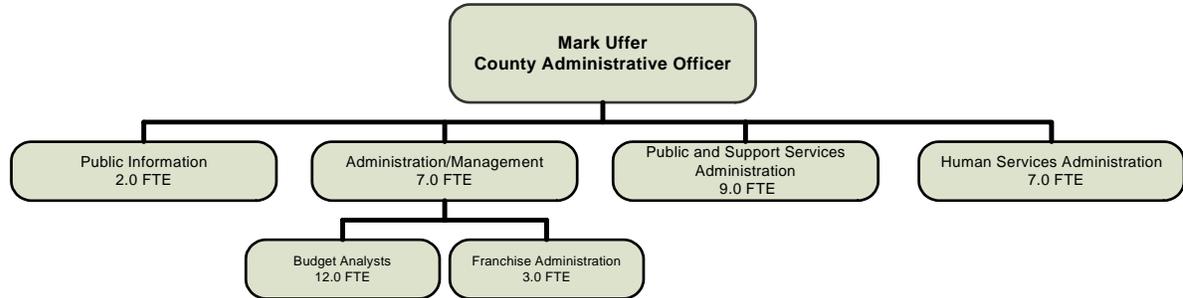
# COUNTY ADMINISTRATIVE OFFICE

## Mark H. Uffer

### I. MISSION STATEMENT

The mission of the County Administrative Office (CAO) is to maximize constituent services and satisfaction by developing and implementing budgets, policies, and procedures, and by directing and/or coordinating departmental activities according to the County Charter, general laws, and to meet the strategic goals adopted by the Board of Supervisors.

### II. ORGANIZATIONAL CHART



### III. SUMMARY OF BUDGET UNITS

	2005-06				
	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
County Administrative Office	2,951,892	-	2,951,892		18.0
Franchise Administration	273,394	-	273,394		3.0
Litigation	363,681	-	363,681		-
Joint Powers Leases	21,737,293	-	21,737,293		-
Health Administration	156,520,540	141,520,540	15,000,000		4.0
Medical Center Lease Payments	53,508,961	53,508,961			-
Master Settlement Agreement	29,894,255	18,904,942		10,989,313	-
Federal Forest Reserve	135,841	66,700		69,141	-
Public and Support Services Administration	1,449,297	-	1,449,297		9.0
Human Services Administration	1,192,467	1,013,597	178,870		7.0
<b>TOTAL</b>	<b>268,027,621</b>	<b>215,014,740</b>	<b>41,954,427</b>	<b>11,058,454</b>	<b>41.0</b>

### IV. DESCRIPTION OF MAJOR SERVICES

The CAO is responsible to the Board of Supervisors for the general administration and coordination of all county operations and programs, together with the preparation and administration of the county budget.

The County Administrative Officer oversees the operations of county departments whose department heads are appointed by the Board of Supervisors or County Administrative Officer, and assists in the coordination of activities of departments headed by elected officials. Additionally, the CAO oversees the Public and Support Services Administration (PSSG) and Human Services Administration. PSSG departments plan and implement facility and infrastructure development and maintenance programs (roads, flood control, buildings); provide public services in unincorporated communities (planning, fire, special districts, parks, museums); and serve departmental needs (vehicles, space, leasing). Human Services departments are responsible for the county social service programs under applicable mandatory federal and state regulations. These departments are Transitional Assistance, Children's Services, Adult Services, Preschool Services, Child Support Services and Veterans Affairs.

Within the County Administrative Office resides a Health Administration function that provides administrative oversight for the health related departments and seeks to expand and coordinate collaborative opportunities

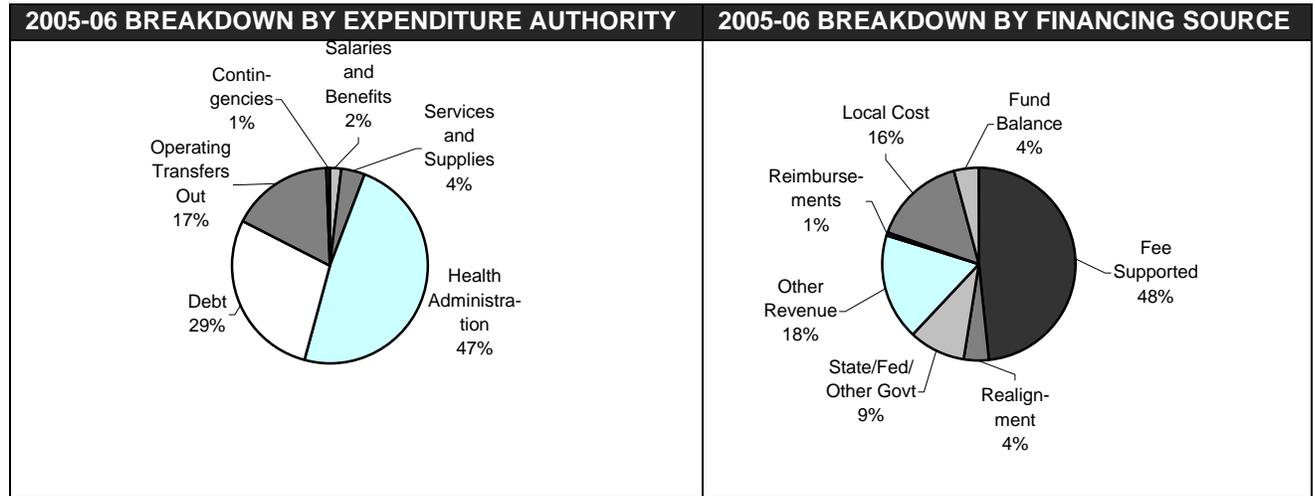


among those departments. Health Administration also coordinates major health financing issues, such as realignment, medical center debt financing, and disproportionate share hospital funding.

The CAO is also responsible for coordinating county activities with other local government entities, including cities and other counties.

Finally, the CAO is responsible for the county's long-term debt functions and capital improvement program.

**V. 2005-06 BUDGET**



**VI. GOALS & 2006-07 OBJECTIVES AT CURRENT FUNDING LEVELS**

GOALS	2006-07 OBJECTIVES
<p>1. Facilitate, support, and ensure the implementation of decisions by the Board of Supervisors.</p>	<p>A. Provide comprehensive and timely analysis and recommendations regarding emerging legislation, funding impacts, trends, and issues.</p> <p>B. Conduct regular Board briefings to keep each supervisor apprised of changing events and their impact on county operations and resources.</p>
<p>2. Promote the effective and efficient delivery of countywide services through the use of contemporary management tools.</p>	<p>A. Implement countywide strategic planning, which includes cross agency planning.</p> <p>B. Utilize collaborative leadership to integrate services and improve service delivery outcomes.</p> <p>C. Continue to develop and improve the San Bernardino County Business Plan in order to support the annual budget plan and evaluate the progress of county departments.</p> <p>D. Continue to promote and develop the performance measurement system to monitor the effectiveness of County programs and strategic planning.</p> <p>E. Continue long-term forecasting to better prepare the county for future uncertainties.</p> <p>F. Continue monthly reports to better inform county management of current year budget performance.</p>



GOALS	2006-07 OBJECTIVES
<p>3. Ensure the overall financial health of the County of San Bernardino.</p>	<p>A. Maximize the use of County resources to ensure that they are effectively and productively used.                      B. Increase revenue secured by the County from external sources.                      C. Protect existing revenues and ongoing costs paid by ongoing revenue.                      D. Maintain adequate county reserves.                      E. Maintain solid working relationships with rating agencies, investors, and insurers.</p>
<p>4. Ensure the effective delivery of public service programs that enhance the quality of life for county residents and effective delivery of support service programs to county departments and agencies.</p>	<p>A. Conduct regular meetings with PSSG department heads to communicate Board director, provide guidance regarding county policies, provide direction regarding budget goals and objectives, and provide strategic planning oversight.</p>
<p>5. Promote the effective and efficient delivery of services and programs in Human Services departments.</p>	<p>A. Stay within federal, state and local allocations for program delivery.                      B. Assure that Human Services departments develop individual performance measurement systems to monitor the effectiveness of their programs                      C. Identify opportunities to streamline programs, eliminate duplication of services, consolidate facilities, reduce capital expenditures and decrease staff where necessary.</p>

The preceding goals were chosen by the CAO in order to ensure compliance with its mission statement. Because the CAO's major services were established in conjunction with its mission statement, each goal in this business plan focuses on improving a major service that this office currently provides. By focusing on these particular goals for the next fiscal year, then, the CAO will advance its mission.

The purpose of the first goal is to enhance the quality of service provided to the Board of Supervisors by the CAO. As the administrative arm of the Board of Supervisors, it is the responsibility of the CAO to provide support for the Board's decisions and to carry out those decisions with efficiency and effectiveness. In order to do so, the CAO must provide the Board with timely and accurate information that will aid in their decision making process. Completion of the objectives for the first goal will help to guarantee that the Board receives valid information in a timely manner from the CAO.

Another responsibility of the CAO is to oversee the operations of the various county departments. In its oversight, the CAO seeks to promote the improvement of business processes so that each department can provide more services effectively and efficiently, using fewer dollars, and with a higher level of quality. This next fiscal year, the CAO will continue to promote and develop the performance measurement system. It is believed that the integration of performance measures by each department will continually help to improve the services of the department.

Another goal of the CAO this next fiscal year is the continuance of financial assurance for the County of San Bernardino. The financial health of the county is essential in order to guarantee that services are provided to its citizens. Although the county is fiscally sound, the Board of Supervisors is always seeking ways to increase revenues for the county constituents. The Board of Supervisors adopted a policy to aggressively pursue opportunities for federal and state grant funding and provided funding to the Administrative Office to hire a Countywide Grant Coordinator. This position should aid the county in obtaining funds from various outside sources. In turn, this will aid the Administrative Office's goal of ensuring the overall financial health of the county.



## VII. PERFORMANCE MEASURES AT CURRENT FUNDING LEVELS

OBJT.	MEASUREMENT	2006-07 (Projected)
2D.	Percentage of departments implementing the performance measurement system.	100%
3D.	Ongoing set-asides.	10% Increase
4A.	Monthly meetings held between PSSG administrative staff and PSSG department heads – 12 total.	80%
5A.	Percentage of departments that stay within their allocation.	100%
5B.	Percentage of departments implementing the performance measurement system.	100%
5C.	Human Services overhead costs.	3% Reduction

## VIII. GOALS & OBJECTIVES IF ADDITIONAL FUNDING (POLICY ITEMS/NEW FEES) IS APPROVED

GOALS	OBJECTIVES
Complete automation of the Computer Aided Facilities Management program (CAFM).	<p>Add AutoCAD electronic floor plan drawings for additional county facilities.</p> <p>Ongoing staffing and support costs, in addition to existing support levels from participating departments, have been identified for full implementation of the CAFM program.</p> <p>Annual Costs: \$269,600 One-Time Costs: \$14,200</p> <p>Additional Funding Requested: \$283,800</p>

Completing the automation of the facilities management program will:

- Improve the building inventory.
- Centralize the database for capital planning activities and information.
- Include and track facility condition data with inventory, preventative maintenance schedules, energy management systems, costs of bringing facilities to good condition, and costs to maintain facilities in good condition.

The objective to add additional AutoCAD floor plan drawings for county facilities to CAFM will improve the building inventory, reports and analysis of efficient use of space. Currently, AutoCAD drawings exist for approximately 1.4 million square feet of the county's primary office buildings. Detention facilities, the hospital, and park facilities do not currently have AutoCAD drawings. Creating AutoCAD drawings for these facilities will aid the capital planning process and facilities management activities. Additional funding for CAFM software upgrades and annual maintenance, and additional staff to create AutoCAD floor plan drawings are required to achieve this goal and will be proposed in the 2006-07 CIP budget.

If there are questions about this business plan, please contact Mark Uffer, County Administrative Officer, at (909) 387-5418.

