

2007-08
COUNTY BUSINESS PLAN

- Supervisor Brad Mitzelfelt..... First District
- Supervisor Paul Biane, Chair..... Second District
- Supervisor Dennis Hansberger Third District
- Supervisor Gary Ovitt, Vice Chair Fourth District
- Supervisor Josie Gonzales Fifth District

Mark H. Uffer, County Administrative Officer

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2007-08 BUSINESS PLAN

The County of San Bernardino's 2007-08 Business Plan consists of each department's mission statement, organizational chart, descriptions of major services, 2005-06 accomplishments and 2006-07 budget information. In addition, the Business Plan outlines departmental goals, objectives, and performance measures, including information on the current status of objectives and anticipated results. It also notes requests for additional general fund financing (policy items), and fee adjustments for the period of July 1, 2007 – June 30, 2008.

The purpose of the Business Plan is to:

- Provide a guide for employees, to increase awareness of goals, objectives, and performance measures necessary to meet the overall mission of the department.
- Support the annual budget plan by helping to determine how available resources can be tied to goals.
- Help track, monitor, and evaluate progress by establishing timelines and milestones, where each department can gauge their progress and compare their projections to actual accomplishments.
- Promote a broader understanding of where the department is going in terms of goals.

County departments use the Business Plan process as a way to guide and track progress toward goals and objectives with a strong focus on accountability for Board-approved policy items. The 2007-08 Business Plan demonstrates the progress departments have made in achieving goals, illustrates how resources have been utilized, and offers a more refined and streamlined approach to identifying objectives and measuring progress. As such, the goals enable departments to focus on implementing and improving Board-approved programs and day-to-day operations that maximize the use of funding, staffing, and facility assets. Thus, the goals from 2006-07 remain largely unchanged and departments continue to focus on improving business practices, using resources more effectively, and providing outstanding customer service.

When developing their Business Plans, each department considered the following mission, vision, and value statements for the County of San Bernardino:

Mission Statement

The mission of the government of the County of San Bernardino is to satisfy its customers by providing service that promotes the **health, safety, well being, and quality of life** of its residents according to the County Charter, general laws, and the will of the people it serves.

Vision Statement

Our vision is to create a safe, clean, and healthy environment that appeals to families and individuals, and attracts the best in business and industry. We will create, support, and enhance vibrant communities that emphasize beauty, culture, art, recreation, education, and a sense of history.

VALUES Statement

To achieve our Vision, we dedicate ourselves to these values:

- **Valuing our workforce** by providing recognition, training and education, opportunities for customer service and career development, a safe and healthy work environment and fair compensation.
- **Appreciation and promotion** of the diverse cultures that comprise our workforce and the communities we serve.
- **Leadership** by coordinating regional planning through collaboration with local communities and businesses.
- **Unquestioned integrity** that embraces a culture of honor and trustworthiness.
- **Excellence** in the development of efficient and cost-effective strategies to improve customer service in an atmosphere that allows and encourages new ideas.
- **Service** of the highest quality to our customers delivered with dignity and respect.



ALTERNATE TABLE OF CONTENTS

One of the purposes of the County of San Bernardino’s 2007-08 Business Plan is to help track, monitor, and evaluate the progress of individual departments within the County. In order to do so, there must be particular standards by which the County is able to judge itself. For the County of San Bernardino, the County Mission Statement has established these standards. The County Mission Statement reads, “The mission of the government of the County of San Bernardino is to satisfy its customers by providing service that promotes the **health, safety, well-being, and quality of life** of its residents according to the County Charter, general laws, and the will of the people it serves.” The four primary standards the county is looking to uphold, then, are health, safety, well-being, and quality of life for the citizens of San Bernardino County. The following Alternate Table of Contents has been created to help the reader gain a better understanding of how the structure of the County promotes these standards. Within this Table of Contents each department has been placed in a category that either coincides with or supports a particular standard that the County is seeking to promote. The categories are as follows:

- The *Support* category is made up of departments that support the County’s infrastructure, which enables it to run efficiently and provide services in accordance with the standards set forth in the County Mission Statement.
- The *Fiscal* category is made up of departments that manage the finances that allow the County to provide services.
- The *Health* category is made up of departments that provide services that promote and ensure health amongst the citizens of San Bernardino County.
- The *Safety* category is made up of departments that provide services that promote and ensure the citizens of San Bernardino County are safe.
- The *Well-Being* category is made up of departments that provide services that promote a level of prosperity amongst the citizens of the County.
- The *Quality of Life* category is made up of departments that provide recreational services to the citizens of the County.

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IV. SAFETY **PAGE**

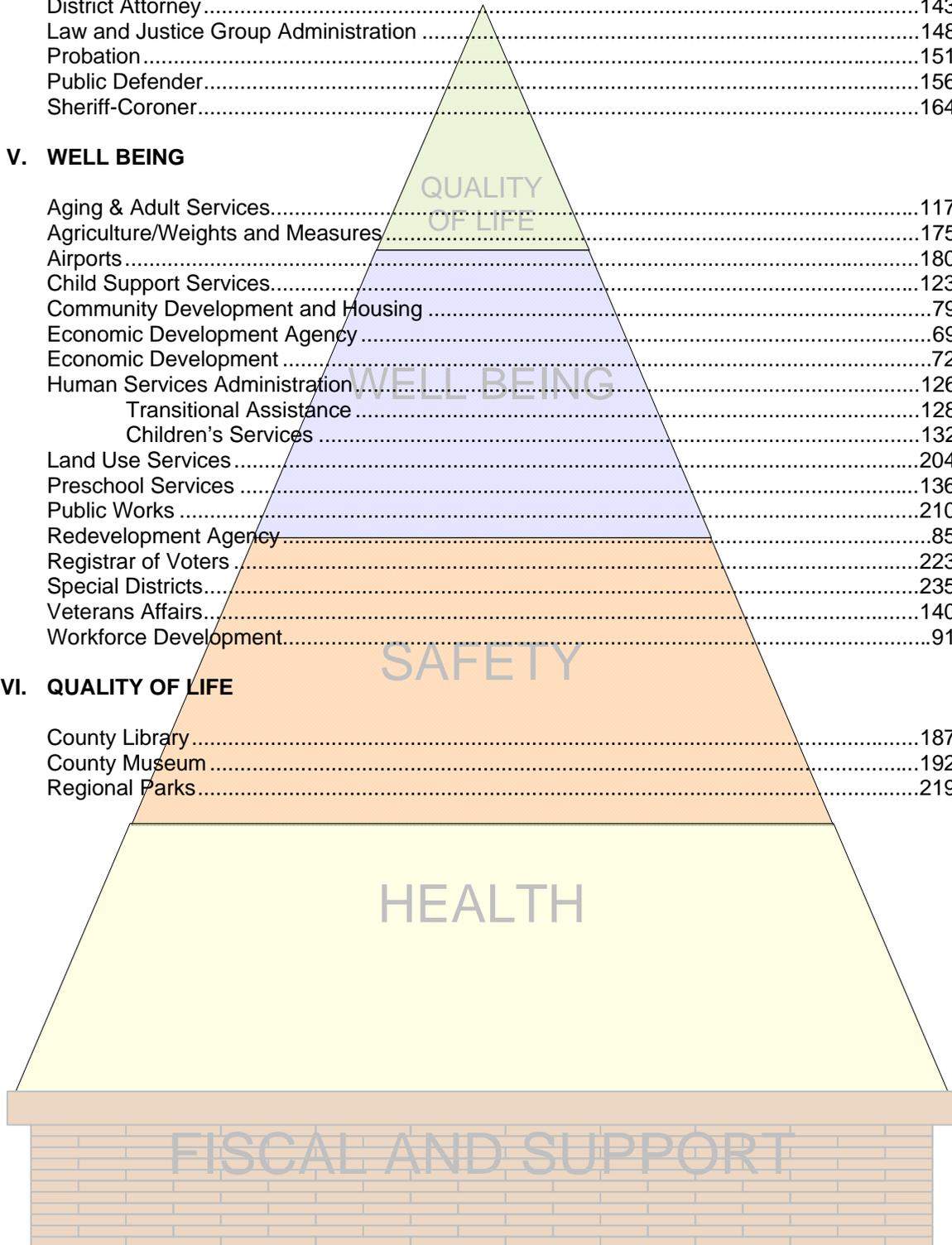
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SAN BERNARDINO COUNTY/STATE OF CALIFORNIA COMPARATIVE MEASURES

In developing the County of San Bernardino's 2007-08 Business Plan, each County department was asked to establish specific quantifiable measures that could be used to evaluate its performance for the next fiscal year. These performance measures help the department to assess its progress in fulfilling the mission, goals, and objectives it has set for itself within the business plan. In the same way, the County as a whole has decided that the following statistics are important in evaluating the County's progress in fulfilling its mission statement. The themes of health, safety, well-being, and quality of life have been addressed in the following table so that each statistic correlates with a particular aspect of the mission statement. To gain a broader understanding of the County's status with regards to these themes, comparative statistics for the State of California have been included in the table. Although the government of the County of San Bernardino does not have direct control over each of the measures, it is hoped that the services the County provides will lead to improved outcomes for each of the measurements listed below.

| San Bernardino County/ California Statistics | County Statistics | County Statistics | State Statistics |
|--|--------------------------|--------------------------|-------------------------|
| HEALTH: | 2001-03 | 2002-04 | 2002-04 |
| Age-Adjusted Death Rate Due to Lung Cancer (average per 100,000 pop.) ¹ | 51.3 | 49.4 | 41.8 |
| Age Adjusted Death Rate Due to Coronary Heart Disease (average per 100,000 pop.) ² | 240.7 | 228.6 | 134.7 |
| Age Adjusted Death Rate for Drug Induced Deaths (average per 100,000 pop.) ³ | 9.1 | 10.1 | 10.0 |
| Infant Mortality Rate (per 1,000 Live Births) ⁴ | 7.0 | 7.4 | 5.3 |
| SAFETY: | | | |
| Rate of Persons Injured in Alcohol Involved Collisions (average per 100,000 pop.) ⁵ | 97.4 | 84.3 | 78.2 |
| Rate of Persons Killed in Alcohol Involved Collisions (average per 100,000 pop.) ⁶ | 5.74 | 6.51 | 4.01 |
| | 2004 | 2005 | 2005 |
| Number of Violent and Property Crimes Committed (per 100,000 pop.) ⁷ | 2,777 | 2,645 | 2,464 |
| WELL BEING: | | | |
| Percentage of Persons Below the Poverty Level ⁸ | 16.0% | 15.4% | 13.1% |
| Graduation Rate for San Bernardino County ⁹ | 82.7% | 79.7% | 85.0% |
| QUALITY OF LIFE: | | 2004-05 | 2004-05 |
| County Library books and other materials expenditures (per capita) ¹⁰ | | \$1.12 | \$2.80 |
| | | 2005-06 | 2005-06 |
| County Museum total fiscal year revenue (based on 115 California museums surveyed) ¹¹ | | \$2,369,917 | \$2,410,890 |

¹ From *County Health Status Profiles 2006*, California Department of Health Services and California Conference of Local Health Officers.

² From *County Health Status Profiles 2006*, California Department of Health Services and California Conference of Local Health Officers.

³ From *County Health Status Profiles 2006*, California Department of Health Services and California Conference of Local Health Officers.

⁴ From *Live Births, Deaths, Maternal Deaths, Fetal Deaths, and Infant Deaths by Age, California Counties 2004*, State, County, and City Health Department Data.

⁵ From *2004 Annual Report of Fatal and Injury Motor Vehicle Traffic Collision*, California Highway Patrol.

⁶ From *2004 Annual Report of Fatal and Injury Motor Vehicle Traffic Collision*, California Highway Patrol.

⁷ From *State of California Department of Justice, Criminal Justice Statistics Center (2005)*.

⁸ From *Small Area Income & Poverty Estimates Model-based Estimates for States, Counties & School Districts*, U.S. Census Bureau.

⁹ From *DataQuest*, California Department of Education.

¹⁰ From *California Library Statistics 2006*, Library Development Services Bureau

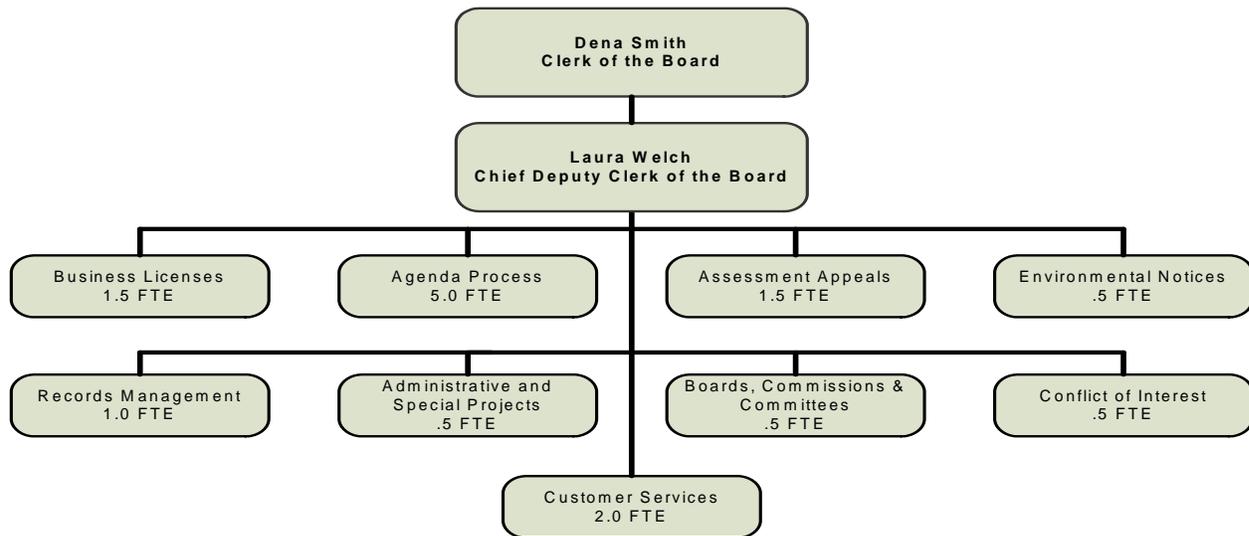
¹¹ From *2006 California Museums Survey*, Public Research Institute at San Francisco State University

CLERK OF THE BOARD Dena M. Smith

I. MISSION STATEMENT

In support of the County Board of Supervisors, and in service to the public and fellow county staff, the Clerk of the Board of Supervisors (COB): prepares and maintains records of actions taken by the Board of Supervisors; oversees membership of the county's boards, commissions and committees; licenses businesses operating in the county unincorporated areas; and facilitates the filing and hearing of appeals of assessed property valuations. Our service priorities are timeliness and accuracy. Our service commitments are courtesy and respect.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The COB coordinates and prepares agendas, minutes, legal notices and related documents for all meetings and hearings of the Board of Supervisors, Redevelopment Agency, County Economic and Community Development Corporation, County Industrial Development Authority, and In-Home Supportive Services Public Authority. The COB also updates the County Code and maintains current and historical records of all ordinances, resolutions, contracts, agreements and other official actions taken by the Board.

This office works with the Board of Supervisors, county departments and non-county agencies to maintain the database of members for more than 240 county advisory boards, commissions and committees (BCCs). Responsibilities include posting of scheduled and unscheduled vacancies and the annual review and recommendation to the Board for the continuation or dissolution (sunset review) of specific BCCs. The COB is secretary to the City Selection Committee, assisting cities with their selection of representatives to serve on regional committees such as Local Agency Formation Commission (LAFCO) and South Coast Air Quality Management District (SCAQMD). This office also maintains the Roster of Public Agencies, which includes information about all the public agencies and governing boards in the county.

Pursuant to state law and county code, the COB maintains financial disclosure (Conflict of Interest of Form 700) documents for specified county officials, school districts, employees and members of the BCCs.

In accordance with State Board of Equalization requirements, the county Assessment Appeals Board hears and adjudicates disputes regarding property valuation. The COB provides staff support for the assessment appeal hearings and serves as the liaison among property owners, the County Assessor and the Assessment Appeals Board.



The County of San Bernardino requires that certain businesses operating within the county unincorporated areas obtain business licenses and the COB receives, processes and issues new and renewal licenses. This office also posts environmental notices and notices of state/local meetings and hearings, receives summonses, complaints, planning appeals, requests for tax refunds, and responds to hundreds of requests for information and documents on behalf of the Board of Supervisors and/or the County of San Bernardino.

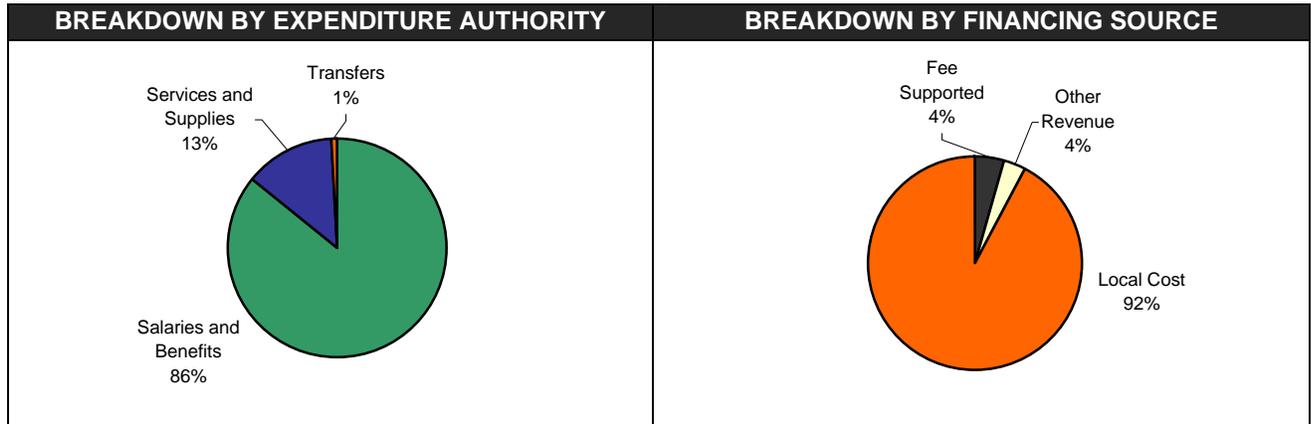
IV. 2005-06 ACCOMPLISHMENTS

- Successfully completed Requests for Proposals for technology projects and began technology upgrades.
- Coordinated implementation and tracking of state-mandated ethics training for the Board of Supervisors and members of the county’s Boards, Commissions and Committees.
- Documented and streamlined procedures for business licenses.
- Established ongoing collaboration with Board of Supervisors, County Administrative Office and County Counsel for development and implementation of procedures to improve operations.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | |
|--------------------|----------------------|----------------|-------------------|-----------------|
| | Appropriation | Revenue | Local Cost | Staffing |
| Clerk of the Board | 1,288,039 | 101,209 | 1,186,830 | 15.0 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPLEMENT TECHNOLOGICAL IMPROVEMENTS TO INCREASE OPERATIONAL EFFICIENCY AND ENHANCE STAFF AND PUBLIC ACCESS TO BOARD OF SUPERVISORS AGENDA AND RELATED INFORMATION

Objective A: Reduction in the amount of time needed to prepare and process the Board of Supervisors agenda and related items.

Objective B: Provide public access via the internet to live and archived videos of Board of Supervisors meetings.



| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 1A. Percentage reduction of staff time required to process agenda and related transactions (30 minutes per item in 2006-07). | N/A | 5% | 0% | 5% |
| 1A. Percentage of items with "turnaround" time within 10 working days for post-meeting processing/department receipt of completed agenda items | NEW | NEW | NEW | 75% |

Status

One stated objective for 2006-07 was to decrease staff time required for processing of the agenda and related transactions. However, the only historical performance measurement data for the department were related to the volume of items and not processing times. Therefore in 2006-07 the department is identifying and collecting baseline efficiency measures (average amount of staff time required to process various types of transactions). This data will be critical in evaluating the impact and effectiveness of procedural and technology improvements planned for implementation in 2007-08. Along this line, the department will be working towards the establishment of a customer service standard for "turnaround time" on Board transactions. Anecdotal information from departments is that items had been taking 2-4 weeks to be received. The department's objective will be to have 75% of items processed and back to the departments within one to two weeks of the Board of Supervisors meeting. Once attained, this service commitment should lead to a reduction in the number of "rush" requests receive from the departments.

GOAL 2: IMPROVE BUSINESS LICENSE PROCESSES AND PROCEDURES

Objective A: Work with Land Use Services on the use of the permit system for tracking and processing of business licenses.

Objective B: Establish and maintain inter-departmental review of business license processes and procedures.

Objective C: Improve compliance with business licensing requirements.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 2A. Percentage reduction of turnaround time for processing of new and renewal business licenses (6 weeks in 2005-06). | N/A | 15% | 15% | 20% |
| 2B. Percentage of business license processes and procedures reviewed. | N/A | 50% | 100% | N/A |
| 2C. Percentage of business in unincorporated areas that are licensed. | NEW | NEW | 18% | 35% |

Status

Another stated objective for 2006-07 was to decrease processing time for business license applications. For this business line, there was no mechanism for monitoring volume or efficiency data. By reviewing and updating business license processes and procedures (internal COB procedures as well as those in place for the other departments involved in the issuing of permits for businesses in the unincorporated areas of the county) the department was able to identify ways to streamline and improve the licensing process. As a result, the average processing time has been reduced from more than 6 weeks down to 5 weeks. Although the department has not yet moved on to the Land Use Services permitting system, a basic business license database has been established which tracks the numbers and types of license applications received and processed. This has also provided baseline data related to compliance with licensing requirements (i.e. identifying businesses operating without a license or with an expired license). This has led to the establishment of a new objective (2C) related to improving compliance with licensing requirements.



VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1: The department received \$53,306 in ongoing funding to maintain clerical support for the preparation and processing of the Board of Supervisors Agenda, maintenance of the County Code and research/responses related to Public Records Act requests.

Status

This approved policy item maintained the status quo for COB staffing and was not related to specific operational improvements.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

| DESCRIPTION OF FEE REQUEST | SERVICE IMPACTS |
|---|---|
| 1. Business License Fee increase: The COB is requesting that business license fees be increased by approximately 3% across the board. We are seeking an additional \$10 fee increase for licenses that require a photo of the licensee as this photo will now be taken and processed by the COB | The requested adjustments will allow the department to recover increased costs for staff time related to processing of business licenses as well as equipment and staff costs related to the new photo procedure. |
| 2. Documentary Handling Fee increase from \$35.00 to \$50.00 for California Environmental Quality Act (CEQA) filings to the State Department of Fish and Game. | This fee increase is being implemented pursuant to Senate Bill 1535 which established a new rate for the handling of Notices of Exemption and Notices of Determination. |

If there are questions about this business plan, please contact Dena M. Smith, Clerk of the Board of Supervisors at (909) 387-3848.



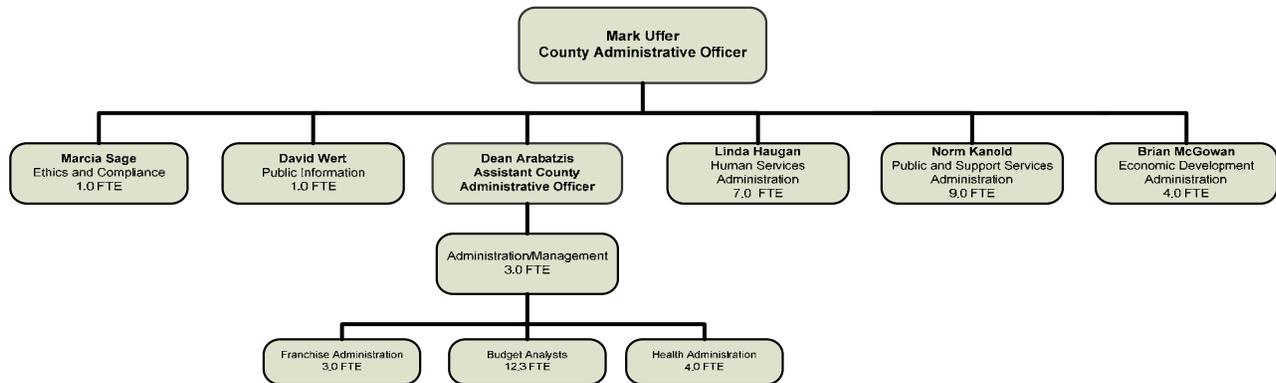
COUNTY ADMINISTRATIVE OFFICE

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. 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 CAO 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), Human Services Administration, and Economic Development 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. Economic Development departments seek to facilitate economic growth within the county through programs that enhance workforce skills, infrastructure, business development and attraction, housing opportunities and community development projects. These departments are Community Development and Housing, Economic Development, the Redevelopment Agency, and Workforce Development.

Within the CAO 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.



IV. 2005-06 ACCOMPLISHMENTS

- Introduced the Service FIRST customer service program in which 4,564 employees were trained through June 30, 2006.
- Improved the budget process by publishing the first annual countywide Business Plan, which was used as the first step in the development of the annual county budget.
- Introduced the enhanced Economic Development Program through the hiring of a new Economic Development Agency Administrator.
- Hired a new Chief County Compliance and Ethics Officer to usher in the newly developed Ethics and Compliance Office.
- Introduced the County Reel prior to Board meetings in order to communicate county information on a visual platform to a waiting audience.
- Introduced e-mail subscription service giving instant access to county documents and website updates available to the public at large.
- Introduced RFP and managing contract for countywide public education and awareness campaign, enabling the development and implementation of further strategies for effective outreach to county audiences.
- Received from the Inland Empire Chapter of the American Red Cross the Humanitarian Award and a National Achievement Award from the National Association of Counties for the county's efforts in 2005 to assist the victims of Hurricane Katrina, particularly the people of Gulfport, Mississippi, a community the county officially adopted following the devastating storm.
- Played active role in the coordination and executive management of the Golden Guardian Terrorism Exercise of 2006, hosted by the Office of Emergency Services in collaboration with the Governor's Office of Homeland Security and the Governor's Office of Emergency Services.
- Purchased and renovated a privately-owned 700-bed prison in the City of Adelanto to address the negative effects of the growing county jail population. The acquisition of the Adelanto facility had an immediate impact on making the streets of San Bernardino County safer.
- Human Services increased efficiency, improved customer service, and reduced overhead costs by consolidating operations and eliminating 35,000 square feet of office space at a savings of \$630,000 per year.
- As a result of ongoing efforts at the state and local level to enhance C-IV and other automated systems, Human Services has successfully streamlined many business processes, enhanced reporting capabilities, and improved reporting accuracy.
- Implemented new CAO reorganization creating the Public and Support Services Group, providing for a consolidation of 10 public services departments and 4 support services departments under one agency.
- Completed CAO/County Fire reorganization application to Local Agency Formation Commission, which was approved by the Board on July 26, 2005.
- Master planning for office space needs in the downtown San Bernardino area made progress with a January 2006 presentation to the Board during its Strategic Planning retreat and again during the budget presentation in May. The Board indicated its desire to invest in new buildings to create the necessary space in the downtown area. Additional workshops will be held in 2006-07 to finalize the site selection and building design concept.



V. 2006-07 SUMMARY OF BUDGET UNITS

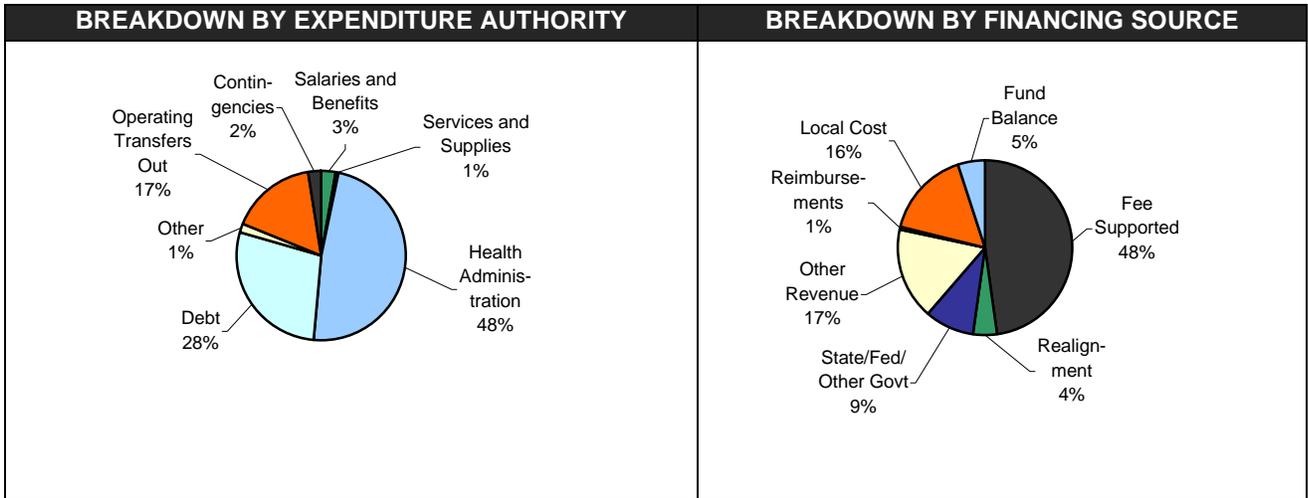
| | 2006-07 | | | | |
|---|--------------------|--------------------|-------------------|-------------------|-------------|
| | Appropriation | Revenue | Local Cost | Fund Balance | Staffing |
| County Administrative Office | 4,265,651 | - | 4,265,651 | | 21.3 |
| Franchise Administration | 295,845 | - | 295,845 | | 3.0 |
| Litigation | 388,681 | - | 388,681 | | - |
| Joint Powers Leases | 21,137,293 | - | 21,137,293 | | - |
| Health Administration | 157,188,824 | 142,188,824 | 15,000,000 | | 4.0 |
| Medical Center Lease Payments | 54,023,686 | 54,023,686 | | | - |
| Master Settlement Agreement | 29,851,043 | 16,423,588 | | 13,427,455 | - |
| Federal Forest Reserve | 74,869 | 67,701 | | 7,168 | - |
| Public and Support Services Administration* | 1,925,919 | - | 1,925,919 | | 10.0 |
| Human Services Administration** | 1,254,421 | 1,066,258 | 188,163 | | 8.0 |
| Economic Development *** | 630,020 | - | 630,020 | | 5.0 |
| TOTAL | 271,036,252 | 213,770,057 | 43,831,572 | 13,434,623 | 51.3 |

*Detail of this budget is in the Public and Support Services Section.

**These costs are included in the Human Services Administrative Claim budget unit in the Human Services Section.

***These costs are included in the Economic Development budget unit in the Economic Development Section.

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: FACILITATE, SUPPORT, AND ENSURE THE IMPLEMENTATION OF DECISIONS BY THE BOARD OF SUPERVISORS.

Objective A: Provide comprehensive and timely analysis and recommendations regarding emerging legislation, funding impacts, trends, and issues.

Objective B: Conduct regular Board briefings to keep each supervisor apprised of changing events and their impact on county operations and resources.

Status

This first goal was chosen in 2006-07 in order 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 helped to guarantee that the Board received valid information in a timely manner from the CAO throughout 2006-07. Because this goal and its objectives are always pertinent to the CAO's mission, it will continue to be a goal in 2007-08.



GOAL 2: PROMOTE THE EFFECTIVE AND EFFICIENT DELIVERY OF COUNTYWIDE SERVICES THROUGH THE USE OF CONTEMPORARY MANAGEMENT TOOLS.

- Objective A: Implement countywide strategic planning, which includes cross agency planning.*
- Objective B: Utilize collaborative leadership to integrate services and improve service delivery outcomes.*
- Objective 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.*
- Objective D: Continue to promote and develop the performance measurement system to monitor the effectiveness of county programs and strategic planning.*
- Objective E: Continue long-term forecasting to better prepare the county for future uncertainties.*
- Objective F: Continue monthly reports to better inform county management of current year budget performance.*
- Objective G: Continue to promote strong customer service skills for all county employees through the Service FIRST program.*

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 2D. Percentage of departments implementing the performance measurement system. | N/A | 100% | 100% | 100% |

Status

One 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 efficiently and effectively, using fewer dollars, and with a higher level of quality. Throughout 2006-07, the CAO has continued to promote and develop the performance measure system. Through the countywide business plan, this office has required each department to provide performance measurements for their annual objectives. In addition, departments are now required to create measurements that will keep them accountable for how they will use additional general fund money approved by the Board of Supervisors. It is believed that the continued integration of performance measures by each department will help to improve the services of the departments.

A new objective chosen for 2007-08 is to continue to promote the Service FIRST program initiated in the Spring of 2006. This customer service program was established with the intention of training all staff in the county's service standards, providing methods for holding staff accountable to these standards, and developing programs which will reward staff who excel at customer service. The continued development of this program in 2007-08 is an important step in the ongoing process of improving county services.

GOAL 3: ENSURE THE OVERALL FINANCIAL HEALTH OF THE COUNTY OF SAN BERNARDINO.

- Objective A: Maximize the use of county resources to ensure that they are effectively and productively used.*
- Objective B: Increase revenue secured by the county from external sources.*
- Objective C: Protect existing revenues and ensure ongoing costs are paid by ongoing revenue.*
- Objective D: Maintain adequate county reserves and ongoing set asides.*
- Objective E: Maintain solid working relationships with rating agencies, investors, and insurers.*



| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 3D. Percentage increase of ongoing set asides. | N/A | 10% | 98% | 10% |

Status

An important goal of the CAO 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. In 2006-07, the CAO, through its newly hired Grant Coordinator, has helped departments to aggressively pursue alternate funding sources to support their services.

One of the many ways the CAO is continuing to seek financial security is by maximizing the use of county resources. The CAO is currently maximizing the use of county resources through a new building program. Rather than leasing office space, the county is looking to purchase nearly one-half million square feet of new office space in the downtown San Bernardino and Victor Valley areas. Through a purchase rather than a lease building program, the county will be using necessary office space as an investment rather than an additional county cost. To prepare financially for this building program, \$20.0 million in ongoing resources will be set aside annually. This additional \$20.0 million per year also helps to guarantee the accomplishment of the CAO's objective of maintaining adequate county reserves.

GOAL 4: COMMUNICATE COUNTYWIDE OPERATIONS IN AN EFFECTIVE MANNER.

Objective A: Continue to promote the new e-mail subscription service by GovDelivery Inc., which allows anyone visiting County websites to sign up and receive free e-mail updates on a variety of County topics.

Objective B: Continue to improve upon the presentation of the annual Budget Book and receive the Government Finance Officers Association's Distinguished Budget Presentation Award.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 4A. Percentage of County department websites offering e-mail subscription services through GovDelivery, Inc. | NEW | NEW | 65% | 100% |

Status

The CAO's mission statement promotes the maximization of constituent services and satisfaction. In order to accomplish this important mission, the county's operations must first be known by its constituents. Increasing resident awareness of county operations, including how to access services, is vital to the continuing promotion of effective and efficient delivery of county services.

For these reasons, a new goal of effectively raising resident awareness of county operations has been chosen. Although the county currently does a commendable job at conveying itself to the public, the CAO is always looking for ways to get across the county's message even more clearly. One way in which the county is moving forward in this effort is through the purchase of a new e-mail subscription service run by GovDelivery Inc. This service will allow any person who visits a county website to sign up and receive free e-mail updates on a variety of topics. From September to November of 2006, the county averaged 113% subscriber growth monthly on the available sites, indicating a desire from subscribers for up-to-the-minute information availability. As an objective for 2007-08, the CAO will continue to encourage departments to utilize this new and important service in order to further ensure their services and web information updates are readily available to the public.

In addition to the new e-mail subscription service, the CAO has looked to improve its effectiveness at communicating its financial affairs through the pursuit of the Government Finance Officers Association's *Distinguished Budget Presentation Award* for its "2006-07 Final Budget Book". Through seeking this award, the CAO was compelled to improve the way in which it presents its financial affairs to the public. As an objective for 2007-08, the CAO will continue to pursue this prestigious budget award.



GOAL 5: INCREASE EMPLOYEE AWARENESS OF AND COMPLIANCE WITH THE COUNTY'S ETHICS PROGRAM.

Objective A: Develop an ethics and compliance training program designed to reach every county employee.

Objective B: Develop a communications program designed to increase County employees' awareness of the new Ethics and Compliance Program.

| MEASUREMENT | | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|-------------|---|---------------------|------------------------|------------------------|------------------------|
| 5A. | Percentage of county budget groups currently participating in ethics and compliance training. | NEW | NEW | 9% | 100% |
| 5B. | Percentage of county employees receiving ethics and compliance materials. | NEW | NEW | 0% | 100% |

Status

It is the desire of the San Bernardino County Board of Supervisors to be the most open and ethically-minded local government in the United States. Toward this end the CAO hired a Chief County Ethics and Compliance Officer in 2005-06 tasked to create, implement and oversee a countywide ethics and compliance program. One of the duties assigned to the Ethics and Compliance Officer was to design a new public service ethics training module for incoming employees. That goal having been met, the County Administrative Office will now extend its training commitment to make sure current county employees also receive ethics and compliance training. For 2007-08, the goal is to develop a customizable training program tailored to meet the needs of each county budget group.

The CAO is also committed to maximizing awareness of the county's new ethics and compliance program. The goal for 2007-08 is to design and publish (a) a new ethics and compliance website, also accessible by the public and (b) a series of printed materials promoting the county's ethics code and standards of conduct as well as the Ethics and Compliance Program itself.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1: Increase of \$269,600 in ongoing funds and \$14,200 in one-time funds to add AutoCAD electronic floor plan drawings for additional county facilities in order to help complete automation of the Computer Aided Facilities Management program (CAFM).

| MEASUREMENT | | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|-------------|--|---------------------|------------------------|------------------------|------------------------|
| P1. | Percentage of county-owned and leased buildings with electronic format (AutoCAD) floor plan drawings. (The county has 9.7 million square feet of owned and leased facilities). | 25% | 35% | 30% | 40% |

Status

In 2006-07, the CAO received this additional funding to hire two positions to improve the building inventory, centralize the database for capital planning activities and information, and track facility condition data with inventory, preventative maintenance schedules, and energy management systems.

Since this additional funding was received, one position was filled in the Information Services Department to support this project. The second position, an Asset Management Analyst, which is critical to meeting the objective to add AutoCAD electronic floor planning drawings for additional county facilities, required the establishment of a new job classification. A list of qualified applicants were interviewed in November 2006 and the position filled mid-December 2006. Due to the delay in hiring this position, the CAO is estimating only 30% of the buildings will have electronic drawings in 2006-07. Additional funding for software upgrades, annual maintenance and training have been achieved and continue to be ongoing activities for the complete automation of CAFM.



IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|-------------------------------------|--|
| 1. See Below | <p>A. Restore recent budget cuts experienced by the University of California Cooperative Extension to allow for restoration of a part-time employee who will provide leadership and support to the Master Gardener program.</p> <p>Additional Funding Requested: \$40,000 of ongoing funds.</p> |
| 2. See Below | <p>A. Provide funding to contract professional services for an ongoing and comprehensive public awareness campaign to promote county services and operations to the general population.</p> <p>Additional Funding Requested: Estimated- \$400,000 in ongoing funds</p> |

The county has historically provided funding to support University of California Cooperative Extension (UCCE) programs. However, the amount of the county’s support has dwindled in recent years (from \$100,000 in 2002-03 to the current level of \$59,876). The Master Gardener program has been the most impacted by these funding reductions.

The Master Gardener program provides gardening and horticulture information to the residents of San Bernardino County by trained volunteers who disseminate university research-based information to the public. In San Bernardino County, the UCCE has had a Master Gardener program for over twenty years (among the oldest in the state). Each year, Master Gardener volunteers are trained under the direction of a UCCE advisor. They receive training in botany, horticulture, pest management, efficient irrigation practices, and water conservation.

Prior budget cuts have forced the UCCE to eliminate a part-time person and reduce a full-time clerical position by 40%. The part-time employee had been providing leadership and support to the program. Of the thirty-six county-based Master Gardener programs statewide, San Bernardino County is one of only two programs that is coordinated completely by volunteers. In addition, the budget cuts required the UCCE to reduce program support to its advisors, as well as decrease supplies for all UCCE programs.

The first policy item request is for additional funding to restore budget cuts experienced by UCCE between 2003 and 2005. The amount being requested is \$40,000, which would bring the county’s support back up to the \$100,000 funding level.

The second policy item request was chosen because providing vital public services to the residents and businesses of San Bernardino County is one of the County’s highest priorities. As a public service organization, the County operates best when the people it serves and the employees who provide services are aware and informed of services available and how to access those services. The County Administrative Office-Public Information is charged with keeping the general public, along with departments, agencies and staff, educated about and aware of services, programs and operations throughout the County. Several factors, including the massive geography and evolving demographics of the County, require a comprehensive and coordinated effort to ensure the promotion of services, programs and operations countywide.



| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|-----------------------------|--------------------------------|--------------------------------|--------------------------------|
| P1. Percentage increase in the number of master gardeners trained. | NEW | NEW | NEW | 10% |
| P1. Percentage increase in the number of educational contacts. | NEW | NEW | NEW | 10% |
| P2. Percentage of targeted audiences reporting awareness of county services and operations, including how to access county services. | NEW | NEW | NEW | 65% |

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

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

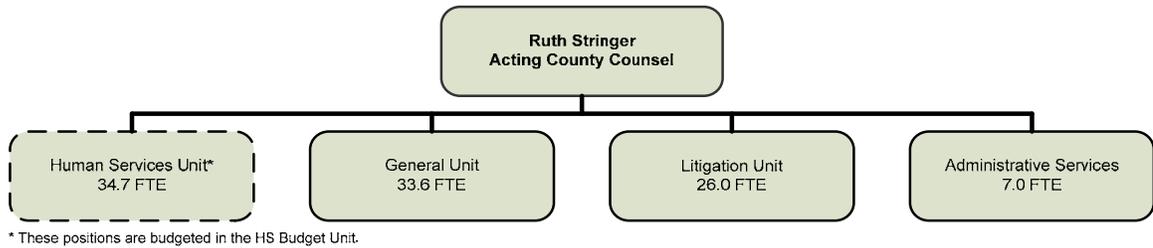


COUNTY COUNSEL
Ruth Stringer
 Acting County Counsel

I. MISSION STATEMENT

To serve and protect the county, its treasury, and its governing body, by providing timely and accurate legal services and aggressively representing the county in litigation. Legal services shall be performed maintaining the highest professional and ethical standards while fostering high morale and productivity in the work place through collaborative efforts dedicated to continuous improvement.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

County Counsel provides civil legal services to the Board of Supervisors, County Administrative Department, County departments, commissions, special districts, and school districts. County Counsel also provides legal services to various joint powers authorities and represents the courts and judges on certain matters. In performing its duties, the County Counsel’s Department is divided into three operational units: the Litigation Unit, the Human Services Unit, and the General Unit.

The Litigation Unit handles tort and civil rights litigation, workers’ compensation and code enforcement. This Unit is revenue supported. All Litigation Unit clients are billed by the hour for services; the largest client of this Unit is Risk Management.

The Human Services Unit is the next major unit within County Counsel. The Human Services Unit is revenue supported through the Human Services budget and serves the HSG departments. A large portion of this Unit is dedicated to the litigation of juvenile dependency trial and appellate matters for the Department of Children’s Services. All of the juvenile dependency litigation is work mandated by law. The remainder of the staff in this Unit serves as general legal counsel, including some litigation, for other HSG related departments and entities, such as the Departments of Aging and Adult Services, Transitional Assistance, Preschool Services, Jobs and Employment Services (welfare to work component), Child Support Services, and the IHSS Public Authority and Children and Families Commission.

The General Unit provides legal services to county departments supported by the general fund even though a substantial portion of the General Unit is revenue supported. The revenue supported General Unit attorneys are dedicated primarily to providing legal services to county departments (such as Sheriff and Human Resources) and outside governmental entities (such as SANBAG, OMNITRANS, and Special Districts) which pay for all or a significant portion of their legal services. The remaining General Unit attorneys and clerical staff are supported by the general fund. Therefore, in addition to the County Counsel, Assistant County Counsel and related clerical staff who are also general fund supported, the General Unit has only 10 general fund supported attorneys plus clerical staff dedicated primarily to providing legal services to the Board of Supervisors, County Administrative Department, and the county departments and other governmental entities that do not reimburse the department for legal services rendered.



IV. 2005-06 ACCOMPLISHMENTS

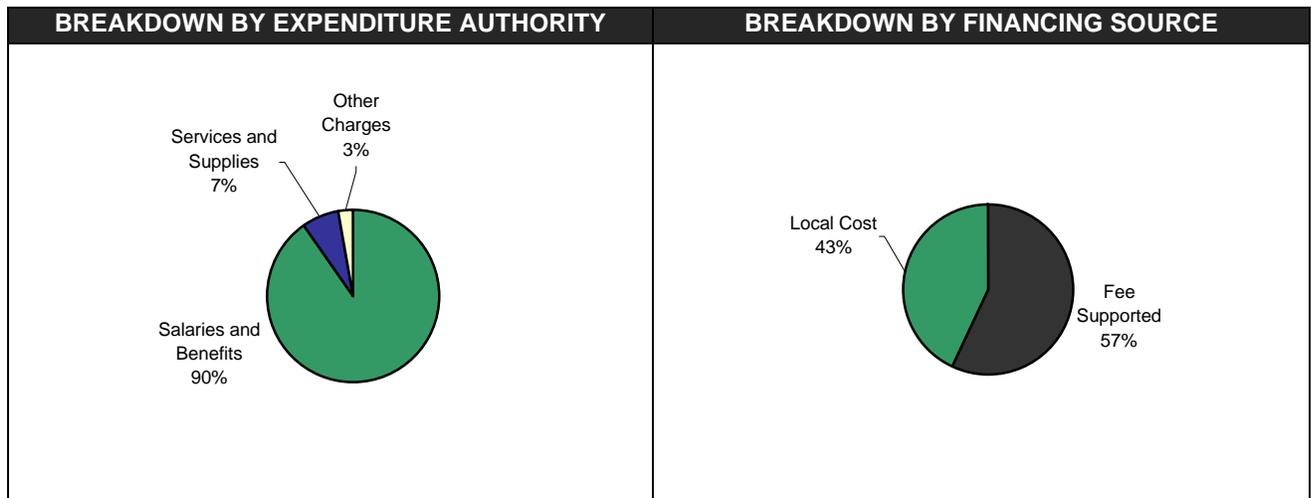
- Significant General Unit Accomplishments: Drafted and provided primary assistance to Planning and the Board for the adoption of the Off Highway Vehicle Ordinance (Ordinance No. 3973, effective July 1, 2006) and the Short-Term Private Home Rentals Ordinance (Ordinance No. 3988, effective September 21, 2006). Drafted and provided primary assistance to CAO and the Board for the adoption of Policy No. 02-14, Sharing Property Tax Revenues with Cities (Adopted on February 28, 2006) and its Standard Practice No. 02-14SP, Revenue Enhancement Zones (Adopted on June 6, 2006).
- Significant Human Service Group Unit Accomplishments: Drafted and provided assistance regarding the Regulation of Registered Sex Offenders Ordinance (Ordinance No.3993, effective December 7, 2006). Prepared approximately 90 appellate briefs and writs responses relating to child welfare and child dependency cases.
- Significant Litigation Unit Accomplishments: Developed summons and complain handbook for county staff. Trained Risk Management Division, Clerk of Board, CAO and Board Staff regarding service of summons and complaints and subpoenas.

ACCOMPLISHMENT CONFIDENTIALITY STATEMENT: Many of the most significant accomplishments of the Department of the County Counsel concern information and actions that are extremely sensitive, legally privileged and/or confidential attorney work product that cannot be divulged without the express consent of the Board of Supervisors.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | |
|----------------|----------------------|----------------|-------------------|-----------------|
| | Appropriation | Revenue | Local Cost | Staffing |
| County Counsel | 10,640,844 | 6,051,944 | 4,588,900 | 67.6 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROVIDE ACCURATE, TIMELY AND RELIABLE DOCUMENT AND CONTRACT REVIEW AND LEGAL ADVICE FOR THEIR CLIENTS IN ORDER TO HELP THEM ACHIEVE THEIR OBJECTIVES.

Objective A: Complete contract reviews and revisions within two weeks of receipt.

Objective B: Respond to requests for other legal services, including drafting of legal analysis, by agreed upon target date.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 1A. Percentage of contracts that are reviewed and revised within two-weeks of receipt. (2800 contracts as of 2005-06) | N/A | 85% | 90% | 95% |
| 1B. Percentage of clients who ranked satisfactory or above the advice they received by attorneys which was clear, relevant and timely. | N/A | 85% | 94% | 95% |

STATUS

This goal represents working with county departments and other clients to expedite accurate processing of our general advisory function when the County Counsel’s Department is called upon to assist its clients in the performance of their obligations. If the efficiency of the County Counsel’s Department is increased, it will amount to a cost saving for the county as a whole in the administration of day-to-day business.

County Counsel instituted a department-wide Contract Review Log requirement effective July 1, 2006. During the first quarter of 2006-07, the department conducted 803 contract reviews/revisions in which 90 percentile were done within the two-week target.

An annual client satisfaction survey was conducted and last year the department received a rating in the 90 percentile of completely satisfied with the services they received; as well as a 94% rating for relevant and timely service.

GOAL 2: PROVIDE EXEMPLARY LITIGATION SERVICES, BY DEFENDING ACTIONS AND DECISIONS, AND ADVOCATING POSITIONS OF OUR CLIENTS TO ASSIST THOSE CLIENTS IN ACHIEVING THEIR OBJECTIVES.

Objective A: Track incoming litigation cases with the goal of minimizing liability and maximizing county recovery; resolve cases with a positive outcome within liability targets.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 2A. Percentage of cases being litigated that resulted in resolution in favor of the county or within liability targets. (438 cases as of 2005-06) | N/A | 85% | 90% | 95% |

Status

This goal represents working with county departments and other clients to ensure the department renders superior litigation services and tracks the effectiveness of the department by quantifying the results of litigation seeking damages and those cases where the county prevails and receives monetary awards.

Review both the annual client satisfaction survey as well as monthly and on the spot client satisfaction follow-up. With this on-going feedback we can immediately address client needs and assist clients in meeting their objectives. We resolve 90% of cases within the reserve set by our client Risk Management.



GOAL 3: REPRESENT THE COUNTY AND ADVOCATE TO PROTECT THE INTERESTS OF THE CLIENT IN CASES INVOLVING CHILDREN REFERRED TO DEPARTMENT OF CHILDREN SERVICES.

Objective A: Track and monitor cases with the goal of recording case outcomes for successful resolutions as determined by the department, to increase protection for abused and neglected children in our community.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 3A. Percentage of juvenile cases being resolved with the desired outcome, as determined by the Department of Children's Services. (2252 cases as of 2006-07) | NEW | NEW | 85% | 90% |

Status

This goal and objective represents working on behalf of the Department of Children's Services to litigate cases in the Juvenile Dependency court with a result that is a desired outcome, as determined by the department. As cases are resolved and closed, the increase in caseload will thereby be limited.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1: The department received \$200,000 in one-time general fund financing for an upgrade of the computer systems hardware and software. This upgrade will provide a more efficient Microsoft supported system.

Policy Item 2: The department received \$185,800 in ongoing general fund financing for 1.0 additional general unit advisory/transactional unit attorney. This attorney will serve the Board, County Administrative Department, and our other general fund clients to meet their growing legal needs.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| P1. Upgrade Computer systems hardware/platform software. | N/A | 50% | 90% | 100% |
| P2. Percentage increase of General Unit Attorney hours. | N/A | 50% | 50% | 65% |

Status

Currently the installation of approximately 50% of the computer system upgrade has been accomplished. The remaining items outlined in the plan are in the procurement process and will be purchased and 90% installed by the end of 2006-07.

Currently the department is in the recruitment and interview phase. The department anticipates having the attorney in place by January 2007.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|--|--|
| 1. Increase staffing by adding a general unit paralegal and Executive Secretary II. These positions will support the general unit attorneys that serve the Board, County Administrative Office, and other general fund clients, to meet their growing legal needs. | 3. To manage and improve timely legal services to the Board, County Administrative Office, and other general fund clients. Additional Funding Requested: \$165,135 |



| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|-----------------------------|--------------------------------|--------------------------------|--------------------------------|
| 1. To improve production by 10% in meeting the general unit's support needs; so we can meet our clients' needs for timely legal services. | NEW | NEW | NEW | 10% |

X. 2007-08 PROPOSED FEE ADJUSTMENTS

| DESCRIPTION OF FEE REQUEST | SERVICE IMPACTS |
|---|---|
| 1. In 2007-08 the department will propose inflationary increases in fees to recover cost increases. | With fee increases, the department can maintain current levels of service. |
| 2. The department will propose a fee increase to recover actual costs as well as bring fees into alignment with COWCAP reporting. | With fee increases, the department can recover actual costs of current levels of service. |

If there are questions about this business plan, please contact Donna Vickers, Chief of Administration, (909) 387-5456.



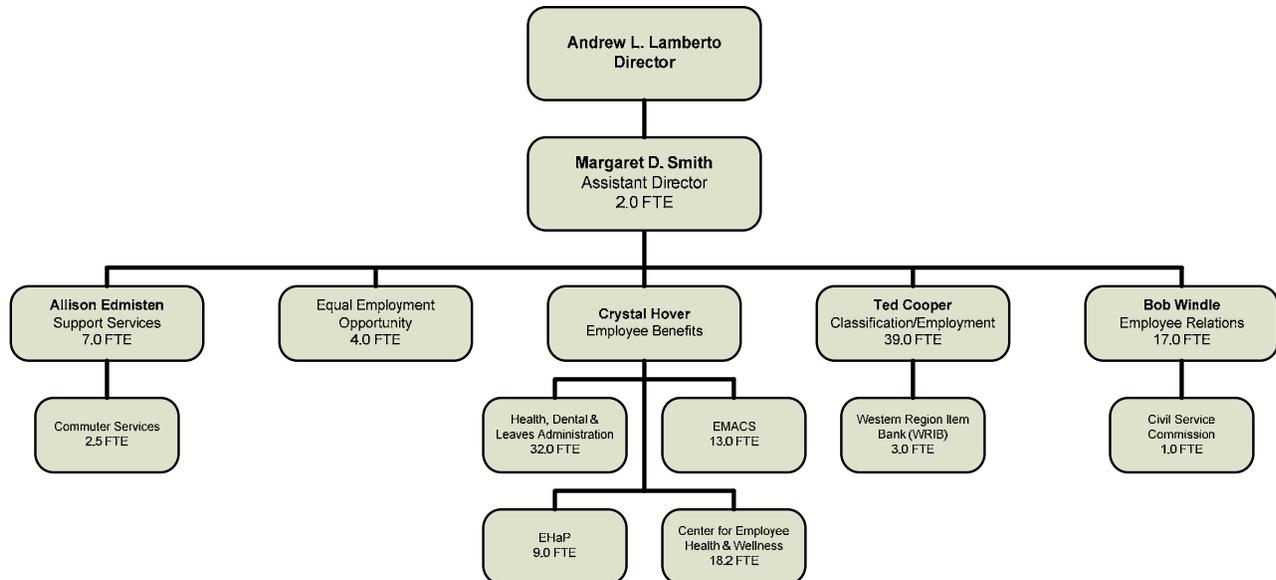
HUMAN RESOURCES

Andrew L. Lamberto

I. 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.

II. ORGANIZATIONAL CHART



III. 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 practices; employee relations; employee benefits; systems and program administration for a portion of the Employee Management and Compensation System (EMACS); the Equal Employment Opportunity office; and the Commission on the Status of Women. Human Resources also shares responsibility, through a partnership with Human Services, for countywide organizational and employee development.

In addition, the department is responsible for the management of the Western Region Item Bank (WRIB). This is a cooperative, computer-based test question bank used by 167 public agencies to develop employment tests. Each participating agency pays an annual fee.

The Center for Employee Health and Wellness (CEHW) is part of the Employee Benefits and Services Division. 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.



IV. 2005-06 ACCOMPLISHMENTS

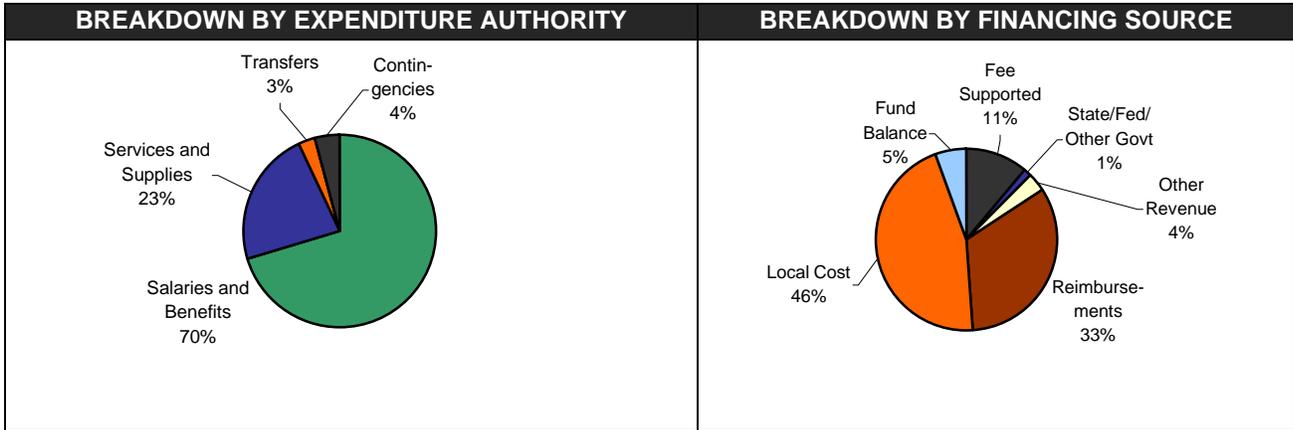
- Successfully completed the countywide Clerical Study involving approximately 3,400 positions; 10% of the recommended outcomes were appealed to an arbitrator and the county prevailed in 93% of those cases.
- Successfully managed the county's effort to satisfy the AB 1825 (sexual harassment training) mandate of September 2004, requiring employers with 50 or more employees to provide at least two hours of sexual harassment training to any employee performing supervisory duties by January 1, 2006. Approximately 3,000 employees were trained between September 1, 2005 and October 31, 2005.
- In 2004, California adopted federal standards to comply with the Americans with Disabilities Act (ADA), which included making the internet/intranet accessible to visually impaired individuals. The visually impaired community is now able to access and navigate the Human Resources website with great ease by means of an audio program.
- Collaborated with the Information Services Department to develop a fully automated process for WRIB members to obtain testing materials. WRIB members can now access their accounts via a secured web-based connection, which has reduced the waiting period by 66%.
- Successfully negotiated Memoranda of Understanding with the Attorney unit; Specialized Peace Officer and SPO Supervisory unit; Per Diem Nurses unit; Safety unit; and Safety Management and Supervisory unit.
- Revised the standard work performance evaluation (WPE) and implemented a quarterly report noting timely/untimely WPE's by department. The core competencies used to measure an employee's customer service skills were revised in accordance with the Service FIRST philosophy; in addition, this ongoing project ensures employees receive timely feedback on their work performance.
- Received a 2006 Achievement Award from the National Association of Counties (NACo) for the Retirement Medical Trust (RMT) Fund. The RMT is a trust to which the County makes contributions on behalf of eligible (vested) active employees for their retirement benefits' needs. The RMT is used to pay for or defray out-of-pocket medical, dental and vision expenses that arise once an employee is retired.
- Established a formal Dress and Grooming Policy that received national recognition and was used as a guideline for many public sector agencies to follow. Additionally, the Human Resources Director was asked to speak on the subject at a recent Labor Relations Conference. This policy was written to ensure County employees set forth a credible and professional image in the workplace and within the community. It was designed to be a guideline for departments, yet allows departmental discretion depending on the nature of work being performed or other specific event.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | | |
|---|-------------------|------------------|-------------------|------------------|--------------|
| | Appropriation | Revenue | Local Cost | Fund Balance | Staffing |
| Human Resources | 7,010,040 | 302,500 | 6,707,540 | | 100.0 |
| The Center for Employee Health and Wellness | 972,404 | 635,404 | 337,000 | | 18.2 |
| Unemployment Insurance | 4,000,000 | - | 4,000,000 | | - |
| Commuter Services | 819,594 | 505,000 | | 314,594 | 2.5 |
| Employee Benefits and Services | 3,413,873 | 2,410,017 | | 1,003,856 | 33.0 |
| TOTAL | 16,215,911 | 3,852,921 | 11,044,540 | 1,318,450 | 153.7 |



VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ASSIST COUNTY DEPARTMENTS IN ATTRACTING AND RETAINING HIGHLY QUALIFIED STAFF.

Objective A: Develop a plan to promote the county as an employer of choice to attract highly qualified candidates.

Objective B: Through partnerships with several county departments, implement and expand the marketing plan to promote the county as an "Employer of Choice".

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 1B. Percentage increase of contacts made due to the marketing efforts of the department (15,000 contacts in 2006-07). | NEW | NEW | NEW | 15% |

Status

In 2006-07 the department received one-time general fund financing in the amount of \$200,000 to retain a consultant to develop and implement a marketing plan to promote the county as an "Employer of Choice". A request for proposals (RFP) has been issued to hire a marketing firm to develop a brand, marketing plan, redesign the website, etc. Consultant services are expected to be in place by January 2007.

The department realizes the competition to recruit and hire highly qualified applicants continues to increase. At the same time, the number of available applicants in all fields is steadily declining. The department aggressively seeks *contacts* at job fairs, schools/universities, and other functions. This differs from an *applicant* because the department initiates the meeting with a *contact* whereas an *applicant* initiates communication with the department.

The Human Resources Department will continue to work toward the goal that was established in the prior year. The department has identified new objectives for 2007-08 which will continue to assist with accomplishing the mission of the department. Human Resources will be focused on improving the benefits services and recruitment efforts for its customers.

GOAL 2: INCREASE AND IMPROVE DELIVERY OF HUMAN RESOURCES SERVICES TO CUSTOMERS.

Objective A: Market the benefits of WRIB membership to public agencies.

Objective B: Increase accessibility to services provided by the CEHW to meet the needs of the County's workforce in the High Desert.



Objective C: Roll-out “My Health Matters!” program.

Objective D: Improve the turn around time for qualified applicant lists.

| MEASUREMENT | | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|-------------|--|---------------------|------------------------|------------------------|------------------------|
| 2C. | Completion rate for the Health Risk Assessment (HRA). | NEW | NEW | 2% | 15% |
| 2D. | Percentage decrease in written exams (564 exams in 2006-07). | NEW | NEW | NEW | 10% |

Status

In 2006-07, the Human Resources Department received one-time general fund financing in the amount of \$63,000 to develop and implement a marketing plan regarding the benefits of WRIB membership to public agencies. The department also received ongoing general fund financing in the amount of \$316,000, and \$21,000 in one-time funding to open a CEHW clinic in the High Desert five days per week to increase accessibility to services and meet the needs of the county’s workforce in the High Desert.

The “My Health Matters!” initiative is a proactive approach to foster a healthy, productive work force on an employee-by-employee basis. This will be accomplished through education, personal attention and increased awareness. The by-product of this initiative will be cost leveling, and ultimately cost reduction, of employee benefits. Employees will be engaging in activities and programs that will aid them in the prevention of, early detection for, and/or better control of health issues. The cost commitment of this initiative will allow the county to maintain the current level of benefits for a better price. This initiative also directly ties into the county’s Employer of Choice program reflecting the desire to create a healthy work environment that continues to attract qualified applicants. The initial measurements are targeted toward a level of individual awareness of the “My Health Matters!” program. We are targeting a 15% completion rate for the Health Risk Assessment (HRA). The industry standard for voluntary completion of the HRA is 10-14% of the employee population. Of the individuals who complete the HRA, the department is targeting a 20% enrollment rate into more detailed health awareness/health management programs. These two measurements will be initial indicators of the level of engagement. The overall goal is to have a greater than 50% completion rate for both. The initial cost containment objective is to have no health care premium increases beginning the 3rd year of the program.

Over the last few years the department has grown increasingly concerned about the number of applicants that are lost because the evaluation process does not allow job offers to be made in a timely manner. In examining the processes, one item of concern is the number of written tests that are administered relative to training and experience evaluations. In many cases, a written test is not a good predictor of job success. Over the next few months, Human Resources will meet with each department, evaluate the need for written examinations, and develop alternative means of assessing applicants where warranted. By decreasing the number of written exams, the department will be able to generate a list of qualified applicants in a shorter time.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1: The department received \$200,000 in one-time general fund financing to develop and implement a marketing plan to promote the county as an “Employer of Choice”.

Policy Item 2: The department received \$63,000 in one-time general fund financing to develop and implement a marketing plan regarding the benefits of WRIB membership.

Policy Item 3: The department received 3.0 additional positions, and \$316,000 in ongoing general fund financing, and \$21,000 in one-time funding to open a full-time CEHW clinic in the Victor Valley area and increase accessibility to meet the needs of the county’s workforce in the High Desert.

Policy Item 4: The department received \$110,371 in ongoing general fund financing for 2.0 additional positions to achieve appropriate staffing levels to manage EMACS.



| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| P1. Percentage of qualified applicants (i.e. those who meet the minimum requirements). | 64% | 69% | 69% | 70% |
| P2. Percentage increase of WRIB members (164 members in 2005-06). | N/A | 5% | 5% | 5% |
| P3. Percentage of County employees working in the High Desert area that are treated by the CEHW (468 employees in 2005-06). | N/A | 25% | 10% | 50% |
| P4. Percentage of accuracy in processing payroll documents. | N/A | 85% | 85% | 90% |

Status

A request for proposals (RFP) has been issued to hire a marketing firm to develop a brand, a marketing plan, a redesign of the Human Resources website, and to further promote the county as an "Employer of Choice". Consultant services are expected to be in place by January 2007.

The department is currently taking advantage of opportunities to ensure WRIB has higher visibility with public agencies. Staff members will be attending the National Labor Relations conference scheduled for Spring 2007, and other conferences and job fairs throughout the year to promote the benefits and services of WRIB membership.

Human Resources is currently in the process of securing a High Desert facility to house a full-time CEHW clinic, and anticipate opening in early 2007. Because the department was not able to secure a facility earlier in the year, the 25% projection for employees served has been reduced to 10%. The Board approved the addition of a Clinic Assistant, Contract Occupational Health Physician, and Licensed Vocational Nurse II. The department plans to hire these three positions in January, prior to the opening of the facility.

The department is in the process of recruiting the Office Specialist and Education Specialist for EMACS, and positions should be filled by December 2006.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

| DESCRIPTION OF FEE REQUEST | SERVICE IMPACTS |
|---|--|
| In 2007-08, the department proposes to establish a new fee for rabies vaccinations. This service will be provided to Animal Control Officers and covers bat, dog and rodent bites. | This vaccination was requested by the Public Health Department for Animal Control Officers who are exposed to bites, or it can be used as a preventative measure administered at the time of hire. |
| The department will propose other fee increases and decreases for the CEHW, as the majority of these fees have not been reviewed since inception and are not adequately recovering costs. | With the proposed fee increases, the department will be able to recover actual costs and maintain current levels of service. |

If there are questions about this business plan, please contact Andrew L. Lamberto at (909) 387-5570.



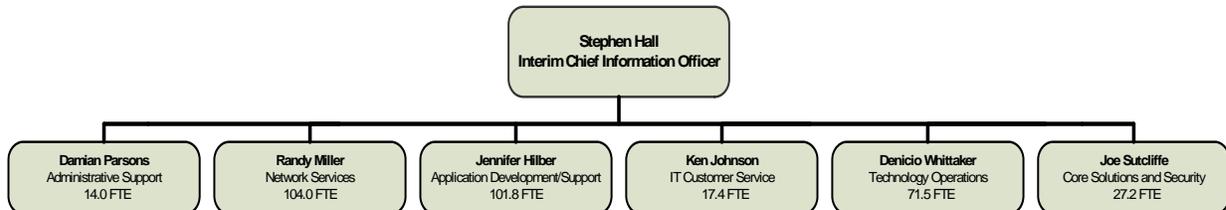
INFORMATION SERVICES

Stephen Hall

I. MISSION STATEMENT

The Information Services Department (ISD) provides secure, innovative, contemporary, and accessible technology in computer, media, and communication services in the most cost effective manner, to enable departments and agencies to accomplish the mission of San Bernardino County.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

ISD provides service in five major areas: Network Services, Application Development and Support, Information Technology (IT) Customer Service, Technology Operations, and Core Solutions and Security. Each service plays an intricate role in supporting county departments that provide the citizens of San Bernardino County with hundreds of services that promote health, safety, well-being and quality of life.

The **Network Services** division provides for the design, operation, maintenance and administration of the largest county-operated telecommunications phone network in the country; the county's Regional Public Safety Radio System that integrates all countywide sheriff, police and fire emergency radio dispatch capabilities; the paging system that consists of over 7,000 pagers; and the Wide Area Network (WAN) that securely joins approximately 18,000 county users together for the efficient use of technology. ISD manages a countywide microwave system (64 sites) that helps provide transport capabilities for each of the individual systems listed above.

The **Application Development and Support** division provides support for county departments as they develop, enhance, and maintain business applications on a variety of hardware and software platforms. These applications include the county's enterprise accounting, payroll, budget, personnel, document imaging, public web sites, geographical information system and many other business line systems. ISD consults with departments to identify cost effective ways of conducting business and often provides business process reviews, cost analysis, and overall recommendations in the acquisition and integration of new systems.

The **IT Customer Service** division assists departments in ensuring that their technology and business objectives are achieved. The division provides a Technology Support Center to handle service requests and problem tickets, and IT Account Representatives to coordinate and assist departments in meeting their business and technology objectives.

The **Technology Operations** division provides for the design, operation, maintenance and administration of the county's enterprise data center which supports the county's mainframe and includes server management for over 160 servers, integrated document imaging infrastructure for digitizing paper records, and print operations for bulk printing functions required by the county.

The **Core Solutions and Security** division provides the county with global email, security direction, and technology policies and procedures, along with technical services that support desktop communications and functions county-wide.



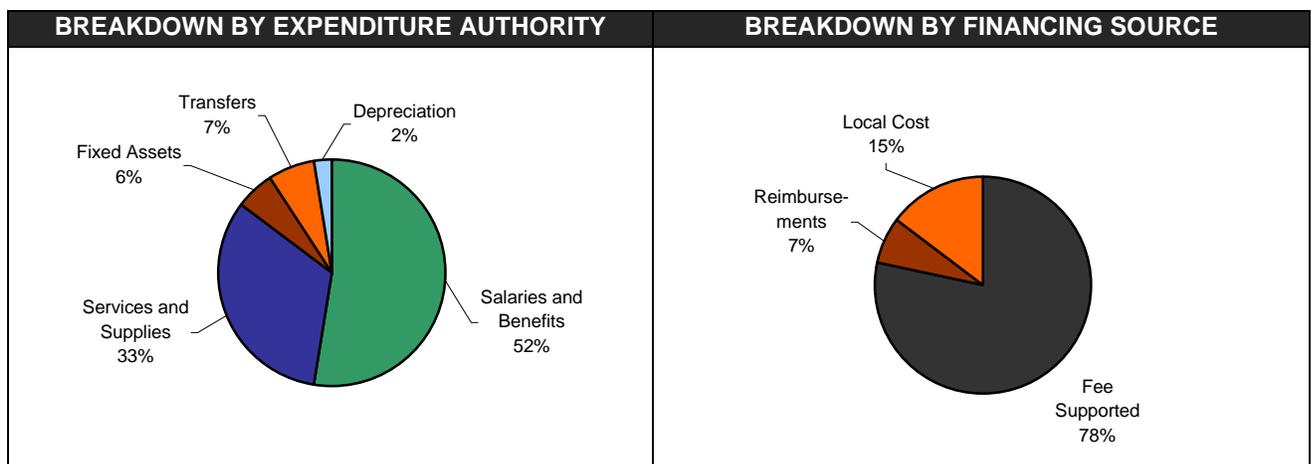
IV. 2005-06 ACCOMPLISHMENTS

- Installed a wireless infrastructure at the County Government Center.
- Implemented Active Directory, Microsoft’s latest technical architecture, within ISD and seven county departments to improve the efficiency of departmental computer systems; implemented Systems Management Software (SMS) to provide for remote support and software repairs.
- Implemented Internet Security and Acceleration (ISA) Proxy Solution within ISD to allow internet blocking of selected categories of websites; also implemented password encryption for software security infrastructure.
- Implemented trend enterprise and anti-virus solution within ISD with the intent to make the solution available county-wide to provide for automatic daily updating of virus protection.
- Developed and established virtual hosting on Intel-based hardware architecture. Virtual hosting allows one physical server to run multiple operating systems which reduces the associated costs of adding and supporting additional servers.
- Organized quarterly technology showcases for county departments to meet with major vendors to view information technology solutions to assist with future planning.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | | |
|-------------------------|---------------------------------|-------------------|------------------|------------------------------|--------------|
| | Operating Exp/ Appropriation | Revenue | Local Cost | Revenue Over/ (Under) Exp | Staffing |
| Application Development | 13,595,036 | 4,832,240 | 8,762,796 | | 102.8 |
| Computer Operations | 21,465,435 | 22,323,795 | | 858,360 | 135.1 |
| Network Services | 18,943,932 | 19,244,491 | | 300,559 | 105.0 |
| TOTAL | 54,004,403 | 46,400,526 | 8,762,796 | 1,158,919 | 342.9 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROVIDE TECHNOLOGY SOLUTIONS THAT ENABLE CUSTOMERS TO BETTER SERVE THE CITIZENS OF THE COUNTY.

- Objective A: Provide countywide services enabling departments and their applications to communicate efficiently and effectively.*
- Objective B: Assist departments in identifying and implementing cost effective business solutions.*
- Objective C: Deliver innovative 800 MHz Radio communications solutions including design, configuration, implementation, and ongoing maintenance by moving 800 MHz Radio systems hardware and software to a vendor supported platform.*
- Objective D: Build and sustain a robust hardware and software support infrastructure to deploy countywide technology solutions.*
- Objective E: Prepare applications for technology advances to ensure ongoing supportability for customers.*
- Objective F: Make more efficient use of the County owned network to reduce telecommunication costs.*
- Objective G: Develop a high-capacity alternate route between the San Bernardino Valley and the High Desert to accommodate high-speed data traffic.*

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 1A. Complete migration of ISD user accounts to Active Directory and offer Active Directory to other county departments (315 ISD user accounts). | 75% | 100% | 100% | N/A |
| Complete Migration of ISD customer departments in Active Directory to the latest Microsoft Exchange environment. | 20% | 50% | 75% | 100% |
| 1B. Percentage of customers requesting application upgrades deployed that are compatible with Windows Vista (Microsoft's latest computer operating system) and Microsoft Office 2007. | NEW | NEW | 0% | 100% |
| 1C. Percentage of 800 MHz site controllers moved to a digital capable and vendor supported platform. Controllers are the hardware component located at various sites throughout the County that enable radio connections between dispatchers and emergency personnel. | NEW | NEW | 25% | 50% |
| Percentage of total projected RED radios online (1200 red channel radios). | 10% | 100% | 100% | N/A |
| 1D. Percentage decrease of Windows physical servers. (150 servers in 2005-06). | N/A | 8% | 13% | 20% |
| Percentage increase of public viewing of documents stored on our infrastructure. | N/A | 10% | 0% | 10% |
| 1F. Percentage of Internet Protocol (IP) based connections established for telephone usage between the County's main telephone locations. | NEW | NEW | 10% | 100% |
| Percentage of IP based connections established for telephone usage between the County's main telephone locations and outlying locations. | NEW | NEW | 0% | 50% |
| 1G. Percentage of network that has been reconfigured to fully utilize new link and bandwidth. | NEW | NEW | 10% | 75% |

Status

Last year, the ISD business plan focused on initiatives designed to restore confidence and trust in the ability of ISD to keep the county up to date in supported platforms and systems security. The department successfully implemented password encryption for software security infrastructure, and developed and established virtual hosting on an Intel-based hardware architecture. The 2006-07 performance measure "Percentage of new technologies introduced through implementation procedures" was determined to be an inadequate measure of Objective B, and has been replaced with 1B above, as a major focus in 2007-08 will



be upgrading existing applications to be compatible with Windows Vista and Office 2007. Keyhole has been replaced by Google Earth as the access to GIS technology. These improvements support ISD's mission of enabling our customers to serve the citizens of the county. The percentage increase of public viewing of documents was not realized for 2006-07 because this project has been postponed due to the unavailability of data. Although ISD maintains the architectural design to provide public access to records from various county departments, the implementation of this accessibility has been suspended due to a delay in the determination of document ownership.

This year, all ISD divisions will provide input for a five-year strategic technology plan to better prepare the county for changing technologies and minimize impacts. The department will create and implement guidelines for upgrading applications to operate with Windows Vista and Office 2007. Improvements to the county's radio communications network have begun with the installation of new switches to provide enhanced radio coverage in the desert and mountain regions; additional improvements are scheduled for the upcoming year.

ISD will continue to work on the Federal Communications Commission (FCC) mandated 800 MHz Rebanding project next year. The contract with the West End Communications Authority 800 MHz Public Safety Radio System (WECA) has been drafted and will be brought to the Board to implement improvements to the communications system serving the cities in the West Valley portion of the county. In addition, the RED Channel System for 800 MHz valley-wide radio interoperability between various law enforcement agencies will be 100% complete by the end of 2006-07.

GOAL 2: IMPROVE CUSTOMER SATISFACTION BY DELIVERING BUSINESS PRODUCTS AND SERVICES THAT EXCEED CUSTOMER EXPECTATIONS.

Objective A: Improve business processes to meet customer product and service expectations and inform departments of ISD's products and services.

Objective B: Create an understandable funding/billing plan.

Objective C: Reorganize ISD to provide better service.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 2A. Satisfaction rating from random product and service satisfaction surveys. | N/A | 70% | 70% | 75% |
| 2B. Satisfaction rating from yearly billing satisfaction survey. | NEW | NEW | 70% | 75% |
| 2C. Success rate of applications deployed to production environment after review by quality assurance. | NEW | NEW | NEW | 98% |

Status

This year, business plan goals reflect the ISD commitment to bring clarity to business practices. ISD has implemented new cost tracking measures and staff time study reports to improve the accuracy of ISD rates. ISD and the County Administrative Office will continue to analyze services to ensure the proper use of available funding.

ISD has made good progress in its pursuit of an internal IT Operational Support System as an additional business process improvement. When fully implemented, this will give ISD not only the ability to perform work planning, including inventory and asset tracking, but also the ability to provide ISD customers with accurate and easily understandable billing. Additionally, this project includes help desk, asset tracking, and work order improvements. The project team is in the final stages of its vendor evaluation resulting from the request for proposals (RFP), which includes identifying functionality gaps and solutions, as well as documenting key business requirements to help ensure that the selected vendor will meet ISD business process improvement objectives.

An objective of ISD's 2006-07 business plan was to deploy wherever possible ISD's existing Technology Support Center's single point of entry (SPOE) service within county departments and agencies for both general technology and customer specific IT support. This service provides user departments help desk access through their desktops. In August 2006, the Economic Development Agency was added to the SPOE



service. In addition, the Department of Public Works is currently evaluating the migration to SPOE. ISD has also expanded its SPOE service support efforts to county departments regarding different types of wireless communications devices and vendors.

In 2007-08, ISD will be reorganized to provide better service to customers. Now that the county is on supported platforms, it is time to look closely at the department and make needed improvements to the structure of the organization with a customer service focus. The IT Customer Service division will be strengthened to continue their advocacy role for customers. A Quality Control Unit will be created to review all applications prior to implementation. In addition, the department will develop a high-level plan to migrate applications from the mainframe to platforms that are less expensive to support.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1: The department received 2.0 additional positions, and \$475,155 in ongoing general fund financing to support the enhanced functionality of the new Geographic Information System (GIS).

Policy Item 2: The department received \$95,997 in ongoing general fund financing for the addition of 1.0 Programmer Analyst to support the Employee Management and Compensation System (EMACS).

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| P1. Percentage of data conversion from the existing coverage format to the latest Spatial Database Engine format that has been completed. | N/A | 75% | 75% | 75% |
| P2. Percentage of backlog projects completed. (Current backlog is 40 projects) | NEW | NEW | 0% | 10% |

Status

The department received two new Programmer Analyst positions and funding for application development software, annual aerial images, and reimbursement funding for one Systems Support Analyst to support the enhanced functionality of the new GIS system. The following are ISD accomplishments to date:

- Upgraded from older Keyhole technology to state of the art Google Earth Server and Client software, which is currently in production.
- Processed Aerial imagery for 2006 on the Google Earth Server.
- Hired a Systems Support Analyst for full time support as a GIS database administrator (DBA).
- Identified costs for additional storage and hardware requirements for ongoing support of the GIS infrastructure.
- Hired a Programmer Analyst to be dedicated to work on GIS application development requests received by customers.
- Developing an aerial imagery cooperative agreement with the Santa Ana Water Project Authority (SAWPA) to secure 2007 aerial imagery for all urban areas of the County.
- Continuing to work with the Surveyor and Assessor departments and ESRI on the Spatial Database Engine (SDE) conversion, which is anticipated to be completed this fiscal year.

The department received ongoing general fund financing for an additional Programmer Analyst to support the EMACS system. This funding was part of a joint policy item between the Human Resources Department, Auditor/Controller-Recorder, and ISD to improve payroll processing accuracy and achieve appropriate staffing levels within EMACS. This position will participate in the EMACS system upgrade and help alleviate the current project backlog. The department is having difficulty recruiting the Programmer Analyst due to a lack of applicants possessing knowledge of the PeopleSoft application. ISD anticipates the position will be filled by the end of 2006-07, and will have some impact to the project backlog in 2007-08.



IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|---|--|
| <p>1. To integrate the existing parcel base map into the Spatial Database Engine (SDE). This advanced mapping framework combines GIS data in a common system that can be utilized by county departments, businesses, and private citizens.</p> | <p>Upgrade of GIS and storage capacity to enable completion of data conversion from the existing coverage format to the latest Spatial Database Engine format.</p> <p>Fiber Channel Storage: 25,000 Servers: 62,500 Software Licensing: <u>30,000</u></p> <p>Additional one-time funding: \$117,500</p> <p>ESRI Maintenance and Support: <u>\$85,000</u></p> <p>Additional ongoing funding: \$85,000</p> |
| <p>2. Currently, the County contracts for a back-up and recovery site via a third party vendor to quickly resume operations for its mainframe-based business system in the event of a disaster. This contract also allows testing capability for Intel-based applications in preparation for a disaster. The daily usage fee for this site during an emergency is \$13,750.</p> <p>ISD is proposing to move its test and quality assurance environments for all Intel-based applications to a secure alternative site. This will provide the County a secondary site to be utilized in the event of a disaster. The test and quality assurance environments at the secondary site can be readily converted to a production environment, allowing for minimal interruption of services in case of disaster.</p> <p>Note: The need for a back-up and recovery site from a third party vendor will remain for the mainframe system. This system still contains its own set of critical applications and there are a significant number of Intel-based applications that are required to access the mainframe for data.</p> | <p>To design and implement an off-site disaster recovery system for mission critical Intel-Based platforms/applications. Some of these platforms/applications include EMACS, the Financial Accounting System (FAS), Clerk of the Board agenda system, Human Services applications, database servers, Enterprise Document Management, and SBCounty (the external web servers for the County.)</p> <p>Infrastructure hardware 620,000 User hardware 65,000 Network hardware and installation <u>139,574</u></p> <p>Additional one-time funding: \$824,574</p> <p>Annual Circuit Cost <u>77,460</u></p> <p>Additional ongoing funding: \$77,460</p> |

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|------------------|---------------------|---------------------|---------------------|
| P1. Percentage of data conversion from the existing coverage format to the latest Spatial Database Engine format that has been completed. | N/A | 75% | 75% | 100% |
| P2. Percentage of disaster recovery site completed. | NEW | NEW | NEW | 100% |

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Stephen Hall, Interim CIO, at (909) 388-5501.



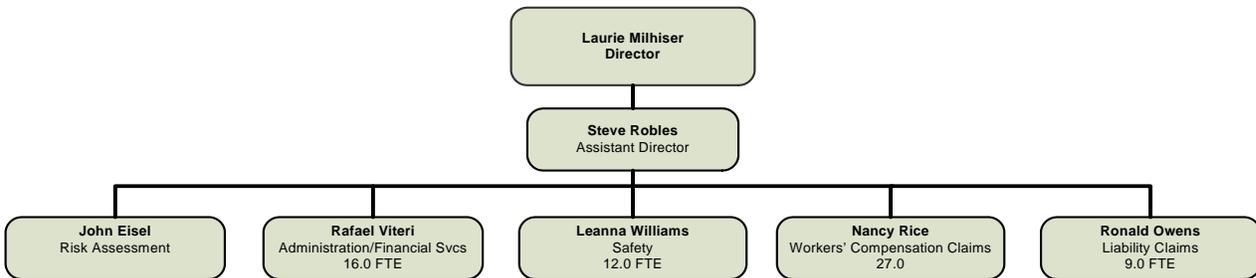
RISK MANAGEMENT

Laurie Milhiser

I. MISSION STATEMENT

Risk Management seeks to minimize the frequency and severity of financial loss to the county through a coordinated Integrated Risk Management Program which includes identification and assessment of exposures that can result in loss, effective risk reduction and loss prevention programs for identified risks, aggressive claims management, and fiscally responsible risk financing and recovery.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Risk Management Department is composed of the following four sections: safety and loss control, workers' compensation claims administration, liability claims administration, and finance and administration. Safety and loss control staff are assigned to support each of the high-risk areas of county operations such as the Arrowhead Regional Medical Center (ARMC), Sheriff, Fire and Special Districts. Additional safety and loss control staff provide support to other county departments and provide training for county employees in areas such as safe driving and Occupational Safety and Health Administration (OSHA) mandated programs. In the last three years, safety and loss control staff have been focused on reducing repetitive motion injuries through aggressive ergonomic training.

Workers' compensation claims administration staff focus on providing the best possible care to ill and injured workers at the most economical cost. Workers' compensation benefits are defined by the State of California and recent reforms have improved the way care is provided for ill and injured workers and instituted many cost control measures. The workers' compensation claims administrators are charged with understanding and implementing this complicated delivery system, while focusing on getting ill and injured workers well and back to work as quickly as possible.

Liability claims administration staff manage the myriad of claims presented to the county by third parties. Liability claims adjusters coordinate the settlement of legitimate claims with insurance carriers and approve payments from self-insurance funds. Working with County Counsel and outside law firms, the adjusters manage the defense of disputed claims and provide support as needed.

The finance and administrative sections of the Risk Management Department oversee approximately \$90 million in self-insurance funds. Working with the Director of Risk Management, Administration manages all aspects of the county insurance programs and oversees the placement of insurance to provide the broadest possible coverage at the most economical cost. This involves the preparation of underwriting data for the various exposures and generation of regular requests for proposals to brokers and other vendors. This section provides data that is used to make the annual actuarial projections that form the basis for assessments to county departments that fund the various insured and self-insured programs. In addition, the finance section processes all payments to vendors and/or claimants in the liability, workers' compensation, safety, and Emergency Medical Services (EMS) programs.



Another aspect of administration is risk assessment. Risk assessment, in conjunction with County Counsel, works with various county departments to assure that county contracts contain appropriate risk transfer language and insurance requirements to protect the interests of the county. It also oversees the contract with Periculum Services Group, a contractor that monitors the documentation of insurance from contractors, to verify that required coverage is in place. Risk assessment also works with county departments to assist them in understanding exposures created by contractual relationships and alternatives for managing these.

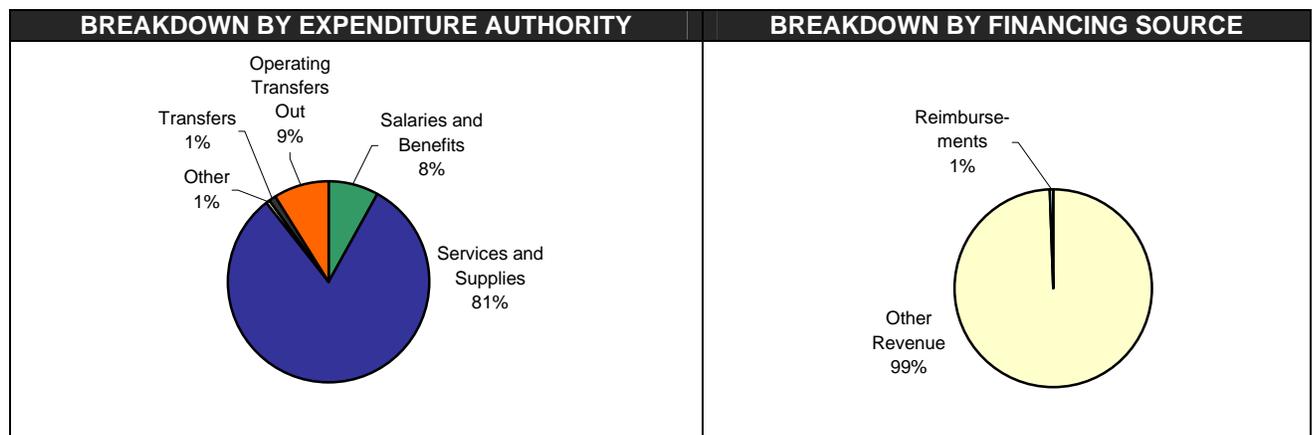
IV. 2005-06 ACCOMPLISHMENTS

- Introduced the concept of Integrated Risk Management to county departments. This approach is designed to help departments integrate risk management into daily operations and understand how risks can be managed consistent with, and in support of, departmental goals and the mission of the county.
- Instituted annual actuarial studies as opposed to biennial; the actuarial analysis attempts to forecast the ultimate cost of claims as of a given date, usually the end of the fiscal year, and helps the risk manager evaluate options and recommend the optimum balance of risk retention and risk transfer.
- Met the 3rd year goals of the five year plan to achieve funding at the 70% marginally acceptable confidence level in the self-insurance funds, as determined by actuarial analysis, by June 30, 2008.
- Accomplished continued success with the ergonomic program implemented three years ago; this program is instrumental in reducing loss severity for ergonomic injuries.

V. 2006-07 SUMMARY OF BUDGET UNITS

| 2006-07 | | | | |
|--------------------|-------------------|--------------------|------------------------------|-------------|
| | Appropriation | Revenue | Revenue Over/ (Under) Exp | Staffing |
| Operations | 6,320,807 | 6,320,807 | - | 71.0 |
| Insurance Programs | 60,686,873 | 97,127,583 | 36,440,710 | - |
| TOTAL | 67,007,680 | 103,448,390 | 36,440,710 | 71.0 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: MINIMIZE RISK MANAGEMENT COSTS AND STABILIZE PREMIUMS CHARGED TO COUNTY DEPARTMENTS.

Objective A: Improve contract management relative to risk transfer.

Objective B: Reduce the average cost per claim for workers' compensation and general liability.

Objective C: Achieve 80% "target" confidence level in self-insurance funds as recommended by actuarial analysis.

Objective D: Evaluate alternative insurance placements and combinations of insurance and self-insurance to minimize the cost of risk.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|----------------------|--------------------------|------------------------|------------------------|
| 1A. Percentage of verified compliance with contractual insurance requirements. | <50% | 80% | <50% | 80% |
| 1B. Reduce average cost per workers' compensation claim. Reduce average cost per general liability claim. | \$19,732 \$11,179 | ≤ \$17,500 ≤ \$ 5,800 | \$17,500 \$9,800 | ≤\$18,500 ≤\$10,000 |
| 1C. Confidence level achieved in the self-insurance funds as determined by actuarial analysis. | NEW | NEW | NEW | 80% |

Status

The Risk Management budget is funded by premiums paid by all county departments. Therefore, controlling Risk Management expenditures is beneficial to all county departments. The factors that strongly influence Risk Management costs are the frequency of losses (the number of losses or injuries in a given period), the severity of losses (the actual dollars paid once a loss or injury occurs), and the cost of insurance premiums. An additional factor that influences the premiums charged to county departments is the restoration of fund balances or reserves to cover self-insured or retained losses that fall below insurance levels. During the 1990's, severe budget problems resulted in no premium assessments and, consequently, funds to pay these retained losses were reduced well below prudent levels. In 2001, a commitment was made to restore the fund balances to the 70% marginally acceptable confidence level as estimated by actuarial analysis by June 30, 2008. Thus, premiums charged to county departments are based upon the amount of money needed to fund current expenses, plus an additional amount to restore the fund balances. In 2007-08, the department plans to achieve funding at the 80% "target" confidence level in the self-insurance funds. Once these prudent reserves have been established, premiums charged to county departments are anticipated to be reduced. The first goal and related objectives address reducing the total cost of risk to the county.

Historically, the county has attempted to maximize the purchase of insurance because of the inadequacy of self-insurance reserves. With the commitment to fund the reserves at prudent levels comes the opportunity to reduce the amount of insurance purchased and the premiums paid for insurance. The department contracted with a consultant to perform a risk retention study designed to help the county evaluate risk-financing options beyond just the purchase of insurance. In addition, the actuarial consultant has been asked to provide estimated ultimate costs of claims based on assumed higher self-insurance retentions. During 2007-08, Risk Management will evaluate insurance/self-insurance alternatives to either confirm or propose changes to the ratio of insurance to self-insurance.

In 2006-07, a new insurance certificate tracking system was implemented, however, data conversion from the prior vendor created some difficulty in bringing the system to full function. As a result, the percentage of verified compliance with contractual insurance requirements will be directly impacted, and is estimated to be below 50% for 2006-07. The Insurance and Indemnification Standard Practice (11-07SP) was also revised.

Claims related expenditures for the Workers' Compensation program remained under \$20 million for the second straight year. This increased the savings for this program to approximately \$8 million over the last two years. In addition, San Bernardino County has a 127% loss ratio in the general liability program.



Although loss ratios are generally considered good when they are below 100%, the 127% figure is among the lowest in the CSAC-EIA pool. Nonetheless, higher severity of claims experienced in recent months compels the department to project a higher average cost of liability claims. The average cost of Workers' Compensation claims is also projected to be higher during 2007-08 as a result of the impact of inflationary components built in the latest legislation, and because of the possible approval of proposed legislation that will institute changes against the reforms brought by SB 899.

GOAL 2: IMPROVE CUSTOMER SERVICE BY PROVIDING INTERACTIVE COMMUNICATION OF RISK MANAGEMENT DATA.

Objective A: Upgrade department management information system.

Objective B: Upgrade the department website.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 2A. Percentage increase of visits to the Risk Management website (current average 130 per month). | NEW | NEW | NEW | 50% |

Status

During 2006-07, Risk Management introduced the concept of Integrated Risk Management to county departments. This is a paradigm shift that seeks to align the strategies, processes, people, technology and knowledge in the organization to meet risk management objectives. In order to successfully integrate this concept into daily operations there is a need to provide departments with better access to risk management data and information. The installation of a Risk Management Information System will assist the department in reaching this objective. Currently, departmental information is available on a yearly basis. In 2007-08, Risk Management will be able to provide information monthly, and departments will be able to access the information at anytime. A proposed upgrade to the Risk Management website will incorporate this tool and make it available to a wider audience. The current website provides two basic services: claims forms and Risk Management policies. In addition to these services, the upgraded website will have workers' compensation claim status, contractual compliance status, and claim related financial status. This goal and related objectives address the need to upgrade the data systems within the Risk Management Department so that accurate, timely information can be provided to other county departments which will assist them in meeting their risk management obligations.

The 2006-07 objective to develop data and criteria for determining the top five risks of financial loss to the county will be temporarily set aside until the Risk Management Information System and website upgrade have been implemented. Once these tools are operational, the department will revisit methods to achieve this objective.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department did not have any approved policy items for 2006-07.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Laurie Milhiser, Director, at (909) 386-8620.

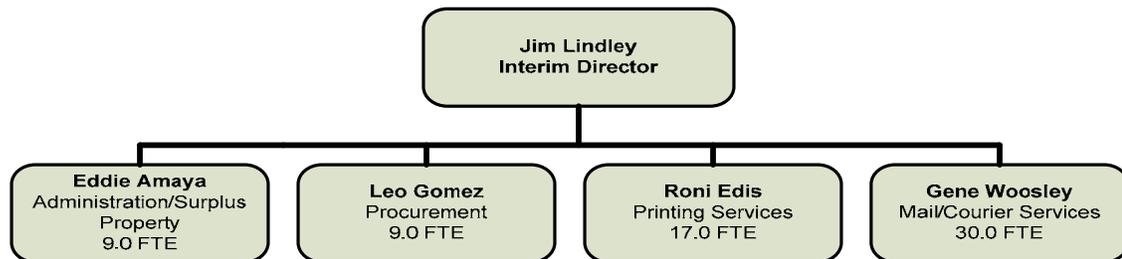


PURCHASING Jim Lindley

I. MISSION STATEMENT

The Purchasing Department is dedicated to manage for our customers the most cost-effective and efficient procurement of quality goods and services in support of the County of San Bernardino mission and goals. We will accomplish this through exceptional customer service, innovative processes, and sound business practices. In addition, we provide in-house services such as comprehensive mail services, printing, and surplus property and storage operations through three internal service programs (Mail/Courier Services, Printing Services, and Surplus Property and Storage Operations).

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Purchasing Department is responsible for the acquisition of equipment, services, and supplies used by county departments and Board-Governed Districts. In addition, Purchasing is responsible for the management of three internal service programs (Mail/Courier Services, Printing Services, and Surplus Property and Storage Operations). Purchasing also manages and arranges for the sale of county surplus property.

The Purchasing Department strives to provide service to all county departments, Board-Governed Special Districts, and outside agencies and municipalities with sources of quality products with reasonable prices and timely deliveries. All willing vendors will be given the opportunity to provide pricing on their products and services in a fair, open, and competitive environment. Purchasing accomplishes this mission by treating each department, employee, and vendor with respect, integrity, and understanding. By extending this treatment to all, Purchasing fulfills the purchasing obligation of the County of San Bernardino.

IV. 2005-06 ACCOMPLISHMENTS

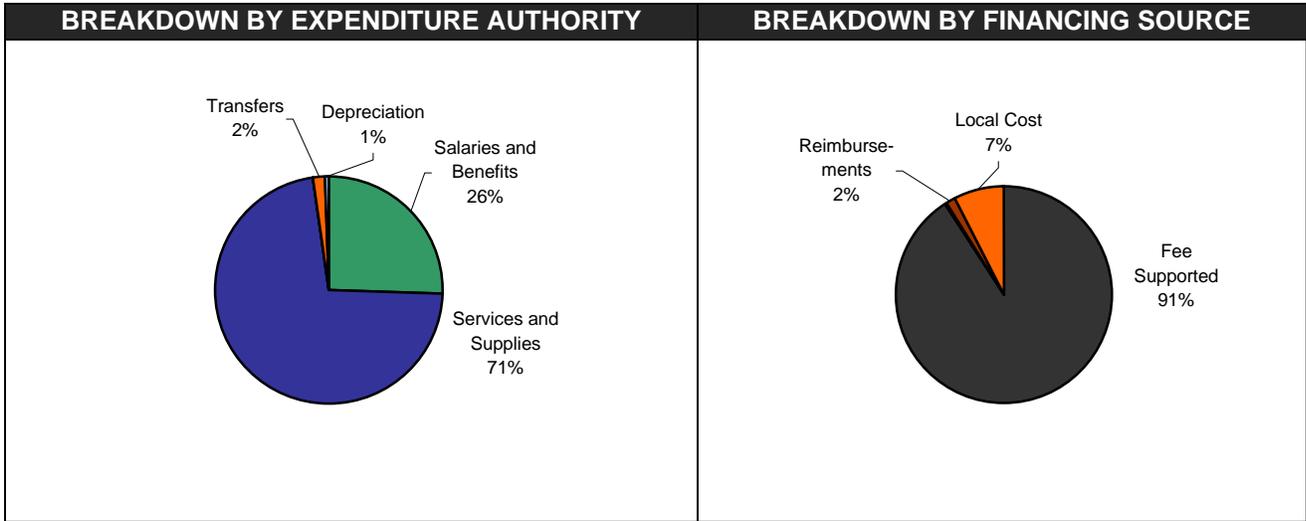
- Awarded the “Achievement of Excellence in Procurement (AEP) Award” for 2005.
- Assisted in Relief Effort for Hurricane Katrina.
- Rolled out the Cal Card Program countywide.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | | |
|---|-------------------|-------------------|------------------|------------------------------|-------------|
| | Appropriation | Revenue | Local Cost | Revenue Over/ (Under) Exp | Staffing |
| Purchasing | 1,235,858 | 35,000 | 1,200,858 | | 15.0 |
| Surplus Property and Storage Operations | 4,500,088 | 4,637,023 | | 136,935 | 8.0 |
| Mail/Courier Services | 7,463,766 | 7,548,000 | | 84,234 | 31.0 |
| Printing Services | 2,560,028 | 2,586,287 | | 26,259 | 16.0 |
| TOTAL | 15,759,740 | 14,806,310 | 1,200,858 | 247,428 | 70.0 |



VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: INITIATE AND CONDUCT A COUNTYWIDE QUARTERLY TRAINING PROGRAM THAT TRAINS COUNTY EMPLOYEES ON SPECIFIC PROCUREMENT AND THE INTERNAL SERVICE FUNDS POLICIES AND PROCEDURES.

Objective A: Train Purchasing staff to conduct the training.

Objective B: Advertise training on Countyline and through the Annual Training List. Schedule County employees to attend the training.

Objective C: Survey county employees who have attended the training to receive feedback.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 1B. Percentage increase of county employees who have been trained by Purchasing in specific Procurement and Internal Service Funds policies and procedures (150 employees in 2005-06). | N/A | 15% | 20% | 40% |

Status

The Purchasing Department conducts annual procurement training in the spring for all county employees. This proposed training would supplement the current training by focusing on specific topics that have been chosen by Purchasing users who attend the annual training. The training will be conducted in small groups and will be no longer than two hours. The training will be free of charge and will take place at the Purchasing Department. The goal of the training is to have Purchasing customers (county employees) purchase more efficiently within their respective departments, and to inform county employees on the services offered by Purchasing's three Internal Service Funds (Mail/Courier Services, Printing Services, and Surplus Property and Storage Operations). The training will enhance both performance and compliance throughout the county.



GOAL 2: INCREASE THE NUMBER OF BUYER II'S THAT EARNS THE C.P.M. ACCREDITATION WITHIN THE PURCHASING DEPARTMENT.

Objective A: Acquire training materials from the Institute of Supply Management or attend classes conducted by the California Association of Public Purchasing Officers (CAPPO).

Objective B: Have Buyer II's take and pass appropriate exams for Certified Purchasing Manager accreditation.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 2B. Percentage of Buyer II's that have earned the C.P.M. accreditation (current staff is 10 Buyer II's). | N/A | 10% | 10% | 20% |

Status

The Purchasing Department encourages its staff to acquire the highest certification possible for their profession. For purchasing professionals such as Buyer II's and Buyer III's, there exists the Certified Purchasing Manager (CPM) accreditation. The CPM is nationally accepted as a standard of competence and knowledge for the purchasing and supply management field. The end result is a professional, qualified, and knowledgeable staff that is fully trained in all county, state, and federal purchasing laws and statutes.

GOAL 3: RE-ADVERTISE THE CAPABILITIES OF THE INTELLIGENT INSERTING OF MAIL TO COUNTY DEPARTMENTS AND ANY OUTSIDE AGENCIES AND MUNICIPALITIES.

Objective A: Have Purchasing Business Systems Analyst II, ISD, and the Bell & Howell Company assist with sessions geared to County employees on the capabilities of intelligent inserting.

In order to fully utilize the latest technology that Mail/Courier Services offers, information sessions will be conducted at various dates throughout the year explaining the advantages of using intelligent inserting technology. Intelligent inserting equipment is able to read barcodes printed on each piece of mail to obtain information about the length of the document and which inserts are to be included with it. Running at speeds up to 8000 pieces per hour, automatic inserters accurately complete even the most complicated mailings faster than ever before.

GOAL 4: STANDARDIZE THE CURRENT REQUEST FOR PROPOSAL (RFP) PROCESS TO CREATE AN RFP TEMPLATE FOR ALL COUNTY DEPARTMENTS TO USE.

Objective A: Standardize two RFP templates (one for services and one for supplies).

Objective B: Post templates on the department shared drive and Countyline. Update templates as changes occur.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 4B. Percentage of changes that are posted to the templates as they occur. | NEW | NEW | NEW | 100% |

Multiple RFP templates are being used currently within the Purchasing Department and throughout the county. By creating two RFP templates (one for services and one for supplies), the department will become more efficient and accurate in preparing and releasing RFPs. These templates would be posted on the department's shared drive, and also on Purchasing's web site on countyline by the end of the first quarter of 2007-08. This would give access to all county employees. Both templates would be updated continuously by department staff as clauses are added and deleted. Having standardized RFP templates would streamline the contract process, thus creating a more efficient process for county departments and vendors alike.



| |
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| GOAL 5: CREATE AN INTERACTIVE REQUISITION FORM AND POST ON THE PURCHASING WEB PAGE ON COUNTYLINE. |
|--|

Objective A: Have Printing Services create an interactive template.

Objective B: Run a series of tests to see the validity of the interactive template.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 5B. Percentage of County Departments that use the interactive requisition. | NEW | NEW | NEW | 50% |

An online Purchasing requisition form will be created by Printing Services. This online requisition form will not take the place of the hardcopy requisition form that is out in current circulation, but will supplement it. County employees will be able to access the online requisition from Purchasing's web site on Countyline, fill it out, and then print it utilizing carbon copy paper. Having an online requisition form will enable departments to readily edit their requisition, and will also prepare departments for the New FAS, which will incorporate online input of requisitions.

The Purchasing Department business plan is a living document and is intended to guide the work and decisions of the Purchasing Department on an ongoing basis. The business plan will be modified on a yearly basis. The Purchasing Department has organized its strategic goals and objectives to coincide with the strategic priorities set by the County of San Bernardino.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department did not have any approved policy items for 2006-07.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

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|--|
| If there are questions about this business plan, please contact Jim Lindley, Director, at (909) 387- 4821. |
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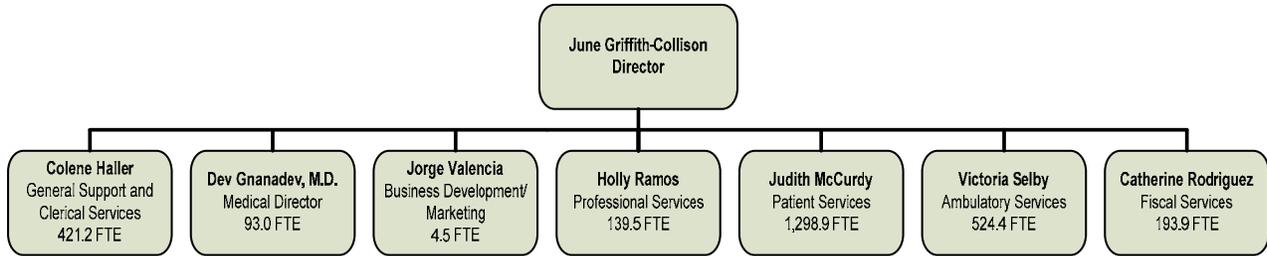
ARROWHEAD REGIONAL MEDICAL CENTER

June Griffith-Collison

I. MISSION STATEMENT

The San Bernardino County “Arrowhead Regional Medical Center” (ARMC) is a safety net hospital with the primary mission of providing quality healthcare, a basic necessity of humankind, to the residents of San Bernardino County. We continuously strive to improve the health of the communities we serve and become the provider of choice for healthcare delivery and education.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

Arrowhead Regional Medical Center (ARMC) is a state of the art, acute care facility embracing advanced technology in all patient and support areas. The Medical Center offers the latest in patient care by providing a full range of inpatient and outpatient services, three off campus community health centers, Department of Behavioral Health’s inpatient activities and numerous specialty services. Freeway access, shuttle service and locale as an Omnitrans bus hub makes ARMC convenient to county residents.

The campus houses five buildings which also serve to somewhat outline the definitive services: Behavioral Health, Hospital, Outpatient Care Center, Diagnostic & Treatment and the Central Plant.

The Hospital and Behavioral health facilities are comprised of 373 (90 Behavioral Health and 283 Hospital) inpatient rooms, most of which are private. The Emergency Department is a Level II Trauma Center and consists of 15 observation rooms, 8 treatment rooms, 3 law enforcement holding rooms and 8 trauma rooms. In 2005, an Emergency Department remodel added a 9 bay Rapid Medical Emergent Treatment area to expedite treatment and improve throughput. The helicopter landing area can accommodate both standard medi-vac helicopters and military helicopters. The outpatient care center consists of 109 examination rooms and 8 procedure rooms.

The Medical Center remains one of the most technologically advanced health care institutions in the entire country. It is also seismically sound, capable of withstanding an 8.3 magnitude earthquake and is designed to remain self sufficient and functional for a minimum of 72 hours.

Inpatient Care: Inpatient services provide curative, preventative, restorative and supportive care for general and specialty units within the General Acute Care Hospital, Behavioral Health Hospital and Home Health. Care is coordinated among multiple care providers responsible for patient care twenty-four hours a day. Nursing functions are the primary interface with patients, families and others and are often the interpreter for the hospital experience and treatment plan. Education is a primary focus. ARMC offers numerous Residency Programs for the training of physicians in Family Practice, Emergency Medicine, Surgery, Neurosurgery, Women’s Health, and Internal Medicine.

Inpatient Service lines include:

- Inland Counties Regional Burn Center, which provides total burn care to patients of all ages and serves San Bernardino, Riverside, Inyo and Mono Counties.



- Medical Intensive Care (MICU), Surgical Intensive Care (SICU) – providing critical care for medical and surgical patients requiring continuous monitoring, assessment and treatment.
- Neonatal Intensive Care Unit (NICU) providing critical care for newborn premature/fragile infants.
- Maternal Child Services – labor / delivery / maternity and postpartum.
- Newborn Nursery providing full services for newborn infants.
- Operative Services provides surgical, invasive and peri-operative for all surgical procedures excluding cardiac. It is comprised of 15 OR suites, a three room Specialty Procedure Lab, Pre-Op Holding Area, Post Anesthesia Care Unit (PACU), Ambulatory Surgery Care (ASC), Pre-Op Clinic, Pain Clinic and three Obstetrical / Gynecological Operating Rooms.
- Pediatrics – providing assessment, observation and treatment of pediatric patients.
- Medical Surgical Services – Geriatrics, Orthopedics, telemetry patients requiring assessment, observation and treatment.
- Specialty Services – offered to patients who have special needs such as Dialysis, Cancer, Transplant (kidney) and Wound care – Patient evaluation follow-up, diagnostic planning, treatment and case management.
- Behavioral Health – Adult inpatient psychiatric treatment services which include evaluation, assessment and treatment by interdisciplinary teams of psychiatrists, nurses, psychiatric technicians, clinical therapists and occupational therapist. Program offers medication administration, individual and group therapy and family education.

Outpatient Services: Outpatient Care is an integral part of our multifaceted health care delivery system offering a wide range of emergency, primary, preventive, chronic, follow-up and specialty care in an ambulatory care setting. Visits have exceeded 250,000 annually excluding the Emergency Room volume.

Outpatient Service lines include:

- Emergency Medicine – ARMC is a busy Level II Trauma Center offering acute, emergent and urgent treatment of patients. Visits are currently in excess of 90,000 annually.
- Primary care – three outlying family health centers offering comprehensive primary medical care for children and adults. These are community clinics that provide preventive, obstetrical and gynecological care, family planning services, well child visits, immunizations, health education and referral to specialty services – Fontana Family Health Center, McKee Family Health Center and Westside Family Health Center.
- Specialty Clinics (10) including:
 - Infusion Therapy – provide therapeutic and supportive care to adult oncology patients and their families, chemotherapy, blood products, IV hydration and antibiotics.
 - Internal Medicine with subspecialties of cardiology, allergy, nephrology, endocrinology, gastroenterology, hematology, neurology and rheumatology.
 - Surgery clinic with subspecialties of general surgery, wound care, burn care, urology, oral surgery/dental, ENT/audiology, neurosurgery, ophthalmology, pre-operative evaluation and post operative care.
 - Women's Health offering comprehensive pregnancy services from preconception counseling to postpartum care including high risk maternal / child care.
 - Orthopedic clinic providing services for diagnosis and treatment of diseases and abnormalities of the musculoskeletal system with emphasis on upper extremity, joint reconstruction, trauma, and spine.
 - Pediatric clinic – a variety of comprehensive services to children 0 – 18 years of age, well child visits, immunizations, high risk follow-up, sick child walk-in visits as well as pediatric specialty services of cystic fibrosis, neurology, nephrology, endocrinology, asthma, diabetes, genetics, allergy, cardiology and hematology.
 - Family Elder Care serving primarily elderly adults and frail elderly, their support systems/caregivers and families, offers consultative services for seniors, geriatric evaluation and management.
 - Rehabilitation Clinic – conducts evaluations for State Disability, Rehabilitation/Treatment of amputees, spinal cord injuries and strokes. Referrals are to Physical Therapy, Speech, Occupational Therapy and Prosthetics.



Ancillary / Support & Specialized Services Include:

- Medical Imaging Department (Radiology) utilizes a digitized imaging and archiving system which replaces x-ray film. Radiologists can remotely access and read images for expedited diagnostic interpretation. The Medical Imaging Department also performs Bone Densometry, Mammography, CT scanning, MRI, Ultrasound, Nuclear Medicine, and Radiation Oncology.
- Neurodiagnostics offers both inpatient and outpatient diagnostic studies. Tests performed include electroencephalograms (EEG), Continuous EEG, Electromyogram (EMG), Nerve Conduction studies and transcranial dopplers.
- The Clinical Laboratory is responsible for inpatient and outpatient diagnostic services which include chemistry, hematology, coagulation, urinalysis, bacteriology, cytology, virology, mycology, serology, TB, blood transfusions, autopsy and surgical pathology. Approximately 1.4 million tests are performed annually in this 24 hour service.
- Pharmacy provides comprehensive inpatient and outpatient pharmaceutical services. The outpatient Pharmacy operates an automated prescription filling system called Optifill II. The patient submits the prescription and it is entered into the computer and reviewed by a pharmacist. Once accepted, a label is printed; the computer initiates filling the bottle and caps the prescription. Quality assurance is completed prior to presenting to the patient.
- Rehabilitation Services includes Physical Therapy, Occupational Therapy and Speech Therapy. The department evaluates and treats patients with neuromuscular, musculoskeletal, sensorimotor, cardiovascular, and pulmonary disorders, and language dysfunction. The goal is to restore the patient's functional activities of daily living to the highest possible level.
- Respiratory Care offers a thorough practice of routine, prophylactic and intensive respiratory care modalities including gas and aerosol therapy, conventional mechanical ventilation, high frequency oscillatory ventilation, airway management, CPR, blood gas acquisition and analysis, non invasive monitoring and placement of percutaneous tracheotomies.
- Home Health includes rehabilitative care, IV therapy and wound care extended to patient's home to complete the continuum of care.
- Health Information Library offers a catalog of CD ROM, journals and computers with internet access for health care research and up to date information.
- Wound care and hyperbaric medicine is directed specifically toward the healing of chronic wounds. Services include diagnostic testing / sharp debridement, casting and strapping for compression therapy, and patient education. Hyperbaric Oxygen Therapy (HBO) is offered to patients with specific types of difficult to treat wounds that are known to respond to HBO per UHMS guidelines.

IV. 2005-06 ACCOMPLISHMENTS

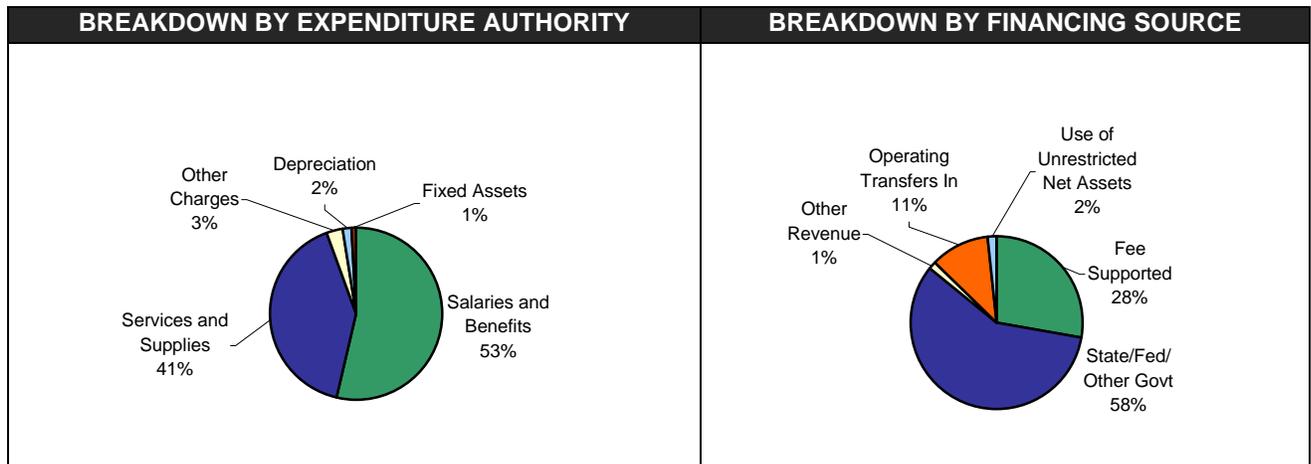
- Patient Visit Redesign was successfully implemented and continues to expand in the outpatient setting, significantly decreasing patient wait times and throughput. Excellence Award received from California Association of Public Hospitals/Safety Net Institution, Fall of 2005.
- Patient flow through the Emergency Department has been streamlined, decreasing both wait times and the number of patients "leaving without being seen" with an increase in overall visits.
- Continue to maintain an upward trend in OB deliveries - 10%.
- Successful participation in Section 1011 of the Medicare Modernization Act – 100% compliance quarter ending December 31, 2005.
- Successfully infusing licensed vocational nurses (LVN's) into the nursing service, facilitating nurse to patient ratios and decreasing registry utilization.
- 30% reduction in work related injuries in high injury Department of Environmental Services.
- Patient satisfaction scores for 4th quarter. 2005-06 was at 83.4%.



V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | | |
|-----------------------------------|--------------------|--------------------|------------------|------------------------------|----------------|
| | Appropriation | Revenue | Fund Balance | Revenue Over/ (Under) Exp | Staffing |
| Arrowhead Regional Medical Center | 352,563,295 | 348,897,401 | | (3,665,894) | 2,683.4 |
| Tobacco Tax Funds | 3,827,366 | 2,096,924 | 1,730,442 | | |
| Archstone Foundation Grant | 74,411 | 39,306 | 35,105 | | |
| TOTAL | 356,465,072 | 351,033,631 | 1,765,547 | (3,665,894) | 2,683.4 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: INCREASE OUTPATIENT AND EMERGENCY ROOM VISITS.

- Objective A: Continue implementation of outpatient visit redesign program in primary and specialty clinics.*
- Objective B: Reinitiate Tattoo Removal clinic.*
- Objective C: Implement Direct Observation Unit to streamline throughput and decrease ED holds.*
- Objective D: Enhance primary care physician recruitment / retention via structured marketing and business development plan.*

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 1A. Percentage increase of outpatient visits (240,056 visits in 2005-06) | N/A | 4% | ≤1% | 4% |
| 1B. Percentage decrease in ER patients leaving without being seen (10,950 patients in 2005-06). | N/A | 16% | 16% | 25% |
| 1B. Reinitiate tattoo removal clinic. | NEW | NEW | 250 | 500 |
| 1D. Percentage increase in outpatient surgeries (4,764 surgeries in 2005-06). | N/a | 11% | 7% | 11% |
| 1E. Percentage increase in outpatient rehab volume (18,860 visits in 2005-06). | N/A | NEW | NEW | 5% |

Status

In 2006-07 implementation of the Patient Visit Redesign Program began in the Family Health Centers (FHC) and Specialty Clinics. Patient Visit Redesign is now complete at McKee FHC and the Women’s Health Clinic. McKee patient cycle time has decreased from 86 minutes to 33 minutes and the Women’s Health Clinic continues to present unique challenges. A beginning cycle time of 150 minutes has been decreased to 51



minutes. A task force has been put in place to address the operational efficiency. Fontana FHC and the Pediatric Clinic are in the 90-day trial run phase and both areas are performing well. Fontana FHC patient cycle time began at 94 minutes and is now down to 49 minutes. The Pediatric Clinic patient cycle time began at 120 minutes and has been decreased to 51 minutes. Additionally, patient flow through the Emergency Department (ED) has been improved as well with a decrease in average wait time of approximately 20 minutes with a growth in census. Patients who left without being seen in the ED has also decreased from approximately 10.8% to 7.8% even with an overall increase in the number of ED visits.

Another strategy to achieve the goal of increasing outpatient and emergency room visits is to continue to enhance marketing activities for public awareness of services provided such as promotional videos, community health fairs, and collaboration with ARMC's Foundation activities. During the first quarter of 2006-07, the marketing department has participated in or staged 35 events designed to enhance public awareness of ARMC services including the following:

- Annual Community Health and Safety Fair September 23, 2006 – 4,000 attendees.
- Print and Cable TV advertising for Pediatrics, Wound Care and Family Elder Care.
- Inland Counties Burn Center fundraiser in conjunction with Sammy Hagar - \$25,000 raised.
- 19 newspaper articles have appeared in local papers about various ARMC services.

As part of the effort to increase outpatient visits, the hours of service for outpatient surgeries were also expanded in 2006-07. Additionally, unused operating room suites were activated. To date, there has been no appreciable increase in outpatient surgeries demonstrated but an 11% increase is projected for 2007-08.

Another source of outpatient and emergency room visits is the outpatient rehabilitation workers' compensation referral base. In 2006-07 a plan was developed and implemented to capture these patient visits. The goal is to increase volume by 5% (943). As part of the plan, patients are to be registered and processed through the Center for Employee Health & Wellness which is currently based at ARMC and set-up to handle claims for work related injuries. This is a collaborative effort by county Human Resources and ARMC and the compensation structure for their services will be developed including a fee schedule. The future success of this plan will also depend on a targeted marketing campaign. This campaign will include a series of presentations and tours for members of Colton, Fontana, Rialto, and San Bernardino Chambers of Commerce. The first event is scheduled for November 15 involving 100 members of the Colton Chamber of Commerce. Additionally, a brochure and short video are being developed for reference material. Following these presentations, local business insurance carriers (Workers' Compensation) will be contacted in an effort to discuss contracting.

GOAL 2: INCREASE ADMISSIONS IN ACUTE CARE SERVICES.

Objective A: Continue to increase number of deliveries.

Objective B: Increase hospital overall admissions.

Objective C: Grow Transplant Program.

Objective D: Move toward obtaining Level I Trauma designation.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|-----------------------------|--------------------------------|--------------------------------|--------------------------------|
| 2A. Percentage increase in the number of deliveries (3780 deliveries in 2005-06). | N/A | ≤1% | 6% | 3% |
| 2B. Percentage increase in ER admissions by efficient patient throughput (20,182 admissions in 2005-06). | N/A | 2% | 3% | 2% |
| 2B. Grow Transplant Program. | NEW | 4 | 12 | 16 |

Status

In 2005-06 the number of deliveries at ARMC was 3,780. As part of reaching the goal of increasing admissions in acute care services, ARMC set the goal of increasing the number of deliveries by 6% for 2006-07. To date deliveries continue to show an upward trend and are currently up by 10%, 4% more than expected.



Admissions in acute care services are also impacted by the management of the inpatient care process and reduction of emergency room "hold patients. By improving throughput and decreasing the patients' average length of stay in the emergency room through the implementation of case management rounds, decreasing barriers to patient discharge and improved utilization review management, admissions will also increase. To achieve this, a discharge pilot was implemented to facilitate the discharge planning process in an effort to coordinate all necessary events that need to take place prior to patient discharge. The goal was to identify and prevent unnecessary delays in discharge. January – May 2006, 6 Medical-Surgical units phased into the pilot. At each phase, placement was identified as a major indicator of delay in discharge and lack of results was identified as the primary cause. ARMC is currently working with Purchasing to develop agreements with area skilled nursing facilities, which will give ARMC other placement options for patients. One other component that will contribute to the increase in admissions is the ability to optimize room turnover with Bed Management Software Program. This is still under review for the best possible solution for Bed Management System Program.

It is ARMC's intent to improve its transplant program through advertisement and public education. Brochures are being completed and will be marketed directly to dialysis centers.

ARMC is working to establish a Level 1 Trauma Unit designation. To qualify for Level 1 designation, the hospital must have the capabilities to provide open-heart surgeries. Although ARMC does not currently provide this service, an agreement has been entered into with a cardiac anesthesia group. The next steps will be to purchase the necessary equipment and contract with a cardiac surgery group.

GOAL 3: ENHANCE REIMBURSEMENT AND OTHER REVENUE STREAMS.

Objective A: Continue to improve financial screening and eligibility process for government aids and new programs in the Emergency Department.

Objective B: Initiate point of service collection for Labor & Delivery and Emergency Departments. Target date: July 2007.

Objective C: Separate billing for Direct Observation Unit admits for estimated 1,500 annual admits.

Objective D: Continue to ensure revenue producing departments remain abreast of current reimbursement regulations for proper billing and coding of diagnostic procedures.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|-------------------------|------------------------|------------------------|
| 3A. Percentage increase of Medi-Cal Eligibility patients identified from screening in the ER (15,610 in 2005-06). | N/A | 10% | 15% | 5.5% |
| 3B. Reduce the error rate in billing through identification and monitoring stats (error rate was 12% in 2005-06). | N/A | Error rate less than 5% | 2% | 2% |
| 3C. Separate billing for Direct Observation Unit. | NEW | NEW | 728 | 1,500 |

Status

In 2006-07 ARMC set out with the overall goal of maximizing its revenue streams through four specific objectives. Through the improvement of the financial screening and eligibility process for government aids and new programs in the Emergency Room, ARMC could realize increased receipts of Medi-Cal reimbursements. All admissions staff have completed the Quarterly Registration Training as of October 13, 2006.

In an effort to enhance reimbursement under the Medicare Modernization Act of 2003, ARMC has set the objective of reducing its billing error rate. Program reimbursement was 100% in compliance in the Audit Result for the Quarter ending December 31, 2005. As a result, reimbursement was maximized and ARMC received \$370,000 in 2005-06 for period covering through September 30, 2005, \$206,000 in September 2006 for the period covering through December 31, 2005, and anticipated receipts of \$382,000 in November 2006 for period covering through March 31, 2006.



Additional funding may also be available under SB 1100, California's Medi-Cal Hospital/Uninsured Care Demonstration Project. The state has budgeted \$126.2 million in 2006-07, new calculations from the California Association of Public Hospitals reflects \$131.8 million, an increase in reimbursement by \$5.6 million in 2006-07 from budget.

Another effort to reach this goal is to restructure the reimbursement staffing to properly analyze and manage cost reporting and accounts receivable. The position is still open for Reimbursement Manager and it is being converted to a contract position with increased compensation to attract qualified candidates. Staff is also being properly trained. The Controller and account staff finished Medicare Cost Reporting training classes as of October 25, 2006 and the Patient Accounting Director is scheduled to attend Medicare Managed Care Contracting training on November 3, 2006.

A key component to enhancing reimbursement and revenue streams is to ensure revenue producing departments are abreast of current reimbursement regulations for proper billing and coding of diagnostic procedures. This will be achieved by monthly monitoring of unbilled accounts due to coding issues and the review of resources for maximum benefit of departmental placement.

Separate billing for the Direct Observation Unit (DOU) will extend the Emergency Room Department (ER) outpatient capacity. DOU patient billing is separate from ER visit billing and is billed in time increments instead of the standard ER per visit charge. The DOU is for patients requiring observation for less than 24 hours.

GOAL 4: EXPLORE ADDITIONAL COST CONTAINMENT OPPORTUNITIES AND STRATEGIES.

Objective A: Continue implementation of restructured nursing to patient mix ratios by infusing Licensed Vocational Nurses (LVN's) into Medical Surgical areas, Emergency Department, etc.

Objective B: Continue to reduce registry usage by aggressive recruitment and marketing of services.

Objective C: Continue to hold departmental monthly operating reviews (MOR's) with department managers for fiscal accountability and adherence to budgetary expenditures.

Objective D: Assess contract renewals for better contract terms i.e. rate increases, cost reduction opportunities, (global purchase contract for supplies and equipment maintenance).

Objective E: Capture MIA eligible, self-pay patients in the ER and convert those eligible to Medi-Cal.

Objective F: Continue to decrease the cost of pharmaceutical care.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|--|--------------------------------|--------------------------------|--------------------------------|
| 4B. Percentage decrease in third party nurse staffing assistance (\$3.4 million spent in 2005-06). | N/A | 25% | 48% | 14% |
| 4C. Reduce the number of employee injuries in the Department of Environmental Health Services. | 11/month | 9/month | 9/month | 7/month |
| 4D. Percentage decrease in contract renewals – consolidated equipment maintenance service agreements with USCS Equipment Technology Solutions (\$1.963 million spent in 2005-06). | N/A | 35% | 17% | 13% |
| 4E. Percentage decrease in costs as a result of combining lab operations with Public Health. | N/A | NEW | Approx. 5% savings | Approx. 5% savings |
| 4F. Percentage change in pharmaceutical costs (\$1.477 million in costs for 2005-06). | N/A | (40%) | (40%) | 3% |
| 4G. Decrease in the utilization of sitters/number of assaults. | No decrease in sitters. 6 reportable incidents to DHS | 6 reportable | 6 reportable | 4 reportable |

Status:

As part of an on-going effort to contain costs where possible, during the current nursing shortage, ARMC explored the possibility of utilizing Licensed Vocational Nurses (LVN) where permitted. As part of this process, the nurse to patient skill mix ratio was restructured. As a result of the restructuring, LVN's were



incorporated into the nurse to patient skill mix ratio for the non specialty medical/surgical areas and the registered nurses (RN's) were cross trained for the specialty areas such as Neonatal Intensive Care Unit (NICU) and Labor and Delivery. This new structure called for 72 LVN positions, of which 37 were hired immediately. To date, a total of 12 RN's have been successfully cross trained, 5 in the NICU and 7 in Labor and Delivery.

Another opportunity for cost containment is the reduction in the usage of third party nurse staffing assistance or the Nurse Registry. This effort has been successful to date and was accomplished by enhanced nursing recruitment strategies and better control of unscheduled absences which negatively affected the nursing staff. During 2006-07, \$500,000 was spent on the Registry through October 25, 2006, and it is projected that a total amount of \$1.75 million will be spent. During 2005-06, \$3.4 million was spent on the Registry, equally a reduction of 48.5% in costs. Utilization of the Registry continues to decline. In March 2006, the Registry was used for a total of 3,702 hours or 21.3 full-time equivalent employees (FTE), 2,094 hours or 12 FTE's in June and 1085 hours or 6.2 FTE's projected for October. Due to the recruitment strategies implemented, 20 RN vacancies were filled in NICU and Labor and Delivery between January and September 2006. Additionally, between the months of July and September 2006, the vacancy rate decreased by 4.3% for RN II's and 17.7% for Licensed Vocational Nurse II's, there was no change for the Clinic RN II's, and an increase of 4% for the Per Diem RN II's and 3.9% for the Mental Health Nurse II's.

Associated staffing costs present an opportunity for cost control and one area that needed to be closely looked at was ARMC's Environmental Services or janitorial services. This department had the highest incidents of work related injuries and ARMC implemented equipment and procedural safe practices through retraining and reinforcement of established procedures which led to a 30% reduction in work related injuries to date and a resulting decrease in costs due to time off, overtime, temporary help and workers' compensation expenses.

Cost containment is also controlled by the monthly departmental operating reviews conducted with department managers. Through these on-going reviews, actual expenditures are kept inline with budgeted expenditures. By timely fiscal reporting to administration, costs can be best controlled and monthly figures are due to the administrator by 20th day of the following month.

A collaborative effort between ARMC and the Department of Public Health (DPH) is the consolidation of Laboratory Services, where appropriate. Beginning November 1, 2006, ARMC will send Fluorescent Treponemal Antibody (FTA), a syphilis confirmation test, and tuberculosis sensitivities (approximately 200 tests) to DPH. Alternately, DPH will send Gonorrhea Culture and other bacterial cultures (approximately 387 tests) to ARMC. Additional savings are being assessed through the consolidation of supply ordering and the DPH Manager and ARMC Material Manager are exploring their possible options.

ARMC has implemented various measures to decrease the cost of pharmaceuticals. These measures include negotiations with manufacturers, maximizing the use of federal 340B drug purchasing program, enhancing reimbursement through the use of generic medications, and strict control of formulary drugs. Pharmacy cost savings for the first quarter were \$254,854 and these savings are expected to continue to a 40% cost savings which will then be maintained.

The development of specialty inpatient care units in Behavioral Health (DBH) called the Crisis Stabilization Unit (CSU) is utilized to stabilize patients and divert them from admission, thereby allowing patients to return to outpatient community. A Memorandum of Understanding (MOU) between ARMC and DBH has been executed and funding is now available.

GOAL 5: CONTINUE MAINTAINING AND IMPROVING THE INFORMATION TECHNOLOGY INFRASTRUCTURE AND PROCEED WITH INSTALLATION AND IMPLEMENTATION OF ADDITIONAL MEDITECH SYSTEM MODULES.

Objective A: Meditech Upgrade from 5.5 to 5.6

Objective B: Build, install and implement the following modules:

- a. Authorization Referral Module (ARM).*
- b. Medical Practice Management (MPM/LSS) part 1 – administrative.*
- c. Medical Practice Management (MPM/LSS) part 2 – clinical.*

Objective C: Install and implement the Home Health Billing Software.



Status

Technology is a vital component to every aspect of ARMC operations. Because of this, the maintenance and continual improvement of the information technology infrastructure is important. To achieve this goal, it is necessary to evaluate necessary information technology equipment and software required for the following:

- a. Data Repository – a module used to increase the speed and utilization of Meditech data. This is currently in progress and awaiting fixes from Meditech. Implementation of this module has been added as additional duties to existing employees who are scheduled to attend training in December 2006. Hospital-wide training will begin in June 2007.
- b. Data Center Computer Servers replacement due to aging of servers – Meditech servers completed November 06. All other servers scheduled for March 2007.
- c. Picture Archiving Communication System (Medical Imaging System) – Previous PACS system was converted to McKesson PACS and went live August 2006. McKesson Cardiology PACS to begin full implementation, February 2007.
- d. Home Health Billing Software – This project is in progress and a prospective vendor has been selected. Contract and board item in process.

Meditech upgrade from 5.3 to 5.5 (Completed March 2006) and interfaces such as:

- a. Inland Empire Health Plan (IEHP) Interface will provide IEHP patient's encounter data in a standard health care claim format (837). This project is on hold due to IEHP being unable to handle format at this time.
- b. CBORD Nutrition Services interface provides dietary orders from Meditech to Nutrition Services. Project is In process and awaiting contractor (CBORD) actions to go live.
- c. Medical Imaging System (PACS) interface – sends radiology orders and transcribed radiology reports from Meditech to McKesson PACS. This was completed July 2006.
- d. MUSE Respiratory project is intended to send patient registration data and orders to the MUSE cardiac care system. This project is on hold awaiting MUSE database modification.
- e. MD Staff System interface to Operating Room Scheduling module - This module will transmit MD operating room privilege status updates to Meditech. It is in process and ARMC is working with the vendor to finalize interface specifications.
- f. Imaging project for Personnel System was completed September 2006.
- g. Accucheck interface with Meditech will send blood glucose test results to the Meditech System. This project is process. ARMC is working with vendor to finalize interface specifications.
- h. Collection interface allows County Collections Department to have access to Meditech Patient Accounting to post payments and adjustments – This project is on hold awaiting final balancing of accounts receivable numbers between departments.

ARMC continues to assist Public Health Department and Department of Behavioral Health with Meditech implementation. ARMC is working with Public Health daily and to date, Behavioral Health has decided not to use Meditech.

ARMC is implementing Computerized Physicians Order Entry (CPOE) throughout the Medical Center and Family Health Centers. Work for the Medical Center in process and the live date is unknown. Family Health Centers have started training on new MPM module. Tentative live set for November 2007.

Build, install and implement the following Meditech modules:

- a. Quality Management / Risk Management Module: Completed July 2006.
- b. Emergency Department Module: In process, unknown live date.
- c. Community Wide Scheduling: To be addressed with MPM install and being changed as needed.

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|--|
| GOAL 6: CONTINUE IMPROVING PATIENT QUALITY AND CUSTOMER SATISFACTION. |
|--|

Objective A: Initiate evidence based practice – Target date: January 2008.

Objective B: Redesign clinical employee evaluation process through performance based profiles – Target date: January 2008.



Objective C: Continue to maintain high visibility among staff and visitors by Associate Administrators in all hospital units.

Objective D: Continue direct communications with employees such as employee forums, recognition awards.

Objective E: Improve patient satisfaction scores in "Overall likelihood of recommending" by 5%.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|--|---------------------|---------------------|---------------------|
| 6A&B. Improvement in Patient Satisfaction scores from patient questionnaires. | Inpatient 81.61% in "likelihood of recommending" | 83% | 80% | 83% |

Status

Continue to provide a high level of patient care based on customer service standards established through ARMC's Gold Coin program and the county-wide ServiceFIRST program. Implement corrective actions when necessary through direct access to Patient Advocate, management, and administrators. Patient satisfaction scores for 4th quarter 2005-06 were 83.4%. For 1st quarter 2006-07 the task of mailing surveys to patients, which was formerly completed by ARMC, was assumed by Press-Ganey Associates, Inc., a vendor that tabulates patient satisfaction scores through the direct survey of patients. A significantly lower response rate impacted the reliability of results due to the small sampling of surveys for tabulation, which resulted in a slight decrease of ARMC's patient satisfaction scores. Press-Ganey and ARMC are working to increase response rate, before scores are tabulated for the 2nd quarter, 2006-07.

Continue direct communications with Medical Center staff and physicians through new employee orientation, employee forums, and recognition awards:

- Ongoing Administrative rounds by Administrators in all areas of the hospital.
- Employee Forums held 2 - 3 times annually.
- All Administrators attend New Employee Orientation for introduction to new staff. These are held on a bi-weekly basis.
- Recruitment & Retention Committee remains active.
- Employee Activities Committee remains active.

ARMC's 2007-08 goals were selected to coincide with the primary mission of the Medical Center and strategic plan for meeting current service demands and future service requirements in a dynamic healthcare environment of changing reimbursement structures and diminishing resources. Having been at capacity shortly after opening its doors, the Medical Center's most pressing issue remains lack of inpatient beds. With due consideration to the significant impact on expansion and progression of the healthcare delivery system and ARMC's ability to adequately serve an area of growth and development, the Board of Supervisors approved an 84 bed expansion of ARMC's inpatient capacity. ARMC continues to develop a high performance workforce in a climate of national shortage of registered nurses, clinical laboratory scientists, radiologic technologists, respiratory care practitioners and physical, occupational and speech therapists. Efforts continue to be directed toward immediate, intermediate and long term remedies. The Medical Center's long-term (2 – 5 years) strategic plan encompasses the following:

1. Increase Bed Capacity – Expansion of 84 beds on sixth floor of ARMC's patient tower. This plan includes constructing an on campus building to accommodate displaced sixth floor employees and selected services / departments not requiring acute care space. Other services not dependent on hospital access to function may be located off-site. Proposed completion date is estimated to be mid 2009.
2. Parking has found temporary relief in the recent addition of approximately 138 parking spaces. However, with the 84 bed planned expansion, parking access and availability will require further consideration. Though employees assigned off-site will free up approximately 90 parking spaces, it will likely not be sufficient to prevent parking congestion.
3. Development of Heart Program – ARMC's plan to move toward Level I Trauma designation is in preparation for the development of a full scope Heart Program. The Cardiac surgery business is currently



transferred out to other healthcare facilities, but would be better served being maintained within the County Hospital. The expansion of the sixth floor will also facilitate the success of this Program.

4. Continue efforts toward achieving an Electronic Health Record (EHR).
5. Continue in the direction of a "Health Care Agency" concept of operations for San Bernardino County; integrating services where appropriate and co-locating, where feasible, the administrative functions of Public, Behavioral Health and the Medical Center.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department did not have any approved policy items for 2006-07.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|--|--|
| 1. The Westside Clinic's current facility is 5,000 square feet and an additional 2,500 square feet will allow for increased patient volume and the addition of new patient services. | <p>A. Increase and expand the level of safety and patient services available at the Westside clinic by increasing the clinic space by 2,500 square feet with improvements.</p> <p>Additional Funding Requested: \$2,500,000 one-time funding.</p> |

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| P1. Planning in preparation of construction. | NEW | NEW | 15% | 100% |

Status

For 2007-08, the department chose the objective of increasing patient volume, safety and adding new patient services at the Westside Clinic. The current clinic is 5,000 square feet and the addition of 2,500 square feet will allow for an increase in patient volume and new patient services. Additionally, the improvements to the existing structure and grounds will increase the level of safety and patient throughput. The measurement for 2006-07 and 2007-08 is planning in preparation for construction. Once the project is complete, the measurement will then be services and patient volume.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Colene Haller, Chief Operating Officer, (909) 580-6180.



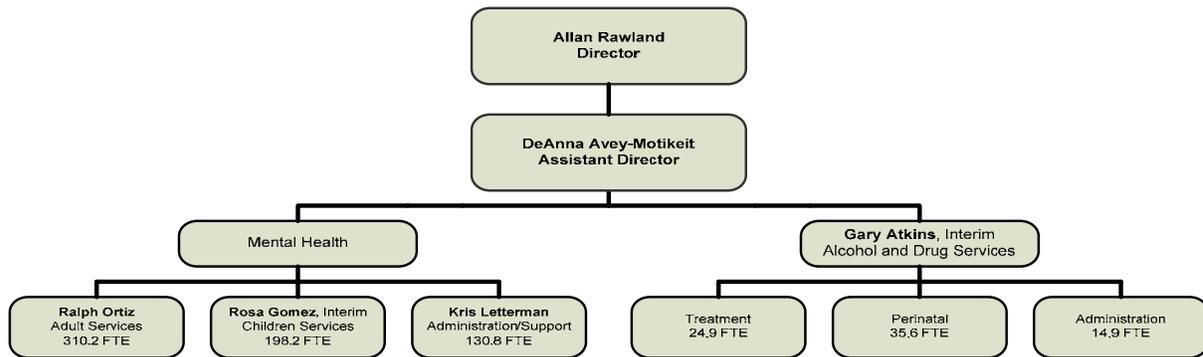
BEHAVIORAL HEALTH

Allan Rawland

I. MISSION STATEMENT

The Department of Behavioral Health (DBH) will help individuals living with the problems of mental illness and substance abuse to find solutions to challenges they face so that they may function well within their families and the community. The DBH staff will be sensitive to and respectful of all clients, their families, culture and languages. The DBH will use the taxpayers' money wisely to meet its goals while following all governmental guidelines and requirements. The DBH will provide a pleasant workplace for its staff members so that they may be creative and effective in their jobs. The DBH will provide a pleasant environment for clients in which to receive services.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

Mental Health

The DBH is responsible for providing mental health services to county residents who are either unable to afford treatment or do not live in proximity to private services. Treatment is provided to all age groups, with primary emphasis placed on treating children, families and chronically mentally ill adults (in that priority). Services are delivered throughout the county via a network of department-operated clinics, community based contract providers (residential and psychiatric skilled nursing facilities and acute hospitals), public schools, and other community-based settings. Services include: information and referrals, community outreach, client self-help and support groups, a variety of children's programs, mentally ill homeless program, employment services, case management, crisis and transitional residential assistance, augmented board and care placements, conservatorship services, supportive housing services and client transportation assistance. The department also operates as a training setting by administering various internship programs and offering continuing education for licensed department and contractor staff.

Mental health services are principally funded by realignment funds generated from state sales tax and vehicle license fees (approximately 48%) and state & federal revenues (46%). The remaining 6 percent of revenue sources are insurance/patient fees, reimbursements, other miscellaneous revenue, and local cost. The local cost of \$1,842,753 represents the required realignment revenue maintenance of effort (MOE).

Alcohol and Drug Services

The DBH Alcohol and Drug Services program consists of comprehensive substance abuse prevention and treatment programs to county residents. Services are provided by 6 county operated clinics and approximately 30 contractors. The major components include outpatient, residential, prevention, methadone, and case management services. Annually, approximately 12,500 clients are served and over 80,000 hours of prevention services are performed.

Alcohol and Drug services are primarily funded by federal block grant and state revenues (62%). The remaining sources of revenue are court fines for Driving Under the Influence (DUI) offenses, fees for services,



and reimbursements provided by Human Services System (HSS) CalWORKs program and the Proposition 36 (Prop. 36) – Substance Abuse and Crime Prevention Act program. In addition, the county must fund the required maintenance of effort (MOE) for the block grant and state funds. The department's local cost of \$149,458 finances the required MOE.

IV. 2005-06 ACCOMPLISHMENTS

Fiscal

- Developed better county budget process (team approach, better projection methodology, improved documentation).
- Developed better revenue tracking and projections.
- Created monthly budget-to-actual monitoring, staffing, and contract payment reports.
- Eliminated redundant data entry into separate database for financial transactions.
- Added staff to cross-train on critical functions (cost reports, MediCal revenue).
- Added supervision to Fiscal unit to streamline A/P function and cross-train.
- Dedicated staff time to reviewing and evaluating ADS fiscal functions for possible automation or streamlining.

Contracts/Property Management/Business Office

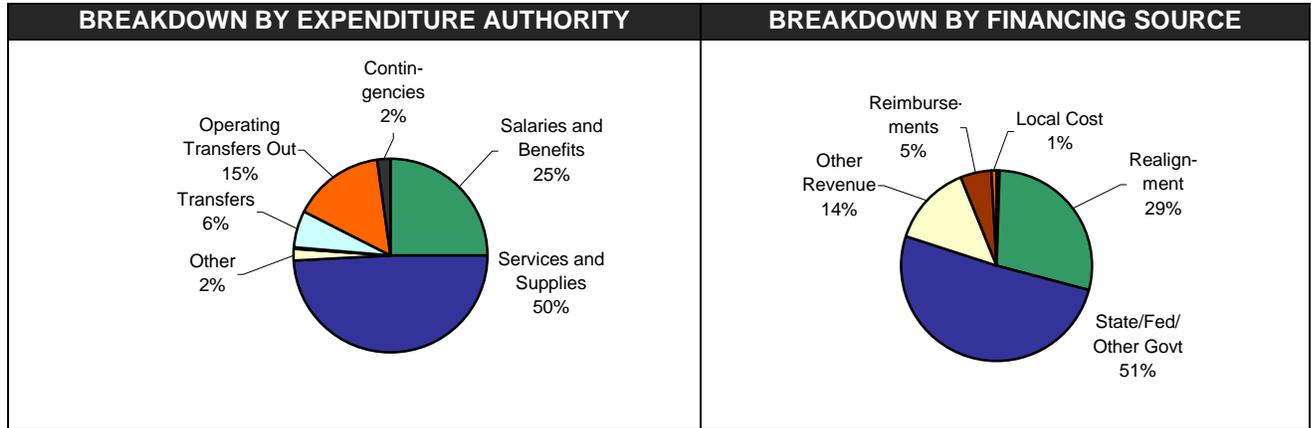
- Improved RFP evaluation process.
- Implemented bi-weekly meetings to review & improve contract language.
- Streamlined some processes in Business Office.
- Implemented regular meetings between Business Office and clinic clerical staff to improve communication and processes.
- Added staff and cross-trained in contracts unit to improve turnaround time.
- Streamlined & improved purchasing process.
- Improved administration procedures of copiers/fax machines to allow more effective inventory and cost control of the equipment being issued to various units/clinics.
- Initiated move of staff out of Gilbert St. complex to decent housing.
- Expanded Property Unit scope of work and redefined responsibilities of the staff to include more appropriate job duties.
- Established a long-range contracts processing schedule.
- Implemented one-year contracts instead of three years.
- Implemented an electronic RFA procedure to accelerate the processing of contracts and BOS related documents.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | | |
|--------------------------------------|--------------------|--------------------|------------------|------------------|--------------|
| | Appropriation | Revenue | Local Cost | Fund Balance | Staffing |
| Behavioral Health | 164,822,242 | 162,979,489 | 1,842,753 | | 644.2 |
| Alcohol and Drug Services | 19,782,871 | 19,633,413 | 149,458 | | 76.4 |
| Mental Health Services Act | 28,786,612 | 27,900,880 | | 885,732 | - |
| Driving Under the Influence Programs | 312,689 | 90,000 | | 222,689 | - |
| State Block Grant Carryover Program | 5,268,065 | 1,895,401 | | 3,372,664 | - |
| Court Alcohol and Drug Program | 1,127,538 | 415,000 | | 712,538 | - |
| Proposition 36 | 6,202,680 | 6,099,773 | | 102,907 | - |
| TOTAL | 226,302,697 | 219,013,956 | 1,992,211 | 5,296,530 | 720.6 |



VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: INCREASE ACCESS TO BEHAVIORAL HEALTH SERVICES FOR INDIVIDUALS THAT ARE UNSERVED OR WHO ARE RECEIVING A LIMITED LEVEL OF SERVICES.

Objective A: Continue to increase the development of community based behavioral health care and treatment programs that serve as options to institutionalization or hospitalization, such as emergency shelter care beds, crisis stabilization and urgent care programs, dedicated assertive case management teams for high user clients, residential and housing options, transitional and after-care support services, children's and adolescent crisis response services, and wraparound services for youth and their families.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|------------------|---------------------|--|---------------------|
| 1A. Percentage decrease of admissions and bed days used in an institutional setting (7,517 admissions and 68,128 bed days in 2005-06). | N/A | 10% decrease | 6,636 admissions (11.7% decrease) 63,596 bed days (6.7% decrease) | 10% decrease |

Status

Received State approval for MHSa funding and Community Services & Supports 3-year plan. Currently developing requests for proposals (RFPs) for wraparound expansion, transitional-age youth one-stop centers, forensic assertive community treatment, & crisis walk-in centers Implemented Triage Diversion team at ARMC, thereby reducing hospitalizations. Recruiting and hiring to staff new MHSa-funded programs. Completed facility needs assessment and in process of implementing staff moves and developing Capital Improvement Project (CIPs) requests for additional space. Developing crisis residential housing to further provide for alternatives to hospitalizations. Expanding children's crisis response team countywide to provide crisis response 24/7.

GOAL 2: INCREASE CUSTOMER SERVICE EDUCATION FOR ALL COUNTY AND CONTRACT STAFF THAT PROMOTES THE MISSION OF THE COUNTY AND THE DEPARTMENT.

Objective A: Continue to implement ongoing customer service education.



| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|--------------------------------------|--|------------------------|
| 2A. Percentage of employees whom successfully complete the training (customer service) program. | N/A | 25% of the county and contract staff | 100% of county staff 25% of contractors | 100% of contractors |

Status

Department employees are attending county customer service training throughout 2006-07. Customer service emphasized on employee evaluations. Developing curriculum for customer service training for contractors. Provided 12 cultural competence-training courses attended by 450 DBH and contract staff.

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| GOAL 3: INCREASE ACCESS TO COMMUNITY BEHAVIORAL HEALTH SERVICES FOR ADOLESCENTS WITH MENTAL ILLNESS WHO ARE INVOLVED IN THE JUVENILE JUSTICE SYSTEM. |
|---|

Objective A: Continue to implement programs and services funded by the Mental Health Services Act, and continue to develop mental health services to the juvenile hall population mandated by the John Doe lawsuit.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 3A. Percentage of adolescents with mental illness transitioning from Juvenile Hall receiving "wraparound" behavioral health services and supports in the community (600 eligible juveniles and their families). | N/A | 25% | 12% | 20% |

Status

- In process of implementing Juvenile Reintegration plan for each minor released from Juvenile Hall.
- Creating and implementing a needs assessment to identify the "Referral Needs" of the minor.
- Providing referrals and assisting minors transitioning to the community which includes connection to community mental health clinic or One Stop Transitional Age Youth (TAY) Center.
- Collaborated with Probation Department to prepare proposal for Mentally Ill Offender Crime Reduction (MIOCR) grant to expand services through juvenile mental health court.

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| GOAL 4: INCREASE CULTURAL COMPETENCY TRAINING FOR ALL COUNTY AND CONTRACT STAFF THAT PROMOTES THE MISSION OF THE COUNTY AND THE DEPARTMENT. |
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Objective A: Continue to implement an educational curriculum that embeds the required competencies to provide effective "customer focused services" to diverse populations.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|--|---|
| 4A. Number of departmental employees certified to train department employees and contract providers in the California Brief Multi-Cultural Competency training. | NEW | NEW | NEW | 10 employees |
| 4A. Percentage of clinic employees and contract providers who successfully complete the California Brief Multi-Cultural Competency training. | NEW | NEW | NEW | 20% |
| 4A. Percentage increase in the penetration rate of ethnic and linguistic-specific groups. | NEW | NEW | Black/AA 9.5% Asian 8.4% Hispanic 4.2% American Indian 21.3% | Black/AA 10.5% Asian 9.2% Hispanic 4.6% American Indian 23.4% |



GOAL 5: INTEGRATE MENTAL HEALTH AND ALCOHOL & DRUG SERVICES INTO CO-LOCATED CLINICS IN ORDER TO INCREASE CLIENT ACCESS TO SERVICES AND PROVIDE BETTER CARE.

Objective A: Pilot the integrated services at one selected clinic in the department.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|-----------------------------|--------------------------------|--------------------------------|---|
| 5A1. Obtain required State Department of Alcohol & Drug and Medi-Cal certifications for the selected pilot clinic. | N/A | NEW | NEW | By December 2007 |
| 5A2. Provide two in-depth intensive training sessions on evidence-based practices for treating co-occurring disorders. | N/A | NEW | NEW | 75% of clinic staff at integrated clinic |

The department selected its first and fourth goals due to the increasing number of children, youth, and adults who are being placed in high-cost institutions or hospitals. A review of the highest-cost levels of care and their efficacy show that consumers suffering from persistent mental illness need more crisis and social support services in the community.

The increasing numbers of consumers in institutions reflect failures in a system of care that should support consumers in the community with services that are evidence-based. Approximately 20% of the department's budget is spent on inpatient care. Additionally, many consumers are sent out of county because there are not enough beds in the county to meet the demand. By providing more shelter beds, crisis response in the community, dedicated case management to high user clients, and children's crisis services, the department will build a system of care that will enable the department to provide lower-cost alternatives to hospitalization, reduce unnecessary hospital visits, and provide better services to the community.

Proposition 63, Mental Health Services Act of 2005 (MHSA), passed by the California voters in November 2004, has given San Bernardino County and the Department of Behavioral Health the opportunity to build a "system of care and treatment" that will efficiently and effectively serve all clients, especially to ensure access to behavioral health services for populations and individuals that are unserved or who are receiving a limited level of services from the present programs due to the lack of adequate funding and/or the various restrictions on the use of those funds. The particular populations who are experiencing serious mental illness and emotional disorders include adults, children, transitional-age youth, elders, and families in the community who are homeless and/or incarcerated in jails or juvenile halls, who are in out-of-home and out-of-county placements, are isolated in their homes, failing in school, or are in other institutional care facilities. These populations also include individuals and families who are from racial and ethnic communities who are not adequately served by the behavioral health system.

The second and third goals were selected because a customer-oriented, well-trained staff is fundamental to providing a system of care that is of maximum benefit to consumers. A culturally competent work force that is focused on providing excellent customer service will support the efforts of the department to support consumers in the community rather than in institutions. It is the department's view that every employee has a contribution to make and can make an impact on consumers. Staff trained in the areas of crisis management, community resources, emergency management, recovery, and resilience, and diagnostic skills, will enable the department to divert consumers from institutional care to community resources.

The fifth goal is new for 2007-08 and was selected because integration of alcohol and drug services with mental health services will provide consumers with a broad array of services in the recovery process. Co-locating services for clients with co-occurring disorders is the best practice for this challenging group of consumers. The intent of this goal is to reduce the negative impact of the co-occurring disorder on the consumer and the service system.



VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department did not have any approved policy items for 2006-07.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

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|---|
| If there are questions about this business plan, please contact Allan Rawland, Director, at (909) 421-9340. |
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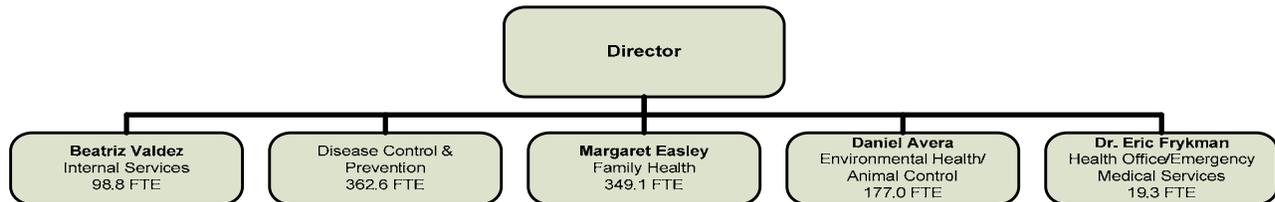
PUBLIC HEALTH

Eric K. Frykman

I. MISSION STATEMENT

To satisfy our customers by providing community and preventive health services that promote and improve the health, safety, well being, and quality of life of San Bernardino County residents and visitors.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Department of Public Health provides a wide range of services to prevent diseases and improve the health, safety, and quality of life for residents and visitors of San Bernardino County. The department operates over thirty different programs, many of which are mandated by the State Health and Safety Code. Funding comes from state and federal grants, local fees, charges for services, tax revenue, and a small amount of county general fund for Animal Care and Control related expenses and to provide infrastructure for the promotion of Healthy Communities. Several of our ongoing key service delivery functions are described below.

Communicable Disease Control and Prevention

Disease control services relate to the surveillance and prevention of illness and disease. Enforcement of laws to protect the public from tuberculosis and other infectious diseases is an important function of these programs. Clinical programs providing prevention, education, diagnosis, and treatment of health issues of particular public importance include infectious disease programs, such as tuberculosis control and HIV/AIDS, and a comprehensive reproductive health program. Other disease control functions include management of the bi-county immunization tracking system, provision of vital public health immunizations, and monitoring of disease patterns and occurrence.

Several programs aim to prevent or reduce the significant burden that chronic disease and cancer have on the county. Tobacco use prevention and education is an important piece of this effort, as is a nutrition effort to promote healthy lifestyles through exercise and healthy eating. Traditional screening for selected gender-specific cancers is also provided through collaborative efforts with community and health care partners. The department has optimized such activities by joining other members of the Community Health Coalition to develop strategies for combating the serious impact of coronary heart disease, the leading cause of death in San Bernardino County. The county has the highest age-adjusted death rate due to coronary heart disease of all counties in California.

Bio-Terrorism Response and Emergency Medical Services

As a result of a federal initiative, the department has developed a Comprehensive Public Health Preparedness and Response (Bioterrorism) plan. It details strategies for working with multiple partners to improve response capabilities in the event of a bioterrorism incident or other public health emergency. One vital program that enhances the county's capacity to respond quickly to emergencies is the public health laboratory. Its Level B designation enables rapid, sophisticated testing to investigate possible terror-related causes of illness. That responsibility covers not only San Bernardino, but two neighboring counties as well.

Through a contractor, the department has conducted multiple exercises to improve the response capacities. Included is staff training on how to implement the response plan and how emergency operations structure works. Exercises and training are expected to continue to further improve these abilities.



Maternal and Child Health

Services focus on the prevention of disease or disability to maximize the potential of an individual or family unit and promote healthy outcomes in high-risk populations. Staff is dedicated to a philosophy of excellence in providing comprehensive client-centered services that are culturally sensitive and improve the health and well-being of children, adolescents, and families in our communities. There is also a commitment to establishing and maintaining collaborative working partnerships with our communities that respect both clients and employees.

Clinical programs providing diagnosis, treatment, and education focus on prenatal care and child health. The Child Health Gateway program helps assure uninsured children, less than 19 years of age, acquire a medical home for preventive and curative health services. In addition, several programs provide both home and community based services. These programs target families and youth at risk for child abuse, family violence, teen pregnancy, truancy, juvenile probation, and medical neglect.

Healthy Communities

Because San Bernardino County suffers from the growing epidemic of obesity, Healthy Communities is an innovative countywide strategic effort that provides the infrastructure to support collaborative efforts that create healthier environments for county residents. The long-term objective is improved health and well-being of all residents as diverse partners design communities for optimal health and through the promotion of healthful lifestyle choices.

California Children Services

State mandated program that provides case management, diagnosis, and treatment services to individuals up to 21 years of age with severe qualifying medical conditions.

Environmental Health Services

The purpose of environmental health services is to prevent, eliminate, or reduce hazards that could adversely affect health, safety, and quality of life through an integrated and comprehensive array of programs such as Food Protection, Recreational Health, Housing program, Water Protection, Hazardous Waste Management, Vector Control, and Animal Care and Control. These programs focus directly on the prevention of threats to health in the physical environment through monitoring and inspection, licensing, and statutory regulation.

The Food Protection program assures food provided for human consumption is of good quality, safe, free of adulteration, and properly labeled and advertised. Facility plans are reviewed to verify they are constructed according to code and food is stored, prepared, and served under clean, safe, and sanitary conditions.

The Recreational Health program ensures all public recreational waters and public swimming pools and spas are free of safety hazards, disease and life-threatening exposures.

The Housing Program also provides safety by inspecting for code compliance in dwellings such as multi-family units, motels/hotels, and bed and breakfasts to promote housing free of environmental health hazards.

The regulatory activities of the Water program protect the safety of the county's drinking water. The Waste program has a similar authority in regulating the proper storage, disposal, and transportation of solid waste.

To prevent the spread of disease by carriers like mosquitoes, flies, and rodents, the Vector Control program conducts constant monitoring, surveillance, and control activities. West Nile Virus has spread throughout much of the United States, including San Bernardino County. The Vector Control staff works closely with the Epidemiology staff to investigate West Nile Virus cases to prevent further disease.

The Animal Care and Control program protects the public from rabies through mass vaccination of the county's pet dog population, stray animal abatement (through enforcement of the leash law), wild life rabies surveillance, quarantine of biting animals, laboratory examination of animals for rabies, and public education. In addition, the program investigates animal complaints and provides safe sheltering care, return, adoption, or as a last resort, the humane euthanasia of unwanted animals.



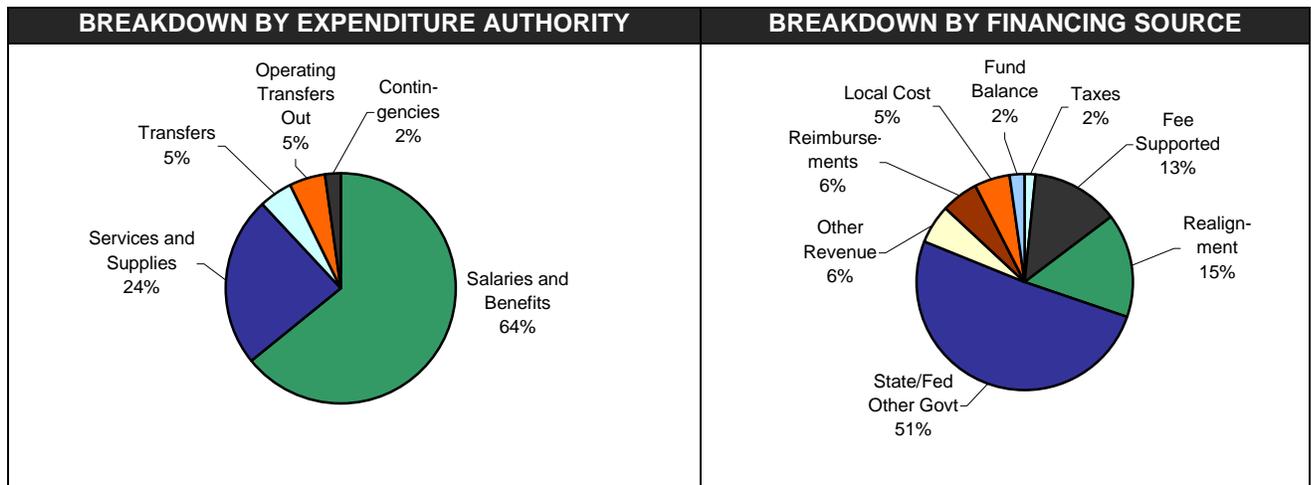
IV. 2005-06 ACCOMPLISHMENTS

- Creation and implementation of the Healthy Communities initiative.
- Furthered suppression of West Nile Virus through aggressive vector control efforts.
- Began a series of exercises to test and improve the Department's and other agencies' capabilities of responding rapidly to public health threats.
- Implemented restaurant Letter Grading system throughout 19 cities in the county.
- Provided assistance to 273,406 individuals who called about protection from dangerous and nuisance animals or animal licensing.
- Establishment of PANDA Program which provides public health nursing home visiting services that provide developmental screening and other outreach services to families with infants.
- Establishment of Field Nursing Services/Case Management for Homeless Children.
- Perinatal SART screened 8,571 women for tobacco, drug and alcohol use. Additionally they provided education to multiple provider offices and clients to improve birth outcomes in San Bernardino County.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | | |
|-----------------------------------|--------------------|-------------------|------------------|------------------|----------------|
| | Appropriation | Revenue | Local Cost | Fund Balance | Staffing |
| Public Health | 81,277,158 | 78,976,899 | 2,300,259 | | 840.4 |
| California Children's Services | 17,604,866 | 14,251,621 | 3,353,245 | | 171.4 |
| Indigent Ambulance | 472,501 | | 472,501 | | |
| Bio-Terrorism Preparedness | 3,417,809 | 2,807,953 | | 609,856 | |
| Vital Statistics State Fees | 518,586 | 153,000 | | 365,586 | |
| Ambulance Performance Based Fines | 533,911 | 302,500 | | 231,411 | |
| Vector Control Assessments | 3,599,897 | 1,758,000 | | 1,841,897 | |
| TOTAL | 107,424,728 | 98,249,973 | 6,126,005 | 3,048,750 | 1,011.8 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PREVENT DISEASE AND DISABILITY, AND PROMOTE HEALTHY LIFESTYLES

- Objective A: Decrease the number of babies born with exposure to drugs and/or alcohol due to their mother's substance abuse during pregnancy.*
- Objective B: Improve the health of children by increasing the percentage of children who are up-to-date on required-childhood vaccinations.*
- Objective C: Sustain partnerships with the cities of Chino, Ontario, and Fontana, and increase the number of cities with whom Healthy Communities is actively engaged.*
- Objective D: Increase Healthy Communities' external funding from grant awards.*
- Objective E: Improve the Emergency Medical Services (EMS) program through the implementation of a real-time EMS electronic patient record system.*

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 1A. Percentage increase of pregnant women screened for drug use (8,000 women in 2005-06). | N/A | 25% | 30% | 10% |
| 1B. Percentage of children immunized by 24 months of age. | 79.5% | 83.8% | 83.4% | 85% |
| 1C. Double the number of partnerships with cities with whom Healthy Communities is actively engaged. | NEW | NEW | 4 | 8 |
| 1D. Maintain number of grants received to support the Healthy Communities activities (\$503,218). | NEW | NEW | 2 | 2 |
| 1E. Implement EMS electronic patient record system countywide. | NEW | NEW | 30% | 80% |

Status

1A: The Perinatal SART Program (a collaborative including the department) has increased by 25% the number of women screened for tobacco, drug and alcohol use in the month prior to and including pregnancy. There will be an estimated total of 10,400 women screened in 2006-07. Of these screens, there are 30% positive for one or more substance (i.e., tobacco, drugs or alcohol). Working collaboratively with Department of Behavioral Health and community-based organizations, these clients have been referred to programs/services that include tobacco cessation, intensive substance abuse treatment programs, Substance Abuse Specialist services, and self-help programs to stop or at a minimum decrease the usage of tobacco, drugs and alcohol. The public awareness campaign to increase the number of women aware of this project will be initiated later in 2006-07.

1B: The percentage of children immunized by 24 months of age continues to increase in 2006-07, almost meeting the measurement for this objective. The department continues to provide multiple immunization clinics throughout the county and works closely with medical providers to ensure the number of children fully immunized continues to improve. Reaching the 2007-08 target of 85% should be possible as more providers are introduced to the program. The department target for immunizations will improve to the National goal of 90% if increased funding is approved. In order to accomplish this objective, the Immunizations Program will require additional staff of 1.5 FTEs to visit more provider offices and manage the current providers more effectively.

1C: This is a new objective for 2007-08. The Board of Supervisors appropriated roughly \$480,000 to begin developing the needed infrastructure to guide and encourage community-wide efforts toward a healthier county. Recognized as visionary by many state and local leaders, the Healthy Communities effort brings together many community partners to begin working on many facets of creating a healthier community through promoting increased physical activity, improving school nutrition, including health in general planning processes, and driving best practices in community health improvement. This was selected as an objective because the growing rate of obesity and chronic illness can be combated through such community efforts. Of the 24 cities/towns in San Bernardino County, only the cities of Fontana and Chino are actively engaged in this process with Ontario not far behind. Increasing the number of civic partnerships is vital to engage the wider community in this effort. Current staffing can accomplish this objective for 2007-08.



1D: This is a new objective for 2007-08. This was selected as an objective because increased funding into the Healthy Communities effort can provide for more resources to impact local communities and engage more stakeholders. The Healthy Communities staff applied for two grants in 2006-07. The current staff can accomplish this objective for 2007-08.

1E: This is a new objective for 2007-08. This was selected as an objective because the system has been piloted successfully in certain parts of the county and is ready for county-wide implementation. This system will allow for timely monitoring of disease and syndrome patterns throughout the county, thus allowing for earlier notification of a significant public health emergency. Approximately 10% of the EMS runs in the county are currently being captured by this data system and by the end of 2006-07, up to 30% should be captured as the system expands and more providers utilize it. The costs for this objective are covered in the Homeland Security grant; current staff can accomplish this objective for 2007-08.

GOAL 2: PROMOTE AND ENSURE A HEALTHFUL ENVIRONMENT.

Objective A: Enhance the level of sanitation in food facilities by increasing the number of trained and certified restaurant food handlers.

Objective B: To improve animal welfare and outcomes by protecting county residents, animals and property from the spread of rabies and other animal diseases, improve animal shelter facility to provide enhanced customer service and to assure services offered by the Animal Care and Control Program (ACC) are provided efficiently.

Objective C: Increase the level of preparedness of public and private partners by assisting them to develop emergency preparedness plans; emergency coordination councils; locate community points of dispensing sites (PODs); and prepare and educate volunteer staffing.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 2A. Percentage increase of restaurant food handlers receiving training and certification (28,000 handlers in 2005-06). | N/A | 3% | 10% | 6% |
| 2B. Percentage decrease of animal impounds (strays) excluding the Rancho Shelter and other admissions (14,800 impounds in 2005-06). | N/A | 2% | 19% | 2% |
| 2C. Increase the number of MOUs/Agreements with partners for Public Health Emergency Preparedness by 17. | 0 | 1 | 3 | 20 |

Status

2A: Enhancing the level of sanitation in food facilities is vital in promoting and ensuring a healthful environment. Through routine and complaint investigations, it has been determined that proper food handling by workers in food establishments plays a significant role in reducing the number of cases of food-borne illnesses and other risks to the public. In 2006-07 the department projected about 29,000 food handlers would be trained and certified in safe food handling practices. The expected number of food workers certified during 2006-07 is about 31,000, surpassing the target.

To further increase the number of food workers trained the department is implementing a new training and outreach program scheduled to begin January 3, 2007. This program will make the training more accessible to food workers by providing an online course, increased number of testing sites, routine testing in remote locations of the county, and onsite testing for large facilities. All coursework and testing shall be provide in both English and Spanish.

2B: To improve the welfare of animals in San Bernardino County, the Animal Care and Control (ACC) Program promoted the spay/neuter voucher program. ACC issued 5,310 vouchers, which enabled 2,845 pets to be sterilized. Admissions to county shelters decreased by over 2% due in part to this effort. The inclusion of veterinary services and personnel in the department also allowed a greater number of animals to receive State required veterinary care.



2C: This year has also seen enhanced efforts toward public health preparedness. The Public Health Preparedness and Response Program has been working with multiple agencies throughout the county to develop plans to better protect the public should a public health disaster (e.g., pandemic or bioterrorism event) strike. Through seven exercises, multiple trainings, and many planning meetings; county residents can feel safer should such an emergency appear. Memoranda of Understanding between the department and strategic public health partners are important components in a cohesive proactive response to any public health or other disaster. The 2007-08 objective can be met with current staff. The entire department will continue to keep this priority in focus to better protect the county.

GOAL 3: SUPPORT THE PUBLIC HEALTH WORKFORCE THROUGH THE EFFECTIVE USE OF TECHNOLOGY

Objective A: Replace computers that do not meet minimum hardware specifications established by Public Health Information Technology.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 3A. Percent of Public Health computers that meet 2007-08 minimum hardware specifications (221 of 1,004 currently meet specifications). | NEW | NEW | 80% | 100% |
| 3A. Percent of Public Health computers refreshed (replaced) to meet 2008-09 minimum hardware specifications (354 computers to replace). | NEW | NEW | 0% | 25% |

Goal 3: This is a new goal for 2007-08.

The Information Technology program consists of two teams:

Program Support staff serve as liaisons between business lines and information technology. They provide application and database support as well as functional and technical analysis and project management for new and existing systems throughout the department.

Technology Operations staff support and maintain all departmental server and network infrastructure; coordinate the procurement, inventory, testing, and deployment of technology equipment; and provide daily end-user technical support to over 1,000 Public Health employees.

In 2007-08, the department will increase the focus on improving customer service through enhanced technological capabilities. Desiring to lead in this area, the department plans to replace outdated equipment via a three to four year refresh plan, which will ensure employees are properly equipped to provide timely service to customers. Inventory and technology management systems will keep programs well-informed of the status of their equipment, systems, and services; allow managers to better prepare in budgeting for costs associated with technology; and help Technology Operations to better monitor the "health" of the Department's infrastructure and immediately respond to any issues.

GOAL 4: IMPROVE MEDICAL OVERSIGHT AND GUIDANCE IN THE Inland Counties Emergency Agency (ICEMA) REGION.

Objective A: Improve ICEMA's administrative capabilities by adding a Program Coordinator (Assistant Administrator).

Objective B: Provide adequate ICEMA medical system input, monitoring and evaluation.

Objective C: Ensure adequate ICEMA data management and region reports to improve decision making capacity.

Goal 4: This is a new goal for 2007-08.

The department will fund this goal with Fines and Forfeitures from Senate Bill 1773 increasing fines for moving violations. This legislation sunsets in January 2009. The department anticipates reauthorization of this legislation on an ongoing basis. Should legislation not be reauthorized, the department will reassign staff to other programs within the department.



In 2007-08, the department will increase medical oversight and guidance in the ICEMA region by focusing on increased reporting and review requirements. These requirement enhancements will include:

- Develop Quality Improvement reports for Medical Director
- Increased reporting requirements for field providers
- Review medical care protocols on an annual basis
- Improved medical monitoring of air ambulance runs
- Conduct on-site hospital audits
- Improved medical evaluations of the current EMS system
- Increased annual reviews of base hospitals and trauma hospitals

Through the implementation of these enhancements the department will be better positioned to provide oversight for the ICEMA region.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1: Provide infrastructure to support collaborative efforts to create healthier communities.

Policy Item 2: The department received \$177,000 in ongoing funding to enhance veterinary services provided to animals by adding a veterinarian and veterinary technician position to the Animal Care and Control Program.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| P1A. Held community-wide events in collaboration with partners such as First Five and Kids Fitness Challenge. | N/A | N/A | 4 | 5 |
| P1B. Identify and track stakeholders and partners collaborating in Healthy Communities. | N/A | N/A | 300 | 350 |
| P1C. Provide a resource for organizations to access best practices for involvement in Healthy Communities program. | N/A | N/A | 100 | 130 |
| P1D. Award sponsorships to cities to become Healthy Cities. | N/A | N/A | 5 | 5 |
| P2A. Increase number of animals receiving veterinary care from 300 in fiscal year 2005-06 to 1,200 animals receiving veterinary care in 2006-07. | 300 | 1,200 | 1,200 | 1,200 |

Status

Policy Item 1 (includes measurements P1A-P1F): For 2006-07, the Board of Supervisors appropriated roughly \$480,000 to begin developing the needed infrastructure to guide and encourage community-wide efforts toward a healthier county. Recognized as visionary by many state and local leaders, this process brings together many community partners to begin working on many facets of creating a healthier community through promoting increased physical activity, improving school nutrition, including health in general planning processes, and driving best practices in community health improvement. Several accomplishments have accompanied this effort with current staff:

P1A: The Kids Fitness Challenge is an innovative partnership to encourage children to increase their physical activity. Partnering with several other agencies such as First 5, and County Parks and Recreation, Healthy Communities will have held several community events to improve children’s physical activity and enhance community-wide understanding of the importance of healthy lifestyles.

P1B: A database has been established that brings together community partners and agencies that promote, practice, or drive activities toward creation of healthier communities. This allows any organization interested in such efforts to know without significant research about other stakeholders in their community that have similar goals. This can make establishing partnerships and collaboration more efficient, thus saving community-based organizations resources.

P1C: Another innovative aspect of Healthy Communities is the research and dissemination of best practices and external resource information to local agencies involved or wanting to be involved in creating healthier communities. Traditionally, much time is spent by organizations researching the best way to implement a prevention program. With the Healthy Communities team proactively researching these best practices, community-based organizations can utilize their resources more efficiently and effectively to provide service.



P1D: Of the 24 cities/towns in San Bernardino County, only the cities of Fontana and Chino are actively engaged in this process with Ontario not far behind. Increasing the number of civic partnerships is vital to engage the wider community in this effort.

P2A. The inclusion of veterinary services and veterinary care professionals has allowed the Animal Care and Control Program the ability to provide State required veterinary medical care to animals in need. In 2006-07 a full-time registered veterinary technician will be added to further ensure this objective is met and to achieve the target of 1,200 animals receiving care. The services of a full-time veterinarian will continue to be contracted out pending the approval of a Capital Improvement request to construct a veterinary clinic and veterinary care facilities outlined in the 2007-08 ACC – CIP request.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

In addition to the policy items below, the department is anticipating a cost increase of \$1,400,000 in the California Children Services (CCS) program. This cost increase will be funded by Social Services Realignment (50%) and Local Cost (50%). Rising therapy costs for children with disabilities and a shift in caseload from Medi-Cal eligible clients to straight CCS clients have caused the County's share of costs for this mandated program to increase.

| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|--|--|
| <p>1. Implement a comprehensive three-phase construction plan to expand and enhance the Devore Animal Shelter facilities. Phase #1 incorporates the remodeling and updating of the existing buildings, kennels, and grounds (\$1,000,000). Phase #2 incorporates the construction of a new animal adoption and veterinary care center (\$3,050,000) to meet California's "legislative intent" regarding no adoptable animal will be euthanized by 2010. Phase #3 would provide an additional building to move the administrative section of ACC to the location of the Devore Animal Shelter to enhance efficiencies and services (\$800,000).</p> | <p>A. One time Capital Improvement Project</p> <p>Additional Funding Requested: \$5,298,956 (one-time)</p> |
| <p>2. Restore 11 Animal Care and Control positions impacted by increased MOU costs and reassignment of staff previously supporting the City of Rancho Cucamonga. The Department is requesting this funding to maintain existing staff to sustain services provided to both people and their pets.</p> | <p>A. 1.0 FTE Supervising Animal Control Officer I B. 1.0 FTE Office Assistant II C. 2.0 FTE Office Assistant III D. 1.0 FTE Office Assistant IV E. 2.0 FTE General Service Worker II F. 2.0 FTE Animal Control Officer I G. 2.0 FTE Animal License Checkers</p> <p>Additional Funding Requested: \$559,402 (ongoing)</p> |
| <p>3. Increase efficiency and greater achievement of performance measures by restructuring the management positions of the Animal Care and Control Program.</p> | <p>A. 3.0 FTE Program Coordinator</p> <p>Additional Funding Requested: \$277,800 (ongoing)</p> |
| <p>4. Restore three positions to perform essential disease control activities to sustain services at an appropriate level required by this County's growing population and the Health and Safety Code.</p> | <p>A. 2.0 FTE Health Services Assistant I B. 1.0 FTE Communicable Disease Investigator</p> <p>Additional Funding Requested: \$208,000 (ongoing) Amount includes services and supplies costs of \$25,000.</p> |



| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|--|--|
| 5. Move toward the national goal having all children 24 months of age up-to-date on the minimum immunization requirements. | A. 1.0 FTE Health Services Assistant I B. 0.5 FTE Health Education Specialist I Additional Funding Requested: \$93,396 (ongoing) |
| 6. Improve the timeliness of infectious disease investigations thus preventing outbreaks. | A. 1.0 Registered Nurse II Additional Funding Requested: \$98,000 (ongoing) |
| 7. To reduce the African American infant mortality rate by impacting the number of infants born premature and/or with low birth weight by increasing utilization of prenatal care services. | A. 5.0 FTE Health Services Assistant I B. 1.0 FTE, Supv. Health Services Assistant. Additional Funding Requested: \$210,000 (ongoing). Through the Black Infant Health Project, funds may be matched to draw Title XIX federal funds. The funding request of \$210,000 represents the portion of expenditures not covered by Federal funds. |
| 8. To reduce the African American infant mortality rate by impacting the number of infants born premature and/or with low birth weight by reducing perinatal substance abuse and/or exposure to tobacco smoke. | A. See #11 A. Staffing requested through Policy Item #11 will be utilized for this Policy Item. |
| 9. Create a web environment to enable the department to more effectively and efficiently share information with its employees and customers. This is a Process Improvement Project. | A. Systems Development Additional Funding Requested: \$155,000 (one-time) |
| 10. Improve automated systems maintenance operations. | A. 1.0 FTE Automated Systems Analyst I Additional Funding Requested: \$91,300 (ongoing) |
| 11. Provide a higher level of Information Technology project management, requirements gathering, and business systems analysis. | A. 1.0 FTE Business Systems Analyst II Additional Funding Requested: \$115,460 (ongoing) |
| 12. To increase the number of persons living with HIV/AIDS who remain in a system of care by enhancing outreach and supportive services to those at highest risk for non-compliance with medical treatment. | A. 2.0 FTE Health Services Assistant I Additional Funding Requested: \$108,000 (ongoing) |



| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|----------------------|------------------------|------------------------|------------------------|
| P1. Number of ACC field calls responded to from constituents on a timely basis. | 45,974 | 45,000 | 33,750 | 46,000 |
| P2. Increase efficiencies by reorganizing the structure of the Animal Control and Care program. Reduce staff turn over and non-productive time by 10%. | 29 positions vacated | 18 positions vacated | 18 positions vacated | 15 positions vacated |
| P3. Enhance facilities and meet the California's legislative intent regarding euthanasia of adoptable animals. Increase animal adoption by 10%. | 2,520 pets adopted | 2,400 pets adopted | 2,400 pets adopted | 2,640 pets adopted |
| P4. Decrease the case to nurse (RN) ratio thus increasing the number of fully completed TB contact investigations. | NEW | NEW | Case:RN>100 | Case:RN=85 |
| P5. Percentage of children immunized by 24 months of age to reach national objective of 90%. | 79.5% | 83% | 83.4% | 90% |
| P6. Decrease the number of days between epidemiological case investigation opening and case closing. | 45 days | 45 days | 45 days | 30 days |
| P7. Expand Black Infant Health (BIH) care coordination services to additional high-risk regions of the County by increasing the number of pregnant African American women served. Increase the number of prenatal care visits for women participating on the BIH Project. | 567 2,379 | 612 2,567 | 612 2,567 | 673 3,951 |
| P8. Increase by 25%, the number of pregnant and/or post partum women who complete the initial contact with smoking cessation and/or substance abuse treatment services. | 24 | 24 | 24 | 30 |
| P9. Improve program managers' satisfaction rating of web services by 25% over baseline to be established during 2006-07. | NEW | NEW | To be established | 25% increase |
| P10. Improve the ongoing completion rate for deployment of critical patches and updates to departmental computers from 55% to 90%. | NEW | NEW | 55% | 90% |
| P11. Analyze 80% of departmental information systems during the first year to identify and recommend consolidation and/or enhancement through web-based technologies and improved access to data by management. | NEW | NEW | 0% | 80% |
| P12. Decrease by 10% the number of persons with HIV/AIDS who fall out of care or discontinue treatment. | 152 | 150 | 135 | 121 |

X. 2007-08 PROPOSED FEE ADJUSTMENTS

| DESCRIPTION OF FEE REQUEST | SERVICE IMPACTS |
|--|--|
| 1. Increase the fee for unaltered dogs from \$60.00 to \$96.00 annually for a total revenue increase of \$119,412. | If fee increases are not adopted, current rates will be used and revenues will be insufficient to cover increased costs of providing services. One Animal Control Officer and one Office Assistant II will be deleted. The service impact will be a reduction in telephone coverage to address customer concerns in a timely manner and reduce the calls being responded to by 2,120 calls per year. |
| 2. Increase the fee for Annual EMS Unit Inspection from \$200 to \$300 for a total revenue increase of \$29,000. | Funding will be used to cover increased MOU costs and motor pool charges. If not approved, the program might need to reduce services and supplies expenditures and potentially unable to perform needed inspections on a timely basis. |

If there are questions about this business plan, please contact Beatriz Valdez, Chief of Administrative Services, at (909) 387-6222.



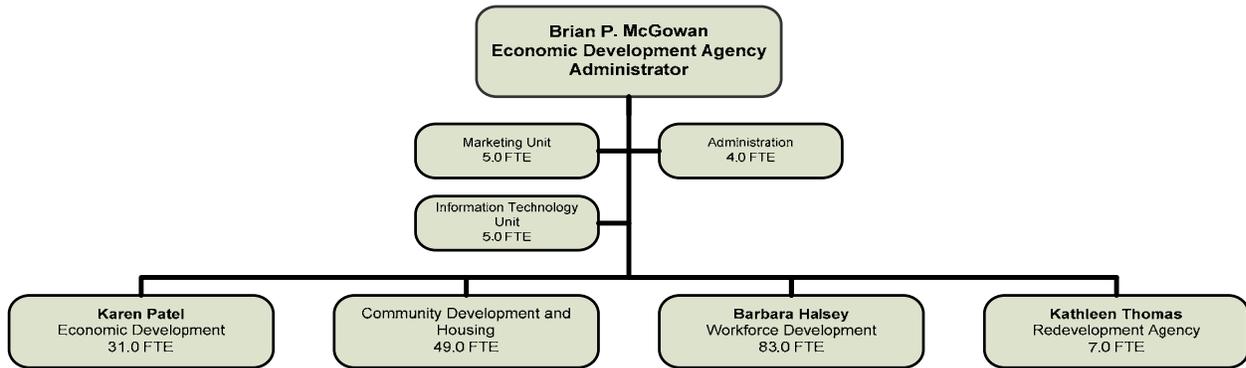
ECONOMIC DEVELOPMENT AGENCY

Brian P. McGowan

I. MISSION STATEMENT

The County of San Bernardino Economic Development Agency oversees the operation of four departments: Redevelopment, Economic Development, Community Development and Housing and Workforce Development. The overall mission of the agency is to facilitate economic growth within the county in order to enhance the quality of life for all residents. Each of these departments facilitates that mission through programs that enhance workforce skills, infrastructure, business development and attraction, housing opportunities and community development projects.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Economic Development Agency provides overall administrative support and policy implementation to four departments. This includes the facilitation of communication between the County Administrative Office as well as the Board of Supervisors. In addition, the agency oversees the information technology function and public relations and marketing support.

Through the combination of four departments with common goals and objectives, the agency provides leadership and direction to all 24 cities and private economic development organizations within the county.

IV. 2005-06 ACCOMPLISHMENTS

- Set up administrative structure for agency.
- Developed new branding campaign "Opportunity, California" and new logo for the agency.
- Contracted with public relations firm to work with the agency in meeting marketing and media goals to raise awareness of the county as a competitive place to do business.



V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | | |
|---|---------------|------------|------------|--------------|----------|
| | Appropriation | Revenue | Local Cost | Fund Balance | Staffing |
| General Fund | | | | | |
| Economic Development | 7,884,668 | 2,000 | 7,882,668 | | 47.0 |
| Total General Fund | 7,884,668 | 2,000 | 7,882,668 | | 47.0 |
| Special Revenue Funds | | | | | |
| Community Development and Housing | 50,996,111 | 36,120,085 | | 14,876,026 | 49.0 |
| Workforce Development | 13,277,810 | 13,116,429 | | 161,381 | 84.0 |
| Total Special Revenue Funds | 64,273,921 | 49,236,514 | | 15,037,407 | 133.0 |
| Other Agencies | | | | | |
| Economic Community Development Corp | 18,714 | 12,700 | | 6,014 | - |
| County Industrial Development Authority | 48,411 | 1,300 | | 47,111 | - |
| Redevelopment | | | | | |
| Speedway Project Area | 63,610,971 | 9,703,950 | | 53,907,021 | 8.0 |
| Cedar Glen Project Area | 10,073,190 | 119,000 | | 9,954,190 | - |
| VVEDA Project Area | 1,006,281 | 138,000 | | 868,281 | - |
| Mission Joint Project Area | 120,619 | 42,765 | | 77,854 | - |
| Bloomington Proposed Project Area | 151,635 | 5,000 | | 146,635 | - |
| Cajon Proposed Project Area | 229,938 | 5,000 | | 224,938 | - |
| Total Other Agencies | 75,259,759 | 10,027,715 | | 65,232,044 | 8.0 |
| Total - All Funds | 147,418,348 | 59,266,229 | 7,882,668 | 80,269,451 | 188.0 |

VI. 2006-07 BUDGET

The Economic Development Agency budget is included within the Department of Economic Development budget; see the business plan for the Department of Economic Development.

VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPLEMENT A COMPREHENSIVE MARKETING STRATEGY WHICH INCLUDES A COMPONENT FOR EACH DEPARTMENT. (NOTE: DEPARTMENTAL MARKETING STRATEGIES WILL BE DEVELOPED IN 2006-07.)

Objective A: Create a common look and theme to all marketing efforts for each department within the agency to create recognition and branding.

Objective B: Increase awareness that San Bernardino County is a preferable place to do business.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 1A. Percentage of total marketing and collateral materials developed to incorporate the Agency's branding (10 projected marketing and collateral materials). | NEW | NEW | 35-40% | 80% |
| 1B. Percentage increase in inquiries from businesses seeking information about the County of San Bernardino (2,700 estimated inquiries from businesses in 2006-07). | NEW | NEW | NEW | 10-15% |

Status

All external communications will be created and/or reviewed by the agency's Marketing Unit to ensure uniformity of branding to keep a consistent look and theme of the marketing efforts throughout the agency. This goal will eliminate confusion that can be created by inconsistency and create opportunities to cross-market the agency's message through all four (4) departments.



| |
|---|
| GOAL 2: IMPLEMENT AN AGENCY-WIDE INFORMATION TECHNOLOGY (IT) INFRASTRUCTURE TO SUPPORT AGENCY/DEPARTMENTAL IT INITIATIVES. |
|---|

Objective A: Deploy recommendations from the 2006-07 IT Assessment.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 2A. Percentage implementation of the IT Assessment objectives that have been funded. | NEW | NEW | NEW | 90% |

Status

The Economic Development Agency currently has a disjointed and aging information technology (IT) infrastructure which is not the most cost effective and efficient way to successfully achieve the growing number of agency/departamental business initiatives. The agency plans to resolve this issue by implementing an agency-wide information technology (IT) infrastructure based on findings and recommendations from an IT assessment currently being conducted by the Information Services Department.

Prior to the preparation of the 2007-08 budget, the agency plans to present recommendations to the Board of Supervisors on managing and maintaining the agency's information technology system.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The Economic Development Agency policy items are included within the Department of Economic Development budget; see the business plan for the Department of Economic Development.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The agency is currently working with the Information Services Department on a complete information technology assessment which could result in a separate request for funding at a later date. The objective for this potential request is to bring the agency and its departments up to county information technology standards, replace obsolete equipment, and provide a methodology to replace/refresh IT equipment in the future.

| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|--|--|
| 1. As the County of San Bernardino moves forward with their economic development program, begins to be seen as an economic leader of the region, and receives national and international recognition for the county, the agency needs the ability to access, understand, interpret, and analyze economic information and trends. The addition of an Economic Analyst will give the agency this necessary capability. | A. Add an Economic Analyst position (estimated range R70 \$73,278-\$93,704 subject to HR Classification) that will research economic information, economic impact and trends, develop and oversee economic studies, analyze the available economic information, and formulate trends and recommendations. Additional Funding Requested: Ongoing funding is estimated at \$114,700. |

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 1. Number of economic studies overseen and developed by the agency. | NEW | NEW | NEW | 4 |

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The Economic Development Agency is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Brian P. McGowan, Agency Administrator, at (909) 387-9800.



ECONOMIC DEVELOPMENT

Karen S. Patel

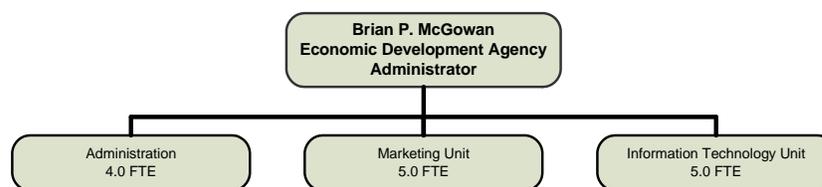
I. MISSION STATEMENT

The Department of Economic Development facilitates overall economic growth and job creation/retention through leadership, public/private collaborations, the provision of services to cities, attraction of new investment and the retention/expansion of existing businesses.

II. ORGANIZATIONAL CHART

This budget unit includes staffing for both the Economic Development Agency (15.0 FTE) and the Department of Economic Development (32.0 FTE). Below are the organizational charts for each entity.

Economic Development Agency:



Department of Economic Development:



III. DESCRIPTION OF MAJOR SERVICES

The Department of Economic Development's major goals are to develop and implement a countywide economic development strategy that will maximize the standards of living of the county's residents, provide economic opportunities for the County's businesses, foster a competitive environment and position the county as a highly competitive region for business opportunities. The County of San Bernardino consistently spearheads initiatives for local, national and international impact for a competitive advantage by developing collaborations between the county and cities where the strategic partnerships offer critical services to clients regardless of geographical boundaries. We also spearhead support structures conducive for a creative business climate by creating a macro forum for networking ideas and programs via cluster development and high-valued industry sectors. Our focus is to have the County of San Bernardino viewed as the primary resource for all shareholders with unbeatable customer service by providing guidance and future economic development training for San Bernardino County cities and by fostering a respectful, open, cooperative environment with governmental departments and non-governmental entities.

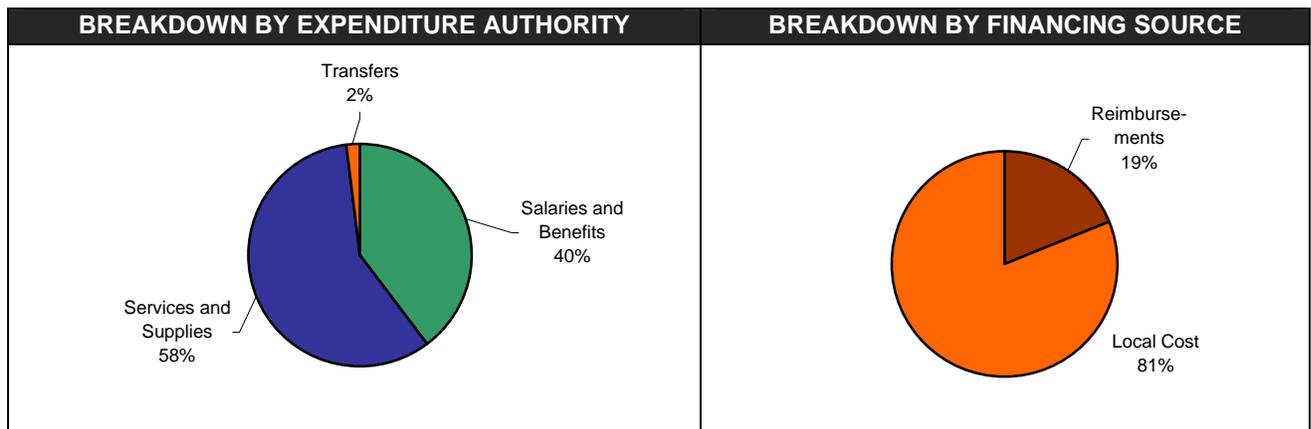
IV. 2005-06 ACCOMPLISHMENTS

- Sponsorship:
 - Title Sponsor of 1st NAIOP Inland Empire Event in the High Desert
 - ICSC International Conference, Las Vegas, NV - Participation and Reception sponsorship
 - NAIOP Annual Conference sponsorship, Hollywood, FL
 - One Global California Sponsorship, Ontario, CA
- Participation/awareness
 - ICSC Western Region Conference, Palm Springs, CA 1st conference participation
 - CoreNet Global Spring Conference, Philadelphia, PA – Participation
 - Fortune Magazine national ad runs for 1st time in conjunction with Agency branding/logo campaign
- Extensive Business Services:
 - Lake Dolores Senior Housing project, application for 2400 homes submitted – the department provided liaison services to this developer to help them prepare for the entitlement process.
 - Riley Super Sky Rocket Retention – the department provided retention services to retain this business within the County of San Bernardino.
- Awards & Special Recognitions:
 - Award for Excellence in Economic Development for Workforce Matrix, CALED
 - Award of Excellence, California Association of Local Economic Development
 - *Creation of a Workforce Tracking Tool*
 - Special Recognition, Congressman David Drier
 - *Road to Employment Program and Job Fair*
 - Award of Excellence, County Superintendent of Schools Alliance for Education
 - *Dedication and Support to the Alliance for Education*
- Hosted Annual County Procurement Conference, Victorville, CA,

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | | |
|--|------------------|---------------|------------------|---------------|-------------|
| | Appropriation | Revenue | Local Cost | Fund Balance | Staffing |
| Economic Development | 7,884,668 | 2,000 | 7,882,668 | | 47.0 |
| Economic and Community Development Corporation | 18,714 | 12,700 | | 6,014 | - |
| County Industrial Development Authority | 48,411 | 1,300 | | 47,111 | - |
| TOTAL | 7,951,793 | 16,000 | 7,882,668 | 53,125 | 47.0 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: BUSINESS RETENTION/ATTRACTION- BRAND THE COUNTY OF SAN BERNARDINO AS AN ETHNICALLY, CULTURALLY, SOCIALLY AND ECONOMICALLY DIVERSE REGION THAT PROVIDES COMPETITIVE ADVANTAGES WITH TOP LEVEL CUSTOMER SERVICE.

Objective A: Coordinate and market county services for businesses.

Objective B: Provide financial and procurement assistance to micro-enterprise and small businesses.

Objective C: Identify employment needs of businesses and recruit for these positions.

Objective D: Raise awareness of the competitiveness of San Bernardino County to increase inquiries and generate leads for new business attraction and investment.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|--------------------------|------------------------|
| *1A. Respond to business requests for assistance within 24 hours of acknowledgement and 5 day first tier resolution. | N/A | N/A | N/A | 80% |
| **1B. Percentage of completed loan applications processed from submittal to close of escrow within 10 weeks. | NEW | NEW | 50% | 80% |
| **1C. Percentage increase of number of job opportunities identified with San Bernardino businesses to better link job seeking clients. This will be obtained utilizing job seeking client information, including information provided by the WDD and TAD (24,103 jobs in 2005-06). | N/A | 10% | 10% | 5% |
| 1D. Percentage increase of inquiries by businesses about locating in the county. | N/A | N/A | Develop base for 2006-07 | 20% |

* Although this was a performance measure in the 2006-07 Business Plan, due to the continued reorganization and creation of the Department of Economic Development and the lack of an adequate tool to measure its performance, there was not an accurate base established for the measurement. This problem has been corrected through the purchase of a customer relationship software system, which documents communication between the department and its customers.

** Performance measurement items 1B and 1C are revised measurements due to the difficulty of calculating a baseline for 2006-07.

Status

The Department of Economic Development has done much in 2006-07 to retain businesses that are currently located in the county as well as to attract new business and investment. The department has created economic sub-regions within the 6 different economic zones of the County in order to allow for better familiarity of county services by businesses and to allow for rapid response to business needs. We have strengthened partnerships with outside consultants and partners for improved turnaround in providing assistance to small business.

Economic Development has identified employment needs of businesses by establishing more solid relationships with them. With our new processes, quantitative measurements for job matches are underway for jobs that have been placed on our website for clients and job seekers from the Transitional Assistance Department (TAD) and the Department of Workforce Development (WDD). Six months of quantitative data shows that over 10,000 job orders have been entered with 35% of the jobs identified as entry level jobs. We have collaborated with Workforce Development and Transitional Assistance staff to assist clients in gaining employment.

As the reorganization and creation of the Department of Economic Development continues, new and enhanced services will be identified to increase the economic impact in San Bernardino County and to increase the competitiveness of the county's businesses.



GOAL 2: ESTABLISH AN IMAGE OF THE COUNTY AS A GLOBAL AND DIVERSE BUSINESS CENTER IN THE UNITED STATES BY CONTINUING TO DEVELOP OUR OVERSEAS CONNECTIONS, INFRASTRUCTURE AND UNDERSTANDING OF GLOBAL MARKETS.

Objective A: Create a network of global partners that will assist in promoting the County of San Bernardino as North America's leading region for international business opportunities and foreign direct investment.

Objective B: Educate local County of San Bernardino businesses on how to take advantage of export/import markets.

Objective C: Provide county area companies with business development opportunities abroad.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 2A. Number of global partners established to commence networking for a positive economic impact. | NEW | NEW | 1 | 5 |
| 2B. Percentage of identified businesses that are identified by the department to have potential in international trade who participate in county sponsored international forums and workshops (60 estimated identified businesses). | NEW | NEW | NEW | 25% |
| 2C. Number of international trade missions led by the department. | NEW | NEW | 1 | 2 |

Status

The County of San Bernardino recognizes that the economic growth is closely tied to international trade. The county now dominates trade in the Inland Southern California region, with 46,000 workers handling nearly \$16 billion in trade yearly as of 2005. The Inland Empire, including San Bernardino County, totaled \$17.5 billion in international trade creating 50,000 jobs. San Bernardino County is also growing at a faster pace than the region as a whole. While the Los Angeles Customs District expects to grow international trade by 154 percent over the next 15 years, San Bernardino County's trade grew almost 400 percent from 2004 to 2005. This growth will bring with it challenges and opportunities. The county's new International Trade program goal is to establish an image as a global gateway and diverse business region in the United States by highlighting our overseas connections, infrastructure and understanding of global markets to attract companies from throughout the U.S. and abroad based on this economic growth.

Overall, in 2006-07, the department has seen a tremendous increase in outreach to businesses. With the recent trade mission to China alone, the department created 70 opportunities to bring business to the county which could result in over \$67 million in potential business contracts, with an estimated 5% realization occurring within 12 months.

GOAL 3: ENHANCE THE COUNTY OF SAN BERNARDINO'S POSITION TO FILM AND VISIT THROUGH THE MANAGEMENT AND BRANDING OF THE COUNTY'S UNIQUE LOCATIONS.

Objective A: Promotion of high quality locations and favorable climate via three airport locations, parks, deserts, mountains for new film location inquiries.

Objective B: Promotion of regional tourist destinations.

Status

During 2006-07 we plan to begin the development of a base for performance measurements of the film/tourism programs and hire the Film/Tourism manager. Programs identified will be kicked off and performance measurements will be developed for 2007-08. In order to develop performance measures, the department will identify locations for national promotions and will also develop a database of historical, cultural, natural and innovative tourist destinations and opportunities.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

| | |
|-----------------------|--|
| Policy Item 1: | Increase in funds for the Enhanced Economic Development Program in the amount of \$2,443,500 (\$1,118,500 one-time funding; \$1,325,000 ongoing funds). |
| Policy Item 2: | Increase in funds for the High Desert Business Resource Center in the amount of \$300,000 (\$150,000 one-time funding; \$150,000 ongoing funds). |
| Policy Item 3: | Increase in funds for various community service projects in the amount of \$1,145,000 (one-time funding). |
| Policy Item 4: | Increase in funds for the California Speedway FanZone Sponsorship in the amount of \$700,000. |
| Policy Item 5: | Increase in funds for 3.0 Economic Development Manager positions in the amount of \$367,089. |
| Policy Item 6: | Increase in funds for 1.0 Deputy Administrative Officer position in the amount of \$199,481. |
| Policy Item 7: | Increase in funds for 1.0 Geographic Information Systems Technician II positions in the amount of \$32,592. |

| MEASUREMENT* | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|-----------------------------|--------------------------------|--------------------------------|--------------------------------|
| P1.P3.-P6. (General)* Percentage increase of editorials/articles (26 editorial/articles in 2005-06). | N/A | 25% | 25% | 25% |
| P1.P3.-P6. (General)* Percentage increase of television/radio/podcast coverage (3 broadcasts estimated in 2005-06). | N/A | 25% | 25% | 25% |
| P1.P3.-P6. (General)* Percentage increase of conferences sponsored (4 conferences in 2005-06). | N/A | 40% | 25% | 25% |
| P1.P3.-P6. (General)* Percentage increase of companies assisted (3,500 companies in 2005-06). | N/A | 10% | 10% | 5% |
| P2. The operation of the High Desert Business Resource Center. | N/A | 100% operational | 40% operational | 100% operational |
| P2. Percentage increase of businesses served by the High Desert Business Resource Center (720 businesses served in 2006-07). | N/A | N/A | N/A | 30% |
| P7. Percentage increase in the creation of reports and maps to be used for business attraction and retention (20 estimated reports and maps used for business attraction and retention in 2006-07). | N/A | N/A | N/A | 10% |

* These Performance Measures consist of general measurements that apply to all of the Policy Items as a whole rather than measures that coincide with an individual Policy Item.

Status

The "Opportunity, CA" branding and advertising national campaign launch has afforded the County of San Bernardino much 'opportunity'. The additional funding received for 2006-07 has positioned the county as the premier regional economic development leader. With exposure based on the sponsorship of the "California FanZone" at the California Speedway, the Mark Christopher Charity Classic as the presenting sponsor, numerous tradeshows and events, and both domestic and international exposure in Forbes magazine in conjunction with our China Trade Mission, the county has begun to be recognized as a regional economic leader.

As an accomplishment in 2006-07, the department is estimating that it will achieve the majority of its projected 2006-07 performance measures. For those measures that are not estimated to be accomplished in 2006-07, it is projected that they will be accomplished in 2007-08. For example, it is anticipated that the High Desert Business Resource Center (HDBRC) will become fully operational in 2007-08 rather than 2006-07. During 2006-07 the department has attempted to identify available space for this HDBRC. Only recently has space become available to allow the HDBRC to be co-located with the High Desert Employment Resource Center, which is preferable. The number of conferences sponsored in 2006-07 is less than projected due to the delay in hiring the Director of Economic Development and the restructuring of the program.



IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|---|---|
| <p>1. Establish and expand business services for the East Valley region through an East Valley Business Resource Center co-located with the East Valley Employment Resource Center. The East Valley Employment Resource Center has an approved CIP request (#05-146) to relocate the existing employment resource center in San Bernardino to a new location that meets the needs of them and their partners. By co-locating the business and employment service functions the county's impact for its businesses and citizens will be maximized.</p> | <p>A. Provide enhanced and expanded business services through an East Valley Business Resource Center co-located with the East Valley Employment Resource Center.</p> <p>Additional Funding Requested: \$150,000 one-time funding for facility office furniture, library resources and equipment. \$150,000 ongoing for rent, utilities, stocking of library and equipment replacement.</p> |
| <p>2. Develop and enhance economic development programs to expand awareness of the competitiveness of San Bernardino County.</p> | <p>A. To continue to move the county's Economic Development program towards being the strongest in the region, the Department of Economic Development is requesting an additional \$1,140,000 to increase sponsorships and tradeshows, advertising, economic studies, national public relations exposure, participation in special events, film and tourism activities, and international business opportunities.</p> <p>Additional Funding Requested: \$1,140,000 on-going funding</p> |
| <p>3. The FanZone Title Sponsorship and the entitlement at the NASCAR Craftsman Truck Series event partners the County of San Bernardino with the California Speedway to nationally market the opportunities available with the county, at various NASCAR events.</p> <p>Performance measures already exist (see "General" Performance Measures P1.P3.-P6. in Section VIII, "Approved Additional General Fund Financing".</p> | <p>A. Continue the Fan Zone Title Sponsorship and the entitlement at the NASCAR Craftsman Truck Series event at the California Speedway.</p> <p>Additional Funding Requested: Funding required is estimated at \$700,000. A portion of this agreement may be reimbursed by the County Redevelopment Agency for activities supporting the redevelopment area. If the current contract is not renegotiated by April 15, 2007 a termination fee of \$150,000 is due from the county to cover the unamortized costs associated with changing Title Sponsors by May 15, 2007. Funding is requested for 2007-08 and 2008-09, which is the current agreement timeframe.</p> |



| | | | | |
|---|---|--------------------------------|--------------------------------|----------------------------------|
| <p>4. If final approval is received after completion of the EIR, the State of California Housing and Community Development Department, the County of San Bernardino, Department of Economic Development will administered the Enterprise Zone and issue vouchers to the participating businesses for associated tax credits related to job creation and retention of economically disadvantaged citizens.</p> | <p>A. As the Lead Agency, to develop, market, and administer the San Bernardino Valley Enterprise Zone, a multi-jurisdictional Enterprise Zone (EZ) that will create jobs and retain and attract businesses. The proposed enterprise zone covers the County of San Bernardino along with the Cities of Colton and San Bernardino and the Inland Valley Development Agency.</p> <p>Additional Funding Requested: \$27,000 one-time funding to pay for the county's proportional share of the EIR and \$10,000 on-going funding to pay for the county's proportional share of the administrative costs such as insurance, professional services (legal and auditing), etc.</p> | | | |
| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
| 1. Number of businesses utilizing the services at East Valley Business Resource Center | NEW | NEW | NEW | Establish baseline of businesses |
| <p>2. Percentage increase of leads from existing sponsorships</p> <p>Percentage increase of business inquiries/leads both domestic and international.</p> <p>Number of website hits on the international trade services online directory and online event calendar</p> <p>Enhanced database of film, video, and tourism assets to market</p> | NEW | NEW | NEW | 10% |
| | NEW | NEW | NEW | 10% |
| | NEW | NEW | NEW | Establish baseline |
| | NEW | NEW | NEW | Establish baseline |
| 4. Percentage of businesses within the Enterprise Zone attending the incentive workshops (current estimate of business within the Enterprise Zone is 2,400) | NEW | NEW | NEW | 10% |

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Karen S. Patel, Director, at (909) 387-9812.



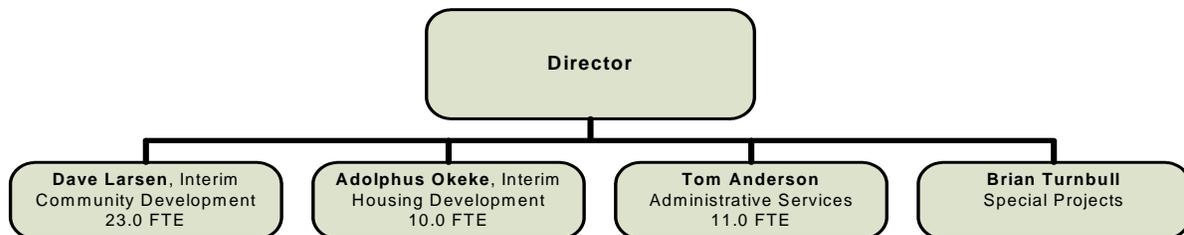
COMMUNITY DEVELOPMENT AND HOUSING

David M. Larsen and Adolphus Okeke

I. MISSION STATEMENT

The Department of Community Development and Housing (CDH) works to improve the quality of life for residents of the County through the identification, obtainment, and administration of local, state, federal, and private funding resources available for community development and housing programs and projects.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

CDH is responsible for administering federal, state, and local grant funds allocated to the County of San Bernardino for community development and housing programs and projects. Federal funds comprise a large percentage of the total monies included in the department's budget through the Community Development Block Grant (CDBG), the Emergency Shelter Grant (ESG), the Home Investment Partnership Act Grant (HOME), the Neighborhood Initiative grant (NI) and the Economic Development Initiative Program (EDI) grant.

CDH obtains grants from the U.S. Department of Housing and Urban Development (HUD) to fund public works construction, new housing construction, housing rehabilitation, economic development, public services, and community revitalization projects in participating communities throughout the County. CDH sub-grants the majority of these dollars to its thirteen (13) cooperating cities, other county departments, and to non-profit community based organizations.

The CDBG program has the purpose of providing decent housing, suitable living environments and expanded economic opportunities, principally for low-and moderate-income persons. The CDBG program offers grant funds for a wide variety of projects to meet local community needs. CDBG funds can be used to build community facilities, roads, and parks; to repair or rehabilitate housing, to provide new or increased services to local residents or to fund initiatives that generate new jobs. In all instances, the CDBG program is governed by regulations issued by HUD. The county's CDBG program is designed to maximize public benefit while fully complying with CDBG regulations and related laws.

HOME funds assist in expanding and preserving the supply of decent, safe, sanitary and affordable housing. The county's HOME program provides loans to non-profit agencies, Community Housing Development Organizations (CHDO's), for-profit housing developers, rental housing owners, and new homebuyers for a variety of new construction, rehabilitation, rental assistance, and home ownership programs. The HOME program is carried out in accordance with HUD-issued regulations. Additionally, HOME funds provide rent subsidies and security deposit assistance to very low-income families.

Emergency shelter and related services are provided to homeless persons from locations throughout the county using Emergency Shelter Grant (ESG) funds. The county sub-grants ESG funds to homeless assistance agencies that operate shelters or provide motel vouchers and rental assistance. These services are coordinated through associated information, counseling, referral and rental assistance activities to provide a continuum of care to reduce the incidence and severity of homelessness. As with the CDBG and HOME programs, the ESG program is governed by HUD regulations.



CDH ensures that the county receives, retains and utilizes the maximum grant funds available. This involves writing and administering project contracts with cooperating cities, non-profit agencies and other county departments. CDH coordinates closely with County Counsel and Risk Management in writing contracts and performs contract compliance monitoring, including on-site monitoring visits.

Finally, CDH is responsible for preparing the county's Annual Consolidated Plan and Annual updates and Action Plans, processing grant agreements with HUD, preparing annual consolidated plan performance reports, and coordinating HUD monitoring visits.

IV. 2005-06 ACCOMPLISHMENTS

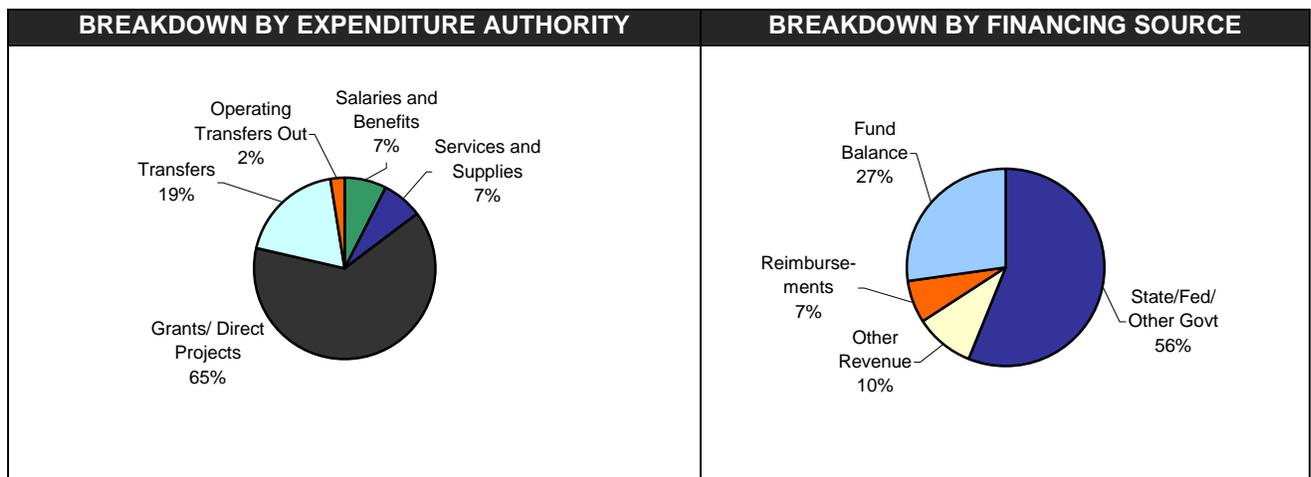
During 2005-06 CDH spent \$16,961,170 of federal CDBG, HOME and ESG funds directly or through county departments, cities and non-profit agencies to implement 228 projects and programs in the county to:

- Assist 28 families in buying their own homes
- Provide rental housing deposit assistance and utility assistance to 324 families to prevent homelessness
- Repair the homes of 238 senior citizens
- Rehabilitate 16 homes owned by low-and moderate-income persons
- Provide 25,743 cold weather shelter nights to 1,500 homeless persons through 10 agencies
- Complete the construction of 36 public facility projects
- Complete the construction of 12 infrastructure projects
- Provide public services through 80 non-profit agencies to meet the social/educational needs of 55,000 clients
- Inspect over 1,800 properties and remove trash and graffiti from 24,958 locations
- Loan funds to 13 businesses to create 66 new jobs and retain 12 existing jobs

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | |
|-----------------------------------|-------------------|-------------------|-------------------|-------------|
| | Appropriation | Revenue | Fund Balance | Staffing |
| Community Development and Housing | 50,996,111 | 36,120,085 | 14,876,026 | 49.0 |
| TOTAL | 50,996,111 | 36,120,085 | 14,876,026 | 49.0 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: DEVELOP AND COORDINATE THE CONSOLIDATED PLAN PROCESS FOR OBTAINING THE HOME INVESTMENT PARTNERSHIP ACT (HOME), THE EMERGENCY SHELTER GRANT (ESG), AND THE COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG) ENTITLEMENT FORMULA GRANTS.

Objective A: Prepare the annual Action Plan.

Objective B: Prepare the annual Action Plan Summary.

Objective C: Process the annual Grant Agreements.

Objective D: Prepare the annual ESG Request for Proposal (RFP).

Status

Each objective above has been completed for 2006-07. Additionally, a related 2006-07 objective was met by entering Delegate Agency Agreement with the cooperating cities for implementing CDBG funded projects during 2006-07, 2007-08, and 2008-09. The goal of developing and coordinating the Consolidated Plan process for obtaining entitlement formula grants will continue for 2007-08. Every year the CDH is required to prepare the annual Action Plan, Action Plan Summary, and annual ESG RFP in order to obtain the HOME, ESG, and CDBG entitlement formula grants. Without receipt of these grants, CDH would be unable to provide its services to the citizens of the County of San Bernardino.

GOAL 2: SUB-GRANT CDBG AND ESG FUNDS TO COUNTY DEPARTMENTS, COOPERATING CITIES AND NON-PROFIT AGENCIES FOR PROGRAMS AND PROJECTS BENEFITTING LOW- AND MODERATE-INCOME PERSONS.

Objective A: Enter ESG Sub-Grant contracts with fourteen (14) non-profit homeless shelter providers.

Objective B: Prepare Environmental Reviews to release CDBG funds for sixty (60) construction projects.

Objective C: Enter Project Implementation/Maintenance and Operation agreements for sixty (60) construction projects.

Objective D: Enter CDBG Sub-Grant contracts with eighty (80) agencies to carry-out public service program.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 2A. Percentage of Emergency Shelter Grant (ESG) "Cold Weather Shelter Program" contracts with non-profit homeless service providers executed within 30 days of completion of RFP and projected start date of each project (14 ESG contracts entered into in 2005-06). | 75% | 75% | 80% | 90% |
| 2B. Percentage of Community Development Block Grant (CDBG) project Environmental Review Records (ERR) approved by HUD within ninety (90) days of project approval (155 ERRs approved in 2005-06). | 80% | 80% | 80% | 80% |
| 2C. Percentage of Project Implementation/Maintenance and Operation agreements entered within thirty (30) days of ERR Completion (160 Project Implementation/Maintenance and Operation agreements entered in 2005-06). | 75% | 75% | 80% | 80% |
| 2D. Percentage of Public Service contracts executed within thirty (30) days of the projected start date of each program (95 CDBG Public Service contracts executed in 2005-06). | N/A | 80% | 80% | 80% |

Status

HUD regulations and county policies require ESG and CDBG grant recipients (such as the county) to enter written agreements when sub-granting funds to other organizations for carrying out approved projects and programs. CDH acts to negotiate, write, and process such contracts for the Board of Supervisors or Purchasing Department approval. Grants to non-profit organizations for public service programs are provided through subrecipient contracts. Projects implemented by cooperating cities are authorized and funded under delegated agency agreements. Memorandums of Understanding are used to sub-grant CDBG funds from



CDH to other county departments. The performance ranges in the “Measurement” section do not reach 100% because delays are at times encountered in identifying sufficient project funding, obtaining signatures and in meeting other project requirements such as insurance, cost estimates, and site control. In order to offset these delays, CDH has taken and will continue to take steps to proactively work with its sub-recipients to more quickly establish projects and obligate funds.

GOAL 3: PREPARE AN ANNUAL PERFORMANCE REPORT COVERING THE CONSOLIDATED PLAN GRANT PROGRAMS FOR SUBMITTAL TO THE DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD).

Objective A: Prepare HUD required reports.

Objective B: Implement the HUD Integrated Disbursement and Information System (IDIS) for reporting and the drawing of grant funds.

Objective C: Provide program monitoring to insure compliance of assisted activities.

Status

Each objective above has been completed for 2006-07. The goal of preparing the Annual Performance Report will continue in 2007-08 because it is necessary in order to receive funding from HUD under the HOME, ESG, and CDBG grants. The Annual Performance Report is also a means by which the CDH is held accountable to the public for the actions that it takes throughout each fiscal year.

GOAL 4: COMMUNICATE USEFUL AND TIMELY INFORMATION TO OTHER AGENCIES AND TO THE GENERAL PUBLIC TO INFORM THEM ABOUT GRANT AND LOAN RESOURCES AVAILABLE TO MEET COMMUNITY AND HOUSING NEEDS.

Objective A: Advertise the annual CDBG, HOME, and ESG Programs, and request CDBG applications.

Objective B: Update program procedures and disseminate them to the public.

Objective C: Participate in the National CDBG Week and Fair Housing Week promotional programs.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|---|---|
| 4. Maintain the number of non-profit agencies, cities, and individual homeowners who receive the information they need in order to apply for CDBG, ESG, and HOME funds. | NEW | NEW | 200 agencies, 13 cities, and 400 homeowners | 200 agencies, 13 cities, and 400 homeowners |

Status

In order to provide community development and housing services to the public, it is necessary that the public be aware of the services that CDH provides. The above objectives were chosen to ensure that the department’s services are made known to the general public as well as other agencies. The annual application period for CDBG projects runs during October, November, and to Mid-December. Homeowners can apply for grants or loans at any time, subject to eligibility and availability of funds.

GOAL 5: IMPLEMENT AFFORDABLE HOUSING PROGRAMS FOR CONSTRUCTION OF NEW HOUSING AND REHABILITATION OF EXISTING HOUSING, AND PROVISION OF EMERGENCY SHELTER FOR HOMELESS PERSONS.

Objective A: Continue to provide HOME-funded loans to Community Housing Development Organizations (CHDOs) to develop affordable housing.

Objective B: Continue to provide HOME funds to the Housing Authority of San Bernardino County to provide tenant-based rental assistance.



Objective C: Continue to provide CDBG-and HOME-funded housing rehabilitation loans and grants.

Objective D: Continue to provide down payment assistance to families buying their home.

Objective E: Continue to provide ESG funds to homeless shelter providers.

Objective F: New Program: Develop a Memorandum of Understanding with the County Behavioral Health Department for implementation of Proposition 63 housing projects for homeless mentally ill patients.

Objective G: New Program: Receive and process authorizations from County RDA for assigned Home Rehabilitation Program (HRP) projects in Cedar Glen, and develop housing reconstruction assistance loan packages.

Objective H: New Program: Continue to implement the Land Use Application Fee Assistance Grant Program in Cedar Glen to assist with the rebuilding effort.

Objective I: New Program (HRP): Implement Home Rehabilitation Program (HRP) in all redevelopment project areas to address residential blight in project areas.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|-----------------------------|--------------------------------|--------------------------------|--------------------------------|
| 5A. The number of housing units constructed or rehabilitated. | 232 | 200 | 200 | 200 |
| 5B. The number of low-income families or disabled persons who receive rental housing security deposit and utility payment assistance. | 140 | 200 | 200 | 200 |
| 5C. The number of low-and moderate-income homeowners who receive loans or grants. | 254 | 270 | 270 | 250 |
| 5D. The number of families who succeed in buying their home. | 28 | 25 | 20 | 20 |
| 5E. The number of emergency shelter nights provided to homeless persons. | 25,743 | 23,900 | 23,900 | 24,000 |
| 5F. The number of housing projects planned for construction. | NEW | NEW | 0 | 2 |
| 5G. The number of homeowners who will receive financial assistance to rebuild their homes that were lost in the 2003 "Old Fire" disaster. | NEW | NEW | 0 | 10 |
| 5H. Percentage of time the following activities will be completed within the designated time frame: - CDH completion of initial review of eligible land use services grant applications within thirty (30) days of receipt and completion of reimbursements within three (3) months of receipt of claims and approved back up information. | NEW | NEW | 90% | 100% |
| 5I. Percentage of time the following activities will be completed within the designated time frame: - The Department of Community Development and Housing (CDH) completion of initial review of eligible HRP applications within thirty (30) days of receipt. - Rehabilitation activities completed within 9-12 months of application approval. | NEW | NEW | 90% | 100% |

Status

In 2007-08 CDH will continue providing loans, grants, down payment assistance, and rental assistance to increase the supply and affordability of housing in the county. Homeowner assistance numbers will be less in 2007-08 due to anticipated HUD elimination of the American Dream Down Payment Initiative. Further, in 2006-07, CDH will begin to provide expertise in assisting homeowners in Redevelopment Agency areas to reconstruct or rehabilitate their homes. In 2007-08, CDH anticipates providing housing development services to the Department of Behavioral Health to utilize state funds to develop supportive housing for mentally ill homeless persons. The implementation of these new projects will provide important aid to individuals who are in need of housing assistance.



VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department did not have any approved policy items for 2006-07.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this Business Plan, please contact David Larsen, Interim Deputy Director, Community Development Division, at 388-0959 or Adolphus Okeke, Interim Deputy Director, Housing Development Division, at 388-0969.



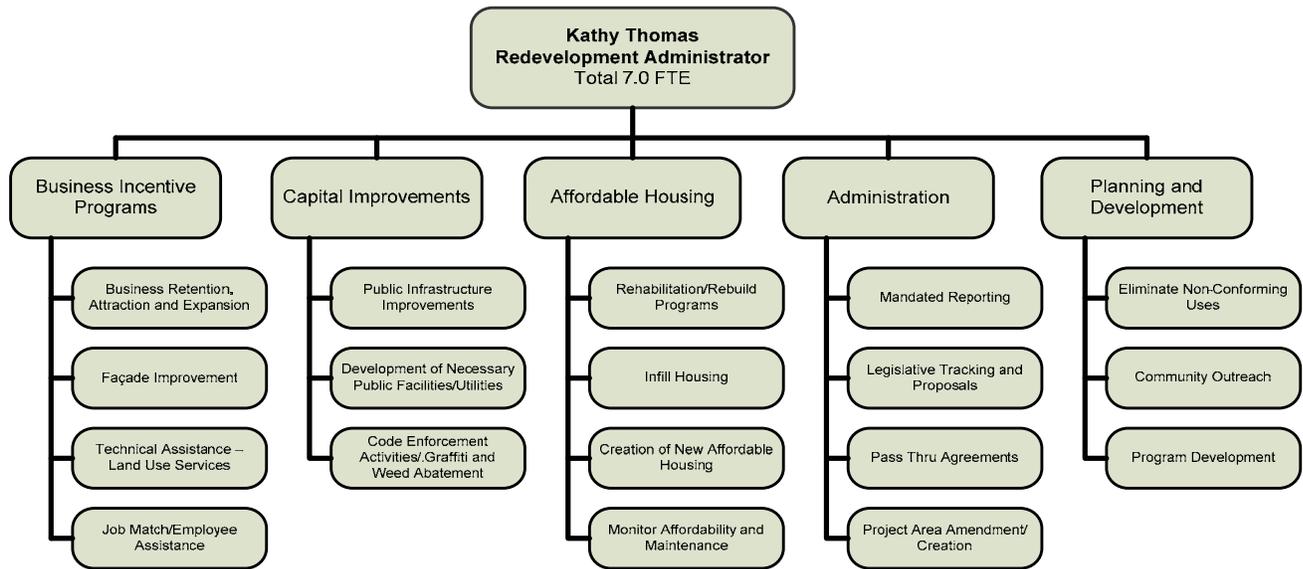
REDEVELOPMENT AGENCY

Kathy Thomas

I. MISSION STATEMENT

The County of San Bernardino Redevelopment Agency (CoRDA) serves to assist in improving the quality of life within established redevelopment project areas by: improving and constructing infrastructure, retaining and expanding opportunities for existing businesses, attracting new businesses, creating new job opportunities, improving living conditions of residences, and creating new affordable housing. Through coordinated efforts with other county departments, the agency can implement programs and projects that foster economic opportunities in unincorporated communities.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

In 1980, a Redevelopment Agency was established under California Redevelopment Law as a tool, through its special legal and financial mechanisms, to do the following: 1) alleviate conditions of blight in identified communities throughout the county, 2) address the growing needs and services to its residents, and 3) ensure that the county’s economic base would grow and remain healthy through the provision of new public improvements, commercial and industrial developments and affordable housing. A study was made at that time to assess the feasibility of establishing one or more project areas; however no project areas were created.

In 1993, the **Victor Valley Economic Development Authority (VVEDA)**, a joint powers authority, was established for the purpose of providing economic development in and around the former George Air Force Base. Five jurisdictions oversee the economic development of the area, which include: the Cities of Victorville, Hesperia and Adelanto, the Town of Apple Valley, and the County of San Bernardino. VVEDA totals approximately 60,000 acres and is administered by the City of Victorville. The unincorporated portion of VVEDA is approximately 16,000 acres. VVEDA is currently in its eighth amendment where approximately 30,236 acres are being added.

In 1995, the former Kaiser Steel Mill site and other blighted industrial properties in its vicinity were formed to create the San Sevaire Redevelopment Project, currently known as the **Speedway Redevelopment Project Area** (Speedway). The Speedway was amended in 2004 and 2005 to add additional territory resulting in a total acreage of 3,495 acres.



In 2003, the county approved the ***Mission Boulevard Joint Redevelopment Project Area*** (Mission Boulevard) with the City of Montclair. Mission Boulevard totals approximately 404 acres and is administered by the City of Montclair.

In 2004, the ***Cedar Glen Disaster Recovery Project Area*** (Cedar Glen), consisting of 837 acres, was adopted to assist with the rebuilding of the community that was destroyed by the 2003 Old Fire.

The major goals of the agency are to encourage private sector investment in the development and redevelopment of the area by removing impediments to growth, eliminating and/or preventing the spread of blight and deterioration, correcting infrastructure deficiencies, rehabilitation and augmentation of affordable housing for low- and moderate-income households.

Although the agency is a separate, legal entity, the Board of Supervisors acting as the Board of Directors serves as the legislative body of the agency.

The agency currently has 8 positions to manage redevelopment activities, including project and program management as well as administrative functions. Agency activities include managing: capital improvement projects, housing programs, real property activities, business incentive programs, planning and development of projects, and general administration duties for the Redevelopment Agency, such as coordinating budget and reporting requirements and maintaining the agency's official records.

IV. 2005-06 ACCOMPLISHMENTS

Business Incentive Programs

- Continued marketing of redevelopment project areas at conventions and trade shows such as the International Council of Shopping Centers, High Desert Opportunity, and The California Speedway.
- Continued graffiti abatement program.
- Provided technical and financial assistance to businesses seeking to locate, relocate, and expand in our redevelopment project areas.
 - Mohawk Industries Incentive Agreement
 - Specialty Steel Relocation Assistance

Planning and Development

- Continued to review and comment on all new development proposals in existing and proposed project areas.
- Initiated Economic Development Plans and Implementation Strategies in VVEDA and Cedar Glen project areas.
- Initiated the design and specification of a number of infrastructure projects and public facilities in the Speedway Project Area including sidewalks, road widening, flood control measures, fire station, freeway interchange, intersection improvements, medians, signage, and railroad crossing improvements.
- Purchased tax-defaulted properties in Cedar Glen for road and water system improvements.
- Assisted in the coordination of street sign fabrication and installation in Cedar Glen to improve navigation, particularly for emergency services.
- Continued the redevelopment plan formation in the communities of Bloomington and Cajon.

Capital Improvements

- Completed 1,300 linear feet of curbs, gutters, sidewalks, and road widening along Beech Avenue.
- Completed 1.5 miles of paving, curbs, gutters, sidewalks and road widening of Whittram Avenue.

Affordable Housing

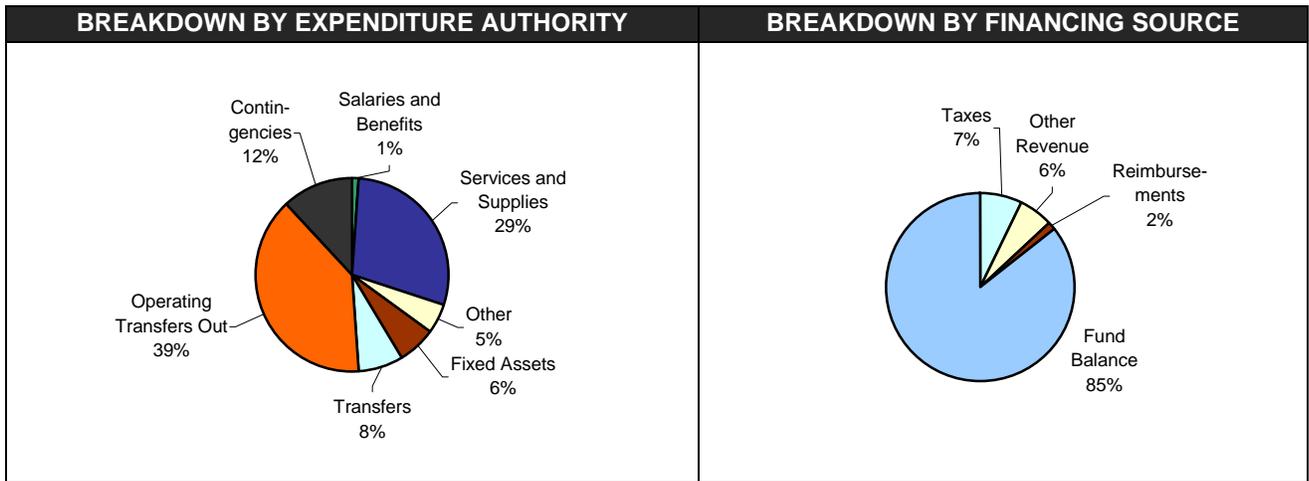
- Continued the voluntary sales program in the Speedway Project Area to eliminate incompatible land uses. Acquired 13 properties along Rosemary and Iris Drives.
- Developed and implemented the Home Rehabilitation Program and Land Use Services Grant Program in the Cedar Glen project area.



V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | |
|--|-------------------|-------------------|-------------------|------------|
| | Appropriation | Revenue | Fund Balance | Staffing |
| Speedway Project Area | 63,610,971 | 9,703,950 | 53,907,021 | 8.0 |
| Cedar Glen Project Area | 10,073,190 | 119,000 | 9,954,190 | - |
| VVEDA Project Area | 1,006,281 | 138,000 | 868,281 | - |
| Mission Blvd. Redevelopment Joint Project Area | 120,619 | 42,765 | 77,854 | - |
| Proposed Bloomington Project Area | 151,635 | 5,000 | 146,635 | - |
| Proposed Cajon Project Area | 229,938 | 5,000 | 224,938 | - |
| TOTAL | 75,192,634 | 10,013,715 | 65,178,919 | 8.0 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: DEVELOP AND IMPLEMENT INCLUSIONARY AND REPLACEMENT HOUSING PROGRAMS AND PROJECTS TO MEET SUCH NEEDS AND TO INCREASE, IMPROVE AND PRESERVE THE REDEVELOPMENT PROJECT AREAS' AFFORDABLE HOUSING STOCK.

- Objective A: Implement Home Rehabilitation Program (HRP) in all redevelopment project areas to address residential blight in project areas.*
- Objective B: Continue to implement the Home Rehabilitation and Land Use Grant Program in Cedar Glen to assist with the rebuilding effort.*
- Objective C: Purchase land as sites for affordable housing development.*
- Objective D: Partner with housing developers to construct affordable housing.*
- Objective E: Develop and implement an Infill Housing Program in project areas to address underutilized and blighted parcels and increase home ownership among very-low, low, and moderate-income families.*
- Objective F: Assist in the construction of new homes and apartments to increase the supply of new housing for very-low, low, and moderate-income families.*



Objective G: Leverage other funds, such as CDBG and HOME, to facilitate a large scale affordable housing project in a redevelopment project area.

Objective H: Assist in future updates of the Housing Element of the General Plan, as necessary.

| MEASUREMENT | | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|-------------|--|---------------------|------------------------|------------------------|------------------------|
| 1A. | The number of applicants assisted in the Cedar Glen Housing Programs (Home Rehabilitation Loan and Grant Program and Land Use Services Program). | NEW | NEW | NEW | 10% |

Status

This goal and its objectives were designed to meet the new mission statement developed by and for the Redevelopment Agency. The objectives were also designed to maximize the resources available under the Economic Development Agency, the parent department for the Redevelopment Agency. Specifically, the above objectives will help to meet the important aspect of the mission statement which seeks to improve the County's affordable housing stock within redevelopment project areas. One particular objective which will help to improve the affordable housing stock is the development and implementation of an Infill Housing Program. It is estimated that it will take 6 months to one year to develop the program and 6 months to one year to implement the program.

GOAL 2: ASSIST IN THE DEVELOPMENT OF CAPITAL IMPROVEMENTS TO ELIMINATE AND PREVENT THE ACCELERATION OF PHYSICAL BLIGHT AND ENCOURAGE THE BETTER UTILIZATION OF REAL PROPERTY AND NEW PRIVATE ENTERPRISE INVESTMENT.

Objective A: Assist in the improvement of public infrastructure, including but not limited to: construction or reconstruction of roads, curbs, gutters, and sidewalks; providing signalization; installing landscaping, multi-use trails, lighting and street furniture; and the construction or reconstruction of water storage and distribution facilities, drainage and flood control measures and sewerage systems.

Objective B: Ensure that capital improvement projects are carried out as planned in the work program and the budget.

Objective C: Assist in the development of public facilities and utilities, such as the construction or rehabilitation of fire and sheriff stations, community centers, school facilities, parks, multi-use trails, and utility improvements.

Objective D: Expand ongoing code enforcement activities.

Objective E: Continue to implement a Graffiti Abatement Program.

Objective F: Develop and implement a Weed Abatement Program.

Status

This goal and its objectives were designed to meet the new mission statement developed by and for the Redevelopment Agency. The objectives were also designed to maximize the resources available under the Economic Development Agency, the parent department for the Redevelopment Agency. Specifically, the above objectives will help to meet the important aspect of the mission statement which seeks to facilitate the needed infrastructure to promote economic development and improve the quality of life within established redevelopment project areas.



GOAL 3: ASSIST IN THE DEVELOPMENT OF BUSINESS INCENTIVE PROGRAMS TO RECONSTRUCT, UPGRADE AND EXPAND COMMERCIAL AREAS IN CONFORMANCE WITH THE GENERAL PLAN (AS AMENDED) AND COMMUNITY PLANS.

- Objective A: Implement an ongoing economic development and business promotion program to expand existing businesses and attract new ones.*
- Objective B: Develop and implement a Façade Improvement Program to rehabilitate deteriorated commercial buildings.*
- Objective C: Develop and implement a Volunteer Demolition Grant program to remove unsafe structures that pose public health and safety hazards.*
- Objective D: Provide job matching and workforce development training to help businesses find needed employees or better train existing or future employees.*
- Objective E: Provide incentives for the development of under-utilized parcels.*
- Objective F: Provide technical assistance to facilitate and expedite the entitlement process.*

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 3B. The number of applicants assisted in the Façade Improvement Program. | NEW | NEW | NEW | 10 |
| 3C. The number of applicants assisted in the Volunteer Demolition Grant Program. | NEW | NEW | NEW | 10 |

Status

This goal and its objectives were designed to meet the new mission statement developed by and for the Redevelopment Agency. The objectives were also designed to maximize the resources available under the Economic Development Agency, the parent department for the Redevelopment Agency. Specifically, the above objectives will help to meet the important aspect of the mission statement which seeks to retain and/or expand existing businesses, attract new businesses, promote economic development and improve the quality of life within established redevelopment project areas.

GOAL 4: TO EFFECTUATE THE COMPREHENSIVE PLANNING, REDESIGN, REPLANNING, RECONSTRUCTION, AND/OR REHABILITATION OF PROJECT AREAS IN SUCH A MANNER AS TO FACILITATE A HIGHER AND BETTER UTILIZATION OF LAND USES IN ACCORDANCE WITH THE GENERAL PLAN.

- Objective A: Eliminate non-conforming uses as appropriate and necessary. Collaborate and coordinate with the Planning Department on the development of standards and guidelines, or where appropriate, a county-initiated Specific Plan, Community Plan, or Master Plan for redevelopment project areas.*
- Objective B: Buffer residential neighborhoods from the intrusion of incompatible land uses.*
- Objective C: Actively engage in community outreach.*

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 4B. The number of properties acquired as part of the Rosemary/Iris Voluntary Sales program to alleviate incompatible land use. | 11 | 20 | 28 | 40 |

Status

This goal and its objectives were designed to meet the new mission statement developed by and for the Redevelopment Agency. The objectives were also designed to maximize the resources available under the Economic Development Agency, the parent department for the Redevelopment Agency. Specifically, the above objectives will help better comprehensively plan specific activities in the redevelopment project areas. The creation of a Master Plan for each project area aims to provide clear direction, target locales, and specify benchmarks for facilitating the objectives in the plan.



VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The agency did not have any approved policy items for 2006-07.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The agency is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The agency is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Kathy Thomas, Redevelopment Director, at 387-9805.



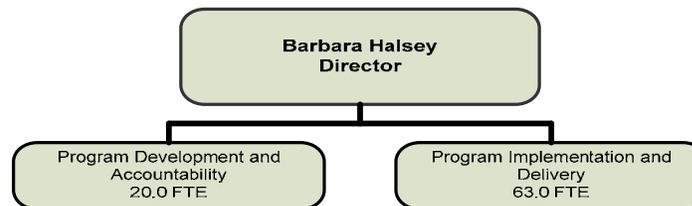
WORKFORCE DEVELOPMENT

Barbara Halsey

I. MISSION STATEMENT

The Department of Workforce Development (WDD) provides comprehensive employment, training and support services in accordance with the Department of Labor Workforce Investment Act. Services provided are in response to the needs of job seekers, businesses and communities within the County of San Bernardino and are complementary to the strategic plan established by the Economic Development Agency (EDA).

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

WDD provides holistic services to job seekers, incumbent workers, entrepreneurs and employers. The department is responsible for administering and operating programs under the Department of Labor's Workforce Investment Act (WIA). WIA funding is allocated from the federal level to the State of California. At the state level, funds are administered by the Employment Development Department's Workforce Services Branch. This branch in turn allocates in-state funding to Local Workforce Investment Areas as designated by the Governor and certified by the California Workforce Investment Board. The Act mandates the delivery of job seeker and business services through a comprehensive One-Stop system. The composition of the system is to include 19 mandated public partners working collaboratively to deliver job, education, training and labor market information services to customers. The One-Stop offices operated by the WDD are called Employment Resource Centers and are strategically located in three of the county's identified economic regions. The West End is served by the Rancho Cucamonga office. Services provided to the High Desert are delivered from the Hesperia site, and the East Valley is served from the San Bernardino location. The department implemented full electronic access to services in program year 2005-06 with the implementation of the web-based Workforce Investment Network utilizing Geographic System's Virtual One-Stop.

The department has adopted "Our Job is Your Future" as its motto, and holds the following vision in the performance of its work: We are a nationally recognized, award winning workforce system that successfully serves job seekers, businesses and the community to ensure economic vitality in San Bernardino County.

The department supports the mission of the county through its provision of services to businesses and job seekers. Committed to operating a demand driven service delivery system, WDD has developed a reputation for excellence in serving the workforce needs of businesses. Understanding that increased employment opportunities enhance the quality of life for residents, the department strives to ensure that the needs of local businesses are met by providing them with a skilled workforce. It connects with economic development professionals and organizations in order to understand the growing job base that new businesses bring to the county and to assist in attracting new businesses by offering training and hiring incentives as funding allows. The department also works to meet the needs of our existing businesses as they face the challenge of maintaining a qualified workforce and a competitive edge in an increasingly competitive marketplace. In order to accomplish the task of workforce development, the department links educational providers to business communities with the goal of assuring that training developed and delivered is demand driven producing the workforce needed by businesses today and in the future.



The Workforce Investment Board administratively oversees the programs offered through the department. This Board is comprised of private sector business representatives and public sector partners who are appointed by the Board of Supervisors per federal law.

IV. 2005-06 ACCOMPLISHMENTS

General Accomplishments

- From January to October 31, 2006 staff have served 61,552 customers and provided over 200,000 services to these customers. 7,183 clients were interviewed and referred by Job Placement staff, 7,405 clients attended various workshops and 1,138 customers enrolled for 4,006 intensive services.
- Served 400 youth and received \$14,000 incentive bonus.
- 198 National Emergency Grant temporary workers restored 33 miles of forest trails, cleared 1,500 tons of burn debris and restored Pacific Wilderness Trail which is now open to the public; 31 received additional training.
- Implemented technology solutions – San Bernardino County-Workforce Investment Network (csb-win.org) WIB Home Page.
- Disability Program Navigator deployed to assist Katrina hurricane victims with disabilities.

Health Care

- On Site Career Ladders Program
 - Over 240 students enrolled
 - 8 completed the program and working as LVNs
 - 34 completed training and are RNs
 - 19 completed Specialty Training in Pediatrics
 - 8 have been trained as preceptors
 - 3 have been trained as mentors
 - 95 are in various stages of RN and LVN completion
 - 15 are in various stages of completing their Bachelor of Science degrees (Because of the success of this program, Cal State Dominguez Hills has initiated a Masters in Nursing Science program in the High Desert Region)
- Established Nurse Retention Program at Loma Linda Community Hospital.
- Continued collaboration with San Bernardino Valley College and Victor Valley College Nursing Programs.
- Continued collaboration with Chaffey College CNA and LVN programs.
- Provided supportive services for 22 nursing students at Copper Mountain College.

Advanced Manufacturing

- 49 employees of Manufacturing Council are participating in advanced electronics and mechanics training.
- Completed planning for advanced manufacturing and management training conducted by Barstow Community College for Marine Corps Logistics Base.

Logistics/Distribution

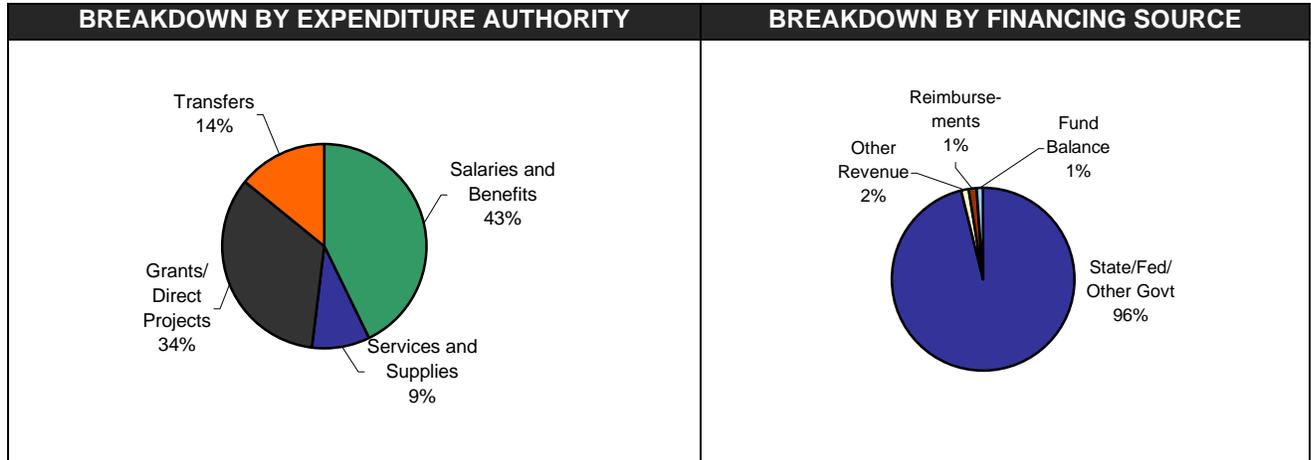
- Initiative with San Bernardino Community College Professional Development Center for multi-level logistics training.
- Aviation and Aerospace skill enhancement for San Bernardino International and Southern California Logistics Airports.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | |
|-----------------------|---------------|------------|--------------|----------|
| | Appropriation | Revenue | Fund Balance | Staffing |
| Workforce Development | 13,277,810 | 13,116,429 | 161,381 | 84.0 |



VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: MEET OR EXCEED ALL WIA ENROLLMENT AND PERFORMANCE STANDARDS NEGOTIATED WITH THE STATE FOR CUSTOMERS IN ADULT, DISLOCATED WORKER AND YOUTH SERVICES.

*Objective A: Enroll 650 customers in Adult and/or Dislocated Worker services.**

*Objective B: Enroll 300 youth in Youth services.**

* The projected number of customers enrolled in the program is dependent on maintaining the amount of funding made available by the State Employment Development Department's Workforce Services Branch.

| MEASUREMENT | 2005-06* (Actual) | 2006-07** (Projected) | 2006-07** (Estimated) | 2007-08** (Projected) |
|---|----------------------|--------------------------|--------------------------|--------------------------|
| 1A. Percentage of enrolled adults exiting the program who have entered employment (675 estimated adults). | 68% | 74% | 74% | 74% |
| 1A. Percentage of enrolled adults exiting the program who have retained employment (480 estimated adults). | 80% | 82% | 82% | 82% |
| 1A. Percentage of enrolled dislocated workers exiting the program who have entered employment (215 estimated dislocated workers). | 76% | 82% | 82% | 82% |
| 1A. Percentage of enrolled dislocated workers exiting the program who have retained employment (170 estimated dislocated workers). | 86% | 88% | 88% | 88% |
| 1B. Percentage of enrolled older youth exiting the program who have entered employment (255 estimated older youth). | 77% | 79% | 79% | 79% |
| 1B. Percentage of enrolled older youth exiting the program who have retained employment (198 estimated older youth). | 80% | 82% | 82% | 82% |
| 1B. Percentage of enrolled younger youth exiting the program who have attained skill related training certificates (172 estimated younger youth). | 86% | 88% | 88% | 88% |
| 1B. Percentage of enrolled younger youth exiting the program who have attained a high school diploma or GED (20 estimated younger youth). | 65% | 67% | 67% | 67% |
| 1B. Percentage of enrolled younger youth exiting the program who remain in school or retain employment (172 estimated younger youth). | 74% | 76% | 76% | 76% |

* This is preliminary information on 2005-06 performance measures. It indicates that the department has met or exceeded the performance standards for this funding source for 2005-06. However, final performance outcomes have not been released by the state.

** Projected and estimated performance measures for 2006-07 and 2007-08 remain under negotiation with the state and are subject to change.

Status

Objectives for this plan were selected based on the role the department plays in the overall economic development strategy of the county and the EDA, and were influenced by mandated performance outcomes and funding levels made available from our primary funding source.

WDD exceeded all performance measures identified above, as well as additional measures imposed by the State of California and its federal funding source.



GOAL 2: CONTINUE MEDIA RELATIONS EFFORTS AND LAUNCH MARKETING MATERIALS IN CONJUNCTION WITH EDA.

Objective A: Provide universal services to a minimum of 25,000 individual universal customers as defined by the State of California.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 3A. Maintain number of marketing materials received by customers. | 77,215* | 25,000** | 25,000 | 25,000 |

* Count reflects multiple visits by a single customer.

** Count reflects new state universal customer definition.

Status

The department has developed a reputation in the community as an effective employment resource for our job seeking customers. In order to meet the expectations of our business customers in filling their job vacancy rates, a constant stream of applicants is needed. Continuing our efforts to broadcast information about the department's services is essential to fulfilling our business customer's expectations.

GOAL 3: ALIGN WORKFORCE DEVELOPMENT, ECONOMIC DEVELOPMENT, EDUCATION AND FUNDING STRATEGIES TO ENHANCE THE COMPETITIVENESS OF SAN BERNARDINO COUNTY'S WORKFORCE AND SUPPORT POSITIVE ECONOMIC GROWTH.

Objective A: Convene regular meetings of stakeholders for the purpose of aligning strategies, policies, networks, funding sources and training services to meet the workforce demands of local businesses.

Objective B: Diversify funding sources available for demand driven training services to include sources other than Department of Labor funding.

Objective C: Increase the number of industry specific demand driven training programs.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|-----------------------|------------------------|------------------------|------------------------|
| 1A. Increase number of regular meetings of stakeholders for the purpose of aligning strategies, policies, networks, funding sources and training services to meet the workforce demands of local businesses. | 1 event (per year) | 2 events (per year) | 2 events (per year) | 4 events (per year) |
| 1B. Number of new funding sources available for demand driven training services to include sources other than Department of Labor funding. | 0 New Sources | 1 New Source | 1 New Source | 2 New Sources |
| 1C. Increase the number of industry specific/demand driven training programs. | 2 Progs. | 3 Progs. | 3 Progs. | 4 Progs. |

Status

WDD understands that its work is in support of the local economy. Without access to the human capital skilled to meet the workforce demands of existing and new businesses, our economic strength will be compromised. The rapid growth of our economic base challenges the fiscal resources we have available to meet increased demand for skilled human capital. Aligning financial, planning, educational, economic development, policy setting and service delivery resources to support positive economic growth is essential if the county is to maintain its economic prosperity in the future. Essential to this effort is securing adequate fiscal resources to pay for programs resulting in skilled human capital, and that those programs are designed and delivered with the end user in mind, that being local businesses with employment opportunities.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department did not have any approved policy items for 2006-07.



IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|--|---|
| <p>Secure suitable space in the East Valley to relocate the San Bernardino Employment Resource Center and establish an East Valley Business Resource Center in conjunction with the Department of Economic Development.</p> <p>The current facility is located at 646 N. Sierra Way in San Bernardino. The lease on this facility expires in November of 2007. The condition of the current facility is poor, does not meet accessibility requirements, fails to meet seismic requirements of our State partner agencies, has heating and air conditioning problems which have forced closure of the facility on numerous occasions and does not contain adequate service delivery space to manage the job seeking and business customer base in the East Valley Region.</p> <p>If this policy item is not funded, then program funds would have to be utilized impacting the Level of Service to approximately 60 county residents in need of training or retraining.</p> | <p>Funding from the county general fund is needed to support the move of the current Employment Resource Center in San Bernardino to a new location in the East Valley and establish a Business Resource Center at this location to provide comprehensive services to job seeking and business customers in the East Valley.</p> <p>Additional Funding Requested: \$300,000 estimated one time funding from the county general fund to relocate Employment Resource Center and the associated Workforce Development staff. The funds will help pay for office furnishings and costs associated with facility improvements as deemed necessary.</p> <p>Additional one-time funding is requested separately in the business plan and budget for the Department of Economic Development (ED) for the purpose of establishing a Business Resource Center (BRC). The sum total of funding requested by the department's will result in a fully functioning ERC/BRC in the East Valley replicating a resource combination which has proven successful in the High Desert and West End offices.</p> |

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|--|
| <p>P1. Number of employment seeking and business customers served in the first year at the East Valley Employment and Business Resource Center, which will open by January 2008.</p> | NEW | NEW | NEW | 9600 universal customers and 150 business customers. |

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Barbara Halsey, Director, at (909) 387-9860.



ASSESSOR Bill Postmus

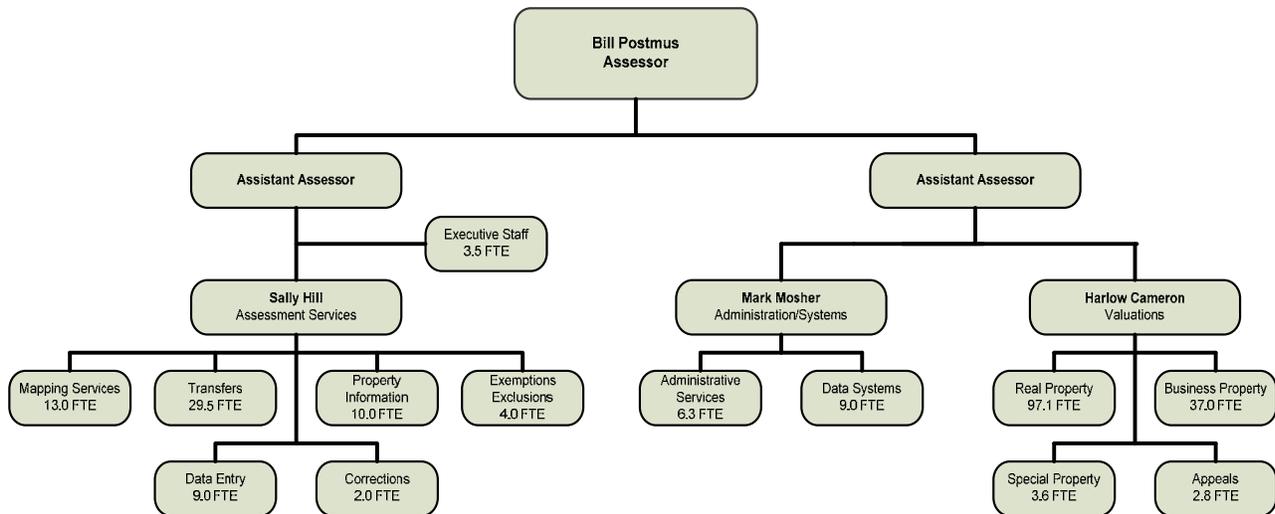
I. MISSION STATEMENT

The mission of the Office of the Assessor is to perform the state mandated function to:

- a. Locate, describe, and identify ownership of all property within the county
- b. Establish a taxable value for all property subject to taxation
- c. List all taxable value on the assessment roll
- d. Apply all legal exemptions

Assessor business is performed for the public benefit in a manner that is fair, informative and with uniform treatment. It is necessary as a means of revenue generation in order to fund essential public services and efficiently operate county and state government.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

Under California law, the Assessor establishes a value for all property including residential, commercial, business and personal. The Assessor maintains current records on approximately 720,000 parcels of real property, 45,000 business property accounts and 35,000 other assessments including boats, aircraft, and manufactured home accessories. The Assessor also administers 17 different types of property tax exemptions including homeowners, veteran, disabled veteran, church, religious, and welfare exemptions.



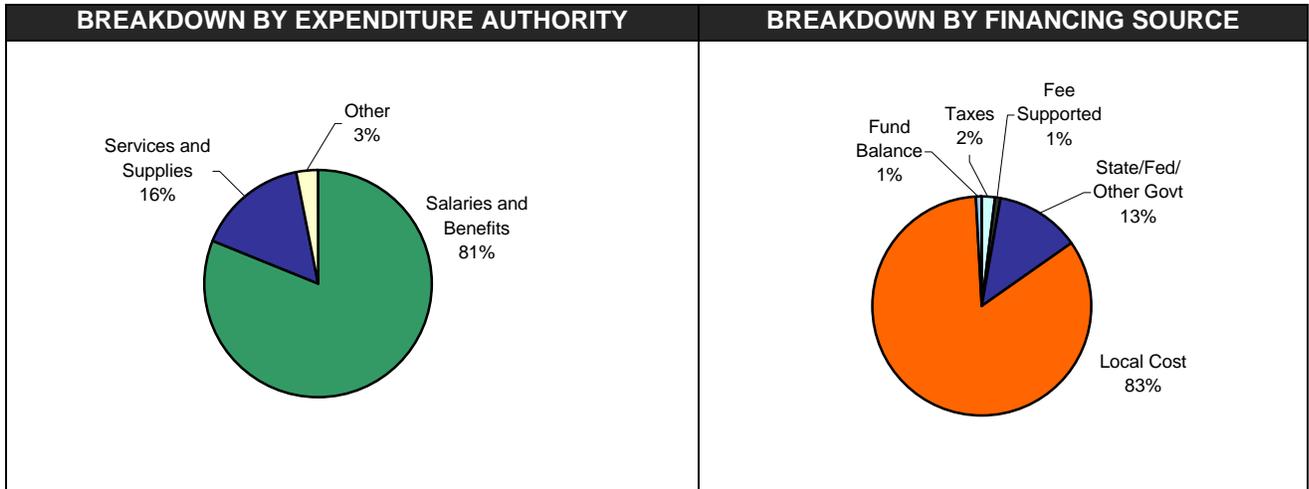
IV. 2005-06 ACCOMPLISHMENTS

- Added "Other Exemptions" forms to Assessor website.
- Created informational brochures in Spanish for website.
- Successful implementation (including training of employees on the new system) of Assessor Workflow System streamlining handling of recorded documents and providing online review.
- Upgraded departmental information technology to provide more stable environment and reduce maintenance costs.
- Implemented first phase of comparable sales program to assist in residential property valuation.
- Purchased and implemented property drawing tool to automate the manual process of drawing building records.
- Utilized statewide program for receipt of business property information.
- Purchased large scale printers to allow in-house printing of maps and other large documents to reduce long term operational costs.
- Automated receipt of manufactured housing data in order to reduce processing and incorporation into PIMS.
- Eliminated manual drawing of maps and converted to county GIS for maintenance of parcel maps.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | | |
|--|-------------------|------------------|-------------------|----------------|--------------|
| | Appropriation | Revenue | Local Cost | Fund Balance | Staffing |
| Assessor | 17,559,215 | 820,000 | 16,739,215 | | 204.5 |
| State/County Property Tax Administration Program | 2,410,943 | 2,255,295 | | 155,648 | 28.3 |
| TOTAL | 19,970,158 | 3,075,295 | 16,739,215 | 155,648 | 232.8 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PUBLISH THE ANNUAL ASSESSMENT ROLL TIMELY AND ACCURATELY BY ASSURING QUALITY CONTROL AND STANDARDIZATION.

Objective A: Identify and properly value all taxable property.

Objective B: Perform periodic and rotating accuracy checks on the processing of changes of ownership.

Objective C: Perform non-mandatory audits to assure businesses are reporting accurately and as required by law.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 1A. State Board of Equalization quality control rating. | NEW | NEW | >95% accuracy | >95% accuracy |
| 1B. Review a sample of 500 change of ownership events annually for accuracy. | N/A | 95% accuracy | 95% accuracy | 95% accuracy |
| 1C. Percentage increase of non-mandatory audits performed annually (34 audits in 2005-06). | N/A | 10% | 10% | 15% |

Status

Government Code Sections 15640 and 15642 define that the Board of Equalization shall perform assessment practice surveys for each California county and define the scope of the surveys. Revenue and Taxation code section 75.60 indicates that minimum assessment levels are needed for the county to be eligible to recover costs associated with administering supplemental assessments and that the county must obtain at least 95% of the assessment level as determined by the Board's most recent survey. Surveys are conducted every 4 years and the next one is scheduled for 2008.

With the acquisition of a new Title Transfer Technician II position, random surveys of change of ownership events will be performed and the results evaluated for accuracy.

Non-mandatory audits help assure compliance with personal property reporting guidelines and are recommended by the State Board of Equalization Assessment Practices surveys. 34 of these audits were completed in 2005-06. It is anticipated that 37 will be completed in 2006-07 and 39 will be completed in 2007-08.

GOAL 2: MAKE PROPERTY VALUATION INFORMATION MORE ACCESSIBLE AND EASIER TO UNDERSTAND.

Objective A: Enhance the Assessor's Internet website.

Objective B: Increase the amount of Spanish materials available.

Objective C: Improve the Assessor's phone system.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 2A. Percentage of "yes" responses in satisfaction survey. | N/A | 70% | 70% | 80% |
| 2B. Number of Spanish materials available (343 forms and 50 web pages to be translated as of 2006-07). | N/A | 2 | 2 | 4 |
| 2C. Percentage decrease of callers who receive a busy signal (400 callers or less 2006-07). | N/A | 5% | 5% | 10% |



Status

Visitors to the Assessor's website are asked "did you find the information you were looking for? Yes or No." And, "if not, what information were you looking for?" Based on responses to the survey, future improvements will be made to the website.

The number of Spanish-speaking property owners has increased in recent years. To assist these taxpayers in understanding the assessment process, forms and instructional material must be translated into Spanish. Failure to translate materials will require staff to verbally explain each program or leave taxpayers with an incomplete understanding of these assessment issues. In 2006-07, two instructional materials have been translated to date. They are "Appeals" and "Assessor Responsibility." There are 343 forms and 50 web pages yet to be translated. It is anticipated that 2 additional forms will be translated during 2007-08. If Policy Item #4 in Section IX is approved, thus adding a dedicated position to this translation project, it is anticipated that 24 forms and/or web pages will be translated in 2007-08. Translations will be ongoing throughout the year and continuing annually.

Past surveys of wait times for callers to the Assessor's Office property information lines revealed that callers must sometimes wait unacceptable periods of time to speak to a staff member. The current ACD (Automated Call Distribution) phone system in use assists callers by routing them to appropriate staff member. Adequate staff must then be available to assist callers. To decrease the amount of time callers must wait, two additional office assistant positions were added in 2006-07. Further, the acquisition of an enhanced phone monitoring system, as requested for 2007-08, will provide the data needed to make assessments for future improvements. Additional improvement is expected with the new Assessor's Internet website, an alternate source of information, in 2006-07 and into 2007-08.

GOAL 3: ENHANCE OPERATIONAL EFFICIENCY AND PRODUCTIVITY BY IMPLEMENTING NEW TECHNOLOGY, POLICIES AND PROCEDURES.

Objective A: Perform system reengineering

Objective B: Maintain current systems

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 3A. Number of system reengineering tasks completed (3 tasks 2006-07). | NEW | NEW | 3 | 6 |
| 3B. Percentage of functionality/availability of systems – defined as available user time per employee (2088 hours 2006-07). | NEW | NEW | NEW | >95% |

Status

System reengineering is the review for efficiency and the opportunity for improvement of current automated and manual processes such as converting building record images to electronic format. The Assessor's goal is to **complete 3** tasks with the addition of 1.0 Business System Analyst III position added in 2006-07. As workload constantly increases, processes are reviewed to eliminate inefficiencies.

The Assessor's Property Information Management System, Transfers Workflow, AES, APEX and GIS systems are in constant use and are updated by Assessor's staff. If these automated systems are unavailable, roll processing and public assistance cannot occur. System hardware must be maintained and upgraded to assure that Assessor's systems are available no less than 95% of the time. The current up time for systems is 95%, the Assessor's office strives to have greater than 95% functionality/availability of systems. As computer hardware ages it must be replaced to maintain productivity. A typical replacement schedule is every 3–5 years.



VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

- Policy Item 1:** The department received \$115,000 in one-time general fund financing for computer server hardware and software for a more efficient Microsoft supported system.
- Policy Item 2:** The department received \$257,757 in ongoing general fund financing for 3.0 positions in the public service staff and Systems division staff to increase public service and assist in monitoring Assessor assets; 2.0 positions in Administrative and Services staff to increase public service and assist in map maintenance; and the reclassification of an Office Assistant II to an Office Assistant III to increase public services.
- Policy Item 3:** The department received \$1,045,950 in ongoing general fund financing for 15.0 positions in Real Property staff and Valuations staff to minimize workload backlogs and delays in valuation.
- Policy Item 4:** The department received \$162,315 in ongoing general fund financing for 4.0 positions in Assessment Services staffing to increase transfers quality.
- Policy Item 5:** The department received \$8,800 in ongoing general fund financing for reclassification of critical staff for drawing any new building plans and redrawing the existing records.
- Policy Item 6:** The department received \$104,378 in ongoing general fund financing for 1.0 position in the Systems Division staff to assist in reengineering Assessor processes.
- Policy Item 7:** The department received \$154,500 in ongoing general fund financing for 2.0 positions in the Executive staff to increase public outreach service.
- Policy Item 8:** The department received \$79,000 in ongoing general fund financing for 1.0 position in the administrative staff for coordinating construction projects, remodels and maintenance with Architecture and Engineering, Facilities Maintenance and private designers, consultants and other agencies.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| P1. Replace computer server hardware. | N/A | >95% | 100% | N/A |
| P2. Percentage decrease in taxpayer wait time. | N/A | 5% | 5% | 6% |
| P3. Percentage decrease of backlog of appraisal units (6084 backlog appraisals 2006-07). | N/A | 10% | 10% | 15% |
| P4. Maintain transfers accuracy rate of 95% or greater (200,000 documents 2006-07). | N/A | 95% | 0% | 96% |
| P5. Maintain mapping accuracy rate of 95% or greater (3,500 parcels 2006-07). | N/A | 95% | 0% | 96% |
| P6. Number of system reengineering tasks completed (3 tasks 2006-07) | N/A | 3 | 3 | 9 |
| P7. Percentage increased public outreach. | N/A | 10% | 0% | 70% |
| P8. Percentage of adverse work environment conditions reviewed | N/A | 50% | 0% | 100% |

Status

The process of replacing computer systems hardware and software has begun. Complete replacement is anticipated by March 2007.

Of the positions approved for Policy Item 2 only 1.0 position has been filled as of December 2006, therefore, no positive impact on taxpayer wait times has been measured. Once the remaining positions have been filled and after the typical 6 month training period, it is anticipated that wait times will begin to decrease. For 2007-08 this decrease will be small as the new hires will be in training for approximately half of the year.



A small number of the 15.0 new positions in Valuations have been filled. As positions continue to be filled appraisal unit backlog will begin to decrease and with time will be eliminated. Progress will be slow at first as new hires are trained and brought up to speed, typically 6 months for technicians and clerical staff and up to 1 year for appraisers.

The department anticipates 4.0 new positions in Assessment Services will not be filled before March 2007, therefore, no benefit has been realized in transfers until early 2007-08.

The reclassification in Policy Item 5 has not been processed by Human Resources yet. The positions will likely not be classified or filled before March 2007, therefore, no benefit has been realized until early in 2007-08.

The position in Policy Item 6 has not been hired; the position will likely not be filled before March 2007, therefore, no benefit has been realized until early in 2007-08.

The positions in Policy Item 7 have not been hired; the positions will likely not be filled before March 2007, therefore, no benefit has been realized until early in 2007-08.

The position in Policy Item 8 has not been hired; the position will likely not be filled before March 2007, therefore, no benefit has been realized until early in 2007-08. Once this dedicated position is filled all adverse work environment conditions can be reviewed. Currently adverse conditions are reviewed as they are identified by staff.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|---|--|
| 1. Continue to improve the Assessor's phone system | Install phone monitoring system. Additional Funding Requested: \$50,000, one-time money |
| 2. Process change of ownership documents, determine appropriate value of subject property and apply all legal exemptions. | Procure remote appraisal devices which are handheld computer devices into which property characteristics can be recorded and stored. Additional Funding Requested: \$350,000, one-time money |
| Utilize technology and develop additional tools to increase staff production and provide user-friendly public access. | A. Procure temporary contract services and necessary equipment (i.e. computers, etc.) to covert building record images to electronic format. Funding is estimated at \$600,000 one-time cost. B. Add 1.0 Programmer Analyst III to the ISD PIMS team. C. Add 1.0 Programmer Analyst III to develop Assessor GIS applications. Additional Funding Requested: contract services: \$600,000; new positions: \$209,000 (96,000 salary & benefits + 6,500 work station + 2,000 computer equipment each position), ongoing cost. Total request: \$600,000 one-time money and \$209,000 ongoing cost. |



| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|---|--|
| 4. Enhance the Assessor's Internet website and increase the amount of Spanish materials available | Add 1.0 Business Systems Analyst I to develop and maintain Spanish forms and other Spanish materials (i.e. web pages, etc.). This position will also assist in system analysis for the maintenance of PIMS. Additional Funding Requested: \$89,000 (80,500 salary & benefits + 6,500 work station + 2,000 computer equipment); ongoing cost. |

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| P1. Percentage decrease of callers who receive a busy signal (400 callers or less 2006-07). | NEW | NEW | NEW | 15% |
| P2. Percentage decrease of lag time to capture property characteristics and enter them into the PIMS database (8 hours 2006-07). | NEW | NEW | NEW | 50% |
| P3A. Percentage of building record images converted to electronic format (500,000 images 2006-07). | NEW | NEW | NEW | 25% |
| P3B. Percentage increase of system task list items completed (400 task list 2006-07). | NEW | NEW | NEW | 5% |
| P3C. Number of GIS applications developed. | NEW | NEW | NEW | 3 |
| P4. Number of Spanish materials created (343 forms and 50 web pages to be translated as of 2006-07). | NEW | NEW | NEW | 24 |

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Mark Mosher, Administration Manager/Departmental Information Manager, at (909) 387-6584.

NOTE: The present Assessor was elected on November 7, 2006 and sworn into office on January 8, 2007. Due to the timing of this publication, there maybe modifications to this business plan presented at the Business Plan Workshop.



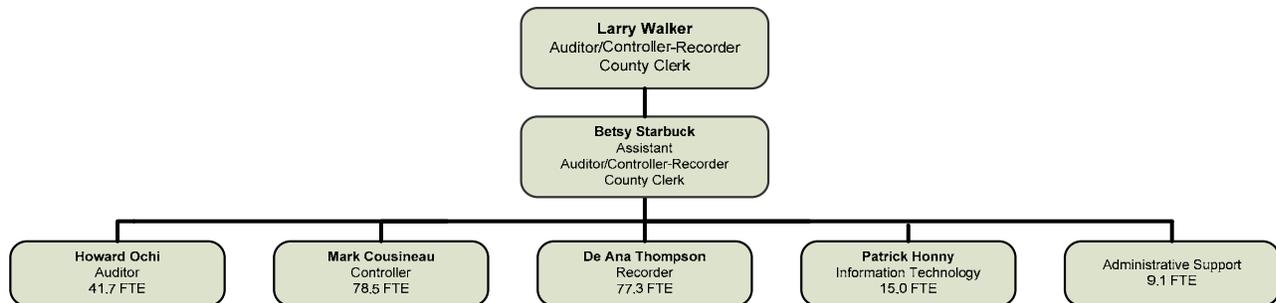
AUDITOR/CONTROLLER-RECORDER

Larry Walker

I. MISSION STATEMENT

The San Bernardino County Auditor/Controller-Recorder's Office (ACR) is committed to serving our customers by processing, safeguarding, and providing information regarding the finances and public records of the county. We perform these functions with integrity, independent judgment, and outstanding service. We are accurate, timely, courteous, innovative, and efficient because of our well-trained and accountable staff.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Office of the Auditor/Controller-Recorder and County Clerk is responsible for providing the county and its constituents with a variety of accounting services and document recording and management services. The Auditor and Controller Divisions record the collections and perform the accounting, reporting, disbursements, and audits of all county financial activities to ensure sound financial management. In addition, they are responsible for payroll services, developing and implementing accounting systems and standards, conducting operational risk assessment reviews, and administering the Countywide Cost Allocation Plan.

The Recorder Division accepts all documents for recording that comply with applicable recording laws. The Recorder produces and maintains official records evidencing ownership and encumbrances of real and personal property and other miscellaneous records. The Recorder Division is also responsible for County Archives and County Clerk functions. County Archives maintains all the historical records for the county. The office of the County Clerk files and manages records as they relate to vital statistics, fictitious business names, and other records that are required by the State to be filed with the County Clerk.

The specific services performed by each division are listed below.

Auditor Division

- Perform financial and internal audits and risk assessment reviews.
- Advise departments on conducting operational risk assessment.
- Prepare the Countywide Cost Allocation Plan (COWCAP) and the Indirect Cost Rate Proposal (ICRP).
- Implement new accounting systems.
- Perform disaster response accounting.
- Assist departments with reimbursement claims through state and federal processes.
- Provide consultation services to departments to integrate accounting and financial processes such as the use of credit cards and departmental accounting software.
- Prepare Internal Service Fund (ISF) financial statements.

Controller Division



- Process payroll for county (EMACS partner).
- Perform contract payroll for outside governmental agencies.
- Manage the Financial Accounting System (FAS) and maintain official county records through FAS.
- Audit vendor payments and perform the accounts payable processes.
- Manage county credit cards.
- Control budget expenditures to Board-approved appropriation levels.
- Maintain the county's chart of accounts.
- Prepare the Comprehensive Annual Financial Report (CAFR) according to Governmental Accounting Standards Board (GASB) standards.
- Extend property tax roll and apportion property tax revenue.
- Prepare assurance type reports for county and outside agencies.

Recorder Division

- Upon payment of proper fees and taxes, the recorder:
 - Records land records related to real and personal property ownership, judgments, liens, notices, military discharges, marriage licenses, and other miscellaneous documents.
 - Files maps or documents such as tract maps, subdivision maps, parcel maps, and certificates of correction.
- Collects and distributes portions of monies to various agencies, such as D.A. Real Estate Fraud fund, Preliminary Change of Ownership Reports to Assessor, and Documentary Transfer Tax to the county and cities.
- Images, maintains and provides documents digitally and in a photographically reproducible format (microfilm).
- Creates, maintains and provides an index of document information, including Grantor/Grantee, when recorded mail to, Assessor's parcel number, and the short legal description.
- Certifies and testifies to validity of documents on file.

County Clerk Section

- Review, issue and file Fictitious Business Names (FBN) to individuals, partnerships, and corporations.
- Review applications, review background checks with the State Department of Justice, and issue identification cards for unlawful detainer processor, legal photocopier, process server, notary public and power of attorney.
- Maintain, report, and make available to the public Oaths of Office and Conflict of Interest reports for specified individuals.
- Issue marriage licenses.
- Issue certified and informational copies of birth, death, and marriage certificates
- Perform civil marriage ceremonies.
- Deputize commissioners of civil marriages, deputy county clerks, deputy recorders, and notary publics.
- Image, maintain, and provide documents digitally and in a photographically reproducible format (microfilm).

Archives

- Restore, preserve and manage historic records as it relates to the history of county government.



2005-06 ACCOMPLISHMENTS

Auditor/Controller Divisions

- Began implementation of eTime, the online time-reporting tool.
- Completed Classification Review of EMACS staff.
- Completed the Accounts Payable recovery audit.
- Improved integrity of the Fraud, Waste, and Abuse hotline by using a call center.
- Managed an audit of Omnitrans at the Board of Supervisor’s request.
- Began the review and update of the audit risk report for county departments.
- After approval of 19 MOUs, processed retroactive pay for approximately 18,000 county employees.

Recorder Division

- Improved integrity of ACR records by equipment improvements to the file room.
- Decentralized records management to county departments and closed the Records Management center.
- Expanded Archives into a new and improved location.
- Enhanced the software systems for County Clerk functions.
- By adding three title companies to the electronic recording system, the percentage of documents recorded electronically increased from 16% to 21%.

Information Technology

- Developed and administered department-specific Information Technology Security Awareness Training.

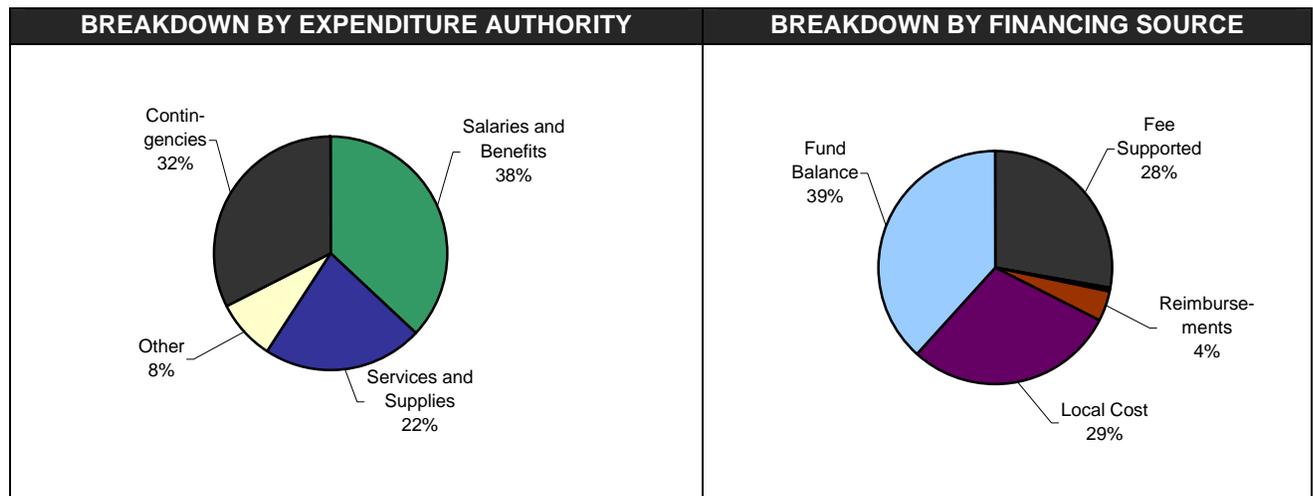
Administration

- Helped 22 departments complete records retention schedules, for a total of 24 countywide.
- Implemented new departmental employee orientation process.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | | |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|--------------|
| | Appropriation | Revenue | Local Cost | Fund Balance | Staffing |
| Auditor/Controller-Recorder | 18,246,993 | 5,614,812 | 12,632,181 | | 210.6 |
| Systems Development | 22,928,372 | 6,500,000 | | 16,428,372 | 17.0 |
| Vital Records | 344,213 | 142,000 | | 202,213 | - |
| TOTAL | 41,519,578 | 12,256,812 | 12,632,181 | 16,630,585 | 227.6 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPROVE THE FINANCIAL ACCOUNTING SYSTEM (FAS).

Objective A: Identify, plan, and execute FAS improvements including conducting and monitoring intermittent user satisfaction surveys.

Status

The first goal, to improve the Financial Accounting System, is in progress. The department plans to have the FAS replacement installed by July 2008. The department has surveyed FAS users regarding reports, including the types of reports available as well as the data presentation to enhance user satisfaction with the new system. As the upgrade proceeds, we will monitor user satisfaction with the system and provide additional training as needed. The department wants our robust accounting system to be useful to management, as well as to accountants and financial entities.

In a measurable aspect of our commitment to provide timely and accurate financial information regarding the finances of the county, the Auditor/Controller-Recorder has received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association each year since 1988. An award-winning County Annual Financial Report (CAFR) promotes trust in the financial records of the county and enables better credit ratings from the agencies. As the Governmental Accounting Standards Board (GASB) adopts more standards and the Government Finance Officers Association adopts new practices to implement those standards, staff continues to be challenged to meet the standards and practices within the deadlines. Additional staff, or at least cyclical staff needs will require analysis and response to maintain an award-winning report.

GOAL 2: EXPAND AND ENHANCE RECORDER DIVISION SERVICES.

Objective A: Maintain library of microfilm from 1980 to present in good repair.

Objective B: Maintain an up-to-date inventory of all microfilm.

Objective C: Digitize images from 1980 to current.

Objective D: Expand services in outlying offices.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 2A. Percentage of film images that are repaired by June 30, 2007. (462,228 to be repaired images as of 2005-06) | 25% | 80% | 80% | 90% |
| 2B. Track and maintain the number of new microfilm cassettes that are inventoried within one month of receipt by June 30, 2007. (30,011 cassettes as of 2005-06) | N/A | 100% | 100% | 100% |
| 2C. Convert percentage of microfilmed images from 1980 to present to a digitized format by June 30, 2007. (3,235,595 images to be converted as of 2005-06) | N/A | 80% | 80% | 90% |

Status

As part of the second goal, the County Recorder is required by law to maintain images of official records on microfilm. The State Archivist has opined that the only two appropriate methods of maintaining archival records are paper and microfilm. However, utilizing microfilm for customer searches on a day-to-day basis is not practical because it is more time-consuming, and results in more wear and tear on the microfilm. For daily business purposes, digital images are far more practical for customers and staff.

During 2006-07, it was determined that the most efficient process was to repair images as identified as the inventory progressed. Our performance measures are therefore estimates until the inventory is complete.



Although a manual inventory system is in place, the measurement of maintaining an inventory within 30 days of receipt will be streamlined and improved with the implementation of inventory management software.

The ACR converts the microfilm images to digital to ensure the safety of the county's official records while offering the most practical means for customer service. The goal of converting 80% of all film images from 1980 to present to a digital format will be reached for 2006-07. In 2007-08, a level of 90% will be achieved. The costs for achieving this goal are included in an existing contract and will not impact the general fund.

GOAL 3: ENHANCE ACCOUNTS PAYABLE PROCESS.

Objective A: Expand use of electronic fund transfers (EFT) for vendor payments.

Objective B: Reduce the amount of time required to process county bills and payments.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 3A. Percentage increase in vendor participation in the EFT program. (358 vendors as of 2005-06) | 10% | 10% | 25% | 35% |
| 3B. Percentage of payments processed within ten days of presentation to ACR. (January through June 2006, 43,479 documents processed) | 86% | 90% | 90% | 90% |

Status

For the third goal, the Auditor/Controller-Recorder implemented electronic systems to pay the county's bills. In an effort to increase vendor participation in the EFT program, Accounts Payable trained county staff and advertised the program to vendors, encouraging them to participate. Accounts Payable will soon be working with the new FAS system, and management will reevaluate the workflow and performance measures to ensure optimal use of the system, staff, and services. The costs for achieving this goal are included in the department's budget. The measurement of a 10% increase in vendor participation in the electronic fund transfer program will be achieved for 2006-07.

Also, the department is on track to reach the measurement of processing 90% of payments within 10 days of receipt by June 30, 2007.

In 2006-07, the ACR recommended the expanded use of the Cal-Card (procurement card) program and included it as an objective in the business plan. However, this is more appropriately a goal for the Purchasing Department to consider and has been eliminated as a 2007-08 goal for the ACR department.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1: A joint policy item was approved with Human Resources and the Information Services Division to add 1.0 position to the Employee Management and Compensation System (EMACS) team. The department received \$68,632 in on-going general fund financing for the position.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| P1. Analyze and review existing and new non-standard employee contracts for variances with EMACS and ensure the appropriate adjustments are made. | N/A | 90% | 90% | 100% |



IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|--|---|
| P1. Increase productivity and efficiency by providing the appropriate space, equipment, and furniture for Central Payroll/EMACS. | <ul style="list-style-type: none"> Remodel the Central Payroll/EMACS area to provide for the space, equipment, and furniture requirements of co-located staff from three County departments – ACR, ISD, and HR. <p>Additional Funding Requested: An estimate of one time funding of \$860,000</p> <ul style="list-style-type: none"> Cost to remodel Central Payroll/EMACS to create additional office space: <ul style="list-style-type: none"> \$420,000 remodel \$440,000 furniture <p>Coordination is needed between ACR, ISD, and HR to determine space, equipment, and furniture needs for current staff and for future growth. It is proposed that the remodel and furniture be paid for from contingencies.</p> |

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| P1. Reduce backlog of projects to increase the functionality of EMACS. (37 backlog projects 2006-07) | NEW | NEW | NEW | 10% |

X. 2007-08 PROPOSED FEE ADJUSTMENTS

| DESCRIPTION OF FEE REQUEST | SERVICE IMPACTS |
|---|--|
| 1. In 2007-08, the department will propose increases in accounting and auditing fees to mitigate the amount of local cost funding required to fund existing policy programs. Modify the Fee Ordinance to change 16.023A (a), (b), (e), (f), (k)(1), (m) from \$77.00/hour to \$82.00/hour and modify 16.023A (i) from \$39.00/hour to \$44.00/hour. | If fees are not increased, the general fund will be subsidizing the cost of these services to non-general fund units. |
| 2. Modify Fee Ordinance to change 16.023A (p)(3) from \$0.30/index field to \$0.05/document title. | Fee change will be more consistent with market rates and will result in additional sales of index data. |
| 3. Additional fee of \$1.00 for recording each document in order to defray the cost of the Recorder's document storage system and support the restoration of county records pursuant to GC 27361 et seq. The revenue will be placed into a new special revenue fund. | Fee will not affect the number of document recordings. Revenue will support storage, retention and restoration of county records. |
| 4. Additional fee of \$1.00 for recording each document in order to defray the cost of participating in an expanded electronic recording delivery system, pursuant to GC 27397 (AB 578). The revenue will be placed into a new special revenue fund. | Fee will not affect the number of document recordings. Revenue will support the development and maintenance of an expanded and enhanced electronic recording delivery system. |
| 5. New fee of \$10.00 for certification of each electronic recording submitter beyond the initial training and certification period, to be added as 16.023A (t)(8). The revenue will be considered departmental revenue (general fund). | Fee will not affect the number of electronic recordings. It should result in better planning of electronic recording staff at submitting locations and discourage unnecessary training of additional submitters. |



| DESCRIPTION OF FEE REQUEST | SERVICE IMPACTS |
|---|--|
| <p>6. Modify the Fee Ordinance to change 16.023A (i)(1) by adding a new fee of \$5.00 per statement to reprint leave and earnings statements. The revenue will be considered departmental revenue (general fund).</p> | <p>Fee will not affect the service that Central Payroll provides to employees. Leave and earnings statements are available online for free and currently a printed version is provided to each employee free. The proposed fee will encourage employees to access the information via the Intranet.</p> |
| <p>7. Modify the Fee Ordinance to change 16.023A (i)(2) by adding a new fee of \$5 per statement to reprint W-2 forms if printing 1999 to current year (if after April 15) and a fee of \$20 per statement for prior to 1999. The revenue will be considered departmental revenue (general fund).</p> | <p>Fee will not affect the service that Central Payroll provides to employees. A free W-2 statement is provided to each employee by January 31 following the close of a tax year; copies would be free until April 15. For copies of a W-2 after April 15 or for a prior year back to 1999, ACR proposes to implement a fee of \$5 to conduct the research and for special handling of this off-cycle W-2. Prior to 1999, payroll records are kept either in the legacy system or on paper, requiring even more research. ACR proposes a fee of \$20 for each W-2 reprint for years prior to 1999.</p> |

If there are questions about this business plan, please contact Betsy Starbuck, Assistant Auditor/Controller-Recorder, at (909) 386-8818.



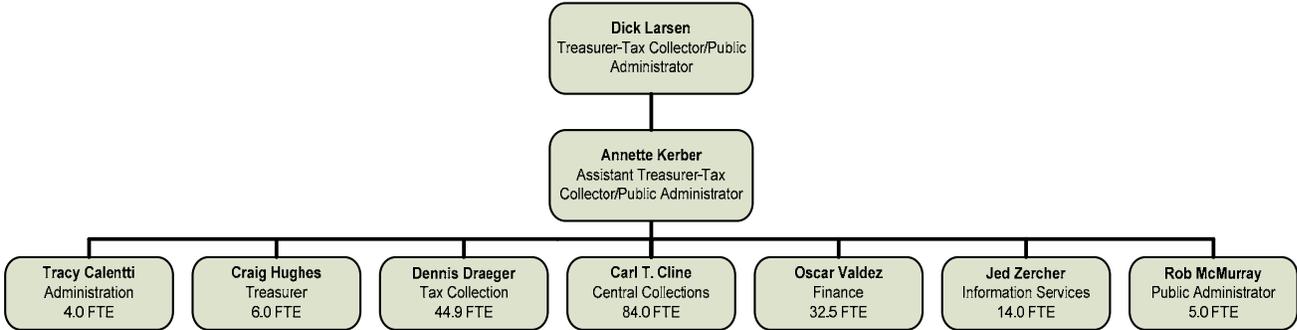
TREASURER-TAX COLLECTOR/PUBLIC ADMINISTRATOR

Dick Larsen

I. MISSION STATEMENT

The mission of the San Bernardino County Treasurer-Tax Collector/Public Administrator’s office is to fulfill its statutory obligations in a fair, courteous and professional manner that is open and accessible to citizens, the business community, and other public agencies. This office will utilize current and evolving technology to enhance services and improve the reach of those services throughout the region. We will operate efficiently to deliver the highest quality services at the lowest possible cost to the taxpayers of San Bernardino County.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Treasurer-Tax Collector/Public Administrator is responsible for:

- Collection of property taxes.
- Performing the county’s treasury function.
- Administering estates of persons who are deceased and no executor or administrator has been appointed.
- Providing a collection service for the county as well as to provide accounting and collections of court ordered payments.

The tax collection function involves the collection and accounting of property taxes for all county taxing entities that amounts to almost \$2.0 billion in property taxes and other fees.

The Treasurer is responsible for the investment of the county investment pool, which includes county funds and all school districts within the county, as well as providing banking services for these agencies.

The Treasurer-Tax Collector’s Central Collections Division collected more than \$38.0 million for the year ended June 30, 2006. The majority of these collections are from court-ordered fines and the Arrowhead Regional Medical Center’s delinquent accounts receivable.

IV. 2005-06 ACCOMPLISHMENTS

Tax Collector:

- Collected \$1.78 Billion in annual property taxes.
- February 2006, largest supplemental tax bill mailing in history – over \$93 Million.
- Completed the As-Is and To-Be documentation in support of creating a new Unified Property System. This is the first step of a joint project with the Assessor and Auditor-Controller/Recorder toward creating a state of the art one stop property system.



- Express Payment Center implemented at 172 W. Third St., San Bernardino. This option was made available for taxpayers paying current bills by check.
- Victorville seasonal satellite payment center opened from December 1st through 11th and April 1st through 11th.
- Created Bond Indebtedness and Mello-Roos On-line Report for real estate professionals.

Treasurer:

- Attained record high pool balance of \$3.96 Billion.
- Distributed \$94.7 Million in interest earnings.
- Maintained “AAA” rating by all major rating agencies

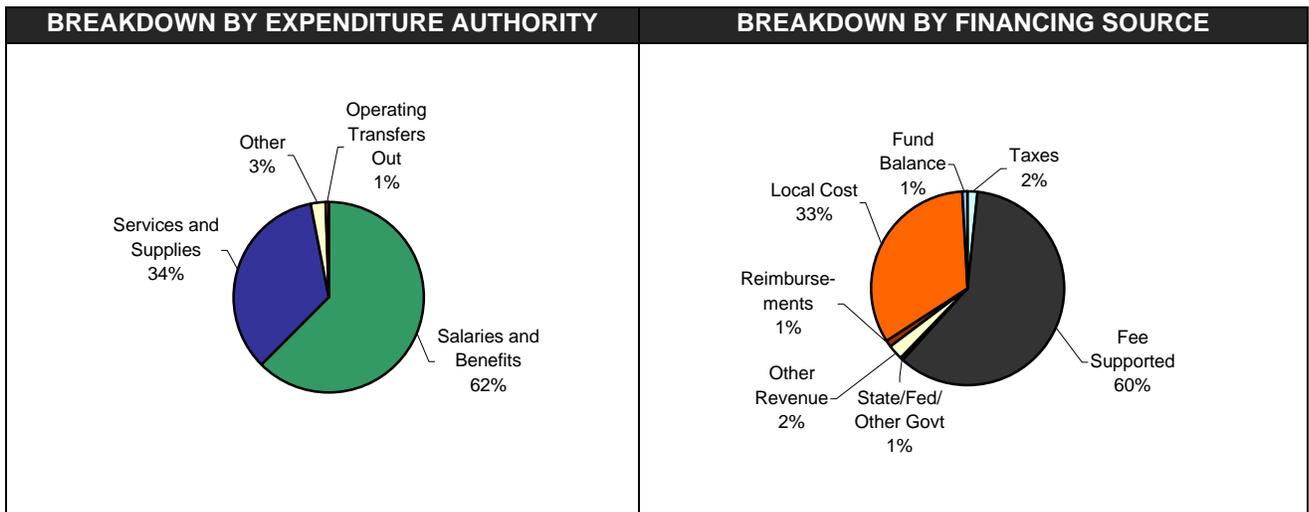
Public Administrator:

- The Treasurer-Tax Collector assumed responsibility for the Public Administrator’s Office.
- Implemented a new internet based case management system.
- Replaced outdated computer equipment.
- Implemented performance measurement tools and standards.
- Implemented tools to identify best practices and to measure cost effectiveness of case management.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | | |
|--|-------------------|-------------------|------------------|----------------|--------------|
| | Appropriation | Revenue | Local Cost | Fund Balance | Staffing |
| Treasurer-Tax Collector/Public Administrator | 19,863,932 | 13,022,442 | 6,841,490 | | 199.4 |
| Redemption Maintenance | 219,885 | 62,679 | | 157,206 | - |
| Unified Property Tax System | 131,786 | 131,654 | | 132 | - |
| TOTAL | 20,215,603 | 13,216,775 | 6,841,490 | 157,338 | 199.4 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: MANAGE THE COUNTY TREASURY FUNCTION IN A SAFE, EFFECTIVE AND EFFICIENT MANNER.

Objective A: Maintain the highest possible credit rating from the three major rating agencies for the county investment pool.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|------------------------------------|---|---|---|---|
| 1A. County investment pool rating. | Moody's – Aaa, S&P – AAAf, and Fitch - AAA | Moody's – Aaa, S&P – AAAf, and Fitch - AAA | Moody's – Aaa, S&P – AAAf, and Fitch – AAA | Moody's – Aaa, S&P – AAAf, and Fitch - AAA |

Status

The primary goal of the treasury function is to provide for safe and effective management of the cash and investments in the county's investment pool. The objective selected to meet this goal is the maintenance of the highest possible credit rating from the three major credit rating agencies (Fitch, Moody's, and Standard and Poor's). The objective is attained through the formulation and follow-through of sound financial policies and procedures. The achievement of this objective will demonstrate the department's ability to effectively meet the goal of a safe and effective treasury.

The county investment pool is currently being rated by the three major credit rating agencies. The department expects to continue receiving the highest possible credit rating.

GOAL 2: COLLECT PROPERTY TAXES IN AN EFFECTIVE MANNER WITH A FOCUS ON CUSTOMER SERVICE.

Objective A: Meet or exceed the average collection rate of comparable counties for secured property taxes.

Objective B: Meet or exceed the average collection rate of comparable counties for unsecured property taxes.

Objective C: Increase electronic payments of property taxes by taxpayers through the use of E-check and credit card.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---|---|---|---|
| 2A. Meet or exceed the average collection rate of comparable counties for secured property taxes. NOTE: It has been determined that data for secured tax collection rates of other counties is unreliable and subject to wide variations in calculation methodologies. | 96.2% secured property tax collection rate | ≥ 97.6% secured property tax collection rate | ≥ 96.2% secured property tax collection rate. | N/A |
| 2B. Meet or exceed the average collection rate of comparable counties for unsecured property taxes. | 97.4% unsecured property tax collection rate | ≥ 94.9% unsecured property tax collection rate | ≥ 96.0% unsecured property tax collection rate | ≥ 94.9% unsecured property tax collection rate |
| 2C. Percentage increase of electronic property tax payments through E-check and credit card. (52,124 electronic payments as of 2005-06) | 43% | 10% | 10% | 10% |

Status

The primary goal of the property tax collection function is to collect property taxes for the county and other taxing agencies while providing taxpayers with a professional and convenient payment experience. The first objective selected to meet this goal for 2007-08 involves meeting or exceeding the average unsecured collection rates of comparable counties within the State of California. In addition, the department's goal is further met by the offering and promotion of electronic methods of property tax payments, including credit card and e-check payments via the internet and an Interactive Voice Response (IVR) system.



The department mailed out secured tax bills in September and October for 2006-07, while unsecured tax bills were mailed in July. In an effort to meet these objectives for 2006-07, the department has:

- Initiated a customer service study and marketing campaign to better understand our customer's needs and ensure taxpayers are aware of their numerous payment options.
- Initiated an outreach campaign and marketing effort to better understand and meet the needs of the Spanish speaking taxpayer.
- Re-launched our web-site: offering a Spanish version, a new look and feel, more intuitive navigation, a shopping basket allowing for payment of multiple parcels in one transaction, a tax deadline and information reminder service for those who subscribe and the ability to print duplicate tax bills.
- Preparing to implement a new Interactive Voice Response (IVR) system: including a Spanish option; adding 28 additional lines, improved reliability, more intuitive navigation and the option to pay electronically via one's checking or savings account.
- Added twelve part-time phone support professionals to better support heavy call volumes during peak call periods.
- Conducted a Request for Proposal to develop and implement a Unified Property System together with the Auditor-Controller and Assessor. Negotiations are in process. The new system will provide taxpayers with state of the art functionality and reliability in a one stop environment.

| |
|---|
| GOAL 3: INVESTIGATE AND ADMINISTER THE ESTATES OF DECEDENTS WITH CARE AND PROFESSIONALISM. |
|---|

Objective A: Decrease the average investigation period of decedents.

Objective B: Decrease the average estate administration period.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 3A. Annual decrease in the average amount of time necessary to close the investigation of decedents. | N/A | 3% | 3% | 3% |
| 3B. Annual decrease in the average amount of time necessary to close the administration of estates. | N/A | 3% | 3% | 3% |

Status

The primary goal of the Public Administrator function is the timely investigation and administration of the estates of decedents. The objectives selected to assist in meeting this goal include a reduction in the amount of time taken to investigate and administer estates. Professional investigations and administration must occur in a timely manner for the department's goal to be achieved.

The department continues working towards reducing the investigation and administration periods by 3% annually. The department will accomplish this by identifying best practices and developing tools to better analyze and track the progress of cases. In September 2005, a new internet based case management system was implemented. This system is collecting data that will report performance data including case aging. Reports are nearing completion. Before the close of 2006-07, data will be available to report case aging progress from September 2005 to June 2007.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (MID-YEAR)

Mid-Year Item 1: The department received \$963,774 in ongoing general fund financing for the following:

1. Lease of office and counter space for the full-time Victorville satellite office,
2. Three new positions to provide customer service, phone support, cashiering and payment processing at a full-time Victorville satellite office,
3. Five positions to provide customer service, phone coverage, and payment processing at the main office in San Bernardino,
4. Twelve part-time unclassified contract positions to provide off-site phone support,
5. Two positions to provide high-level technical support,
6. Two position reclassifications, and
7. Equipment, office furniture and supplies to support the new positions describe above.



| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| M1. Increase in-person accessibility to Tax Collector services by opening a year-round Tax Collector satellite office – defined as average customers per day. | N/A | N/A | N/A | 15 |
| M2. Attain an average call wait time of less than 5 minutes by implementing an off-site phone support service. | N/A | 3 Minutes | 3 Minutes | 3 Minutes |
| M3. Reduce Tax Collector staff overtime by filling newly approved customer service positions. | N/A | 35% | 35% | N/A |

Status

The primary goal of this mid-year budget adjustment was to maintain the ability to collect property taxes in an efficient and effective manner while continuing to provide excellent customer service to the taxpayers. Workload growth necessitated expansion of services and creative workload management solutions.

The department is currently working with Real Estate Services to locate a site for the Victorville satellite office. In the mean time, the department is operating a seasonal satellite payment center in the City of Victorville from December 1st through 11th and April 1st through 11th. The positions approved for the satellite office will be filled once a site is secured.

Filling the new positions approved for the San Bernardino office was awaiting availability of work space. A remodel of the basement, which added twelve additional workstations, was completed in December. Accordingly, the newly approved positions are anticipated to be filled in January.

The re-classifications approved in the budget adjustment have been completed.

The department successfully implemented a new off-site phone support service, directing calls to experienced part-time employees working from home during the department's peak call periods.

The department will be able to maintain prior year over-time cost reductions with the positions approved in the mid-year item.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|---|---|
| P1. Increase in-person accessibility to Tax Collector services by opening two satellite offices, one in the West-end and one in the Low-desert regions of the county. | West-end and Low-desert Tax Collector satellite offices. These satellite offices will serve the taxpayers of the County who currently drive as long as 1-2 hours to resolve property tax issues in person. These satellite offices will help the department in meeting the goal of collecting property taxes in an effective manner with a focus on customer service. Additional Funding Requested: One-time start-up costs in the amount of \$82,390. Ongoing annual costs in the amount of \$507,028. |

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| P1. Average Number of lobby customers per day <ul style="list-style-type: none"> • West End Satellite Office • Low Desert Satellite Office | N/A N/A | N/A N/A | N/A N/A | 20 10 |

X. 2007-08 PROPOSED FEE ADJUSTMENTS

| DESCRIPTION OF FEE REQUEST | SERVICE IMPACTS |
|--|--|
| In 2007-08, the department will propose an increase in Unsecured Delinquency Processing Fee as noted in the current fee ordinance 16.0230 (t) from \$45 per parcel to \$70 per parcel. | The current fee is not sufficient to defray the current actual costs associated with the collection process. The Proposed revised fee will more realistically cover the costs of the collection. |

If there are questions about this business plan, please contact Annette Kerber, at (909) 387-6372.



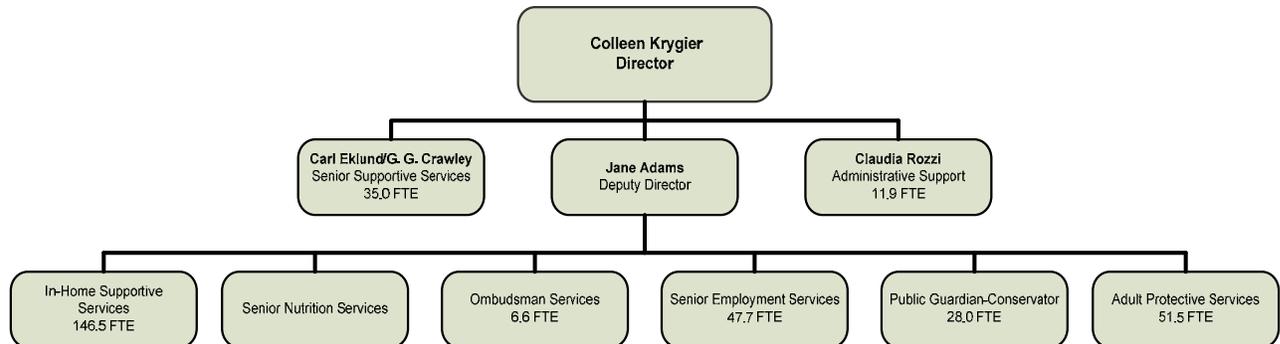
AGING AND ADULT SERVICES

Colleen Krygier, Director

I. MISSION STATEMENT

The Department of Aging and Adult Services (DAAS) assists seniors, at-risk individuals and adults with disabilities to improve or maintain choice, independence, and quality of life so they may age in place in the least restrictive environment.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

DAAS has three major program areas: Social Service programs, Area Agency on Aging programs, and the Office of Public Guardian/Conservator for the County of San Bernardino.

Social Service Programs:

Adult social service programs administered under the direction of the California Department of Social Services and funding (state and federal) is included in the Human Services Administrative Claim budget.

- **In Home Supportive Services (IHSS):** This program provides personal and domestic services for aged, disabled and blind persons which enable them to remain safely in their own homes and prevent or delay placement.
- **Adult Protective Services:** Components of this program include investigation of reports of potential elder and dependent adult abuse and neglect, development of a service plan (when necessary), counseling, and referral to community resources, and monitoring the progress of the client.

Area Agency on Aging programs:

Senior programs are administered under the direction of the California Department of Aging and the funding is under the Older Americans Act (federal) and Older Californians Act (state). These programs are budgeted in the Human Services Aging budget. The major programs are listed below.

- **Senior Supportive Services** include programs for Seniors (persons 60 and over) to provide links to services that allow the aging population to remain safely in homes, and include adult day care, assisted transportation, legal services, home safety devices and case management services.
- **Senior Information and Assistance** provides information and links to programs.
- **Elderly Nutrition** provides seniors (age 60 and over) nutritious meals in congregate settings and home delivery of meals for homebound seniors.
- **Ombudsman Program** is mandated by federal and state law to identify, investigate and resolve complaints on behalf of long term care residents age 60 and over who reside in skilled nursing, transitional care, or residential care facilities for the elderly.
- **Senior Training and Employment Program** provides part-time employment services for persons age 55 and over, and includes on-the-job training, resume preparation and job location strategies.
- **Multipurpose Senior Services Program (MSSP)** helps to prevent or delay placement in residential care by providing intensive case management to enable persons to remain safely in their own home.



- **Linkages Program** is a 'gap-filler' that helps persons at risk of being institutionalized who are not receiving other case management services.

Office of the Public Guardian/Conservator:

The Public Guardian/Conservator, is the conservator of individuals who are found to be gravely disabled or to lack capacity to manage their finances and provide for their own care and where no other individual (relative, friend, or private conservator) is willing/able to fulfill this function, as determined by the court. The conservator is responsible for the conservatees finances, medical care decisions, and placement.

- **Probate Conservatee:** Persons under probate conservatorship are incapacitated and may suffer from forms of dementia, stroke, other brain related injuries and/or other debilitating diseases. They have been found to be unable to provide for their basic needs for physical health, food, clothing and shelter, or resist fraud or undue influence.
- **Lanterman-Petris-Short (LPS) Conservatee:** Persons who are found by the court to be 'gravely disabled' as a result of a mental disorder or impairment by chronic alcoholism or other substance abuse. Grave disability is defined as unable to provide for food, clothing, or shelter as a result of a mental disorder.

IV. 2005-06 ACCOMPLISHMENTS

- Transitioned the administration of the county's Public Guardian-Conservator office into DAAS to provide a more efficient continuum of services for clientele.
- Relocated Public Guardian-Conservator office from the Coroner's office in San Bernardino to Redlands.
- Increased participation by 33% in the federal Medical Administrative Activities (MAA) program. MAA provides reimbursement from the federal Medicaid Program for outreach and other health-related activities.
- Developed a cooperative effort with service providers to offer more homebound seniors frozen entrée meals to reduce cost per meal.
- Implemented and trained the four largest nutrition providers on entering service activities and hours into the data management system for the Aging Programs. Training fully completed by January 2006.
- Completed Beta testing for the automated processing of timesheets for the IHSS care providers. Currently the department processes over 30,000 timesheets a month by manually entering the data into the state's IHSS payroll system. The pilot for the new automated system began in August 2006.
- Developed and implemented IHSS Quality Assurance (QA) for enhanced program integrity in client services.
- Increased the number of nurses for Quality Assurance in Health Care Case Management for medically fragile clients in the MSSP and IHSS programs.

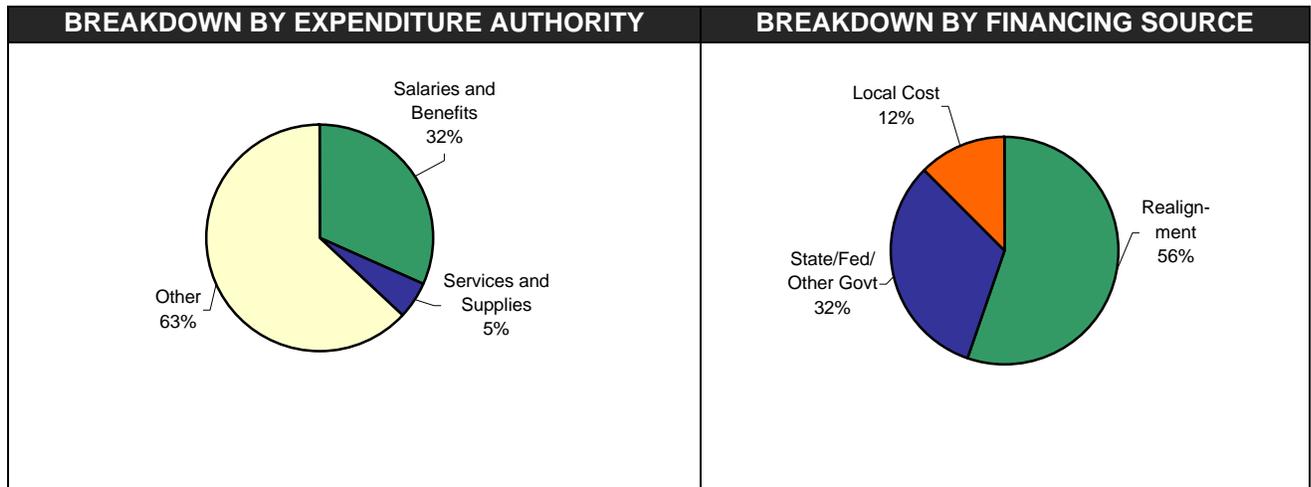
V. SUMMARY OF BUDGET UNITS

| | 2006-07 | | | |
|-----------------------------|----------------------|-------------------|-------------------|-----------------|
| | Appropriation | Revenue | Local Cost | Staffing |
| Adult Programs | 53,690,960 | 47,027,902 | 6,663,058 | 201.0 |
| Aging Programs | 10,602,940 | 10,602,940 | - | 103.2 |
| Public Guardian-Conservator | <u>1,070,683</u> | <u>342,000</u> | <u>728,683</u> | <u>28.0</u> |
| TOTAL | 65,364,583 | 57,972,842 | 7,391,741 | 332.2 |



ADULT PROGRAMS

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ASSIST AT-RISK ADULTS AND FRAIL ELDERLY TO MAINTAIN INDEPENDENCE AND LIVE SAFELY IN THE LEAST RESTRICTIVE ENVIRONMENT.

Objective A: Complete applications for In-Home Supportive Services (IHSS) customers within 30 days.

Objective B: Complete annual re-evaluation process for IHSS customers within state timelines.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|------------------|---------------------|---------------------|---------------------|
| 1A. Percentage of IHSS applications completed within 30 days. | 57% | 75% | 75% | Deleted |
| 1B. Percentage of IHSS annual re-evaluations (RV) completed within state timelines. | 76% | 90% | 80% | 90% |

Status

Action plans to improve IHSS application-processing/re-evaluation timelines have been developed and implemented. Objective 1A. will be deleted for 2007-08. Conflict in state regulations concerning processing timeframes between Medi-Cal and IHSS applications need to be resolved at state level.

GOAL 2: ENSURE THE SAFETY OF AT-RISK ADULTS AND THE ELDERLY TO IMPROVE OR MAINTAIN QUALITY OF LIFE.

Objective A: Respond to emergency Adult Protective Services (APS) referrals within state mandated timelines.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|------------------|---------------------|---------------------|---------------------|
| 2A. Percentage of emergency APS referrals responded to within the state mandated timeframes. | N/A | 100% | 95% | 100% |

Status

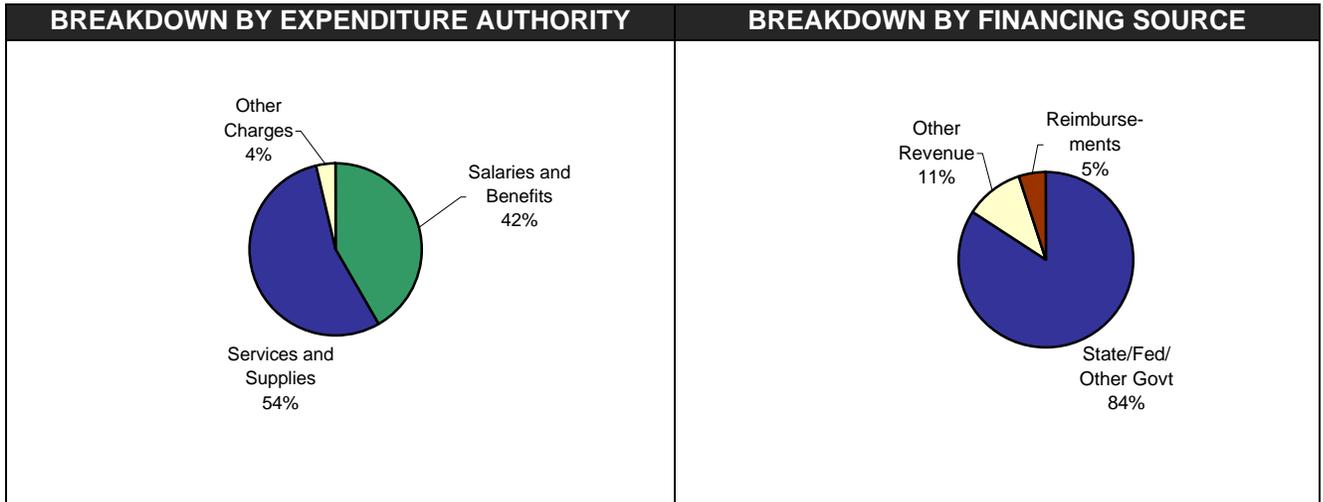
APS emergency referrals are responded to well within the 24-hour state mandate. Training needs on response to non-emergencies have been identified and will be addressed.

DAAS selected these goals for 2007-08 because they are closely tied to its mission statement elements of choice, independence and quality of life. Funding limits in both of these programs has resulted in a reduced level of staffing and ongoing challenges to meet these regulatory mandates. Accomplishing these objectives will ensure that serving DAAS customers, working to ensure the safety of at-risk adults and elderly, and prevention of premature placement, remains a primary focus.



AGING PROGRAMS

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ASSIST SENIORS TO MAINTAIN CHOICES AND IMPROVE QUALITY OF LIFE BY INCREASING KNOWLEDGE AND AWARENESS OF AVAILABLE PROGRAMS AND ASSISTANCE.

Objective A: Increase Senior Information & Assistance (SIA) outreach efforts.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 1A. Percentage increase of SIA individual customer contacts (4,860 contacts in 2005-06). | N/A | 8% | 8% | 10% |

Status

The 2006-07 projected goal has been reached due to an increase of contacts resulting from the second Senior outreach event in Victorville.

GOAL 2: ASSIST AT-RISK ADULTS TO MAINTAIN INDEPENDENCE AND LIVE SAFELY IN THE LEAST RESTRICTIVE ENVIRONMENT.

Objective A: Increase number of individuals served through Senior Nutrition programs.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 2A. Percentage increase of meals served through Senior Nutrition programs (862,077 meals in 2005-06). | N/A | 1% | 3.35 | 1% |

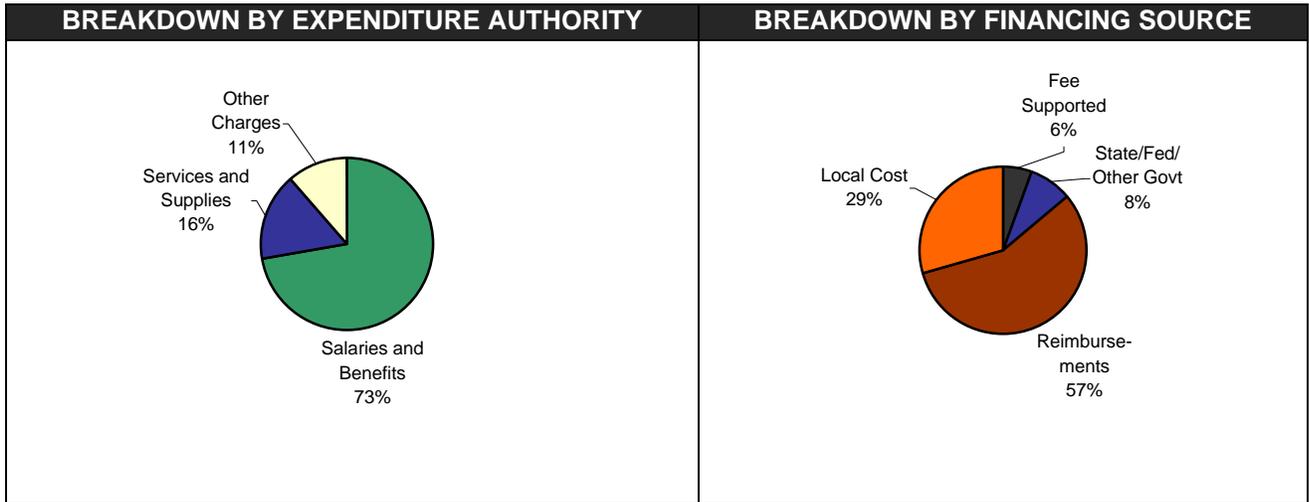
Status

DAAS continues to increase senior awareness of the nutrition program to meet the projected estimate of total meals served.



PUBLIC GUARDIAN

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ENSURE THE SAFETY AND WELFARE OF THE AT-RISK ADULTS AND THE ELDERLY REFERRED TO PUBLIC GUARDIAN .

Objective A: Complete probate referral investigations within 60 days.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|------------------|---------------------|---------------------|---------------------|
| 1A. Percentage of probate investigations completed within 60 days of referral. | 50% | 60% | 60% | 75% |

Status

Reorganization of intake unit is pending that would provide a more effective process in completing probate investigations within 60 days.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1. Approval of 1.0 Deputy Chief Public Guardian to perform day-to-day management oversight, quality control, and monitoring of budget. This position will enhance overall management of Public Guardian operations.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|------------------|---------------------|---------------------|---------------------|
| P1. Percentage increase of operations to ensure percentage of conservatees visited quarterly exceeds 60%. | N/A | 70% | 33% | 70% |

Status

This position is currently vacant.



IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Linda Nelson, Staff Analyst II, at (909) 891-3916.



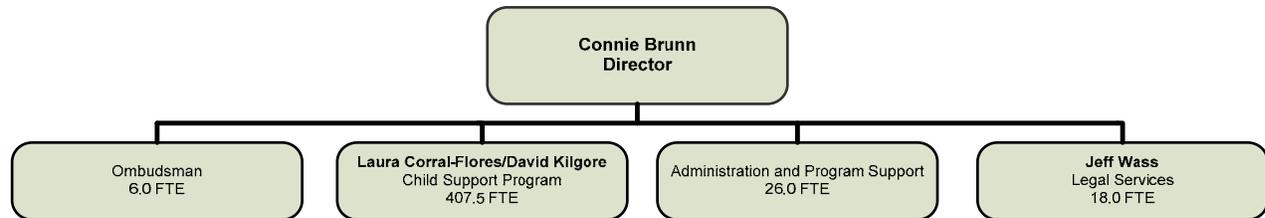
CHILD SUPPORT SERVICES

Connie Brunn

I. MISSION STATEMENT

The County of San Bernardino Department of Child Support Services (DCSS) determines paternity, establishes and enforces child support orders and secures payments to assist families in meeting the financial and medical needs of their children. We provide timely and effective service in a professional manner.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

DCSS provides assistance to families in meeting their mutual obligation to provide financial and medical support for their children. These services are offered throughout San Bernardino County with offices strategically located in the high desert, the west end and the greater San Bernardino area.

DCSS is dedicated to executing the program in a manner that puts the needs of the children first and foremost. The belief that working collaboratively with parents in understanding and meeting their obligations is a fundamental element in the success of this program.

The services provided by DCSS include the following:

- Locating parents to establish court orders for paternity, child and medical support
- Locating parents and assets to enforce court orders
- Enforcing court orders for child, family, spousal and medical support
- Collecting child support payments
- Maintaining records of payments paid and balances due
- Modifying court orders when appropriate

Additionally, DCSS offers services to assist customers with concerns that may arise in the progress of their case. The Complaint Resolution process affords customers the opportunity to raise concerns with the processing of their case and a means to resolving these issues. The Ombuds program offers parents a liaison between the department and themselves. In 2006-07 the department successfully transitioned the disbursement of child support payments to the State Disbursement Unit. Customers may get information regarding their payments by accessing the payment website at <https://www.casespaymentweb.com/cpw/Welcome.do>.

IV. 2005-06 ACCOMPLISHMENTS

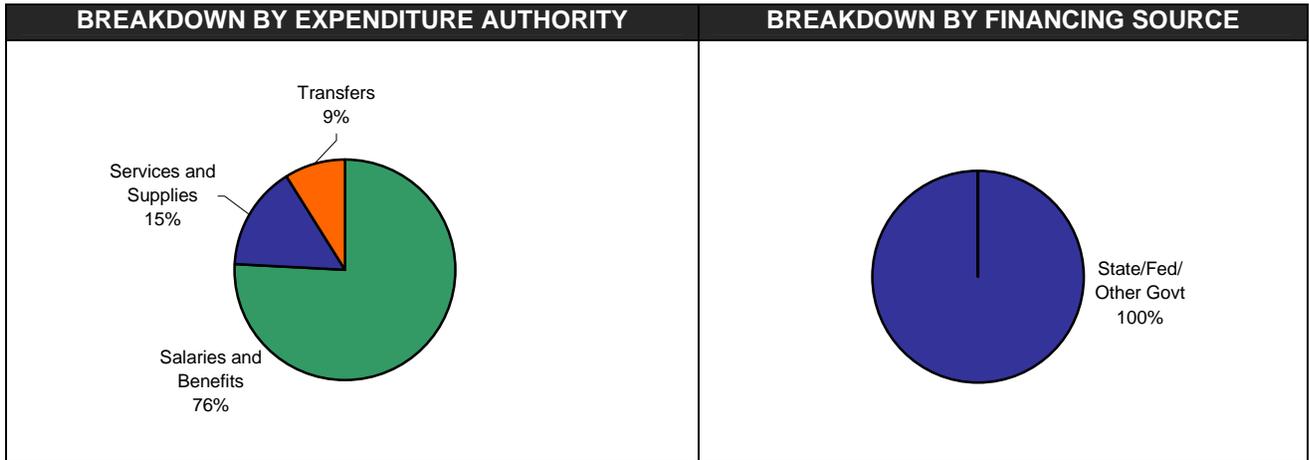
- Customer Service - DCSS has continued to make quality customer service a priority. On October 31, 2005, a new call center was implemented. During the period of October 2005 through September 2006, 168,422 calls were received with a first call resolution rate of 95%. For our customers, all DCSS offices provide a PC in the lobby with direct access to the DCSS website and "direct line" phones for easy access to payment status. Additionally, staff conducted interviews with 33,987 customers.
- Outreach – DCSS provided child support services in the outlying areas of Morongo Valley and the High Desert. Case Managers travel once a month to the cities of Twenty Nine Palms, Yucca Valley, and Needles. Customers are seen twice a month in Barstow.



V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | |
|------------------------|---------------|------------|------------|----------|
| | Appropriation | Revenue | Local Cost | Staffing |
| Child Support Services | 39,797,347 | 39,797,347 | - | 461.5 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPROVE ORGANIZATIONAL PERFORMANCE

Objective A: Improve performance by implementing new processes and modifying existing processes.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 1A. Percentage of collections on current support orders. | 44% | 50% | 46% | 50% |
| 1B. Percentage of cases with child support orders. | 69% | 75% | 82% | 85% |

Status

The new objective (1A) was selected to advance the mission of the department. Trying to provide for basic living needs such as food and clothing is a financial challenge for many families. Child support helps by ensuring that both parents share the financial responsibility for their children. The impact to the department will be an increase in the number of child support orders obtained.

DCSS has partnered with employers and other county departments to increase opportunities for parents to acknowledge paternity and establish reasonable child support orders. Through this network building, DCSS will be able to increase paternity establishment to 80% from 71%; increase collections on current support to 46% from 44%; and increase cases with a support order to 82% from 69%.

DCSS partnered with child support agencies in other counties to identify cases in which more than one agency had a case management strategy. A total of 4,647 cases were reviewed and consolidated if appropriate.

Percentage of collection on current support measures the total amount of current support due as a percentage of the total amount of current support actually collected during the same federal fiscal year. This is a key measure as it is critical to promote family self-sufficiency. Percentage for federal fiscal year 2005 was 44%. The projected percentage for 2006 is 46%.



Percentage of cases with a child support order measures cases with support orders already established as a proportion of total cases requiring support orders to be established. In order to collect child support, court orders for support must be established. DCSS will strive to establish fair and appropriate orders, based on actual income, partnering with both parents whenever possible.

GOAL 2: IMPROVE SERVICE DELIVERY

Objective A: Increase DCSS staff awareness of compliance mandates by providing training and tools necessary to meet timeframes.

Objective B: Direct resources to the most productive and efficient activities.

| | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|-----------------------------|--------------------------------|--------------------------------|--------------------------------|
| MEASUREMENT | | | | |
| 2A. Meet key case processing timeframes necessary for compliance | 95% | 90% | 90% | 90% |
| 2B. Completion of the staff alignment process | NEW | NEW | NEW | 90% |

Status

Compliance is measured in the functional areas of Establishment/Modification, Enforcement, Review & Adjustment, Interstate, Medical, Collections and Distribution and Closure. Quarterly data reliability and compliance audits of sample cases are conducted throughout the year. Improving compliance is integral to improving the performance of the department. In 2005-06, DCSS increased the effectiveness of the compliance review process by increasing the number of staff conducting reviews, and ensuring staff participated in training. DCSS attained a 95% rating for 2005-06. Managers and supervisors provide statistical reports and participate in weekly meetings with the director and executive team members.

In December, 2006, the staff alignment process will begin in the Loma Linda Office.

The new Objective (2B.) was selected to strategically place staff in key business functions that will focus on meeting compliance mandates. The impact to the department will be continued improvement in the delivery of services.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department did not have any approved policy items for 2006-07.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Connie Brunn, Director, at (909) 478-6949.



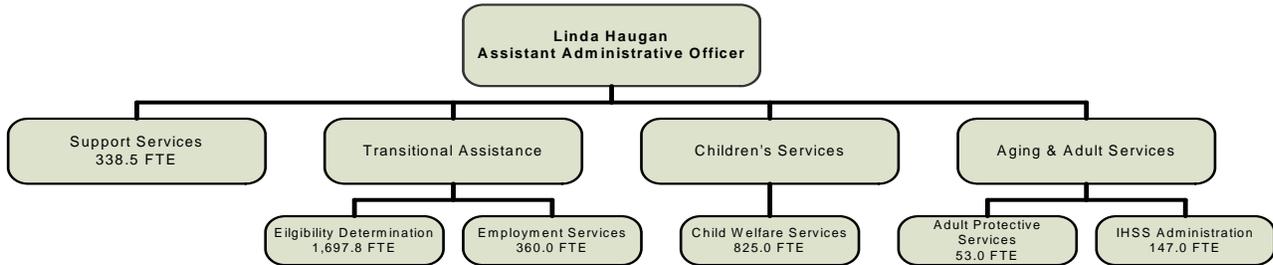
HUMAN SERVICES - ADMINISTRATIVE CLAIM

Linda Haugan

I. MISSION STATEMENT

The Human Services works to build a healthy community by strengthening individuals and families, enhancing quality of life and valuing people.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

This plan includes the administrative claim made by the county for social services programs under applicable mandatory federal and state regulations. Included are Transitional Assistance Department (Eligibility and Employment Services), Department of Children’s Services (DCS), Adult Services programs of the Department of Aging and Adult Services (DAAS), and the administrative support and training functions provided by HSS Administration and the Performance, Education and Resource Center (PERC). This plan also includes the aging programs and Public Guardian, which DAAS is also responsible for.

IV. 2005-06 ACCOMPLISHMENTS

The accomplishments related to the Administrative Claim are seen in the applicable department’s business plan.



V. SUMMARY OF BUDGET UNITS

| Transitional Assistance Department | Appropriation | Revenue | Local Share | Staffing |
|---|----------------------|--------------------|--------------------|-----------------|
| CalWorks - Eligibility | 21,896,758 | 18,320,789 | 3,575,969 | 367.0 |
| Food Stamps | 33,626,477 | 27,262,457 | 6,364,020 | 385.0 |
| CalWorks - Welfare to Work | 36,003,095 | 36,003,095 | - | 360.0 |
| Medi-Cal | 57,112,456 | 57,112,456 | - | 694.0 |
| Foster Care Administration | 4,637,617 | 3,941,975 | 695,642 | 62.0 |
| Child Care Administration | 15,289,775 | 15,276,622 | 13,153 | 183.5 |
| CalWorks - Mental Health | 6,017,177 | 6,017,177 | - | - |
| Cal-Learn | 1,730,998 | 1,730,998 | - | - |
| CalWorks - Incentive Funds | 16,500,000 | 16,500,000 | - | - |
| General Relief Administration | 561,909 | - | 561,909 | 7.0 |
| Other Programs | 650,744 | 573,683 | 77,061 | - |
| Total | 194,027,006 | 182,739,252 | 11,287,754 | 2,058.5 |

| Department of Children's Services | Appropriation | Revenue | Local Share | Staffing |
|--|----------------------|-------------------|--------------------|-----------------|
| Child Welfare Services | 81,201,015 | 69,464,494 | 11,736,521 | 747.0 |
| Promoting Safe and Stable Families | 2,447,676 | 2,447,676 | - | - |
| Foster Training and Recruitment | 259,486 | 259,486 | - | 2.5 |
| Licensing | 963,262 | 963,262 | - | - |
| Support and Therapeutic Options Program | 891,663 | 624,164 | 267,499 | - |
| Adoptions | 4,079,260 | 4,079,260 | - | 44.0 |
| ILP | 2,134,549 | 2,134,549 | - | 21.5 |
| Other Programs | 1,315,686 | 1,315,686 | - | 11.0 |
| Total | 93,292,597 | 81,288,577 | 12,004,020 | 826.0 |

| Aging and Adult Services | Appropriation | Revenue | Local Share | Staffing |
|---------------------------------|----------------------|-------------------|--------------------|-----------------|
| In-Home Supportive Services | 14,749,129 | 12,494,668 | 2,254,461 | 148.0 |
| Adult Protective Services | 5,083,856 | 4,859,959 | 223,897 | 53.0 |
| IHSS Provider Payments | 33,014,332 | - | 33,014,332 | - |
| IHSS Provider Benefits | 515,000 | - | 515,000 | - |
| IHSS PA | 328,643 | - | 328,643 | - |
| Other Programs | - | - | - | - |
| Total | 53,690,960 | 17,354,627 | 36,336,333 | 201.0 |

| Support | Staffing |
|----------------|-----------------|
| | 339.5 |

| Non Claimable Costs | Appropriation | Revenue | Local Share | Staffing |
|-----------------------------|----------------------|------------------|--------------------|-----------------|
| PERC Training Expense | 150,000 | - | 150,000 | - |
| LLUMC - Child Assess Center | 130,000 | - | 130,000 | - |
| C-IV Developmnet & Staff | 1,674,568 | 1,674,568 | - | - |
| Other | 1,340,516 | 92,611 | 1,247,905 | - |
| Total | 3,295,084 | 1,767,179 | 1,527,905 | - |

| | |
|--|--------------------|
| Total Local Share | 61,156,012 |
| Social Services Realignment | 38,859,619 |
| Grand Total Administrative Budget | 344,305,647 |

| | |
|--------------------|--------------------|
| Revenue | 283,149,635 |
| Local Share | 22,296,393 |
| Staffing | 3,425.0 |



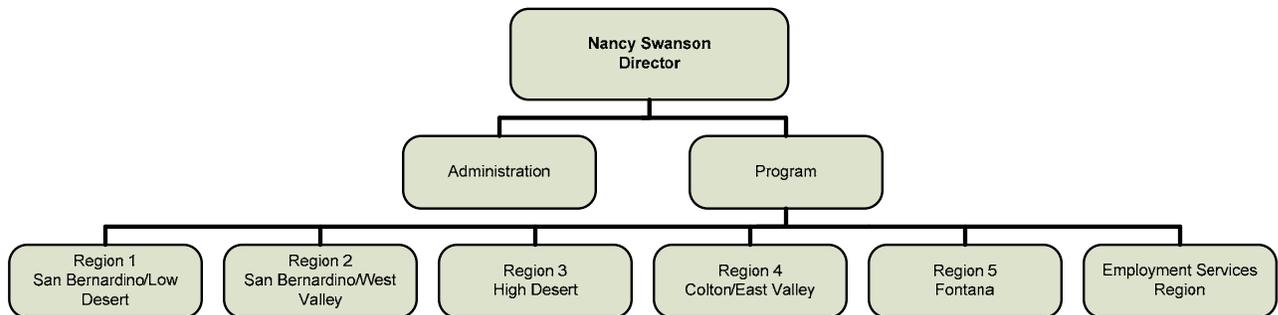
TRANSITIONAL ASSISTANCE

Nancy Swanson

I. MISSION STATEMENT

The mission of the Transitional Assistance Department (TAD) is to enhance the quality of life in the communities we serve by assisting individuals and families as they transition to self-sufficiency. We provide our services accurately and efficiently, with a high emphasis on integrity, respect and customer service.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

TAD is responsible for the administration of the financial support programs that assist the needy with basic services. The primary services provided are statutory mandates and include: Transitional Assistance to Needy Families (TANF), food stamps, Medi-Cal, foster care administration, general relief assistance, CalWORKs – Employment Services Program and child care. All programs are funded by a combination of federal, state, Realignment and county dollars, with the exception of the general assistance program, which is funded solely by the county.

TAD-Eligibility ensures a proper mix of basic services that include, but are not limited to, screening applications for type of services needed, conducting eligibility determinations for the above mentioned services, calculating ongoing benefit issuance, and referring customers to appropriate agencies for services not provided by TAD.

TAD-Employment Services provides its customers remedial and/or basic education, and vocational or on-the-job training to prepare participants to enter the job market. Eligible customers receive supplemental funding for ancillary, childcare, and transportation costs during their active participation in the program. Failure to comply with program requirements results in loss or reduction of the participants' TANF subsistence payments.

IV. 2005-06 ACCOMPLISHMENTS

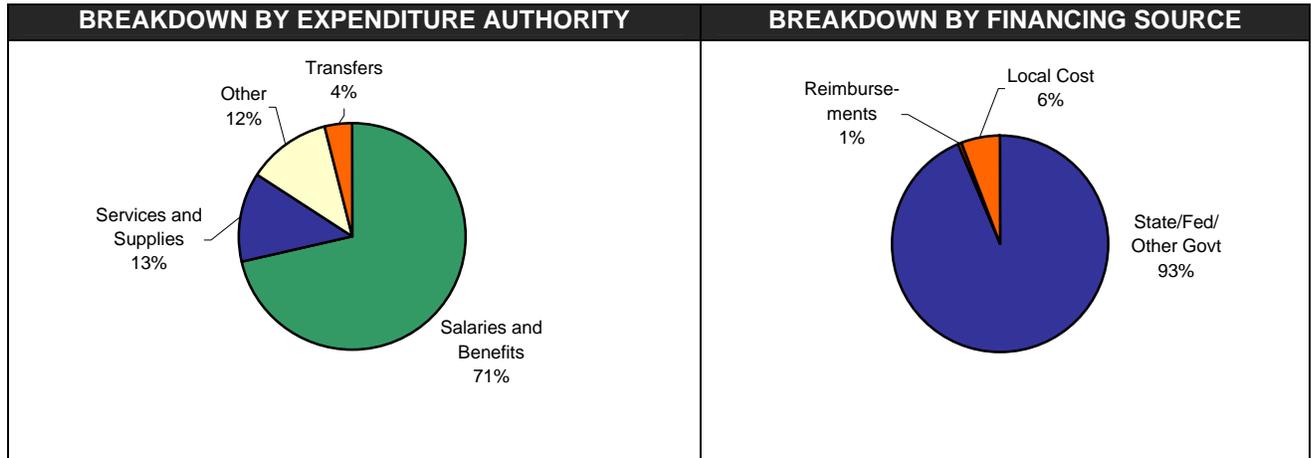
- Maintained the Food Stamp error rate at 2.46%, which is below the federal tolerance rate of 6%.
- Met the CalWORKs Work Participation Rate (WPR).
- Successfully continued the Volunteer Income Tax Assistance (VITA) program for low-income individuals. This program resulted in over \$1 million in federal tax refunds and over \$1 million in Earned Income Tax Credits to San Bernardino County Residents.
- Met the established state performance standards for timely processing of Medi-Cal applications and re-evaluations.
- Developed NACo award winning My Easy Desk Source (M.E.D.S.), a web application for use by staff, which provides information and procedures regarding the Medi-Cal Eligibility Determination System (MEDS).



V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | |
|-------------------------|---------------|-------------|------------|----------|
| | Appropriation | Revenue | Local Cost | Staffing |
| Transitional Assistance | 194,027,006 | 182,739,252 | 11,287,754 | 2,058.5 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROCESS CRITICAL AND PRIORITY MEDICAL ELIGIBILITY DETERMINATION SYSTEM (MEDS) ALERTS WITHIN ESTABLISHED STANDARDS.

Objective A: Show significant progressive improvement in the processing of MEDS alerts (Critical and Priority).

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 1A. Percentage of worker alerts processed within specific timelines. | 40% | 95% | 70% | 75% |

Status

Processing of Critical and Priority MEDS alerts will be measured. The State standards previously set at 95%, for all Priority and Critical MEDS alerts, have been suspended as of 6/2006, pending re-determination by the State. Goals, objectives and measurement processes were re-evaluated from previous business plans and aligned accordingly to show progressive improvement towards the 95% standard.

The following is a six-month summary of critical/priority MEDS alerts generated and cleared:

| Mo. | # of Alerts | # Cleared | % |
|--------|-------------|-----------|-----|
| 4/2006 | 23,165 | 8109 | 35% |
| 5/2006 | 33,625 | 9857 | 29% |
| 6/2006 | 20,408 | 7671 | 37% |
| 7/2006 | 16,617 | 6419 | 38% |
| 8/2006 | 20,156 | 11,504 | 57% |
| 9/2006 | 12,518 | 7558 | 60% |

The percentages of processed MEDS alerts (Critical and Priority), has shown progressive improvement in the last year (see chart above). Continued efforts, including the use of specialized eligibility workers (MEDS



Specialists), should yield further progressive improvement in this area. Current percentages of processed alerts (9/2006) indicate a 60% completion rate.

GOAL 2: INCREASE PUBLIC AWARENESS OF THE FOOD STAMP PROGRAM.

Objective A: Increase the total number of households participating in the Food Stamp Program, through increased outreach efforts.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 2A. Percentage increase in Food Stamp participation. | (3%) | 10% | 5% | 5% |

Status

Measurement of increased Food Stamp participation to be reviewed in two ways: Number of Food Stamp House Holds participating and number of outreach events to be held. Nationwide there is a 2% increase in Food Stamp participation. 2007-08 Goals adjusted to be more in line with National trends.

TAD is seeking to increase Food Stamp participation through additional outreach efforts. Dedicating staff to community outreach events, where Food Stamp applications are made available, began in August 2006. These outreach events have been numbering approximately 1-2 per month. Nutritional Education Kits were received from the State, and displayed in all TAD district offices. Collaboration with Public Health Nutritional staff is expected in early 2007, to further Food Stamp outreach efforts. Documented increases in the outreach efforts, and additional collaborations are expected to reflect increased numbers in Food Stamp participation.

GOAL 3: INCREASE THE WORK PARTICIPATION RATE (WPR) OF RECIPIENTS RECEIVING CALWORKS BENEFITS.

Objective A: Increase the number of CalWORKs beneficiaries who are employed, or participating in a state approved training program.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 3A. Percentage of successful placements of CalWORKs clients who are employed, or participating in a state approved training program. | 52% | 58% | 50% | 50% |

Status

Regulatory changes in the calculation of the WPR, and increased standards effective 10/1/2006 led to modifications of previously established benchmarks, projections and goals.

Assembly Bill 1808 enacted Welfare & Institutions Code Section 10534, requiring Counties to perform a comprehensive review of the existing CalWORKs Plan and prepare/submit a Plan Addendum detailing how the County will meet specified goals, taking into consideration the new work participation requirements of TANF Reauthorization. The department will submit this Plan Addendum to the state in early January 2007. To meet these increased requirements in the Plan Addendum, the department is focusing on strategies that will have the most impact on the WPR. These strategies include (among others): Upfront or early engagement (how quickly applicants move to full participation), Non-Compliance and Sanctions (including reengagement of sanctioned individuals), Partial participation, Safety Net, and any other areas unique to the population. Pilot projects of these Early Engagement activities are expected to begin mid Jan. 2007.

GOAL 4: ENHANCE CUSTOMER SERVICE SATISFACTION.

Objective A: With the implementation of the County "Mystery Shopper" program this will allow TAD to monitor and improve on the current 95% customer service satisfaction rate.



| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 4A. Percentage of favorable customer service satisfaction ratings. | 95% | 95% | 95% | 95% |

Status

Based on previous customer satisfaction surveys conducted by the department in 2005-06 indicated ratings at or above the 95% threshold. Re-defined goals in the areas of increased Food Stamp outreach and participation, processing of MEDS alerts, increased WPR, and the added goal of maintaining accuracy of Food Stamp payments will only further enhance customer service satisfaction.

| |
|--|
| GOAL 5: MAINTAIN FOOD STAMP ERROR RATE PROFICIENCY. |
|--|

Objective A: Maintain Food Stamp error rate proficiency below the Federal 6% limit to avoid fiscal sanctions.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 5A. Percentage of errors in calculating Food Stamp benefits. | NEW | NEW | 3% | 3% |

Status

The department chose to add the goal of maintaining Food Stamp error rate proficiency, in order to maintain previously achieved goals in this area. Ensuring accuracy of Food Stamp payments adds to the customer service satisfaction of this program for which TAD is responsible. Additionally, maintaining Food Stamp error rate proficiency reduces the risk of potential sanctions and penalties. Current cumulative error rates are at 3.70 % as of July 2006.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department did not have any approved policy items for 2006-07.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

| |
|--|
| If there are questions about this business plan, please contact Steve Couchot, Assistant to TAD Director, at (909) 388-0230. |
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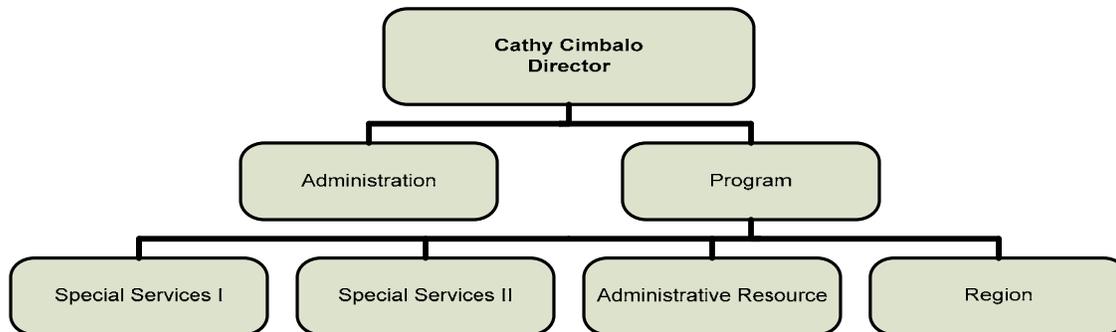
DEPARTMENT OF CHILDREN'S SERVICES

Cathy Cimbalo

I. MISSION STATEMENT

To protect endangered children, preserve and strengthen their families, and develop alternative family settings. Services, as mandated by law and regulation, will be provided in the least intrusive manner with a family-centered focus. This mission is accomplished in collaboration with the family, a wide variety of public and private agencies, and members of the community.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Department of Children's Services (DCS) is a collection of programs aimed at reducing the occurrence of child abuse and neglect in San Bernardino County. The primary goal of these programs is maintaining families whenever possible. When not possible, the secondary goal is to provide the best permanent plan for the child removed from his or her caretaker. To accomplish the mission of DCS, a wide variety of services are offered. Child Protective Services is the program with the highest visibility, with the goal of prevention of abuse to minors and the protection of those abused.

Other DCS programs include:

- Emergency Response (ER): investigates allegations of child abuse and neglect and makes immediate plans to ensure the safety of endangered children. This is often the "front door" for clients entering the Child Welfare System.
- Family Maintenance (FM): builds on families' strengths and helps to remove barriers so children can remain safely at home.
- Family Reunification (FR): works to make the family environment a safe one so children can return home.
- Permanency Planning (PP): ensures that children who are unable to live safely with their birth families can grow up in a safe and secure permanent living arrangement.
- Foster Parent Recruitment and Training, along with Foster Home Licensing: maintains and creates out-of-home placement resource options throughout the county.
- Adoptions: performs assessments of adoptive families and matches children with permanent families when their birth families are no longer an option.
- Independent Living Program: assists youth in successfully transitioning out of the foster care system.



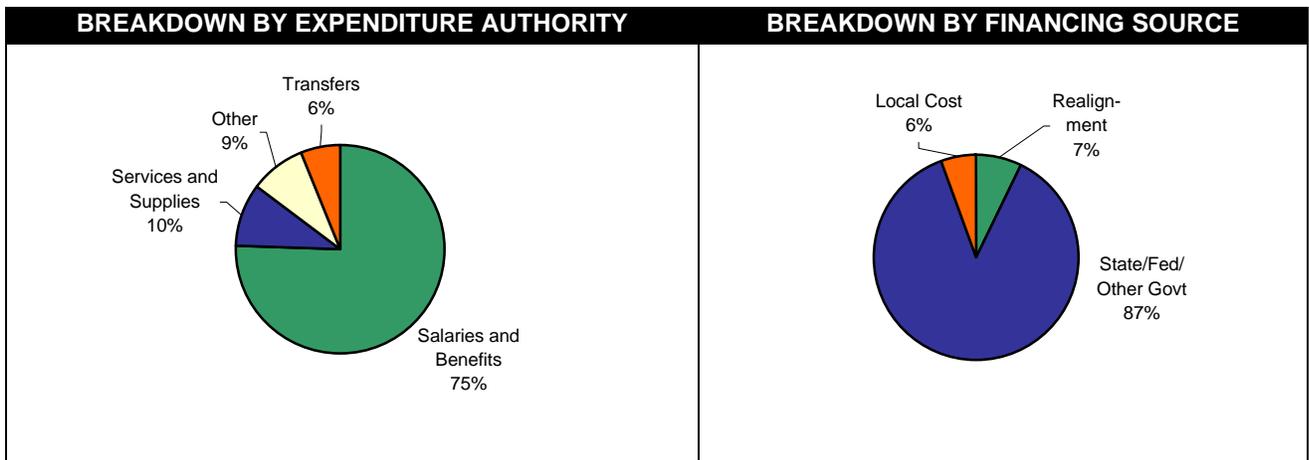
IV. 2005-06 ACCOMPLISHMENTS

- Received and assessed approximately 58,779 child abuse referrals based on number of children involved in referrals.
- In collaboration with County Superintendent of Schools, developed a joint Educational Taskforce that served as the state model.
- Implemented "Family to Family" in Rialto and Victorville to maintain children in their communities.
- Trained staff and community partners on the following client centered services/programs: Wraparound, Family to Family, and Family Group Decision-Making.
- Established the Youth Advisory Board that invites DCS foster youth, foster staff, and significant adults to discuss foster care issues.
- Implemented Safe Measures, a program to enhance tracking of outcome measures and provide program management reports.
- Provided college scholarships to 82 youth.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | |
|---------------------|---------------|------------|------------|----------|
| | Appropriation | Revenue | Local Cost | Staffing |
| Children's Services | 93,292,597 | 81,288,577 | 12,004,020 | 826.0 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: INCREASE THE NUMBER OF ADOPTIONS.

Objective A: Increase number of home studies completed to expedite adoptive placements.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 1A. Percentage increase in Children Adopted | N/A | 3.2% | 3.2% | 5% |

Status

DCS is committed to safety, well-being, and permanency in keeping with the agency's long standing mission and values and new legislation (AB 636, Outcomes and Accountability Act). AB 636 requires that DCS monitor and improve outcomes for the children and families served. Adoption, a focal point for improvement, is one of the permanency options available to children who are not able to safely reunify with their families of



origin. An analysis of local Child Welfare data, input from stakeholders, recommendations from the Self Assessment Team continues to indicate a need to focus on increasing the number of children who are adopted. Therefore, re-establishing the goal of increasing the number of adoptions for the 2007-08 Business Plan is in keeping with the Departments revised Self Improvement Plan approved by the Board of Supervisors in June 2006 as a requirement of AB 636.

The number of completed home studies has not increased; efforts to increase the number will be made with the addition of a social worker assigned to do home studies.

GOAL 2: INCREASE THE NUMBER OF FOSTER CHILDREN IN THE INDEPENDENT LIVING SKILLS PROGRAM THAT EARNED A HIGH SCHOOL DIPLOMA OR G.E.D.

Objective A: Continue implementation of a system to identify and track the performance of child welfare dependents on the High School Proficiency (Exit) Exam.

Objective B: Secure/implement customized tutoring programs designed to address needs of exiting youth.

Objective C: Refer and ensure linkage to tutoring services for Juniors and Seniors experiencing difficulty passing the Proficiency exam.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 2A. Percentage increase in Foster youth graduating with a high school diploma or G.E.D. | N/A | 2% | 2% | 3% |

Status

Foster Children exiting the Child Welfare system have received greater attention at the national and state level. According to the Pew Commission on Foster Care, Child Welfare League of America, and California Youth Connection, 20,000 teens per year age out of foster care. Forty-six percent (46%) of foster youth do not complete high school, compared to 16% in the general population. Of those exiting or aging out, 33% are below grade level in reading, writing and Math; 26% have a history of repeating a grade in Middle or High School; 60% have failed at least one class in the previous year; and 25%-33% become homeless after aging out of care. Many are found in the Juvenile Justice system. Concern exists as to how foster youth will perform on a structured High School Exit exam. Therefore, in the 2007-08 Business Plan the department continues to focus on taking steps to provide maximum support to foster youth to enhance their chances of succeeding on the examination and enhancing the likelihood of further successful endeavors. The goal of increasing the number of youth graduating from high school is consistent with the department's overall goal of improving outcomes for youth.

Target population identified and a tracking system from another county will be utilized until the State agrees to purchase software to be used by all counties. Anticipated State funding didn't materialize to hire staff for resource development and linkages to community resources. In addition to partnering with Foster Youth Services who have programs specific to this need, programs such as Tutors of America and Professional Tutors of the Inland Empire are being utilized. Resources through libraries, schools, and community groups are being explored. DCS is involved with representatives from County Schools and others on the Educational Task Force as well as linked to after school programs at the San Bernardino School District that provide remedial work to students to pass the exam.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department did not have any approved policy items for 2006-07.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.



X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Chuck Bruington, Program Specialist II, at (909) 388-0203.



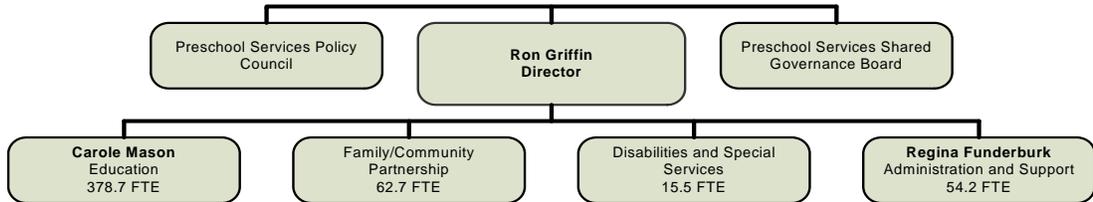
PRESCHOOL SERVICES DEPARTMENT

Ron Griffin

I. MISSION STATEMENT

We provide a foundation for success for children by giving them the highest quality child development and family support services.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Preschool Services Department (PSD) has administered child and family development programs in San Bernardino County since 1965. These programs include the Federal Head Start program, the State of California Department of Education’s State Preschool program, General Child Care and the Child and Adult Care Food Program. As the agency’s primary funding source (87%), the Head Start program incorporates a dual approach to the well being of both children and families.

PSD has 687 employees who serve 4,535 Head Start and State Preschool children and their families annually at 40 locations countywide. As a San Bernardino County department under Human Services since January 1999, PSD continues to be fully funded from federal and state sources at no local cost.

PSD has five delegate agencies (Baker Valley Unified School District, Colton Joint Unified School District, City of San Bernardino Parks & Recreation Department, Needles Unified School District and Easter Seals of Southern California, Inc.) that provide the same type of services to children and families. Eligible families have several options for enrollment, such as Center Based Part Day, Full Day, Extended Day, Home Based and in 2006, we partnered with private Child Care Providers for additional full day/full year services.

Our central premise is that family is the most fundamental factor influencing the lives of children. Aside from children’s educational needs, they also need an emotionally healthy home environment combined with stable and reliable relationships with adults and caregivers. In a nutshell, if you strengthen families, you automatically strengthen children.

Our program primarily serves low income and disadvantaged families with children ages of 3 to 5. Family economic distress is associated with negative social, economic, and health outcomes for children. Children in poor families have worse educational outcomes and are more likely to experience violent crime compared to children growing up in more affluent families.

Our target population also includes children in foster care, those who are homeless and children with special needs and/or disabilities. Many of these children would have no access to preschool without our program.

For these reasons, the primary goals of PSD are to ensure that every child in San Bernardino County has access to a quality preschool experience, to increase the self-sufficiency of our families and systematically improve the quality of child development and community assets countywide.



The department’s mission and focus is centered around these core areas:

- **School Readiness:** The Preschool Services Department offers educational, health, nutritional, and psychological services to help children succeed in school and life in general. During their school years and beyond, children who attend quality preschool are less likely to be placed in special education, held back a grade, end up on welfare or become involved in crime. They also perform better on standardized math and reading tests, are more likely to graduate from high school, earn more money and continue to higher education.
- **Family Economic Success:** By making economic opportunities and services more accessible to families, families have the supports they need to succeed. By supporting and facilitating family self-sufficiency, including a living wage with necessary benefits, higher education and accumulation of assets such as home ownership and savings, we ensure that although families may be in poverty today, they will leave our program better prepared for tomorrow.

PSD is comprised of the following units: Children’s Services, Family and Community Partnerships, and Support and Administrative Services.

- The Children’s Services unit is responsible for ensuring children are ready to succeed in school and the overall operations of the Head Start Centers.
- Family and Community Partnerships staff offers a variety of services to families, including linkages to community resources, health, mental health, and nutrition services, job training, as well as parenting, literacy and English as a Second Language (ESL) classes.
- The Support and Administrative Services Division is responsible for offering services to over 400 children with disabilities each year, as well as Staff Development, Training & Technical Assistance and Program Compliance.

Additionally, federal regulations mandate that our agency empower families by providing access to services and resources responsive to their needs, including: (1) Opportunities for continuing education, employment training and job placement services; (2) Emergency or crisis assistance in areas such as food, housing, clothing, and transportation; and (3) Appropriate interventions, including participation in counseling and/or information on mental health issues that place families at risk, such as substance abuse, child abuse and neglect, and domestic violence.

IV. 2005-06 ACCOMPLISHMENTS

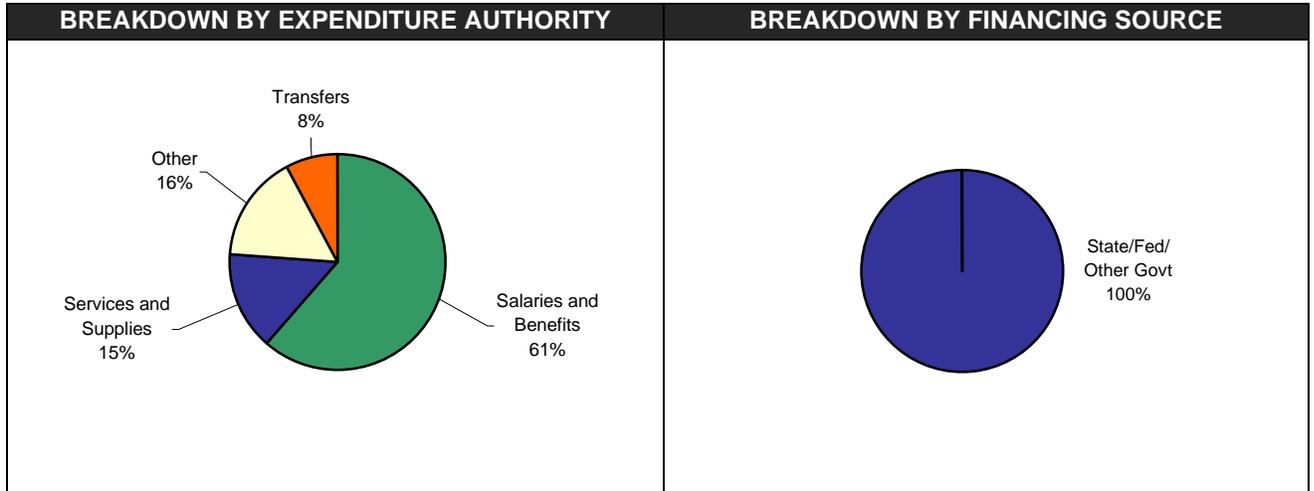
- Successfully completed the tri-annual USDA Child and Adult Care Food Program Audit.
- The PSD Family Literacy Program successfully partnered with local libraries and schools with 116 parents attending at 15 locations countywide.
- The Apprenticeship Job Training program prepared 25 volunteers for jobs in the custodial, food service and/or clerical fields.
- 183 students participated in childhood development classes offered by PSD and the University of Riverside Family, Friends and Neighbors program.

V. SUMMARY OF BUDGET UNITS

| | 2006-07 | | | |
|--------------------|----------------------|----------------|---------------------|-----------------|
| | Appropriation | Revenue | Fund Balance | Staffing |
| Preschool Services | 38,512,562 | 38,691,418 | (178,856) | 514.1 |



VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ACHIEVE SCHOOL READINESS OF ENROLLED CHILDREN TO ENSURE THEY ARE MAKING PROGRESS TOWARD POSITIVE OUTCOMES AS REQUIRED BY THE DESIRED RESULTS DEVELOPMENTAL PROFILE REVISED PROGRAM (DRDP-R).

- Objective A: Teachers will assess children three times per year.*
- Objective B: Teachers will share child assessment information with parents and this input will be used to prepare home and classroom activities responsive to children’s individual needs.*
- Objective C: Management will analyze child outcomes information to develop staff training and plans, to ensure our children are successful.*

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 1A., 1B., 1C. Desired Results Developmental Profile (DRDP-R) to meet state and federal assessments. | N/A | 85% | 85% | 85% |

Status

Children are currently being assessed using the DRDP-R. The second assessment will take place in February 2007 and the third assessment in May 2007. Management will analyze prior year child outcomes in December 2006 to develop plans for the remainder of the current program year.

GOAL 2: MAINTAIN PARENT SATISFACTION RATE.

- Objective A: Agency survey forms will be collected and analyzed at least quarterly.*
- Objective B: The State Desired Results Parent Survey will be distributed to families and analyzed annually.*
- Objective C: The survey information will be analyzed to assist PSD to respond to the needs of parents and their perception of our program.*



| MEASUREMENT | | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---------------|--|---------------------|------------------------|------------------------|------------------------|
| 2A., 2B., 2C. | Percentage of parents who respond positively on Desired Results-Parent Study and agency surveys. | N/A | 85% | 90% | 90% |

Status

Parent survey forms will be distributed in November 2006. The results will be tabulated and analyzed by January 2007.

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| GOAL 3: MAINTAIN A HIGH LEVEL OF ENROLLMENT NECESSARY TO MEET FEDERAL AND STATE REQUIREMENTS. |
|--|

Objective A: Recruitment activity will be continuous and waiting lists will be maintained year round.

Objective B: Child slots will be replaced immediately upon knowledge of vacancies.

| MEASUREMENT | | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|-------------|--|---------------------|------------------------|------------------------|------------------------|
| 3A., 3B. | Percentage of children on bi-weekly enrollment report. | N/A | 95% | 95% | 95% |

Status

As of November 2006, the agency is 98% enrolled.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department did not have any approved policy items for 2006-07.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

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| If there are questions about this business plan, please contact Ron Griffin, Director, at (909) 387-2357. |
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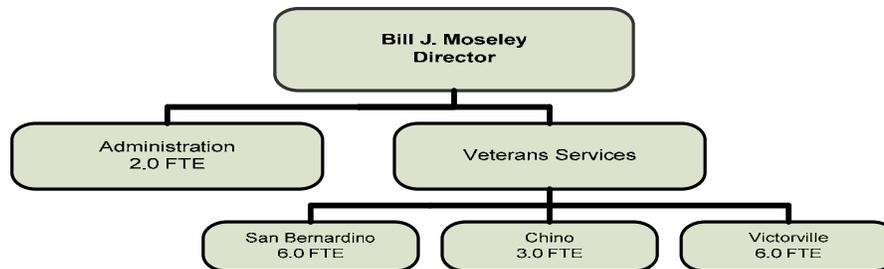
VETERANS AFFAIRS

Bill Moseley

I. MISSION STATEMENT

The Department of Veterans Affairs promotes veterans' rights, issues, and access to services and benefits. It works with community organizations, local, state, and federal agencies to identify and obtain benefits for all veterans and their families.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

According to the Secretary of the U.S. Department of Veterans Affairs, approximately one out of every three people in the United States is a potential VA beneficiary. In San Bernardino County, this means approximately 565,000 veterans; dependents and survivors may become recipients of veterans' benefits. The Department of Veterans Affairs provides claims assistance, information and referral, and advocacy to county residents. The department assists clients in filing claims for benefits and services to which they may be entitled from federal, state, and local, governments. These benefits include medical care, life insurance, home loans, pension benefits, disability compensation, education, and vocational rehabilitation. The Department of Veterans Affairs employees are often the initial contact with the VA system for veterans and recently discharged military personnel in our community.

Services to the veterans' community are concentrated in the following four areas:

Claims Assistance

- Provide benefits counseling, claim preparation, and development of probative evidence.
- Monitor claim adjudication and resolve issues or questions in favor of the veteran. Provide assistance with administrative and appellate review of claims.
- Administer the California College Fee Waiver program for dependents of disabled veterans in San Bernardino County.

Information and referral to other programs

- Make referrals to other county departments, i.e., Aging and Adult Services, Transitional Assistance Department, Community Services, Behavioral Health, County Recorder, etc.
- Provide information and referrals to area homeless providers and emergency services providers.
- Make referrals to state and federal agencies including Social Security and SSI, Employment Development, Rail Road Retirement, USDVA Vet Centers, Department of Defense, etc.

Advocacy

- Individual advocacy entails resolution of adjudicative questions and concerns related to processing of an individual veteran's claim.
- Advocacy at the policy level includes resolution of local policy and procedural issues that better serve the bureaucracy rather than our veterans.
- Legislative advocacy involves providing state and federal elected officials with technical assistance regarding veterans' legislation and coordinating local legislative support as necessary.



Outreach

- Conduct outreach at retirement homes, mortuaries, schools, military separation programs, and service organizations like the American Legion, Disabled American Veterans, Veterans of Foreign wars, Elks, Rotary, etc., for the purpose of informing the community of veterans’ benefits and services.
- Participate in community events relevant to veterans: job fairs, stand-downs, government day events, etc.

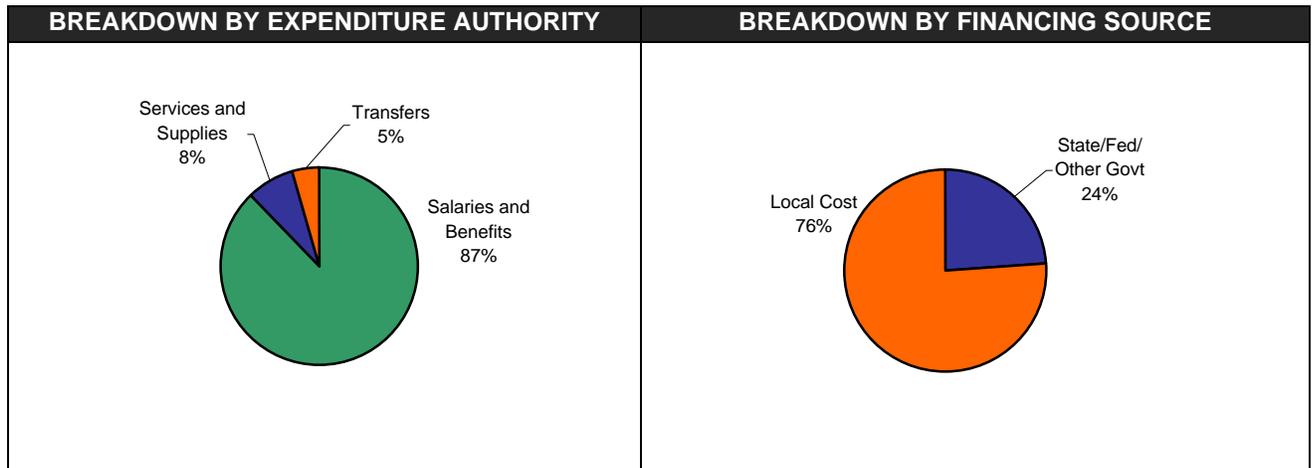
IV. 2005-06 ACCOMPLISHMENTS

- The department provided services to 14,584 residents.
- Veterans Affairs claims work efforts produced \$17,870,186 in new federal benefits for county residents.
- The department processed and approved 569 California College Fee Waivers for dependents of disabled veterans living or attending school in San Bernardino County. This saved county residents \$1,420,391 in tuition and fees at California state colleges and universities.

V. SUMMARY OF BUDGET UNITS

| | 2006-07 | | | |
|------------------|----------------------|----------------|-------------------|-----------------|
| | Appropriation | Revenue | Local Cost | Staffing |
| Veterans Affairs | 1,375,189 | 327,500 | 1,047,689 | 18.0 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: EMPHASIZE HIGHER STANDARDS OF CUSTOMER SERVICE

Objective A: Revise customer service policy to ensure full commitment to our customers which will require participation and support of Veterans Affairs employees.

Objective B: Continue customer service and post-interview telephone surveys on a regular basis.



| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 1A. Percentage of written and telephonic customer service survey results receiving between scores of 3 (above average) to 4 (outstanding) in overall customer satisfaction ratings. | N/A | 90% | 90% | 98% |
| 1B. Percent of supervisory interview and case review receiving scores of 4 (exceeds standards). | N/A | 90% | 90% | 96% |

Status

Customer service policy has been changed to more easily and efficiently determine the satisfaction of service received by our clientele. Phone messages are given to a Veterans Service Representative (VSR) instead of being placed in a central area and being answered by whichever VSR has the first opportunity to return calls. It also specifies time limits on how long our clients should be waiting in the lobby and how long staff takes in returning phone calls.

The amount of feedback received from surveys has been excellent. The veterans who have been contacted have been impressed that employees have taken time out of their day to listen to their concerns.

GOAL 2: PROMOTE STAFF TRAINING AND DEVELOPMENT IN ACCORDANCE WITH STATE AND NATIONAL TRAINING STANDARDS IN ORDER TO MEET CONTINUING EDUCATION UNIT (CEU) REQUIREMENTS AND TO MAINTAIN UNITED STATES DEPARTMENT OF VETERANS AFFAIRS (USDVA) ACCREDITATION.

Objective A: Continue to collaborate with other southern California counties to conduct regional quarterly staff training.

Objective B: Veterans Service Representatives will continue to attend periodic state and national sanctioned training conferences each year on a rotational basis.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 2A. Percentage of technical staff that will attend quarterly regional training. | NEW | NEW | NEW | 100% |
| 2B. Percentage of technical staff that will attend state training conferences. | NEW | NEW | NEW | 66% |

Status

Seven southern counties currently meet at a central location and share in training and the exchange of ideas and information.

VSR's attend state sanctioned training on a rotational basis. This year up to nine employees will attend training held at statewide conferences.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department did not have any approved policy items for 2006-07.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Bill Moseley, Director, at (909) 387-5527.

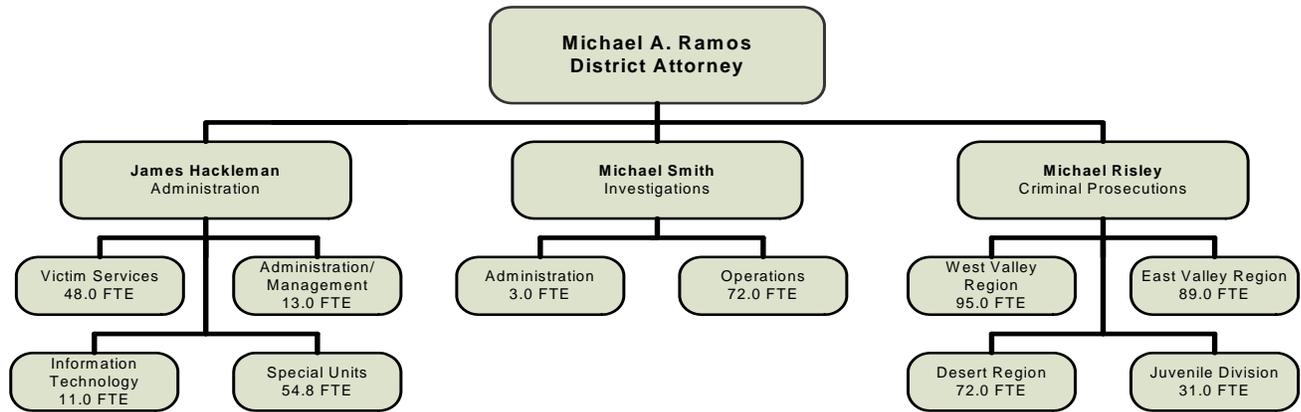


DISTRICT ATTORNEY Michael A. Ramos

I. MISSION STATEMENT

It is the mission of the San Bernardino County District Attorney’s Office to represent the interests of the people in the criminal justice system, as mandated by California State law. The San Bernardino County District Attorney’s Office serves the residents of San Bernardino County by: seeking the truth; protecting the innocent; holding the guilty accountable; preserving the dignity of victims and their families; and ensuring that justice is done while always maintaining the highest ethical standards.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The District Attorney is the public prosecutor and has the mandated responsibility to prosecute crimes committed within the County of San Bernardino, including all city jurisdictions, pursuant to Government Code 26500. Additionally the District Attorney’s Office: provides legal assistance for criminal investigations conducted by law enforcement agencies throughout the county; is the legal advisor to the Grand Jury and is authorized to submit evidence and seek Indictments from that body; initiates civil commitment petitions to keep Mentally Disordered Offenders and Sexually Violent Predators in locked facilities; employs civil proceedings in asset forfeiture matters to seek the proceeds of criminal activity; and utilizes civil proceedings to seek sanctions and injunctive relief against businesses that pollute or create dangerous conditions for employees and citizens.

The District Attorney also has a duty to investigate crimes: District Attorney investigators work to prepare cases for trial and initiate special criminal investigations. The office also administers several state grants and other state revenues that fund prosecutors and investigators who handle Real Estate Fraud, Auto Insurance Fraud, Workers’ Compensation Fraud, and other special areas of prosecution.

The District Attorney also has an ethical and legal responsibility to the victims of crime. The office seeks restitution for victims and provides emotional and financial support for victims and their families.

Finally, as the public prosecutor who handles all cases in the name of The People, the District Attorney has a responsibility to keep the citizens of this county informed through regular interaction with the media and the public.

IV. 2005-06 ACCOMPLISHMENTS

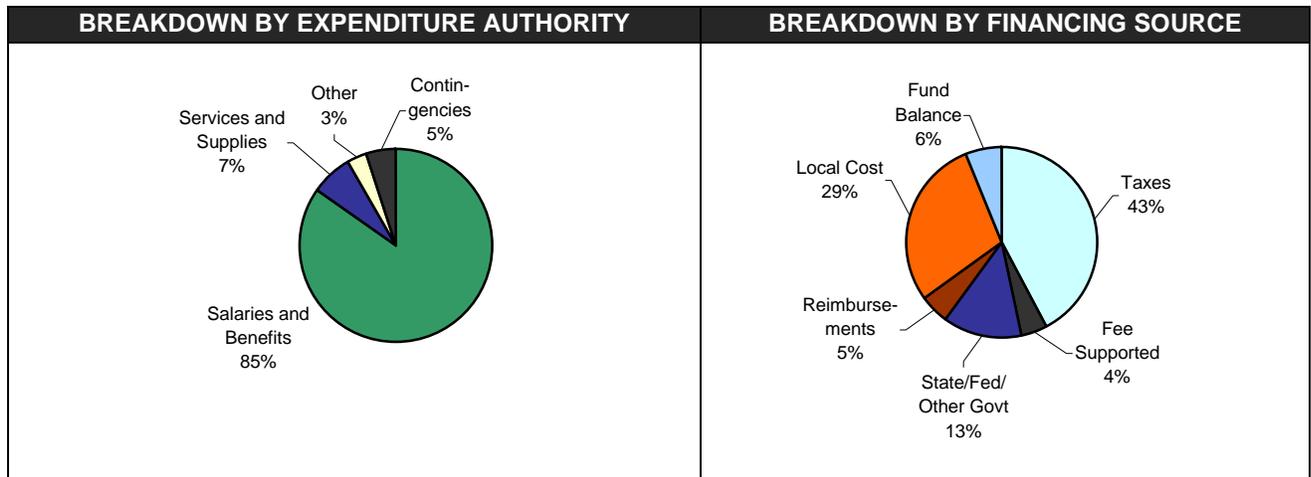
- Expansion of Gang Units to all areas of the county.
- Expanded Family Violence Units in the three major regions of the county.
- Created Identity Theft Unit.



V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | | |
|---------------------------------------|-------------------|-------------------|-------------------|------------------|--------------|
| | Appropriation | Revenue | Local Cost | Fund Balance | Staffing |
| General Fund: | | | | | |
| Criminal Prosecution | 51,315,220 | 32,481,610 | 18,833,610 | | 449.0 |
| Child Abduction | 850,475 | 850,475 | | | 6.0 |
| Special Revenue Funds: | | | | | |
| Real Estate Fraud | 4,225,650 | 1,625,000 | | 2,600,650 | 11.0 |
| Auto Insurance Fraud | 1,080,140 | 650,063 | | 430,077 | 6.0 |
| Workers' Compensation Insurance Fraud | 1,761,785 | 1,402,418 | | 359,367 | 11.0 |
| State Asset Forfeitures | 411,168 | 400,000 | | 11,168 | 3.3 |
| Specialized Prosecutions | 925,658 | 806,500 | | 119,158 | 6.5 |
| Vehicle Fees-Auto Theft | 1,205,596 | 833,500 | | 372,096 | |
| Federal Asset Forfeitures | 167,560 | 27,500 | | 140,060 | |
| TOTAL | 61,943,252 | 39,077,066 | 18,833,610 | 4,032,576 | 492.8 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROMOTE PUBLIC SAFETY BY PUNISHING CRIMINAL CONDUCT

Objective A: To continue to promptly, effectively, and ethically prosecute criminal offenses.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|------------------|---------------------|---------------------|---------------------|
| 1A. Average number of days between felony case filing and disposition. | 110 | 90 | 109 | 90 |

Status

It is critical to the system of justice that it be administered in a timely fashion. Delays in concluding prosecutions frustrate victims and cause witness recollection to fade; and, punishment becomes less meaningful the farther removed the defendant becomes from the criminal act itself. Slow moving cases increase the size of court calendars and reduce the quality of justice for all. Making every meaningful effort to resolve cases in a timely fashion will meet our objective of efficient and effective criminal prosecution and assist greatly in accomplishing the critical goal of holding the guilty accountable. Workload indicators for the first quarter of 2006-07 show increases over the prior year for cases reviewed and filed.



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| GOAL 2: ASSIST VICTIMS AND THEIR FAMILIES TO OVERCOME THE EFFECTS OF CRIME AND HELP THEM SUPPORT SUCCESSFUL PROSECUTION |
|--|

Objective A: To minimize the impact of crime upon the lives of victims and assist them as they participate in the criminal justice system.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 2A. Percentage increase of felony cases where victim services are provided. (5,676 cases in 2005-06). | 26% | 10% | 29% | 32% |

Status

The personal contact with a trained Victim Witness Advocate is the best reassurance this office can provide for traumatized victims as they find their way through an often-confusing criminal justice system. Advocates provide emotional support and information regarding services and restitution to our victims. It is the objective of this office to provide that personal contact in as many cases as possible and to increase that level of contact in succeeding years in service to our victims of crime. First quarter numbers for 2006-07 indicate that the number of victims served will increase over the prior fiscal year.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1: The department received \$299,942 in ongoing funding to increase Special Units management staff by 2.0 positions.

Policy Item 2: The department received \$323,651 in ongoing funding to increase support staff by 7.0 positions.

Policy Item 3: The department received \$133,716 in ongoing funding to increase Victim Services staff by 2.0 positions.

Policy Item 4: The department received \$178,644 in ongoing funding to expand Lifer Prison Parole Unit by 1.0 position.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| P1. Increase the number of Special Units' filings. | 253 | 263 | 266 | 279 |
| P2. Increase efficiency in case processing resulting in increased cases entered. | 68,139 | 69,502 | 69,502 | 72,282 |
| P3a. Serve more victims in felony cases. | 5,107 | 5,362 | 5,362 | 5,630 |
| P3b. Process more cases at the Children's Assessment Center. | 569 | 597 | 586 | 615 |
| P4. Increase the number of hearings where the District Attorney appears on behalf of the victim. | 197 | 296 | 260 | 325 |

Status

The department anticipates achieving the first three measurements shown above. Since some of the positions associated with the above policy items have recently been filled, or are in the process of being filled, the department does not anticipate achieving the final two measurements.

In addition to the above performance measures, the department is also monitoring the reduction in clerical sick hours due to increased staffing. In 2005-06, the department tracked 12,858 clerical sick hours; the department estimates a 1% decrease in the number of sick hours in 2006-07 and a 5% decrease in the number of sick hours in 2007-08. The 1% for 2006-07 is lower than projected; the department believes this is due to approved positions not being filled for the entire fiscal year.



IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|--|---|
| <p>1. To implement a secure information exchange environment that complies with state mandated requirements to protect, from public dissemination, criminal offender record information.</p> | <p>A. Eliminate risk that unauthorized persons will access criminal record information. Although implementation of system is scheduled for completion by June 30, 2007, this policy item requests funding for ongoing costs of the system including \$35,000 ongoing system maintenance and 1.0 Supervising Automated Systems Analyst.</p> <p>Additional Funding Requested: \$139,000 - ongoing funding.</p> |
| <p>2. To address facilities issues in the Victorville location where all currently available space has been utilized. This request would consolidate criminal and juvenile offices into one location.</p> | <p>A. Obtain additional office space in Victorville.</p> <p>Additional Funding Requested: \$350,000 total funding (one time funding - \$30,000, ongoing funding - \$320,000).</p> |
| <p>3. To continue working toward maximizing attorney staff time by increasing support staff to process files, minimize backlog, and provide better services to victims and the community.</p> | <p>A. Increase support staff countywide by 3.0 Transcribers, 8.0 Office Assistants, 1.0 Fiscal Assistant, 2.0 Victim Witness Advocates, 2.0 Automated Systems Techs, and 1.0 Legal Research Attorney.</p> <p>Additional Funding Requested: \$1,174,989 - ongoing funding.</p> |
| <p>4. To continue to increase the department's effectiveness in the areas of trial preparation, witness location, pardon-rehabilitation investigations, and criminal investigations by expanding the Bureau of Investigation toward a lawyer/investigator ratio of comparable counties in accordance with the District Attorney's Business Plan.</p> | <p>A. Increase Bureau of Investigation staff by 1.0 Supervising Investigator, 7.0 Investigative Technicians for a subpoena unit, 4.0 District Attorney Investigators, 1.0 Investigative Technician for Chino, and 1.0 Cold Case Investigator.</p> <p>Additional Funding Requested: \$1,853,292 total funding (one time funding - \$280,000, ongoing funding - \$1,573,292).</p> |
| <p>5. To work toward full implementation of family violence units in each major region of the county. All units would be staffed with senior level lawyers, investigators, victim witness advocates, and support staff with special expertise in dealing with family violence crimes that have far reaching societal impact.</p> | <p>A. Increase Family Violence Unit staffing by 2.0 Deputy District Attorney's, 8.0 Investigators, 3.0 Victim Witness Advocates, 3.0 Trial Prep Coordinators, and 2.0 Office Assistants.</p> <p>Additional Funding Requested: \$2,318,555 total funding (one time funding - \$224,000, ongoing funding - \$2,094,555).</p> |
| <p>6. To further implement the gang units in each region of the county to deal with complexities of gang related cases/crimes (level of violence, difficult witness, witness relocation, criminal threats, etc.).</p> | <p>A. Increase Gang Units staffing by 4.0 Deputy District Attorney's, 4.0 Investigators, and 1.0 Office Assistant.</p> <p>Additional Funding Requested: \$1,496,512 total funding one time funding - \$112,000, ongoing funding - \$1,384,512).</p> |



| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| P1. Secure sensitive criminal offender information per state mandated requirements. | NEW | NEW | 75% | 100% |
| P2. Obtain additional office space in Victorville area. | 13,400 | 13,400 | 13,400 | 19,980 |
| P3. Increase number of cases entered into the District Attorney Standardized Tracking and Reporting (STAR) system. (68,139 cases in 2005-06). | NEW | NEW | 69,502 | 72,282 |
| P4. Increase number of completed Investigative Services Requests (ISR). (8,802 ISRs in 2005-06). | NEW | NEW | 8,978 | 9,876 |
| P5. Increase number of cases filed by the Family Violence Units. (1,003 cases in 2005-06). | NEW | NEW | 1,023 | 1,064 |
| P6. Increase number of cases filed by the Gang Units. (1,012 cases in 2005-06). | NEW | NEW | 1,032 | 1,073 |

Status

For 2007-08, the department chose the objectives for requested policy items as follows:

1) The department's exchange environment is currently serviced and maintained by ISD. The department anticipates adopting a law enforcement model, which will bring its network infrastructure in-house. This will be accomplished by migrating from Exchange 5.5 to Exchange 2003, which will move the department to its own email system thereby securing sensitive criminal offender information per state mandated requirements. The department is requesting funding for ongoing systems maintenance and one systems analyst position. Total cost \$139,000.

2) The department currently houses the Victorville criminal and juvenile units in two separate locations that occupy a total of 13,400 square feet. This Policy Item proposes combining the offices to increase efficiency as well as allow for anticipated expansion in the Victorville area. Total cost \$350,000.

3) The department will continue to work toward maximizing attorney staff time by increasing support staff to process files and minimize backlog, which will allow the department to provide better services to victims and the community. Approval of this Policy Item will assist the department in decreasing the number of backlogged cases that need to be entered into the STAR system as current case numbers continue to rise. Total cost \$1,174,989.

4) Deputy District Attorneys submit Investigative Service Requests (ISRs) when they require a trial prep investigator's assistance. The department is requesting additional investigative staff to increase effectiveness of the trial preparation functions by increasing investigation unit staffing. Total cost \$1,853,292.

5) The department will work toward full implementation of a family violence unit in each major region of the county, which would be staffed with senior level attorneys, investigators, victim advocates, and support staff who would have the expertise to deal with family violence crimes that have far reaching negative societal impact. Total cost \$2,318,555.

6) The department would implement gang units in each region of the county by increasing staffing to meet workload demands. Total cost \$1,496,512.

The total cost for these objectives is \$7,332,348 (\$646,000 one-time monies and \$6,686,348 ongoing monies); the objectives would add a total of 59.0 additional staff.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

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| If there are questions about this business plan, please contact Jane Allen, at (909) 387-6613. |
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LAW & JUSTICE GROUP ADMINISTRATION

Jerry L. Harper

I. MISSION STATEMENT

The mission of the Law and Justice Group Executive Committee is to enhance the quality of life, provide for the safety of all citizens, and promote the principles of justice within San Bernardino County by coordinating resources and services, including justice facilities and information management.

II. ORGANIZATIONAL CHART

This group is made up of the following departments: District Attorney, Public Defender, Sheriff/Coroner, Probation and Superior Court.

III. DESCRIPTION OF MAJOR SERVICES

The Law and Justice Group Executive Committee relies upon the collaboration of its member agencies: District Attorney, Public Defender, Sheriff/Coroner, Probation and Superior Court. These agencies focus resources toward the common goal of providing a fair, just and efficient judicial process. The Executive Committee was formed in 1984, in recognition that the departments are integral components of the county criminal justice system. The Law & Justice Group fosters communication between the departments, and together they develop solutions to operational problems of mutual interest.

IV. 2005-06 ACCOMPLISHMENTS

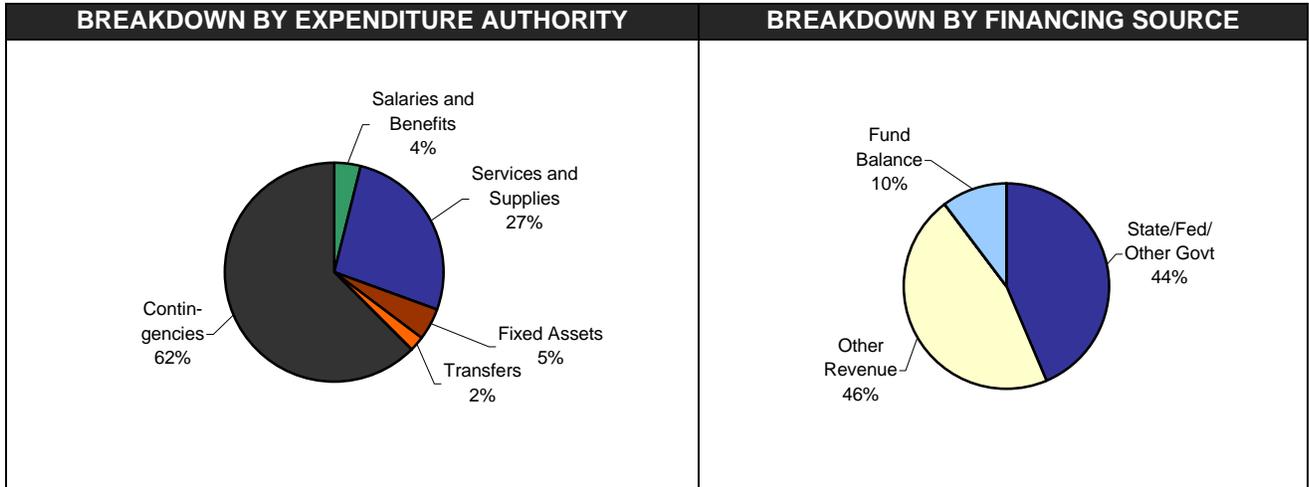
- Expanded the electronic information sharing project to include transmittal of data and documents from the Sheriff's Department to the District Attorney.
- Implemented the county's *Strategic Plan on Gangs*.
- Purchased video editing equipment for the Sheriff's video production unit, which produces law enforcement training videos and multimedia training materials for state, federal, city and other county agencies.
- Purchased a new digital lab and film processing system for the Sheriff's scientific investigations division.
- Continued the Juvenile Accountability Program which provides funding for a juvenile court hearing officer and a legal processing assistant.
- Purchased two teleconferencing units at West Valley Detention Center for the Public Defender to communicate with their clients.
- Provided funding for the Probation Department to implement polygraph tests as part of its sex offender management program.
- Provided funding for a mental health court coordinator for the Superior Court.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | | |
|---|------------------|------------------|----------------|----------------|------------|
| | Appropriation | Revenue | Local Cost | Fund Balance | Staffing |
| General Fund: | | | | | |
| Law & Justice Group Administration | 147,302 | 5,000 | 142,302 | | 1.0 |
| Special Revenue Funds: | | | | | |
| 2004 Local Law Enforcement Block Grant | 2,014 | - | | 2,014 | - |
| 2003 US BJA Congressional Mandate Award | 330,458 | 309,902 | | 20,556 | - |
| COPS Technology Grant | 246,661 | 246,661 | | - | - |
| 2005 Justice Assistance Grant | 61,400 | 385 | | 61,015 | - |
| Southwest Border Prosecution Initiative | 2,398,468 | 2,109,674 | | 288,794 | - |
| 2006 Justice Assistance Grant | 620,245 | 620,245 | | - | - |
| TOTAL | 3,806,548 | 3,291,867 | 142,302 | 372,379 | 1.0 |



VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: REDUCE THE LENGTH OF TIME REQUIRED TO MOVE CASES THROUGH THE CRIMINAL JUSTICE SYSTEM

Objective A: Increase the number of criminal cases that are electronically filed.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|------------------------------|------------------|---------------------|---------------------|---------------------|
| 1A. Percent of cases e-filed | 10% | 15% | 10% | 12% |

Status

Ongoing development and testing of criminal case e-filing system continues. A recent analysis and evaluation to consider expanding e-filing to other jurisdictions and additional case types revealed additional design changes, which are currently in development.

GOAL 2: INCREASE THE AMOUNT OF FUNDING RECEIVED FOR LAW AND JUSTICE GROUP PROJECTS.

Objective A: Identify new grant opportunities.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|------------------|---------------------|---------------------|---------------------|
| 2A. Percentage of L&J Group expenditures with grant funding sources. | 64% | 18% | 60% | 60% |

Status

The county's grant research contract with eCivis has been a useful tool in the search for new grant opportunities. The 2005 Community Oriented Policing Services (COPS) Technology Grant and Justice Assistance Grant resulted in \$1.5 million to the law and justice agencies.



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| GOAL 3: REDUCE THE NEGATIVE EFFECTS OF GANG-RELATED CRIMES ON THE CITIZENS OF THE COUNTY. |
|--|

Objective A: Implement the strategic plan on gangs to reduce gang activity.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|-----------------------------|--------------------------------|--------------------------------|--------------------------------|
| 3A. Average gang related arrests per sweep. | 11 | 48 | 9 | 10 |
| 3B. New gang members identified per sweep. | 8 | 3 | 5 | 5 |

Status

Proactive enforcement and identification of gang members and their trends continues. Gang units have been created in the Sheriff's Department, District Attorney's Office, and Probation Department to combat gang problems in the county. Statistics show that 1,012 cases were filed from all areas (Central, Victorville, Rancho and Fontana) in 2005-06. There were 419 state prison commitments with a total of 2,272 years of state prison, including six life terms. Estimates for the average number of gang related arrests per sweep are now based on the actual number of gang related arrests that occurred in 2005-06, rather than the 48 projected for 2006-07 based on the first two sweeps.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department did not have any approved policy items for 2006-07.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

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| If there are questions about this business plan, please contact Sue Morales, Administrative Analyst, at (909) 387-0630. |
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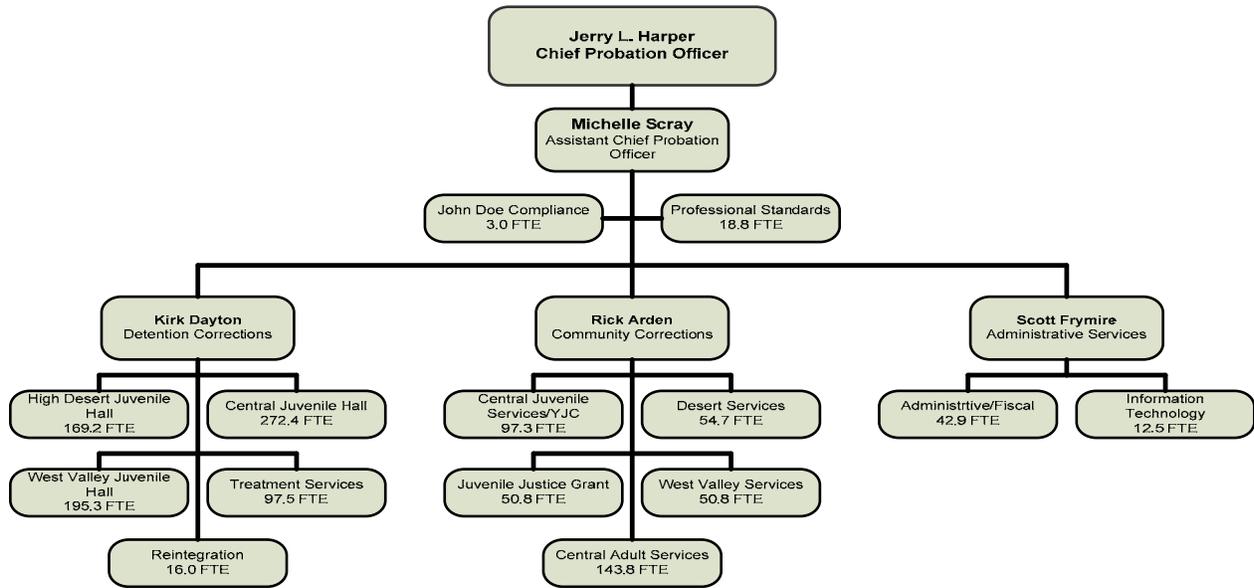
PROBATION

Jerry L. Harper

I. MISSION STATEMENT

To protect the community through assessment, treatment, and control of adult and juvenile offenders by providing a range of effective services based on legal requirements and recognized professional standards.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Probation Department’s emphasis on juvenile mental health services is reflected in our mission statement, goals and objectives. The focus is on enhanced identification, assessment, and treatment of minors with physical, emotional, and mental health needs and learning disabilities. Collaboration with other departments has resulted in individualized therapy, crisis intervention, counseling, team treatment planning, and evidence-based group therapy for minors detained in the three juvenile detention facilities and probation-operated treatment programs. The department is incorporating evidence-based practices in all areas of adult and juvenile supervision.

The Community Corrections Bureau (CCB) provides adult and juvenile court reports, delinquency prevention, assessment, and case management supervision services. As the primary public safety arm for Probation, the CCB focuses on providing efficient and cost-effective strategies to promote safe communities and quality of life for residents in San Bernardino County.

The Detention Corrections Bureau (DCB) operates the county’s juvenile detention and assessment centers that protect the community by providing a secure environment for detained youth. The centers provide for the assessment, medical, educational, and programmatic needs of the minors. The High Desert Juvenile Detention and Assessment Center expanded to 140 beds in 2006-07 and the DCB overall houses an average daily population between 450 and 500 youth.

Probation Administration is responsible for the overall management of the department. To ensure safety in the field and institutions, administration focuses on leadership with integrity, outcome measurement, and satisfaction of customers and staff.



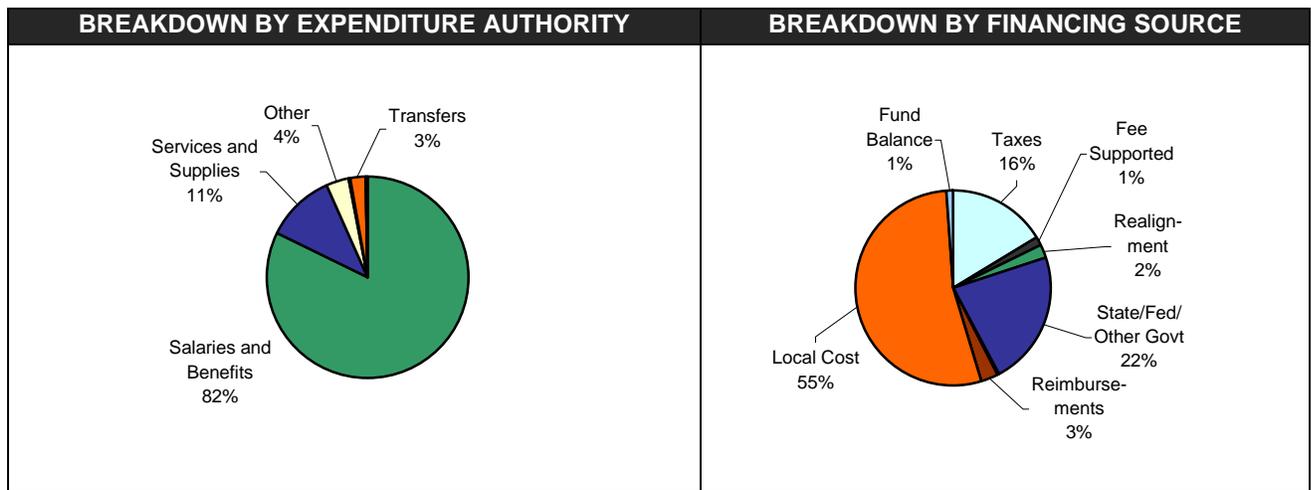
IV. 2005-06 ACCOMPLISHMENTS

- Established specialized supervision units for gang members, mentally ill offenders, and DUI and domestic violence convictions.
- Reviewed 13,000 adult cases and restructured caseloads to ensure appropriate supervision levels.
- Expanded the High Desert Juvenile Detention and Assessment Center to 100 beds in December 2005.
- Combined juvenile investigations and intake functions at HDJDAC.
- Established Victorville Juvenile Drug Court.
- Established first Juvenile Mental Health Court.
- Settled John Doe II litigation and enhanced mental health and reintegration services in juvenile halls.
- Implemented COMPAS assessment tool system-wide.
- Initiated conversion to evidence-based treatment programs.
- Initiated wireless case management system in the field.
- Implemented first remote supervision kiosk in San Bernardino.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | | |
|--------------------------------|--------------------|-------------------|-------------------|------------------|----------------|
| | Appropriation | Revenue | Local Cost | Fund Balance | Staffing |
| General Fund: | | | | | |
| Admin, Corrections & Detention | 105,046,634 | 45,428,918 | 59,617,716 | | 1,179.2 |
| Court-Ordered Placements | 3,808,330 | - | 3,808,330 | | - |
| Special Revenue Funds: | | | | | |
| Juvenile Justice Grant Program | 6,008,051 | 4,673,526 | | 1,334,525 | 50.8 |
| Asset Forfeiture 15% | 13,745 | 900 | | 12,845 | - |
| Seized Assets | 70,115 | 6,534 | | 63,581 | - |
| TOTAL | 114,946,875 | 50,109,878 | 63,426,046 | 1,410,951 | 1,230.0 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ASSESS NEW PROBATIONERS TO ENSURE THAT TREATMENT AND SUPERVISION LEVELS ARE BASED ON THEIR CRIMINOGENIC FACTORS AND RISK TO THE COMMUNITY.

Objective A: Provide research based risk assessments for all new adult and juvenile probationers.



| MEASUREMENT | | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|-------------|--|---------------------|------------------------|------------------------|------------------------|
| 1A. | Percent of new probationers assessed with risk instrument within 60 days of release. | 59% | 95% | 68% | 80% |

Status

In order to provide for community safety and promote offender rehabilitation, both risk to the community and criminogenic needs must be determined for every probationer. A validated assessment tool, COMPAS, is now being used to determine these factors for new adult offenders. Likewise, minors detained in all county facilities and/or placed on probation are administered a youth version of the COMPASS assessment effective October, 2006. Using the information from the COMPAS assessment, staff can better utilize resources to address problem areas that lead to recidivism and more appropriately supervise offenders for greater public safety.

Risk assessment provides a means to provide appropriate, yet separate, services to both adult and juvenile probationers based on a comprehensive risk and needs assessment.

GOAL 2: SUPERVISE PROBATIONERS AT A LEVEL CONSISTENT WITH THEIR INDIVIDUAL RISK TO THE COMMUNITY.

Objective A: Supervise probationers at an appropriate level in order to reduce recidivism.

| MEASUREMENT | | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|-------------|--|---------------------|------------------------|------------------------|------------------------|
| 2A. | Quantity of home calls and searches per high-risk caseload. • Effective July 1, 2006 there were 41 high-risk caseloads with 4,633 probationers. | 15 | 20 | 26 | 30 |
| 2B. | Percentage of adults successfully completing probation (no recidivism). • Effective July 1, 2006 there were 18,872 adults on probation. | NEW | NEW | 80% | 85% |
| 2C. | Percentage of juveniles successfully completing probation (no recidivism). • Effective July 1, 2006 there were 2,330 juveniles on probation. | NEW | NEW | 80% | 85% |

Status

Recidivism is defined as a new felony conviction for adults on probation, or a new and subsequent sustained petition for juvenile probationers. The department supervises approximately 18,000 adult offenders and 4,000 juvenile offenders. The primary concern is that these offenders do not commit further criminal acts. This is accomplished in a variety of ways such as strict compliance to terms of probation, home visits/searches, drug testing, surveillance, treatment for offenders that have addictions, and/or cognitive classes for offenders with anti-social thinking patterns. The classification and appropriate supervision for probationers is identified using the COMPAS assessment tool. Treatment levels are then managed to maximize staff efficiency and to ensure compliance of terms of probation. Whether a probation officer works with a minor to assure school attendance, closely supervises a sex offender, or helps a probationer find a job – the end product is greater protection for the community through the reduction of recidivism among probationers. This translates to successful completion of probation with no recidivism.

GOAL 3: PROVIDE PROVEN TREATMENT OPTIONS FOR PROBATIONERS ACCORDING TO THEIR RISK LEVEL AND CRIMINOGENIC FACTORS.

Objective A: Increase the number of offenders in evidence based treatment programs.

Objective B: Decrease the number of youth using drugs and alcohol by implementing Matrix substance abuse treatment.

Objective C: Provide services through the Regional Youth Education Facility (RYEF) that reduce recidivism following graduation from the program.



| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 3A. Percentage of adult offenders referred to treatment programs. | 42% | 52% | 39% | 45% |
| 3B. RYEF graduates recidivating during probation. • 72 participants graduated from RYEF in 2006. | 44% | 25% | 20% | 20% |

Status

By focusing on criminogenic factors, or environmental influences tending to produce crime, we can provide focused treatment and supervision services to attain reduced recidivism. This focus will enhance our ability to appropriately refer probationers for treatment and classify juveniles in county-operated treatment programs for maximum effectiveness of treatment. The department is implementing two new evidence-based programs: Thinking for a Change and Aggression Replacement Therapy. Two staff members were trained for ART in October 2005, and remaining staff were trained in September 2006. The program is now fully underway. In addition, Matrix was implemented in phases beginning in December 2005.

The results of the John Doe II Settlement Agreement, Mental Health Services Act planning, and other efforts such as the Mentally Ill Offender Crime Reduction grant application (if awarded) will be to significantly enhance staff training and establish new programs that offer innovative and expanded evidence-based therapies to probationers. By striving to increase the number of offenders that satisfy probationary terms involving enhanced treatment, the department will measure outcomes relating to reduced recidivism rates. Further, with funding provided by the Board of Supervisors to establish specialized supervision units and redistribute caseloads overall public safety and ability to accomplish goals and objectives is greatly enhanced.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

POLICY ITEM 1: Establish a Mentally Impaired Offender Supervision Unit with ongoing funding of \$808,900. This addition is comprised of 8 staff, which will provide intensive supervision to approximately 500 mentally impaired offenders in the community.

POLICY ITEM 2: The department received \$76,800 in ongoing funding to expand Morongo Basin office space to provide for increased staffing and programming.

POLICY ITEM 3: Supplement the Juvenile Maximum Security Reserve with estimated year-end local cost savings of \$3.7 million, to fund the renovation of Central Juvenile Hall.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| P1. Percentage of mentally impaired offenders that will not spend time in county jail. • An estimated 500 mentally impaired offenders are currently under probation supervision. | N/A | 25% | 25% | 25% |
| P2. Percentage of probationers that attend counseling or training sessions in the Morongo Valley area. | N/A | 10% | 10% | 30% |

Status

The Mentally Impaired Offender Unit was fully operational in October 2006. This specialized unit focuses on ensuring that identified probationers maintain their use of medications and utilize services that will assist them in completing probation without being rearrested. Although the department did not have a baseline in 2005-06, 500 probationers have now been identified and are being supervised intensively in 2006-07. This will result in a reduction of the number of these offenders that are arrested and ultimately spend time in jail. The department is estimating that a 25% reduction in jail time served can be achieved and maintained with the current funding level. Therefore, of the 500 supervised, 25%, or the equivalent of 125 of these offenders will be kept out of county jail.

To provide counseling and training in the Morongo Valley, the Board approved funding for additional office space. Lease recommendations are expected by January 2007. The additional space will allow the department to move most staff members to a new location that includes a training/conference room to provide counseling and training sessions. These training sessions will include parenting classes, anger management, drug and alcohol treatment, truancy, and petty theft classes. The classes are typically required as a term of probation as ordered by the court. However, non-probation minors can be referred to the programs from a variety of other public and private agencies or by parents. Classes have a fee associated with participation which can be adjusted via a sliding scale based on the ability to pay.



Renovation of the Central Valley Juvenile Detention and Assessment Center is scheduled to begin in 2007. The overall plan is to provide a cohesive, centrally-controlled facility that will maximize staffing efficiency and ward safety, while providing an environment that is conducive for interaction in school and other treatment programs. Because the facility is more than 50 years old, the living units, recreation areas, classrooms, kitchen and laundry facilities, and mechanical systems do not meet current standards.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|--|--|
| 1. Comply with current standards/state mandates for juvenile detention facilities, to increase safety, enhance overall security, and take advantage of operating efficiencies (staffing, ward housing, movement, medical/behavioral health facilities, etc.) that are directly related to facility layout. | A. Supplement the Juvenile Maximum Security Reserve with one-time General Fund financing for the Central Valley Juvenile Detention and Assessment Center. Additional Funding Requested: \$14.7 million (one-time) for Phase II or the ability to finance new construction estimated at \$70 million. |
| 2. Comply with current standards/state mandates for juvenile detention facilities, to increase safety, enhance overall security, and take advantage of operating efficiencies (staffing, ward housing, movement, medical/behavioral health facilities, etc.) that are directly related to facility layout. | A. Supplement the Juvenile Maximum Security Reserve with year-end local cost savings, to fund the renovation/rebuild of the Central Valley Juvenile Detention and Assessment Center. Additional Funding Requested: Estimated \$1.8 million in year-end salary savings |

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| P1-2. Use-of-force incidents per 100 youth each month. | 3 | 5 | 3 | 3 |

X. 2007-08 PROPOSED FEE ADJUSTMENTS

| DESCRIPTION OF FEE REQUEST | SERVICE IMPACTS |
|--|--|
| 1. Life Skills Class Fee - Not to exceed \$35.00 | This fee recovers materials and instruction costs associated with anger management, petty theft, parent projects, substance abuse, victim awareness, and weapons diversion classes, and is based on ability to pay. Implementation of this change is expected to increase revenue by \$5,950/year. |
| 2. High Desert Detention and Assessment Center Institutional Reimbursement - \$16.35 per day | The Welfare & Institutions Code 903 allows the county to seek reimbursement for reasonable costs of support (food, food preparation, clothing, personal supplies, and medical expenses) for a minor, based on ability to pay. This addition is expected to increase revenue by \$60,005/year. |
| 3. In 2007-08, the department will propose inflationary increases in fees to recover cost increases. | With fee increases, the department can maintain current levels of service. |

If there are questions about this business plan, please contact Scott Frymire, Deputy Chief Probation Administrator, at (909) 387-5580.



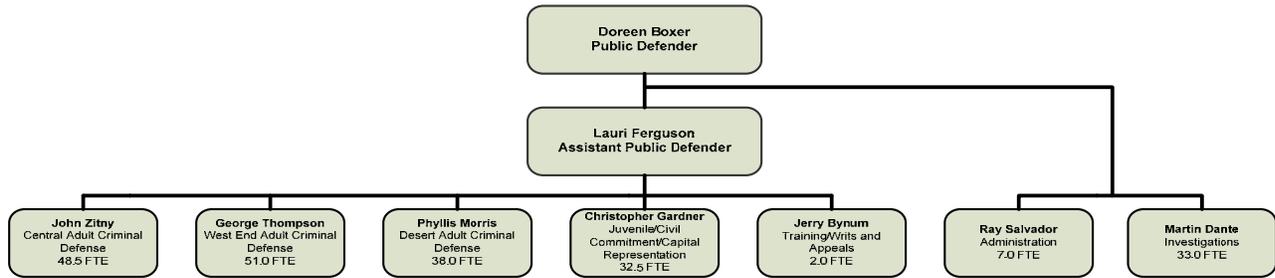
PUBLIC DEFENDER

Doreen Boxer

I. MISSION STATEMENT

The Public Defender protects the constitutional rights of indigent defendants by providing skilled legal counsel and passionate advocacy at all critical phases of state level criminal and civil commitment litigation.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Public Defender represents indigent clients in misdemeanor, felony, juvenile delinquency, and mental health civil commitment cases. The Public Defender's Office plays a key role in the timely administration of justice by providing constitutionally mandated legal services to indigent clients at critical stages of the proceedings. Services provided by the Public Defender include investigating the underlying facts and circumstances of each case, performing legal research, writing briefs and writs, counseling clients regarding their legal rights and applicable procedures, negotiating with prosecuting authorities, filing and litigating pre-trial motions, and conducting bench and jury trials.

IV. 2005-06 ACCOMPLISHMENTS

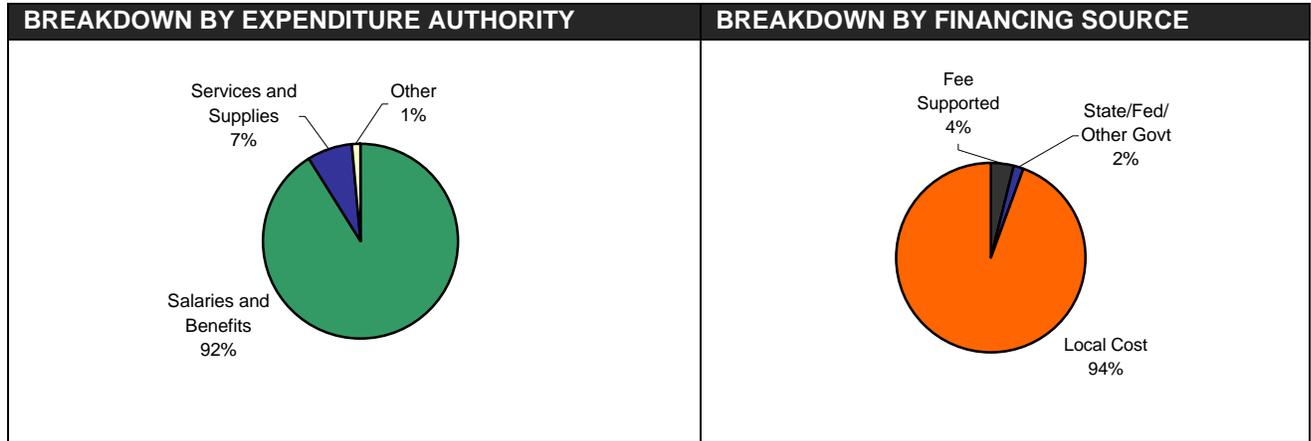
- Launched "Public Defender Intranet" with employee resources including databases and links to county agencies and legal services.
- Created two-volume "San Bernardino County New Deputy Public Defender Training Manual."
- Developed four and five week "San Bernardino County New Deputy Public Defender" training programs.
- Conducted monthly lunchtime training program providing specialized training at all office locations.
- Created monthly evening seminar program, open to the private defense bar, with locally, regionally, and nationally recognized speakers.
- Hired and trained the first Social Service Practitioner to address the complicated and specialized mental health and emotional needs of the department's minor clients.
- Established social work field placement for Loma Linda University master of social work students.
- Represented Division of Juvenile Justice wards at hearings in compliance with California Rule of Court 1479 and SB 459.
- Provided lecturers for former inmate community reentry and parole orientation programs at all county locations.

V. 2006-07 SUMMARY OF BUDGET UNITS

| 2006-07 | | | | |
|-------------------------|---------------|-----------|------------|----------|
| | Appropriation | Revenue | Local Cost | Staffing |
| General Fund: | | | | |
| Indigent Representation | 28,862,282 | 1,600,000 | 27,262,282 | 221.0 |
| TOTAL | 28,862,282 | 1,600,000 | 27,262,282 | 221.0 |



VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: REDUCE BACKLOG OF OLD CASES.

Objective A: Increase early resolution of cases thus minimizing custody time (and attendant costs to the client and county).

Objective B: Decrease active caseloads (by 10% or more) so lawyers can concentrate on the more difficult cases, thus improving the caliber of representation, while at the same time increasing customer service.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 1A. Percentage reduction of "old cases" - defined as more than 180 days in felonies. (948 cases in 2005-06) | N/A | 10% | 11% | 19% |
| 2A. Percentage reduction of "old cases" - defined as more than 120 days in misdemeanors. (2,816 cases in 2005-06) | N/A | 10% | 12% | 19% |

Status

Between 2004-05 and 2005-06, the average length of time between appointment and resolution was reduced by 11% in felonies and 12% in misdemeanors. Active caseloads have not decreased despite the department's efforts, as case filings have outpaced staff increases.

The 2007-08 objectives seek to assist the department in achieving the goal of reducing the number of felonies that reach 180 days before disposition and the number of misdemeanors that reach 120 days before disposition by increasing departmental staff. Objective 2, related to the department's second Policy Item is "obtain personnel to ensure fair caseloads." Subsequently, the department is requesting additional staff that includes: Supervising Public Defenders, Deputy Public Defenders, Investigators, and a Supervising Investigator. These additional staff members will help the department process cases more efficiently; relieve the burden of excessive caseloads on line attorneys; and will assist the department in achieving its goal of reducing the number of "old" felony and misdemeanor cases. When attorneys have fewer cases to handle, they can process the cases they are assigned more efficiently because they can conduct investigations, visit clients, litigate motions, and proceed to trial earlier.



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| GOAL 2: INCREASE TRAINING IN ALL CLASSIFICATIONS AND INSTITUTE A NEW MENTORING PROGRAM TO "TRAIN OUR SUCCESSORS". |
|--|

Objective A: Utilize Memorandum Of Understanding (MOU) training funds to their practical limits.

Objective B: Expand in-house training hours.

Objective C: Actively train people deemed likely to be future supervisors by one on one and formalized supervisory training programs.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 2A. Percentage increase of MOU training funds expended each fiscal year. (\$13,048 funds in 2005-06) | N/A | 15% | 15% | 16% |
| 2B. Percentage increase of in-house training hours provided each fiscal year. (1,840 hours in 2005-06) | NEW | NEW | 1% | 2% |
| 2C. Percentage increase of formalized supervisory training program hours. (12 hours in 2005-06) | N/A | 200% | 217% | 250% |

Status

In April 2006, the department established the San Bernardino County Public Defender Training Unit. Since this unit began, the department has held: monthly evening training seminars, monthly lunchtime training sessions, a detailed three day supervisor training, and three 3 to 5 week-long New Deputy Public Defender training classes that combine a mentoring program and in-class, hands on training for newly hired attorneys.

All staff members are encouraged to attend training and use of MOU funds is supported. To this end, the Public Defender Newsletter advertises training opportunities monthly and the Training Unit reminds staff of training opportunities with weekly, sometimes daily, emails.

Newly promoted or hired supervisors attended a three-day in-house supervisor training seminar, and attendance at various PERC supervision classes is encouraged. In addition, potential supervisor candidates attend management-training seminars given by outside organizations.

Proposed objectives, related to Policy Items 1, 2, and 3, for 2007-08 will assist the department achieve this goal by: improving the reliability of the information provided in training; enhancing staff efficiency thereby facilitating more training opportunities; and by solving space issues that prevent training sessions from occurring at branch offices. In addition, 2007-08 Policy Item 1 seeks to hire Supervising Office Assistants to train clerical staff. At present, attorneys supervise the department's clerical staff and there is no formalized training program.

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| GOAL 3: REDUCE NUMBER OF DECLARED CONFLICTS. |
|---|

Objective A: Reduce number of conflicts declared by the department after appointment.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 3A. Percentage reduction in conflicts declared by the department after appointment. (1,205 conflicts in 2005-06) | N/A | 5% | 26% | 26% |

Status

The department anticipates achieving this 2006-07 goal. The department declared 1,205 conflicts after appointment in 2005-06 and anticipates decreasing that amount by 26% in 2006-07. The department is projecting an additional 26% decrease in declared conflicts in 2007-08.



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| GOAL 4: REDUCE NUMBER OF CASES FROM WHICH THIS OFFICE IS RELIEVED. |
|---|

Objective A: Reduce number of Marsden motions granted.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 4A. Percentage reduction of Marsden motions granted. (54 granted in 2005-06) | N/A | 20% | 28% | 39% |

Status

Where a court finds a criminal defendant's case may be prejudiced, if the current appointed defense counsel remains on the case, the defense counsel must be removed from representing that defendant. The removal of the defense counsel is achieved through a Marsden motion. Historically, the department has been removed from representing a significant number of indigent defendants. The department has taken action to determine the cause of the large number of granted Marsden motions and is working toward addressing the source of the problems.

It is expected that the department will surpass the goal of 20% fewer granted Marsden motions in 2006-07, and will see additional reductions in 2007-08. Policy Item 2 for 2007-08 will help achieve this decrease because Marsden motions typically occur with clients who are frustrated by delays in the processing of their case. Delays in processing cases are often caused by overburdened attorneys. Hiring additional personnel will alleviate case processing delays and prevent Marsden motions. Similarly, approval of Policy Item 1 will result in increasingly reliable data and effective case management that will enable more efficient case processing, reducing client frustration and the associated likelihood of Marsden motions.

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| GOAL 5: PROVIDE CONSTITUTIONALLY MANDATED REPRESENTATION AT ALL CRITICAL PHASES OF CRIMINAL LITIGATION. |
|--|

Objective A: Staff Video Arraignments.

Objective B: Staff In Court Arraignments.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 5A. Number of video arraignments. | N/A | 4,000 | 800 | 10,000 |
| 5B. Percentage increase in staffing in-court arraignments. (200 arraignments in 2006-07) | NEW | NEW | NEW | 1,200% |

Status

A criminal defendant has a constitutional right to be represented at all critical phases of litigation. One critical phase of litigation never before staffed by the department is arraignments. Beyond guaranteeing basic rights, staffing arraignments will enable the department to process cases more efficiently and reduce case backlogs and Marsden motions.

In 2006-07 the department received \$428,215 in ongoing funding to increase staff by 2.0 Deputy Public Defenders and 1.0 Office Assistant to begin a pilot program to staff a select few video arraignments. By June 2007, the department expects to staff all video arraignments as well as a portion of in-court live arraignments countywide. Increasing staff, as detailed in Policy Item 2, will enable the department to expand the pilot program countywide. Estimated numbers shown above for 2006-07, do not represent an entire year of staffing arraignments, therefore percentages shown for 2007-08, are tentative.



VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1: The department received \$46,084 in ongoing funding to increase office support staff for the Barstow office by 1.0 position.

Policy Item 2: The department received \$230,252 in ongoing funding to create a Writs and Appeals/ Training Unit staffed by 2.0 positions.

Policy Item 3: The department received \$404,715 in ongoing funding to begin staffing Video Arraignments with 3.0 positions.

Policy Item 4: The department received \$350,026 in ongoing funding to increase Central Division Attorneys by 2.0 positions.

Policy Item 5: The department received \$350,026 in ongoing funding to increase Juvenile Division Attorneys by 2.0 positions.

Policy Item 6: The department received \$83,402 in ongoing funding to convert two extra help positions to regular positions.

Policy Item 7: The department received \$187,854 in ongoing funding to increase staff by 1.0 Supervising Attorney.

Policy Item 8: The department received \$335,313 in ongoing funding to increase investigative staff by 3.0 positions.

| MEASUREMENT | | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---------------------|--|---------------------|------------------------|------------------------|------------------------|
| P1. | Percentage reduction of cases the Barstow office is relieved of after appointment. (46 cases in 2005-06) | N/A | 10% | 100% | 100% |
| P2a., P4.-P7a., P8. | Percentage reduction of cases the department is relieved of after appointment. (6,847 cases in 2005-06) | N/A | 15% | 12% | 10% |
| P2b., P7b. | Percentage increase of training hours in all classifications. (1,840 hours in 2005-06) | N/A | 1% | 1% | 2% |
| P3a. | Average caseload per attorney. | 437 | 415 | 554 | 609 |
| P3b. | Number of video arraignments. | N/A | 4,000 | 800 | 10,000 |

Status

The Policy Items granted in the 2006-07 Budget have helped to achieve the stated targeted Performance Measures.

Measurement P1. sought to reduce the percentage of cases from which the Barstow office was relieved of after appointment. Most often, the department was relieved of a case due to poor customer service caused by insufficient office staffing. In 2005-06 the Barstow office was relieved of 46 cases. With the additional staff members granted in the 2006-07 Budget, in the first four months of 2006-07, the department reduced that number to zero. It is anticipated the Barstow office will continue to perform at or near this level for 2007-08.

Policy Item Measurements P2a., P4.-P7a., and P8., which sought to reduce the percentage of cases from which the department is relieved of after appointment either countywide or in specified divisions, have been achieved or exceeded. In the first four months of 2006-07, the department reduced the countywide percentage of cases from which the office was relieved of from 15% in 2005-06 to an expected 12% in 2006-07. Similarly, the percentage of cases the department is relieved of after appointment is anticipated to drop from 15% in 2005-06 to less than 10% in specified divisions.



The department achieved the targeted Performance Measurements for P2b. and P7b. by using additional staff granted in 2006-07 Policy Items to create a Training Unit that routinely conducts training for all staff members. Examples of the staff training include: New Deputy Public Defender training; Supervisory training; and monthly lunchtime and evening training sessions/seminars. In addition to handouts at lectures and programs, the Training Unit issues written educational materials on a weekly basis to keep attorney staff updated on new laws affecting the department's clients.

Performance Measures P3a. and P3b. have not been achieved to date. Measurement P3a. is not anticipated to be achieved in 2006-07 and is estimated to worsen in 2007-08. Although the department received increases in staffing in 2006-07, the increased number of countywide case filings as well as the department's decrease in declared conflicts has succeeded in increasing attorney caseload rather than lessening it.

The department's arraignment staffing plan, Measurement P3b., was not achieved for the fiscal year as it required complex and time consuming negotiations with other criminal justice agencies. In addition, recruiting and training staff was a lengthy process. However, while the proposal contained in the 2006-07 budget anticipated a pilot arraignment project to staff a select few video arraignments, the department's negotiations proved more successful than anticipated and resulted in agreements that will permit the department to staff all video arraignments as well as a great deal of in-court arraignments by the end of the fiscal year. Percentages in 2007-08 show a significant increase since the program will be fully operational for the entire fiscal year.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|---|---|
| <p>1. Increase reliability of departmental data, reduce time consumption by automating activities and improve workflow.</p> | <p>A. Design, purchase, and implement a comprehensive case management system.</p> <p>Includes case management system, 1.0 Systems Analyst, and 1.0 Systems Technician.</p> <p>Additional Funding Requested: \$453,255 Total funding (one time funding - \$267,340, ongoing funding - \$255,915).</p> <p>B. Hire or promote 5.0 Supervising Office Assistants to provide clerical supervision, implement standardized procedures and train Office Assistants throughout the department.</p> <p>Additional Funding Requested: \$363,510 Total funding (one time funding - \$43,350, ongoing funding - \$320,160).</p> |



| | |
|--|--|
| <p>2. Reduce average caseload per attorney and increase staff for arraignment staffing.</p> | <p>A. Hire additional staff to reduce attorney workloads, increase arraignment staffing and ensure that the department retains trained and experienced personnel. Requested staff includes: 18.0 Deputy Public Defenders, 2.0 Supervising Deputy Public Defenders, 6.0 Investigators, and 1.0 Supervising Investigator, and 8.0 Office Assistant IIs.</p> <p>Additional Funding Requested: \$5,340,197 Total funding (one time funding - \$560,690, ongoing funding - \$4,779,507).</p> |
| <p>2007-08 OBJECTIVES FOR POLICY ITEMS</p> | <p>2007-08 POLICY ITEMS</p> |
| <p>3. Address facilities issues by obtaining additional office space in Victorville and Fontana.</p> | <p>A. Obtain additional office space in Victorville and Fontana.</p> <p>Additional Funding Requested: \$599,400 Total funding (one time funding – \$300,000, ongoing funding - \$299,400).</p> |

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| P1. Design, purchase, and implement comprehensive case management system and train staff on system operations. | NEW | NEW | 5% | 75% |
| P2. Average caseload per attorney. | 437 | 415 | 554 | 524 |
| P3. Obtain additional office space in Victorville and Central areas. | 9,300 | 9,300 | 9,300 | 14,250 |

Status

For 2007-08, the department chose the objectives for requested Policy Items because together they constitute the most essential basis on which to achieve the department’s mission: To protect the constitutional rights of indigent defendants by providing skilled legal counsel and passionate advocacy at all critical phases of state level criminal and civil commitment litigation.

In the immediate future, the department faces many important challenges from issues that are determined by community events or by decisions made in other agencies. Examples of these challenges include: additional criminal courtrooms in the county; the number of complex cases filed; legislation to increase punishment for criminal behavior; new laws regarding the admissibility of evidence; the Sexually Violent Predator law; and Proposition 83 (Jessica’s Law).

Population growth is also an ongoing challenge since increases in populace represent increases in the demand for county services. Further, the physical size of the county presents logistical problems in investigating crimes, interviewing clients, and transporting witnesses and evidence to court. The department will continue to monitor staffing and space requirements to maintain high quality services during this growth period.



Objective one, related to Policy Item 1, incorporates two of the department's urgent needs. The first request is a new case management system that will provide accurate data for county and staff planning as well as assist staff to process their workload by automating a large number of staff functions including case creation, communications between staff, motion writing, and case organization. The new case management system will incorporate updated technology-enabling bar code usage and multi-department coordination to reduce necessary keystrokes and enhance staff efficiency. Such a system is expected to cost approximately \$250,000 to implement (including design, implementation, and training) and approximately \$70,000 annually thereafter for upkeep and licensing. Additional ongoing costs include staff to manage the system. Although the department will request funding of the case management system through the Business Improvement Plan process, it has been included as a Policy Item as an alternative funding source.

The second request of Policy Item 1 is the addition of 5.0 Supervising Office Assistants, which would provide clerical supervision, implement standardized procedures, and train Office Assistants as necessary. The department is confident that with standardized procedures in place statistical reliability will greatly increase leading to higher efficiency within the department's divisions.

Objective two, related to Policy Item 2, includes additional staff, which will permit the department to address understaffing and excessive workloads, as well as increase arraignment staffing. Extreme caseloads cause high employee turnover, which ultimately leads to increased recruitment and training costs. In 2005-06 the department handled approximately 75% of the felony and misdemeanor cases handled by the District Attorney without an equivalent amount of trial attorneys. To promote balance in the county's criminal justice system, the department is requesting 18.0 additional Deputy Public Defenders, 2.0 Supervising Public Defenders, 6.0 Investigators, 1.0 Supervising Investigators, and 8.0 Office Assistant II's for a total cost of \$5,340,197 (\$4,779,507 ongoing). The department suggests phasing in the additional staff throughout 2007-08, which will lower the first year costs and allow time for recruiting and training staff in segments.

Objective three, related to Policy Item 3, addresses ongoing facilities issues. One of the most critical facilities needs is in the Victorville Division. The Victorville office presently has approximately 5,300 square feet of space, and strains to house the 26 full time employees stationed there. Additionally, projections for the Victorville area indicate the caseload will grow at nearly 10% annually, which will require additional staff. Consequently, any office space should anticipate staff expansion. To accommodate 30 full time employees, approximately 8,250 square feet of office space will be required. It is estimated that local office space, if leased, will cost approximately \$14,450 per month or \$173,400 per year. In addition, the department would need approximately \$150,000 to remodel any leased space.

The Fontana office presently has less than 4,000 square feet of space for 23 staff members. The department anticipates this critical space need worsening since this office is situated in one of the quickest growing areas of San Bernardino County and staff expansion is likely. At present there is no known available county-owned office space, although portable space may be added to the location. If the department must lease space, the expected annual lease for the necessary 6,000 square feet would be \$126,000. In addition, the department would need approximately \$150,000 to remodel any leased space.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is requesting deletion of fees due to the passage of AB 3000 which imposed priorities for the distribution of funds collected. Prior to AB 3000, the Board of Supervisors (Board) could determine the order or priority in which disbursements are made from funds collected for fees. AB 3000 required the Board to mandate the following order of priority for disbursement of fines and fee revenue: (a) restitution to the victim; (b) the 10% state surcharge; (c) fines, penalty assessments, and restitution fines, in an amount for each that is proportional to the total amount levied for all of those items; and (d) other reimbursable costs. Since Public Defender fees falls into category (d), fees are no longer collected by the department. Currently fees are ordered by the Court based on the client's ability to pay and collected by Central Collections.

If there are questions about this business plan, please contact Doreen Boxer at (909) 383-2400.

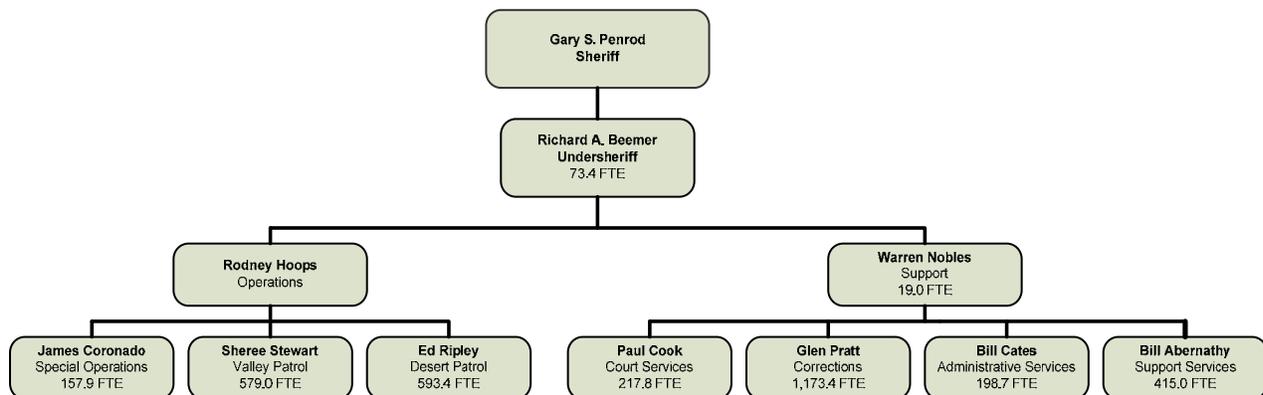
SHERIFF-CORONER

Gary S. Penrod

I. MISSION STATEMENT

To provide professional public safety services to residents and visitors of San Bernardino County so they can be safe and secure in their homes and businesses.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Sheriff acts as the coroner and chief law enforcement officer of the county by providing a full range of police services throughout the unincorporated areas, as well as to 14 cities that contract for law enforcement protection. In addition, Coroner operations were assumed after a merger in January 2005.

The general law enforcement mission is carried out through the operation of 10 county stations and a centralized headquarters using basic crime and narcotic investigations, a crime laboratory and identification bureau, central records, communications dispatch, and an aviation division for general patrol and search and rescue activities. The Sheriff also contracts with the courts to provide security and civil processing, and will manage four major detention facilities this year – the Central Detention Center, the Glen Helen Rehabilitation Center, the West Valley Detention Center and the Adelanto Detention Center. The department also operates a regional law enforcement training center and emergency driver training facility.

IV. 2005-06 ACCOMPLISHMENTS

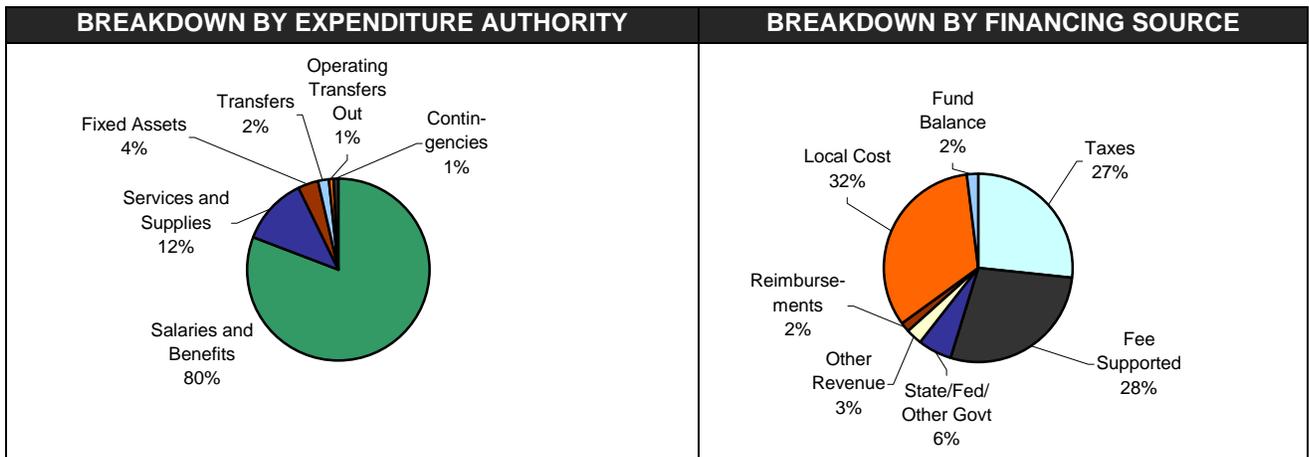
- Opened the Adelanto Detention Center in January 2006, with a bed capacity of 706.
- Added 37 deputy sheriff positions for county patrol stations.
- Expanded staffing in the coroner's office to reduce caseloads, accommodate increased autopsies, and enhance other services.
- Began the Board approved \$2.7 million expansion and renovation of the county morgue.
- Formed two gang units in the High Desert and Valley Region to reduce gang violence, including prevention and intervention responses.
- Created a Criminal Illegal Alien Identification Processing Unit at West Valley Detention Center, to identify criminal illegal aliens in the county's corrections system.
- Purchased three new helicopters, outfitted with state-of-the-art equip, to fight crime and enhance search and rescue operations.
- Hired more than 300 deputy sheriffs and 250 general employees, and promoted 200 employees throughout the department.
- Began planning for a new San Antonio Heights Reporting Station.



V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | | |
|----------------------------------|----------------------|--------------------|--------------------|---------------------|-----------------|
| | Appropriation | Revenue | Local Cost | Fund Balance | Staffing |
| Sheriff-Coroner | 376,188,213 | 242,597,731 | 133,590,482 | | 3,426.6 |
| Special Revenue Funds: | | | | | |
| Contract Training | 3,456,957 | 2,098,129 | | 1,358,828 | - |
| Public Gatherings | 2,452,153 | 1,723,893 | | 728,260 | 12.0 |
| Aviation | 3,338,570 | 1,375,000 | | 1,963,570 | - |
| IRNET Federal | 1,303,041 | 665,000 | | 638,041 | - |
| IRNET State | 427,041 | 316,000 | | 111,041 | - |
| Federal Seized Assets (DOJ) | 584,972 | 285,000 | | 299,972 | - |
| Federal Seized Assets (Treasury) | 60,883 | 55,000 | | 5,883 | - |
| State Seized Assets | 1,203,075 | 785,225 | | 417,850 | - |
| Vehicle Theft Task Force | 1,130,046 | 817,000 | | 313,046 | - |
| Search and Rescue | 372,786 | 87,102 | | 285,684 | - |
| CAL-ID Program | 3,850,631 | 3,850,631 | | - | - |
| COPSMORE Grant | 1,686,354 | 1,268,164 | | 418,190 | - |
| Capital Project Fund | 920,102 | 405,000 | | 515,102 | - |
| Court Services Auto | 1,152,967 | 315,000 | | 837,967 | - |
| Court Services Tech | 677,507 | 175,975 | | 501,532 | - |
| TOTAL | 398,805,298 | 256,819,850 | 133,590,482 | 8,394,966 | 3,438.6 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ENHANCE RESPONSE CAPABILITIES TO DISASTERS AND OTHER EMERGENCIES

- Objective A: Effectively communicate with multiple agencies during critical incidents.*
- Objective B: Improve skills training and intelligence gathering.*

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|-----------------------------|--------------------------------|--------------------------------|--------------------------------|
| 1A. Number of incoming calls per dispatcher: • There will be 127 dispatchers in the current fiscal year. | 10,210 | 9,189 | 10,644 | 13,724 |



Status

Using the Sheriff's portion of Prop 172 sales tax revenue, the department proposed and the Board approved funding on June 27, 2006 for an additional 12 dispatcher positions, in the amount of \$621,768, to accommodate increased incoming calls at the Valley and High Desert communication centers. In conjunction with the Fire Department, we were able to secure funding through a Homeland Security Grant, in the amount of \$300,000, to conduct a feasibility study for consolidation of Fire and Sheriff communications and construction of a new Public Safety Operations Center (PSOC).

All new dispatcher positions have been filled, with 3 positions assigned to Valley communication center and 9 at Desert communication center. Even with the increased staffing, call volume increases by approximately 4% to 5% annually.

| |
|--|
| GOAL 2: ENHANCE INMATE AND OFFICER SAFETY IN DETENTION AND CORRECTIONS OPERATIONS, INCLUDING COURT SECURITY |
|--|

Objective A: Assess staffing levels for general and safety personnel in custody settings.

Objective B: Increase inmate capacity with appropriate custody classification.

Objective C: Improve operational efficacy of the department's facilities and equipment.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 2A. Number of inmate-on-inmate assaults per 1,000 prisoners. | 11.5 | 10.35 | 9.02 | 9.02 |

Status

Using the Sheriff's portion of Prop 172 sales tax revenue, the department proposed and the Board approved funding on June 27, 2006 for an additional 2 registered nurses, 2 licensed vocational nurses, and 1 health care assistant at Glen Helen Rehabilitation Center, in the amount of \$412,104, to accommodate increased workload related to medical needs of prisoners. The Board also approved the department's request to allocate Prop 172 revenue for 6 custody assistants and 4 custody specialists, in the amount of \$518,048, at West Valley Detention Center.

The 2 registered nurses and the health care assistant have been hired, 1 licensed vocational nurse is in the background phase of the hiring process, and the department has requested a certification list for the other position.

West Valley Detention Center has commenced the hiring process of the 6 custody assistants and 4 custody specialists. Pending the progression of hiring protocols and background investigations, they should have the positions filled by April 2007.

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| GOAL 3: ENHANCE THE SERVICE CAPABILITY OF CORONER OPERATIONS |
|---|

Objective A: Increase staffing levels to be consistent with rapid population growth.

Objective B: Improve operational efficacy of the department's facilities and equipment.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 3A. Percentage of autopsies performed per reportable deaths: <ul style="list-style-type: none"> 9,566 reportable deaths in 2006 include: hospice, home deaths, hospital in-patient and ER deaths, suicides, accidents, and homicides. | 6.25% | 16% | 7.5% | 16% |



Status

In February 2006, the Board authorized the addition of 7 deputy coroner investigators (DCI), 5 autopsy assistants, and 2 service specialists for the coroner's office, to reduce caseloads, accommodate increased autopsies, enhance transport services, and augment miscellaneous services such as property storage, public information requests, vehicle maintenance, specimen and evidence handling, and scene processing.

All 7 DCI have been hired, and 6 are in the training phase. Upon completion of their training, the Coroner division will have 21 DCI. At the present time, each has a caseload of approximately 678 cases per year. With the additional staff, caseloads will be reduced to 452 cases per year, with the recommended national average at 400 cases per year.

The 2 service specialists and 3 of the 5 autopsy assistants have been hired, with the remaining 2 positions in the background investigations process.

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| GOAL 4: ENHANCE FIRST RESPONDER AND INVESTIGATIVE CAPABILITIES TO REPORTED CRIMES |
|--|

Objective A: Enhance patrol operations, including staffing, facilities, equipment, communication and technology.

Objective B: Develop prevention and suppression strategies based on current crime trends.

Objective C: Focus on skill development to improve officer safety.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 4A. Annual calls for service per technician | 2,153 | 2,581 | 2,581 | 2,168 |

Status

Using the Sheriff's portion of Prop 172 sales tax revenue, the department proposed and the Board approved funding on June 27, 2006 for a sergeant position at the Twins Peaks patrol station, in the amount of \$158,508. The Board also approved the department's request to allocate Prop 172 revenue, in the amount of \$900,000, to replace outdated and costly computer information systems previously leased with asset seizures.

The sergeant position at the Twin Peaks patrol station has been filled.

The department will be ordering a total of 500 computers this fiscal year. We have received shipment of 100 computers, and we will be receiving a second shipment of 150 computers in January. The Technical Services division is preparing the rollout schedule to replace outdated computers, which will begin in January 2007.

| |
|---|
| GOAL 5: IMPLEMENT THE DEPARTMENT'S 2007 STRATEGIC PLAN |
|---|

Objective A: Develop new partnerships with other agencies in order to maximize resources.

Objective B: Encourage decision making that serves the public interest and values employee ideas.

Objective C: Increase employee productivity and job satisfaction by providing appropriate training and tools.

Objective D: Promote an organization culture that encourages accountability, integrity, and quality public service.



| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 5A-D. Implement all the strategic goals | NEW | NEW | NEW | 216 |

Status

The department's strategic plan provides a roadmap for the department's key priorities. The department will be striving to build on its past achievements, while establishing new strategies that will help the department move into the future. The department will look for solutions to the complex problems facing its growing county and promote a workforce that provides professional service to the communities it serve. The strategic plan is a product of the collaborative efforts of its employees, stakeholders, partners and the communities it proudly serves. Together, the department will accomplish the important and worthwhile goals.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1: Construct additional housing units at Adelanto Detention Center.

Policy Item 2: Replace high-mileage jail transportation buses to accommodate increasing inmate population, extend fleet life, and ensure officer and inmate safety.

Policy Item 3: Add 12 Sheriff's Deputies for unincorporated patrol operations.

Policy Item 4: Purchase tasers to provide non-lethal weapons to 235 Sheriff's Deputies in unincorporated patrol operations.

Policy Item 5: Construct a new Crime Lab to accommodate increase in personnel and caseload.

Policy Item 6: Implement Laboratory Information Management System (LIMS) for the Scientific Investigations Division.

Policy Item 7: Lease existing morgue space to house the High Desert Coroner operations and investigations.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| P1. Average number of floor sleepers per month. | 126 | 63 | 0 | 0 |
| P2. Average per bus maintenance costs per year. | NEW | NEW | \$16,419 | \$17,926 |
| P3. Deputy to citizen ratio: • There are currently 233 patrol deputies. | NEW | NEW | 1:1,563 | 1:1,876 |
| P4. Percentage of injuries to suspects in use-of-force incidents: • 398 incidents without the use of tasers occurred in 2005-06. | 78% | 60% | 60% | 60% |
| P5. Number of cases per crime lab investigator | 798 | 866 | 866 | 866 |
| P6. Square footage of workspace per crime analyst: • There are currently 45 crime analysts on staff. | 320 | 320 | 320 | 320 |
| P7. Percentage of autopsies performed per reportable deaths • 9,566 reportable deaths in 2006 include: hospice, home deaths, hospital in-patient and emergency room deaths, suicides, accidents, and homicides.. | 6.25% | 16% | 7.5% | 16% |

Status

During the 2006-07 budget process, the Board approved \$86.0 million to construct an additional 900 beds in four housing units at Adelanto Detention Center. The RFP was issued in September 2006 and Hellmuth, Obata + Kassabaum, Inc of Culver City was selected and awarded the expansion design project in November. Project consultation meetings between the architecture firm and the Adelanto Detention Center Expansion Transition Team began in December.

\$500,000 was allocated to replace one jail bus. A second bus was approved in the department's 2006-07 budget. They were both ordered in November 2006 for approximately \$1 million, with an expected delivery in 3 to 6 months.



Relocation of the High Desert morgue facility was approved, in the amount of \$120,000, for an ongoing lease payment. The lease contract has been drafted and is under review by the Real Estate Services Department. The occupancy date is scheduled for February 1, 2007.

The Board approved an additional 12 deputy sheriff positions for unincorporated county patrol. These positions represent a cost of \$1,505,748, and supplement those previous approved by the Board in 2005-06. Of the 12 positions, 7 have been filled as of December 2006. The 12 new deputy sheriff positions will be assigned to the following county patrol stations: 2-Barstow, 1-Central, 5-Fontana, 1-Morong Basin, 1-Twin Peaks, 2-Victor Valley and 1-Yucaipa.

Through the Business Process Improvement Program, the department was able to secure funding for a new Laboratory Information Management System (LIMS) for the Scientific Investigations Division, at a cost of \$1.9 million. LIMS have become the industry standard, with effective systems in place in 20 of California's 26 public forensic science laboratories, including all of those similar in size to San Bernardino County. The LIMS will provide a means for law enforcement agencies throughout San Bernardino and Riverside Counties, as well as courts, district attorney's offices, probation, parole and licensing agencies, to interact with the forensic science laboratory. LIMS can integrate two existing independent non-communicating systems, the Property and Evidence Tracking System (PETS) and the Case Tracking System. The introduction of a single system will reduce workload and errors by eliminating the need to make entries into both systems. LIMS will provide benefits to the laboratory by reducing volume of hard copy notes; integrating notes from multiple analysts into a single electronic file; directly down-loading instrumental data to electronic case files thus minimizing transcription errors; facilitating supervisory review of reports and notes; and streamlining report creation and distribution.

Included in reserves to finance various county facilities, the Board approved \$25.0 million to construct a new state-of-the-art crime lab. In 1988, when the crime lab relocated to its current location, there were 30 employees. Currently, 58 employees are on site, and an additional 38 employees are located off site at Cal-ID.

The primary reason the crime lab cannot expand services is simply due to the lack of space to house additional staff and instrumentation. The inadequacy of the existing facilities also compromises its ability to provide a contamination-free lab environment capable of meeting current forensic laboratory standards, including the national accreditation standards of the American Society of Crime Laboratory Directors, Laboratory Accreditation Board (ASCLD/LAB) and design guidelines developed by the Department of Justice, National Institute of Standards and Technology (NIST) Guidelines for Forensic Laboratory Design.

The status of the new crime lab is as follows:

- All proposals were due on December 7, 2006.
- Interviews for a builder will be in January 2007.
- Needs assessment will begin in February.
- Completed plan and needs assessment is due in May.
- Estimated completion date is pending, but is estimated in 2010.

The department is anticipating that this new facility will be built for expansion over the next 30 years. The location adjacent to the coroner's facility will enhance workflow processes, and the design will consider how the existing facility can be utilized for maximum efficiency.

As part of the adopted budget, the Board authorized \$400,000 to purchase 235 tasers for deputies in unincorporated patrol areas of the county. In September 2006, the Board approved a total package of \$1.26 million for 1,117 tasers (including a 4-year extended warranty) and 5,585 taser cartridges. The tasers will be issued to all safety personnel at the rank of sergeant and below assigned to county stations (124 tasers); all safety personnel at the rank of sergeant and below assigned to contract city stations (503 tasers); deputies and sergeants assigned to court services (151 tasers); specific corrections positions in the county jails (47 tasers); and the department will maintain a contingency of spares (57 tasers), for a total of 1,117 tasers. The additional cost was funded through the Sheriff's portion of excess Prop 172 sales tax revenue and reimbursements from contract cities.



IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|---|---|
| <p>1. Increase available bed space to minimize overcrowding and classification/available housing conflicts.</p> | <p>A. Construct additional housing units for 450 new beds at the Glen Helen Rehabilitation Center (includes improvement of Institution Road).</p> <p>Additional Funding Requested: \$40.9 million one-time and \$10.4 million ongoing</p> <p>B. Construct a new 3,000-bed adult detention facility.</p> <p>Additional Funding Requested: \$380.0 million one-time and \$81 million ongoing</p> |
| <p>2. Increase staffing level of personnel that provide and support first responder and investigative follow-up services.</p> | <p>A. IRNET Division Add one (1) Lieutenant position, two (2) Sergeant positions, six (6) Detective positions, one (1) Deputy Sheriff positions, one (1) Systems Support Analyst II, one (1) Automated Systems Technician, one (1) Office Assistant IV, one (1) Secretary II, and (1) Motor Pool Services Assistant.</p> <p>Additional Funding Requested: \$1,713,424 ongoing</p> <p>B. Add eighteen (18) Dispatcher II positions to accommodate increased radio traffic.</p> <p>Additional Funding Requested: \$1,310,022 ongoing</p> <p>C. Add three (3) Criminalist II positions to accommodate increased DNA analyst needs.</p> <p>Additional Funding Requested: \$379,545 ongoing</p> <p>D. Domestic Violence Unit Add one (1) Sergeant position, four (4) Detective positions, and one (1) Office Specialist IV position.</p> <p>Additional Funding Requested: \$735,274 ongoing</p> <p>E. Identity Theft Unit Add one (1) Sergeant position and four (4) Detective positions.</p> <p>Additional Funding Requested: \$681,306 ongoing</p> <p><i>(continued on next page)</i></p> |



| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|---|---|
| <p>2. Increase staffing level of personnel that provide and support first responder and investigative follow-up services. <i>(continued from previous page)</i></p> | <p>F. Crime Impact Team Add two (2) Sergeant positions and twelve (12) Detective positions for high risk activities. Additional Funding Requested: \$1,893,940 ongoing</p> <p>G. Technical Services Division Add three (3) Automated Systems Technicians and three (3) Automated Systems Analysts to support Sheriff's Automated Dispatch systems, and to service computer systems and MDC's in patrol vehicles. Additional Funding Requested: \$483,924 ongoing</p> <p>H. Add two (2) Crime Scene Investigator positions to accommodate increased workload. Additional Funding Requested: \$189,556 ongoing</p> <p>I. Records Division - Add one (1) Supervising Office Assistant position and eight (8) Records Clerk positions to accommodate increased workload demand. Additional Funding Requested: \$431,183 ongoing Note: Does not include one-time start-up costs.</p> |
| <p>3. Increase staffing level of personnel that to minimize overcrowding and classification/available housing conflicts.</p> | <p>A. Conduct Jail Staffing Study of West Valley Detention Center, Glen Helen Rehabilitation Center, Central Detention Center, Adelanto Detention Center, and all Type I facilities to enhance inmate-to-officer ratio. Additional Funding Requested: \$400,000 one-time</p> <p>B. Add three (3) Detention Review Officer positions to reduce overcrowding. Additional Funding Requested: \$262,440 ongoing <i>(continued on next page)</i></p> |



| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|--|---|
| <p>3. Increase staffing level of personnel to minimize overcrowding and classification/available housing conflicts. <i>(continued from previous page)</i></p> | <p>C. Licensed LPS Psychiatric Unit Add five (5) Correctional Nurse II positions, three (3) Health Services Assistant I positions, and three (3) Deputy Sheriff positions to provide care for the seriously mentally ill inmates.</p> <p>Additional Funding Requested: \$1,120,290 ongoing</p> <p>Note: Does not include one-time start-up costs.</p> |
| <p>4. Enhance inmate transportation capability.</p> | <p>A. Replace two (2) jail transportation buses to accommodate increasing inmate population, extend fleet life, and replace high-mileage vehicles.</p> <p>Additional Funding Request: \$1 million one-time</p> <p>Note: Does not include ongoing fuel and maintenance costs.</p> |
| <p>5. Implement recommendation for enhancement of facility, equipment, and skill development needs for first responder and investigative follow-up to reported crimes.</p> | <p>A. Expand training center facility to accommodate increased Advanced Officer training needs.</p> <p>Additional Funding Requested: \$30 million one-time</p> <p>B. Relocate Explosive Magazine Storage Bunker to new site at training center; install perimeter fence and alarm.</p> <p>Additional Funding Requested: \$80,000 one-time.</p> <p>C. Expand and remodel Barstow Station to accommodate growth.</p> <p>Additional Funding Requested: \$1.1 million one-time.</p> <p>Note: Does not include ongoing operating costs.</p> |
| <p>6. Enhance response capabilities to disasters and other significant emergencies.</p> | <p>A. Relocate Valley Area hangar and air operations of Sheriff's Aviation to San Bernardino International Airport.</p> <p>Additional Funding Requested: To be determined.</p> <p>B. Purchase higher-occupancy fixed-wing aircraft to accommodate more personnel.</p> <p>Additional Funding Requested: \$2.5 million one-time.</p> <p>Note: Does not include ongoing costs.</p> |



| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| P1. Number of inmate-on-inmate assaults per 1,000 prisoners. | 11.5 | 10.35 | 9.02 | 9.02 |
| P2. High-level drug traffickers identified and convicted per year. | NEW | NEW | 32 | 38 |
| P2. Number of incoming calls per dispatcher: • There will be 127 dispatchers in the current fiscal year. | 10,210 | 9,189 | 10,644 | 12,021 |
| P2. Percentage of DNA cases completed per year: • There were a total of 563 DNA cases in 2006. | NEW | NEW | 25.32% | 44.32% |
| P2. Number of criminal filings for domestic violence per year. | NEW | NEW | 1,475 | 1,513 |
| P2. Number of criminal filings for identity theft per year | NEW | NEW | 92 | 106 |
| P2. Number of high-risk events per investigator each year: • High-risk activities performed by the crime impact team include parole and probation sweeps, manhunts for dangerous fugitives, tracking jail escapes, and assisting with dangerous federal prisoner transports. | NEW | NEW | 20.79 | 10 |
| P2. Annual calls for service per technician. | 2,153 | 2,581 | 2,581 | 2,168 |
| P2. Caseload per crime scene investigator each year. | NEW | NEW | 866 | 733 |
| P2. Records handled/scanned/processed per records clerk each year: • There have been 38 records clerks since 2002. | NEW | NEW | 160,849 | 146,760 |
| P3. Inmate to housing officer ratio: • The average daily inmate population was 5,690 in 2005-06. | NEW | NEW | 20:1 | 20:1 |
| P3. Caseload per detention review officer each year. | NEW | NEW | 16,404 | 14,335 |
| P3. Length of stay (days) of seriously mentally ill inmates: • 650 mentally ill inmates were incarcerated in 2005-06. | NEW | NEW | 265 | 192 |
| P4. Average per bus maintenance costs per year. | NEW | NEW | \$16,419 | \$17,926 |
| P5. Number of training classes per month. | NEW | NEW | 15 | 20 |
| P6. Number of available passenger seats per flight. | NEW | NEW | 5 | 13 |

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Captain Dennis Casey at (909) 387-0640.



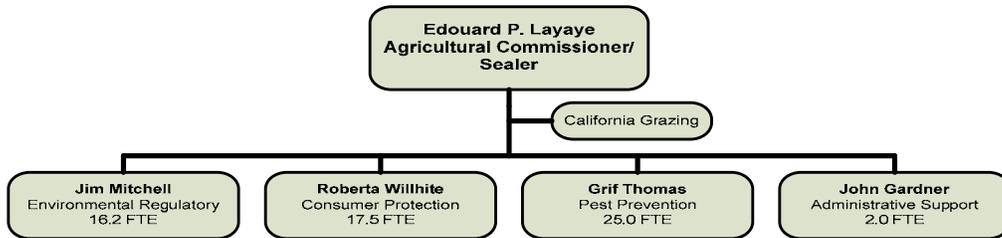
AGRICULTURE, WEIGHTS AND MEASURES

Edouard P. Layaye

I. MISSION STATEMENT

The Department of Agriculture/Weights and Measures protects the environment, agricultural industry, businesses and consumers of this state and county through regulation and satisfies its customers by providing services that promote the health, safety, well being, and quality of life of its residents according to the County Charter, general laws, and the will of the customers it serves.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Department of Agriculture/Weights and Measures protects the environment, public health, worker safety and the welfare of the public by enforcing state and local agricultural and consumer protection laws. The department enforces plant quarantines, detects and eradicates unwanted foreign pests and regulates pesticide use, the agricultural industry and all business transactions based on units of measures such as weight or volume. Additional duties include, inspecting eggs, produce and nursery stock, controlling vegetation along state and county right-of-ways and flood control channels, and manufacturing rodent baits for sale to the general public. The department also administers the California Grazing budget which funds rangeland improvements on federal land within the county.

The Environmental Regulatory Division regulates pesticide use, manufactures rodent baits, controls vegetation along right-of-ways, and regulates apiaries and the removal of desert native plants. Permit, registration and inspection controls on the commercial use of pesticides helps prevent serious environmental and human illness incidents resulting from the misuse of pesticides. Permits serve as California Environmental Quality Act equivalents of environmental impact reports, thus easing the burden of agricultural compliance and providing flexibility for growers. In addition, all pesticide use related complaints and illnesses are investigated to determine why the problem occurred and enforcement actions are taken to ensure compliance. Control of vegetation reduces maintenance costs and reduces fire hazards. Noxious weeds are controlled at a number of sites to prevent their spread. Public health and safety is enhanced by the appropriate placement of commercial apiaries. Rodent baits are sold at cost to the public to assist in controlling rodent-caused damage and rodent-borne diseases.

The Consumer Protection Division inspects all commercially used weighing and measuring devices, verifies price scanner accuracy and the quantity of pre-packaged goods, monitors certified farmer’s markets and performs quality control inspections of eggs and produce. Consumers and businesses are protected and commerce enhanced by accurate weighing and measuring devices and the correct pricing of goods. These devices are inspected on an annual basis and whenever complaints are received. Produce and egg quality inspections protect consumers by helping ensure food safety.

The Pest Prevention Division regulates the movement of plants and plant products, monitors the county to detect foreign pests, and inspects nurseries. Export certification and prompt inspection of plant and plant product shipments facilitates the movement of foreign and domestic goods in the channels of trade and prevents the spread of pests. Interception of foreign pests in shipments enhances the quality of life of county residents by preventing environmental degradation, disruption of trade and public inconvenience resulting from quarantine restrictions.



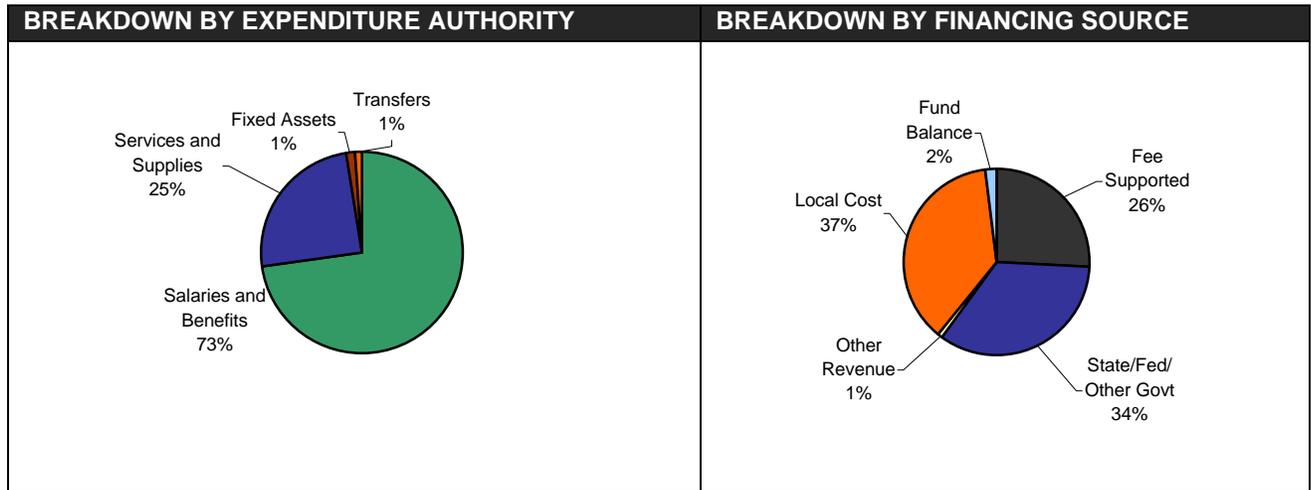
IV. 2005-06 ACCOMPLISHMENTS

- Performed over 137,000 insect trap servicings to detect foreign insect pests.
- Treated nearly 6,500 acres of land to prevent weeds along roads and flood channels.
- Issued over 2,500 plant health certificates for goods being exported.
- Rejected 87 shipments of plant material for quarantine violations and prevented foreign pests from entering the county on 30 shipments.
- Trained nearly 1,000 pest control technicians, growers, and others about pesticides and regulations.
- Inspected nearly 38,000 weighing and measuring devices.
- Verified the quantity of over 103,500 packages for volume/weight labeling accuracy.
- Checked 28,430 items for price accuracy.
- Levied 217 administrative penalties (principally on businesses) for violations found during inspections.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | | |
|----------------------------------|------------------|------------------|------------------|----------------|-------------|
| | Appropriation | Revenue | Local Cost | Fund Balance | Staffing |
| Agriculture/Weights and Measures | 6,198,976 | 3,855,178 | 2,343,798 | | 65.7 |
| California Grazing | 137,316 | 7,500 | | 129,816 | - |
| TOTAL | 6,336,292 | 3,862,678 | 2,343,798 | 129,816 | 65.7 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: CONTINUE TO PROTECT THE PUBLIC'S HEALTH, AGRICULTURE AND THE ENVIRONMENT BY PREVENTING PROSCRIBED FOREIGN PEST INFESTATIONS AND THE MISUSE OF PESTICIDES, IN LIGHT OF INCREASES IN COUNTY GROWTH

- Objective A: Inspect all shipments of plant material for compliance with quarantines and freedom from proscribed pests that arrive in the County by common carriers, such as FedEx, airfreight carriers, trucking firms, UPS, and the US Postal Service.*

- Objective B: Maintain insect detection traps and servicings throughout areas specified by the California Department of Food and Agriculture.*

- Objective C: Monitor 4% of all structural fumigations and 10% of all restricted pesticide applications to ensure compliance with worker safety, permit conditions and general work standards regulations.*

- Objective D: Implement general screening of packages shipped by common carriers – such as FedEx and UPS- by the use of a dog trained to detect undesignated plant material and/or agricultural products.*

- Objective E: Monitor all agricultural field fumigations to ensure compliance with safety and permit standards.*

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 1A. Percentage of all plant material shipments through receivers inspected. | 100% (31,359) | 100% (27,100) | 98% (30,720) | 100% (32,000) |
| 1A. Percentage of all shipments going through state inspection stations and placed under quarantine orders that are inspected at destination. | 100% (1,555) | 100% (900) | 100% (800) | 100% (900) |
| 1B. The average number of trap placements per month | 4,881 | 4,712 | 4,925 | 4,850 |
| 1B. The average number of servicings conducted each month. | 11,425 | 12,085 | 10,850 | 12,440 |
| 1C. Percentage of reported structural fumigations of commercial and residential buildings inspected. | 3.4% (182) | 3% (150) | 4% (200) | 4% (210) |
| 1C. Percentage of restricted pesticide applications inspected. | 5% (38) | 7.5% (60) | 8% (64) | 10% (83) |
| 1D. Number of unmarked packages of plant material intercepted by the use of a specially trained dog. | NEW | NEW | NEW | 1,000 |
| 1E. Percentage of field fumigations inspected. | NEW | NEW | NEW | 100% |

Status

Inspection of plant shipments are being made Monday through Friday with additional inspections being performed on weekends and holidays at the request of businesses. With the exception of a problem at one shipping facility where shipments were not being held, thus resulting in a 2006-07 estimated 2% reduction of inspected shipments, the department is meeting its goal of 100% inspection of all plant shipments.

Insect detection traps have been placed as required including additional traps required by an Oriental Fruit Fly infestation in the vicinity of Rialto; however, the servicing of these traps is lagging due to staff vacancies/turnover. The projected 2007-08 level is based on the anticipated number of traps necessary to be placed when no additional traps are required for fruit fly infestations.

Estimates for the inspection of structural fumigations and restricted pesticide applications for 2006-07 exceed the level initially projected for 2006-07, as staff awareness of department goals has resulted in a slight shift of inspection activity from other pesticide applications. As a result of this, the projected goal for 2007-08 has been increased.



The use of a dog to inspect packages at common carriers is being added as an objective because significant numbers of plant material shipments are suspected of by-passing required quarantine inspections by not having their contents declared. A dog trained to detect plant material can identify these shipments and they can be inspected.

The new objective of inspecting 100% of all field fumigations is intended to provide a greater degree of public safety. Field fumigations use highly toxic pesticides in close proximity to residences and businesses and have caused adverse public health impacts in recent years. By inspecting all of these fumigations to ensure the fumigations are performed correctly, the department can improve the level of public safety.

GOAL 2: CONTINUE TO PROTECT COUNTY RESIDENTS FROM BEING OVERCHARGED FOR PURCHASED GOODS BY ENSURING ACCURACY IN THE MEASUREMENT OF COMMODITIES SOLD, AND PRICES CHARGED BY RETAIL BUSINESSES THAT UTILIZE BARCODE SCANNING EQUIPMENT, IN LIGHT OF COUNTY GROWTH.

Objective A: Inspect for accuracy all registered weighing and measuring devices in accordance with the schedule established by the California department of Food and Agriculture.

Objective B: Inspect for accuracy all registered businesses that pack commodities such as supermarkets and manufacturers.

Objective C: Inspect for accuracy all registered businesses using price scanners.

Objective D: Implement field inspection of electricity submeters at mobile home parks, apartments and other places where the serving utility company doesn't own the meter.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 2A. Percentage of registered devices inspected. | 86% (18,783) | 100% (26,500) | 95% (25,200) | 100% (27,000) |
| 2B. Percentage of registered packers inspected. | N/A | 100% (300) | 85% (280) | 100% (330) |
| 2C. Percentage of registered businesses using price scanners inspected. | N/A | 100% (625) | 90% (565) | 100% (650) |
| 2D. Percentage of electricity submeters field tested and found inaccurate | NEW | NEW | NEW | 3.5%(75) |

Status

Estimates for the inspection of registered devices, packers and businesses using price scanners for 2006-07 are below the levels initially projected for 2006-07, due to staff vacancies/turnover and increases in the number of these devices and businesses.

A new service objective to test electricity submeters in the field has been added for 2007-08. Currently, these meters are only tested when being replaced by the property owner or if a complaint has been made regarding the performance of the meter. Testing these meters in the field improves the level of compliance by detecting potential inaccuracy before the degree of inaccuracy gets large enough to be noticeable to the user of the device. This method of testing should also reduce costs to the owner of the device since they will no longer have to send the device in to the department's lab or buy replacement meters on a routine basis. All of the submeters at a site, such as a mobile home park, will be tested at the same time, resulting in a simplification of scheduling and servicing for the meter owner and for the department.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department did not have any approved policy items for 2006-07.



IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact John Gardner, Assistant Agricultural Commissioner/Sealer, at 1 800 734-9459 or (909) 387-2117.



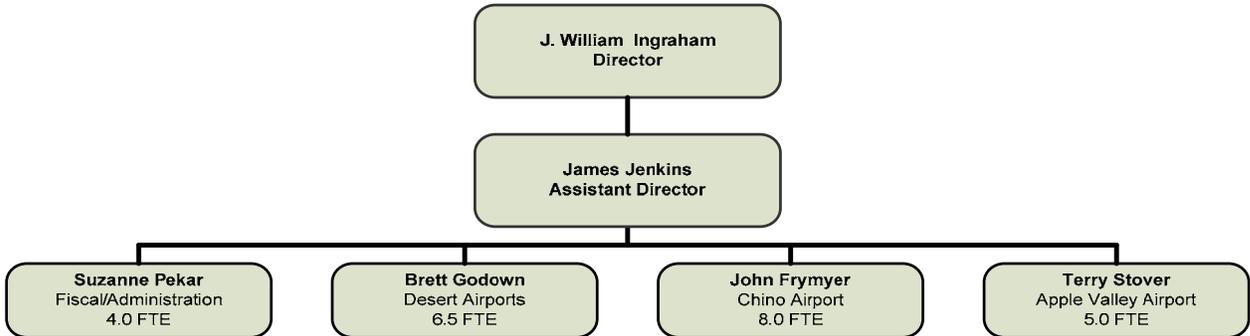
AIRPORTS

Bill Ingraham, Director

I. MISSION STATEMENT

The mission of the San Bernardino County Department of Airports is to plan, organize and direct the county's airport and aviation system to provide high-quality aviation facilities and services in a safe and efficient manner, optimizing the benefit to the communities and citizens of the county.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Department of Airports provides for the management, maintenance and operation of six county airports and provides technical support to San Bernardino International Airport, a Joint Powers Authority comprised of the county and the cities of Colton, Highland, Loma Linda and San Bernardino. The department assures that county airports are maintained and operated in compliance with state and federal regulations. The department also assists the county's private and municipal airport operators in planning, interpreting and implementing state and federal aviation requirements.

The county's six airports include: Chino Airport, a FAA designated reliever to John Wayne Airport and one of the largest general aviation airports in the country with approximately 1,000 based aircraft; Apple Valley Airport, a county service area (CSA-60) with a significant sport aviation base; Barstow-Daggett Airport, an airport with significant military activity and home to the Fort Irwin Helicopter Maintenance Base; Twentynine Palms Airport, a center for soaring activity in addition to serving the community as a general aviation airport; Needles Airport, a critical transportation link and key point for medical and law enforcement activity along the Colorado River; and, Baker Airport, a small facility on land leased from the Bureau of Land Management that serves as an emergency landing field between Barstow and Las Vegas.

The department manages in excess of 400 leases ranging from aircraft parking to major aviation developments with leasing assistance provided by the Real Estate Services Department. The Department of Airports also oversees a \$35 million capital improvement program with assistance from the Architecture and Engineering Department.

The county's airports are self-supporting with funds to operate and maintain the airports generated from facility rents, user fees and, in the case of Apple Valley Airport, property taxes dedicated to the support of CSA-60. State and federal grants are significant sources for funds to reconstruct and upgrade airport infrastructure.

The department has a total of 29.5 employees with administrative offices in San Bernardino and staff at Apple Valley, Barstow-Daggett, Chino and Twentynine Palms airports. Support for Baker and Needles airports is provided by administrative staff located in San Bernardino and maintenance personnel located at the Barstow-Daggett Airport.



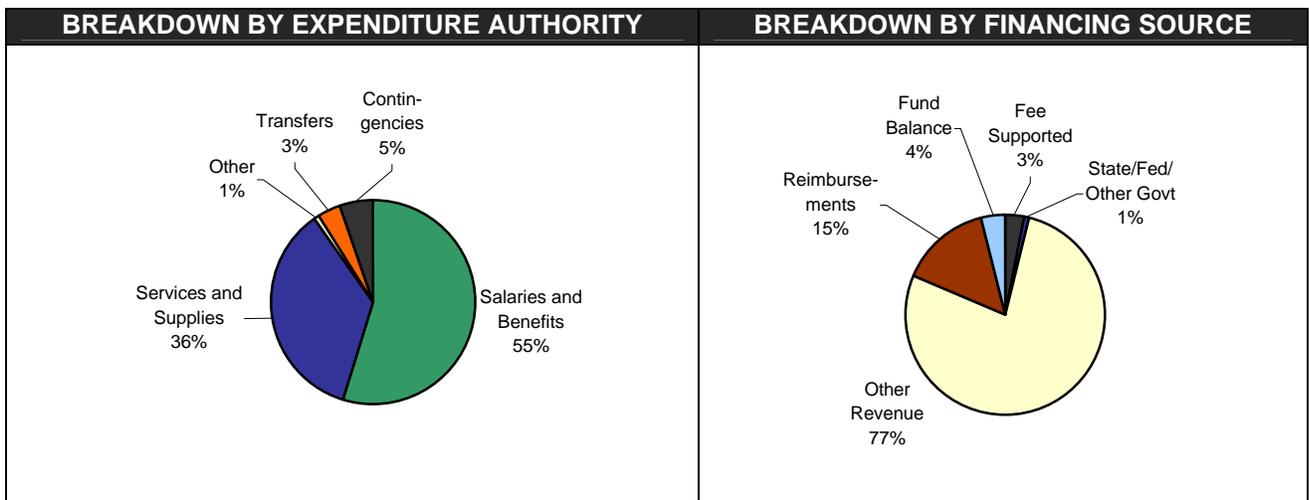
IV. 2005-06 ACCOMPLISHMENTS

- Completion of the Law Enforcement Facility at Apple Valley Airport.
- Completion of the 12 T-Hangars at Apple Valley Airport.
- Increase in the number of ground leases at Chino Airport.
- Completion of Runway Safety Area Improvement at Chino Airport.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | | |
|----------------------------------|------------------|------------------|------------|--------------|----------|
| | Appropriation | Revenue | Local Cost | Fund Balance | Staffing |
| Airports | 2,880,410 | 2,880,410 | - | | 29.5 |
| Chino Airport Commercial Hangars | 868,582 | 702,396 | | 166,186 | - |
| TOTAL | 3,748,992 | 3,582,806 | - | 166,186 | 29.5 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPROVE ADMINISTRATION OF LEASING ACTIVITY

Objective A: Reduce number of lease renewals not executed prior to expiration of prior lease term.

Objective B: Increase percentage of revenue producing land as related to usable land at Chino and Apple Valley Airports.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 1A. Percentage of lease renewals not executed prior to lease expiration. | 6% | 5% | 3% | 0% |
| 1B. Percentage of revenue producing land compared to land available for revenue production: | | | | |
| - Apple Valley Airport | 30% | 35% | 36% | 42% |
| - Chino Airport | 36% | 40% | 39% | 41% |

Status

The department derives most of its operating revenues from lease of facilities and ground leases. Most of these leases include provisions or options to extend the lease term provided that the tenant has remained in



compliance with lease obligations, including prompt payment of rents. Occasionally, and for a variety of reasons, a lease will complete its base term without being extended. When that occurs, the lease is considered to be in "holdover" and existing lease provisions apply, including rental rates. Reducing the number of lease renewals not executed prior to expiration of the prior lease term will enhance department rental revenues. As indicated above, it is expected that the percentage of lease renewals not executed prior to expiration will be reduced to 3% in 2006-07, with the objective in 2007-08 of having all leases renewed prior to expiration.

The department leases a variety of facilities including office space, shop space and hangars. Additionally, ground areas are leased to firms for development of aviation related facilities that revert to county ownership at the end of the lease term and, at Chino Airport, for short-term agricultural uses until such time that there is a demand for aviation development. Aviation related development demand has been increasing at Apple Valley and Chino Airports. There are areas of developable land at both of these airports that can be made available to developers, on in some cases, for development by the department. Through efforts of the department, the percentage of revenue producing land as compared to land available for revenue production has been increased; thus resulting in additional rent revenue for the department.

GOAL 2: IMPROVE COORDINATION AND MANAGEMENT OF AIRPORTS CAPITAL IMPROVEMENT PROGRAM

Objective A: Continue to work with the Architecture and Engineering Department to reduce the average length of time required to complete airport capital improvement program projects.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 2A. Average length of time to complete airport capital improvement projects (from the date a contract for the project's design is awarded). | 24 months | 18 months | 20 months | 18 months |

Status

Development of Airports Capital Improvement Program projects requires coordination of activities among department administration, airport managers, airport maintenance staff and project managers from the Architecture and Engineering Department. The large number and complexity of projects adds to the project management challenge. Airports staff is in the process of developing project tracking systems that will incorporate the activities of all parties involved from the conception and funding of capital improvements through design and construction with the objective of further reducing the length of time it takes to fully complete projects. Accomplishing this objective will contribute to the safety of county airports, as well as augment lease revenues.

GOAL 3: MEASURE THE QUALITY OF CUSTOMER SERVICE AT THE AIRPORTS.

Objective A: Develop a customer service survey for existing tenants.

Objective B: Interpret data from returned surveys to formulate a plan to address deficiencies in airport customer service.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 3A. Percentage of received surveys evaluated. | NEW | NEW | NEW | 100% |

Status

The department intends to survey existing tenants and determine what their needs/concerns are at the airports. Surveys will be sent to the tenants with a return envelope for the completed survey. Additional surveys will be available at the airports for those who may not be tenants but use the airport on a transient basis. Once the surveys have been returned, data will be processed and interpreted to determine the needs and concerns of the airport customers. After the data has been processed, the department will formulate and implement a plan to address those needs/concerns and provide the best customer service possible.



VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department did not have any approved policy items for 2006-07.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

| DESCRIPTION OF FEE REQUEST | SERVICE IMPACTS |
|---|--|
| For 2007-08, the department is proposing inflationary increases for certain fees. These fees were last increased in 2001-02. The department will also be requesting new fees be established for participation in special events and for development of parcels at Apple Valley Airport. | The additional revenue is needed to offset the department's increased costs of maintaining the airports. |

If there are questions concerning this business plan, please contact Bill Ingraham, Director of Airports, at (909) 387-7802.



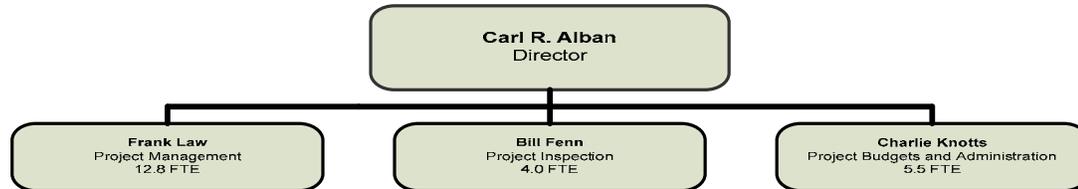
ARCHITECTURE AND ENGINEERING

Carl R. Alban

I. MISSION STATEMENT

The mission of the Architecture and Engineering Department (A&E) is completing the timely and cost effective design and construction of projects included in the county's Capital improvement Program (CIP), providing quality improvements, and ensuring accessible and safe environments for County departments and the public they serve.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

A&E is responsible for planning and implementing the design and construction of projects for Airports, Regional Parks, general fund departments, and the Community Development and Housing Department. These projects are included in the annual CIP budget and added during the year as organization needs and priorities change. The department collaborates with county departments, the County Administrative Office, and the Board of Supervisors to develop the projects' scope, schedule, and budget. A&E then administers these projects from conceptual design through construction to completion. Staff issues requests for proposals to secure consultant services; oversees the design; prepares the bid package; obtains the appropriate jurisdictional approvals; solicits competitive construction bids; and provides inspection and construction management services through project construction and closeout.

A&E strives to be a competitive public service organization dedicated to providing quality services and delivering successful projects in a timely and cost effective manner. A&E takes pride in its ability to respond quickly to changing organizational needs and priorities, while continuing to complete quality projects that benefit county departments and the public they serve.

IV. 2005-06 ACCOMPLISHMENTS

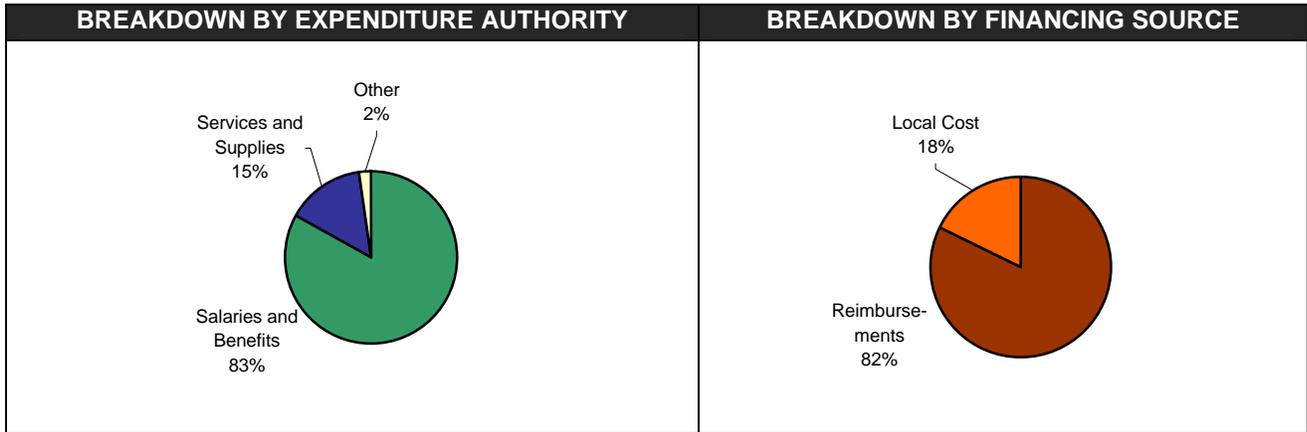
- Reduced administrative costs by
 - Implementing an ongoing A&E reorganization, which is being implemented with a phased approach.
 - Obtaining Board-approval for on-call contracts for architectural services; mechanical, electrical, and plumbing engineering; civil engineering; structural engineering; cost estimating; environmental testing; and geotechnical and materials testing services.
- Completed 85 CIP projects including
 - Improvements at the Adelanto Correctional Facility
 - Law Enforcement Hangar at the Apple Valley Airport
 - Physical training field at the Sheriff's Training Center in Glen Helen
 - Two modular classrooms and the kitchen remodel at the Glen Helen Rehabilitation Center
 - Remodel and relocation of the Public Guardian to Redlands
 - Fire Hazard Abatement offices in Running Springs
 - Runway improvements at the Chino Airport
 - Recreational vehicle campground upgrades at Prado Regional Park in Chino
 - Heating, ventilating, and air conditioning (HVAC) upgrades at the Central Juvenile Detention and Assessment Center (CJDAC) in San Bernardino
 - Repair and expansion of the CJDAC parking lot
 - New security monitoring system at the Central Detention Center in San Bernardino
- Completed the design and began construction of the 303 Building in San Bernardino



V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | |
|----------------------------|---------------|---------|------------|----------|
| | Appropriation | Revenue | Local Cost | Staffing |
| Architecture & Engineering | 585,320 | - | 585,320 | 26.3 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPROVE THE COST-EFFECTIVENESS OF PROJECT ADMINISTRATION SERVICES

Objective A: Reduce administrative costs through A&E reorganization

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 1A. Project administration costs are less than 10% of total project budget for projects over \$25,000 and less than \$500,000. | NEW | 90% | 90% | 95% |
| 1B. Project administration costs are less than 5% of total project budget for projects over \$500,000. | NEW | NEW | 90% | 95% |

Status

The reduction of project administrative costs is expected to be accomplished through three means: (1) increasing the number of project managers to reduce the distributed fixed overhead costs; (2) increasing the number and variety of administrative functions being performed by the office and clerical staff allowing the Project Managers to increase their project workload and to focus more directly on the management of their projects; and (3) improving the timing and availability of data and information.

Specifically, the timing and availability of data and information is being improved by the development of an Access database and the implementation of an on-line document management system.

GOAL 2: IMPROVE THE TIMELY COMPLETION OF CONSTRUCTION PROJECTS

Objective A: Increase the number of projects completed within two years of approval.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 2A. Percent of projects completed within two years. | 67% | 75% | 75% | 75% |



Status

The increase in the number of projects completed within two years of approval is the direct result of an increase in the number of project managers; the ongoing administrative reorganization and clear definition of staff roles and responsibilities; and more efficient access to data and information. The department has focused on reducing and/or eliminating the project backlog to enable project management staff to focus on their goal of completing projects in a timely manner.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department did not have any approved policy items for 2006-07.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Carl R. Alban at (909) 387-5025.



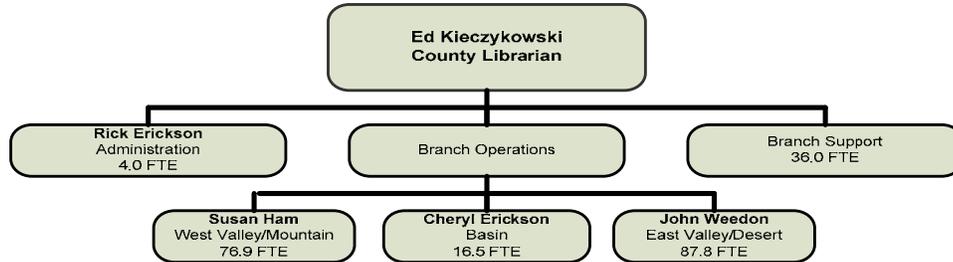
COUNTY LIBRARY

Ed Kieczkowski, Librarian

I. MISSION STATEMENT

The mission of the San Bernardino County Library is to provide equal access to information services and materials for all people of the County of San Bernardino. The Library actively promotes its information services, materials and programs for the informational, educational, cultural and recreational needs of all residents of San Bernardino County.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The San Bernardino County Library provides public library services through a network of 30 branches in the unincorporated areas and 17 cities within the county. Two bookmobiles reach people who live in sparsely populated areas or are unable to use the traditional branches.

The County Library provides access to information through its materials collection, as well as through Internet accessible computers. The public computers also provide access to a number of online databases and other electronic resources. Electronic access to County Library’s collection of materials is available through the Internet, and daily delivery services provide for materials to be shared among the various branches. The Library utilizes the latest technology to provide county residents with up-to-date resources and tools, particularly public access computers.

The Library’s circulation system upgrade, done in cooperation with Riverside County Library, has provided significant improvements in accessing the county’s collection of approximately 1,300,000 items, plus Riverside’s collection of approximately 1,500,000 items. The system allows for patrons in either system to directly request materials held by the other and to have those items delivered to their local branch for pick up. It is anticipated that an expansion of resource sharing will occur during the coming fiscal year; when up to 10 independent libraries within the 2 county system will begin participating in an expansion of the resource sharing network adding another 1,000,000+ items for San Bernardino County’s residents to access. It is estimated that close to 200,000 items will move across county lines in the coming year, benefiting patrons in both counties.

The Library’s book collection is supplemented by magazines, newspapers, government documents, books on tape, pamphlets, compact discs, DVDs, videotapes, microfilm, and electronic/on-line services and materials. Cultural and educational programs for all ages, including literacy services and other specialized programs, are provided at branch locations. In addition, County Recorder services are located at the Apple Valley, Fontana and Montclair branch libraries.

The County Library system is financed primarily through dedicated property tax revenues and is also supported by local Friends of the Library organizations that financially assist library branches in local communities. A total of 1,500 volunteers perform a variety of tasks in supporting local libraries. The Library has also developed active partnerships with the communities it serves, resulting in additional funding and the provision of facilities at reduced costs.



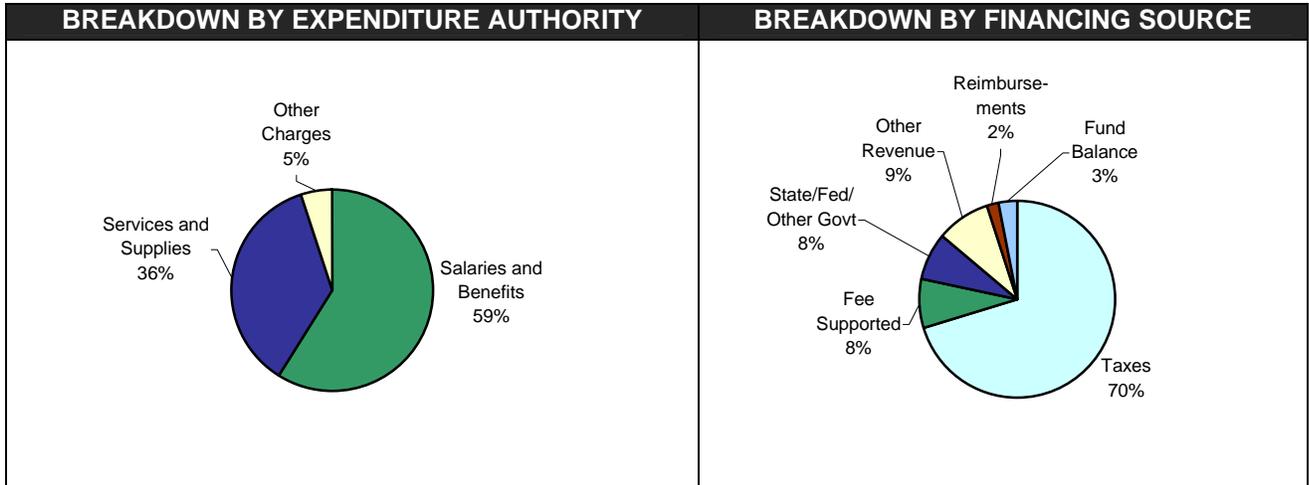
IV. 2005-06 ACCOMPLISHMENTS

- Transitioned the Victorville Branch Library to an independent city library.
- Relocated the Wrightwood Branch Library to an expanded and remodeled facility.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | |
|----------------|----------------------|----------------|---------------------|-----------------|
| | Appropriation | Revenue | Fund Balance | Staffing |
| County Library | 16,656,223 | 16,126,515 | 529,708 | 226.2 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: INCREASE THE PHYSICAL CAPACITY OF LIBRARY FACILITIES.

Objective A: Replace, relocate, or establish new facilities to increase the library space available to the public.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 1A. Percentage increase of square feet of space available at branch libraries (201,075 in 2005-06). | N/A | 20% | 11% | 40% |

Status

One of the difficulties the Library has encountered over the past ten years has been the need to try to physically accommodate its population growth with limited financial resources. In 1999, the Library developed a master facility plan to identify its facility needs and has had some modest success in expanding or replacing some of its facilities.

In 2006-07, the new Carter and Summit branches were opened to the public, which resulted in an increase of 14,300 square feet for the county library system. In addition, the Hesperia branch relocated into a new, larger facility with a net increase of 15,000 square feet. Partially offsetting these additions was a 7,500 decrease in square feet due to the Victorville branch operations being transferred to the City of Victorville.

It is expected that the new Highland branch library will now open in 2007-08 rather than in 2006-07 due to construction delays. It is also anticipated that next fiscal year will see the opening of new and expanded facilities in Mentone, Loma Linda, Southern Chino (Chino Preserve), and Fontana, while new facilities are currently being pursued in six other communities (Running Springs, Bloomington, Crestline, Muscoy, Grand Terrace, and Chino Hills).



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| GOAL 2: ENHANCE COMPUTER AND ELECTRONIC RESOURCES FOR THE PUBLIC. |
|--|

Objective A: Increase the total number of public PCs.

Objective B: Increase the purchase of electronic resources.

Objective C: Increase resource sharing with Riverside County and other surrounding libraries.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 2A. Percentage increase in the number of personal computers dedicated for public usage (376 in 2005-06). | N/A | 15% | 23% | 30% |
| 2B. Percentage increase in the amount expended for electronic resources (\$96,258 in 2005-06). | N/A | 10% | 14% | 10% |
| 2C. Percentage increase in the number of exchanges of resources between library systems (184,303 in 2005-06). | N/A | 10% | 10% | 4% |

Status

County Library is well on its way of meeting or exceeding this goal and its objectives during 2006-07 as indicated by the measurements above.

| |
|--|
| GOAL 3: CONTINUE PATRON SELF-SUFFICIENCY AT BRANCH LIBRARIES IN AN EFFORT TO IMPROVE CUSTOMER SERVICE AND INCREASE DEPARTMENT PRODUCTIVITY. |
|--|

Objective A: Continue with implementation of electronic payment option for library patrons at all branches.

Objective B: Continue with installation of self-service modules for library patron utilization.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 3A. Amount of fees collected through electronic payments. | - | \$200,000 | \$50,000 * | \$100,000 |
| 3B. Number of items circulated via self-support. | - | 100,000 | 50,000 * | 200,000 |

*2006-07 estimates are less than projections due to delays in implementation.

Status

The Library continues to proceed with development of a service that allows customers to pay for fees electronically, without benefit of staff involvement. It is anticipated that the electronic payment option will now be available to the public in January 2007. The cost of implementing the electronic payment option at all branches is not significant and will be funded through County Library revenues.

In planning for its new facilities, the Library has designed its check-in/check-out areas for self-service to provide patrons with the ability of obtaining or returning materials without the need for staff intervention. While the new facilities will add much needed space to provide Library services, this additional space to accommodate the County Library's projected population growth will cause operational costs (especially personnel costs) to increase significantly. Whereas the Library's property tax growth has been significant for the past few years, the Library must find ways to mitigate its operational costs. One of the strategies that the Library has been pursuing is customer self-sufficiency. The new Hesperia branch opened in October 2006 with self-check stations already installed, while two other branches (Apple Valley and Lake Arrowhead) are in the process of installing this same equipment. It is expected that self-service modules at these two branches will be operational in March 2007.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1: The department received \$500,000 in ongoing funding for Book Budget Augmentation.

Policy Item 2: The department received \$222,000 in one-time funding from the Business Process Improvement Reserve for the conversion of existing barcode technology to radio frequency identification.



| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| P1. Percentage increase in circulation of materials for the affected branches. | N/A | 10% | 10% | 10% |
| P2. Percentage of library patrons utilizing self-service modules. | N/A | 40% | 40% | 40% |

Status

The 2006-07 adopted budget allocated \$500,000 of ongoing funds to County Library for the purchase of additional materials to build a sufficient library collection at expanded facilities. While usage numbers are preliminary, circulation of materials at the new Hesperia branch library during the first month of operation was higher than any previous month in the branch's history. A similar scenario is expected when the new Highland, Fontana, and Chino Hills branch libraries open. Of the \$500,000 received by the Library, \$375,000 was set aside for collections at the Hesperia, Fontana, and Highland branches. The remaining \$125,000 has been earmarked for the Chino Hills library.

County Library is in the process of converting its existing barcode technology to radio frequency identification (RFID). This conversion will allow County Library to transition some of its staff-assisted functions (check-out/check-in of library material; fine/fee payments) to patron-initiated functions with little or no staff intervention. As new libraries are built, the department plans to implement RFID technology systems that combine security with more efficient tracking of materials. The new Hesperia branch was the first library to use this technology with self-check stations being employed. The 2006-07 adopted budget allocated \$222,000 of one-time funds from the county's Business Process Improvement Reserve to continue this conversion at the Apple Valley and Lake Arrowhead branch libraries. Converting to newer technology at these two facilities will allow the department to effectively develop long-range plans for the ultimate conversion of library collections and circulation equipment at all county libraries.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|---|---|
| This request is for additional funding in the amount of \$350,000 to continue with the conversion to RFID technology at existing library facilities. This conversion will allow the Library to reduce personnel costs by providing patrons with the ability of obtaining or return materials without the need for staff intervention. It is anticipated that this conversion process could take as much as 3-4 years. | An item will be submitted during the 2007-08 budget process requesting the use of Business Process Improvement Reserve funds for this purpose. This request will augment the \$222,000 that the Department received in 2006-07. Additional Funding Requested: \$350,000 |

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| Number of items circulated via self-support. | NEW | 100,000 | 50,000* | 300,000 |

*2006-07 estimates are less than projections due to delays in implementation.

Status

One of the department's objectives for 2006-07 was to implement self-service modules at the new Hesperia Branch Library and two other existing branches. The cost of these modules at the Hesperia branch was factored into the overall cost of that new facility, while the Board of Supervisors provided a \$222,000 allocation from the Business Process Improvement Reserve to convert the Apple Valley and Lake Arrowhead branches to the to RFID/self check process and develop a plan for conversion of the remaining existing branches. It is anticipated that over the next three to four years, the Library will transition from a 100% staff interaction for check-in/check-out and fee collection to perhaps 50%, with an ultimate goal of 75% patron self sufficiency within a five year period, should additional funding be provided for this purpose. Preliminary self-check figures at the Hesperia Branch have been encouraging, with 40% of usage attributable to self-check. During the 2007-08 budget process, the Department will be requesting an additional \$350,000 from the Business Process Improvement Reserve to continue with the self-check conversion process.



X. 2007-08 PROPOSED FEE ADJUSTMENTS

| DESCRIPTION OF FEE REQUEST | SERVICE IMPACTS |
|---|--|
| Computer-related media: flash drives, recordable CDs. The amount of this new fee will be actual cost, but will not exceed \$25 per item. | Will provide patron convenience in regards to downloading personal work and Internet research from public PCs. |

If there are questions about this business plan, please contact Ed Kieczkowski, Librarian, at (909) 387-5721.



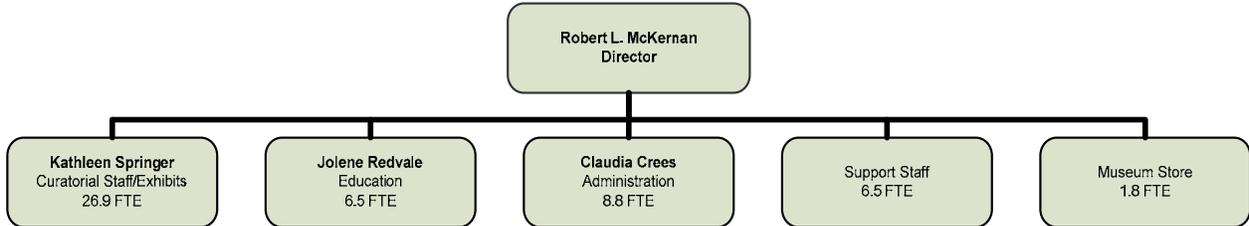
COUNTY MUSEUM

Robert L. McKernan

I. MISSION STATEMENT

The mission of the San Bernardino County Museum is to develop and maintain unique cultural and natural science collections related to the region and the greater Southwest. Through responsible collection, preservation, exhibition, and education, the County Museum inspires the public to a deeper understanding of their cultural and natural history.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Museum provides cultural and educational programs and activities for the public at its main facility in Redlands and the following seven regional sites: Agua Mansa Cemetery in Colton, Casa de Rancho Cucamonga (Rains House), Daggett Stone Hotel, Asistencia Mission in Redlands, Mousley Museum of Natural History in Yucaipa, Yorba-Slaughter Adobe in Chino, and Yucaipa Adobe. These programs and activities involve the preservation of cultural and natural heritage collections that represent the Southwest region, display of permanent and special exhibitions, and care and preservation of historical sites depicting the history and culture of San Bernardino County. Museum programs promote learning, awareness and enrichment through community outreach, partnerships with educational institutions, and research that enhances both the museum collections and educational services. Approximately 2 million permanent and loaned collections are preserved for the benefit of the public, educational, and the scientific community. The County Museum has been accredited from the American Association of Museums since February 23, 1973. In 2002, the Museum received its decennial accreditation that will continue through 2012.

The Museum is comprised of the following divisions: Education, Exhibitions, Anthropology, History/Archives, Biological Science, and Geological Sciences. All divisions provide educational services for families, general public, school groups, educators, and scholars at the main Museum facility and historic sites. In addition, the Biological Science and the Geological Sciences divisions conduct scientific field research and studies for public and private agencies. This research consists of both short and long-term scientific field studies resulting in significant revenue for the department. A portion of this revenue is used to support other Museum programs and activities. Furthermore, this field research results in valuable collections being accessioned into the museum collections that are curated and exhibited for public education at the main facility and historic sites.

Over the past three years, the San Bernardino County Museum has received funding from the Institute of Museum and Library Services (IMLS). With these funds, SBCM has designed and implemented a multi-functional Web Module and media archive for the Inland Southern California. The museum web module provides electronic access to the museum's cultural and natural heritage collections and programs, which better informs the general public, educators, students, and business of San Bernardino County and the region as to their rich regional heritage.



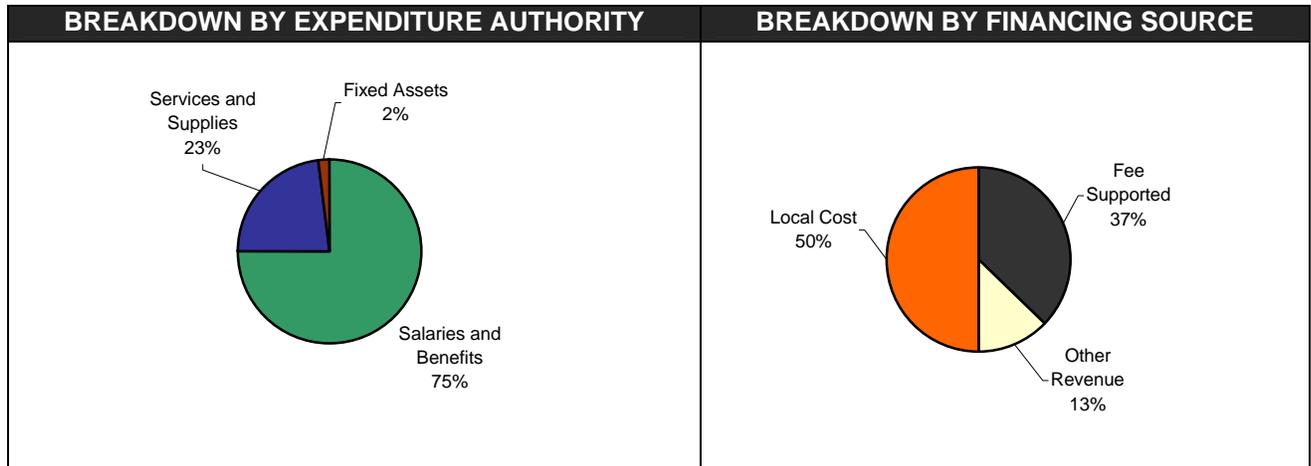
IV. 2005-06 ACCOMPLISHMENTS

- The Museum received five properties gifted to the County by the San Bernardino County Museum Association. These properties are natural landscapes located in various parts of the Mojave Desert and reflect significant cultural and natural resources in the county. The Museum professional staff will utilize these sites for educational and research outreach to county residents.
- More than 35,000 visitors participated in the Museum’s calendar-based activities, lectures gallery talks, family-fun days, travel programs, and cultivations at historic sites.
- Eight new collection-based exhibits were created and made available for public display from the Museum’s collections.
- An increase of 500 visitors participated in the Wildlife Art Festival, as well as 1,421 new visitors that attended cultivation programs at the Museum historic sites.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | | |
|---------------|------------------|------------------|------------------|---------------------------|-------------|
| | Appropriation | Revenue | Local Cost | Revenue Over/ (Under) Exp | Staffing |
| County Museum | 4,099,202 | 1,979,149 | 2,120,053 | | 52.7 |
| Museum Store | 132,316 | 133,000 | | 684 | 1.8 |
| TOTAL | 4,231,518 | 2,112,149 | 2,120,053 | 684 | 54.5 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ENHANCE PUBLIC AWARENESS OF MUSEUM SERVICES/PROGRAMS AND INCREASE ACCESSIBILITY TO MUSEUM COLLECTIONS.

- Objective A: Increase public visitation at the main museum and historic sites.*
- Objective B: Continue to develop community cultivation events at historic sites and enhance cultural awareness of county history.*
- Objective C: Identify more objects/artifacts to be exhibited for museum visitors.*
- Objective D: Provide greater curriculum based learning of regional paleontological and geological significance to K-12 students and families.*
- Objective E: Promote usage of the Museum’s geological sciences collections and intellectual properties to benefit the public’s awareness of the county’s significant geological heritage and earthquake preparedness.*



| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 1A. Percentage increase of paid museum visitors (71,500 visitors in 2005-06). | N/A | 5% | 5% | 5% |
| 1B. Percentage increase of participants at cultivation events (1,400 participants in 2005-06). | NEW | NEW | NEW | 40% |
| 1C. Percentage increase of objects/artifacts accessible to the public (1.5 million objects/artifacts in 2005-06). | N/A | 20% | 20% | 5% |
| 1D. Percentage increase of visits to the Museum's website (200,000 visits in 2005-06). | NEW | NEW | NEW | 10% |
| 1E. Percentage increase of attendants to gallery/lecture programs (800 attendants in 2005-06). | NEW | NEW | NEW | 25% |

Status

The department is achieving its above goal as indicated by the following: an additional 500 visitors participated in this year's Wildlife Art Festival; eight new collection-based exhibits were made available for public display from the Museum's collections; increased public participation in cultivation programs at the historic sites; and Museum collection based data has been provided to SANBAG and the County Land Use Services Department for regional and county land use planning purposes.

GOAL 2: EXPANSION AND REFURBISHMENT OF THE MUSEUM'S MAIN FACILITY IN REDLANDS.

Objective A: Completion of the 12,000 square foot new Hall of Geological Wonders.

Objective B: Secure grant funds and/or additional General Fund support to finance refurbishment of the Museum's existing galleries.

Objective C: Secure contributions to assist with the interior exhibits for the new Hall of Geological Wonders.

Status

On November 7, 2006, the Board of Supervisors awarded a \$5.6 million construction contract for the County Museum's new Hall of Geological Wonders. This will be the first Museum expansion in more than thirty years. It is anticipated that this expansion will enhance the level of community and regional attention of the Museum, as well as increase visitation to the facility. The new expansion and its associated educational programs will expose more county and regional residents to the significance of the county's cultural and natural heritage. The construction contract is being financed solely with county funds previously set aside by the Board for this project.

In concert with this construction project, the Museum is collaborating with the San Bernardino County Museum Association on a capital campaign. This campaign is an effort to generate funds for the refurbishment of the Museum's interior galleries and establishment of exhibits for the new Hall of Geological Wonders. The department is also awaiting the results of a \$3.0 million grant application submitted to the California Cultural and Historic Endowment for use in financing the proposed Museum renovations. Lastly, the department is requesting additional general fund support in the amount of \$500,000 for development of the Hall's exhibit design elements (please see the "2007-08 Requests for Additional General Fund Financing" below).

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1: The department received \$75,000 in one-time general fund financing to purchase and install a compact storage unit.

Policy Item 2: The department received \$70,000 in one-time general fund financing for educational outreach and protection of Museum resource sites.



| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| P1. Percentage increase of objects/artifacts accessible to the public (1.5 million in 2005-06). | N/A | 20% | 20% | 5% |
| P2. Number of students visiting resource sites. | N/A | 2,500 | 2,500 | 3,000 |

Status

During the 2006-07 budget process, one-time funding in the amount of \$75,000 was approved for the purchase and installation of a compact storage unit for the Museum's History Division. This unit, which is needed for the care/maintenance of educational and culturally valuable artifacts, is scheduled for installation during February 2007.

In addition, the Board approved one-time funds in the amount of \$70,000 pertaining to five properties gifted to the county by the Museum Association. These properties, which are situated principally in the high desert and Cajon Pass, allow the Museum to provide greater educational outreach opportunities. The \$70,000 received in 2006-07 is being used to provide signage, upgrade fencing, and remove a structure from the Cajon Pass property.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|--|---|
| <p>1. Initiate Museum wide refurbishments in all public exhibit spaces (Hall of History, Hall of Birds, and Hall of Mammals). As the new 12,000 square foot Hall of Geological Wonders opens for public visitation, the remaining thirty year old Museum's public exhibit space is in desperate need of upgrades and refurbishments to share the compelling new vision for the entire Museum with the public.</p> | <p>A. Develop phased design concepts for all public galleries - beginning with exhibit fabrication for the new "Cross Roads in History" (Hall of History). Second refurbishment phase would be "Life in the Air" (Hall of Birds), and the third phase would be "Life on the Land" (Hall of Mammals).</p> <p>Additional Funding Requested: Development of exhibit design elements and commence exhibit upgrades, one-time request of \$500,000.</p> |
| <p>2. It is anticipated that construction on the Hall of Geological Wonders will be completed in March 2008. The Board of Supervisors previously approved funding for this construction. However, financing for the Hall's exhibit fabrication currently has not been secured. It is estimated that this phase of the project will cost approximately \$4,000,000. The Museum has applied for two grants to finance the cost of exhibit fabrication (one application to the State of California and the other to a private national foundation). In addition, there is a Capital Campaign funding program coordinated by the San Bernardino County Museum Association (a 501C 3 support organization) to raise corporate and community funds for the Museum's complete interior and interpretative make-over. The Museum is seeking additional funding from the County General Fund to allow the department to begin the exhibit fabrication procedures so that certain main features of the Hall are ready for installation when construction is completed.</p> | <p>Additional Funding Requested: The Museum is seeking one-time funding in the amount of \$500,000 to assure that the initial fabrication of large exhibited fossils is ready for display by the time construction for the Hall of Geological Wonders is completed.</p> |



| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|---|--|
| <p>3. Historic Site Community Coordinator position. There is an on-going need to develop and cultivate awareness through community outreach for the County's Museum Historic Sites. This staff person would outreach to area chambers, schools, civic clubs and each community in which these Historic Sites reside to build attendance and awareness of these truly unique properties.</p> | <p>A. 0.7 increase in budgeted staffing for a Community Coordinator. This position would facilitate greater usage and awareness of Historic Sites through coordination of school field trips, community activities, and revenue based activities. Various communities, such as Rancho Cucamonga, Chino, Ontario, Daggett, Yucaipa, and Redlands have all expressed interest in additional events and tours at Museum's Historic Sites.</p> <p>Additional Funding Requested: \$40,000 for Coordinator position that would be an ongoing request.</p> |
| <p>4. The Hall of Geological Wonders received full construction funding during 2006-07; however, two of the three Additive Alternates could not be financed because of lack of funding. Additive alternate number 2 is an Exterior Interpretative Fossil Wash Site, which is a key feature of exterior learning experience for visitors and also services the paleontological revenue program through the Museum's Geological Sciences Division. Additive alternative number 3 is an expanded parking and school bus staging and turn-around location to benefit and increase safety for schools and other organized groups attending the Museum.</p> | <p>Additional Funding Requested: \$359,000 of one-time funds.</p> |

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| P1. Percentage of public exhibit space refurbishments completed. | NEW | NEW | NEW | 50% |
| P2. Percentage of initial exhibit fabrication completed. | NEW | NEW | NEW | 100% |
| P3. Percentage increase of visitors to the historic sites. | NEW | NEW | NEW | 15% |
| P4. Percentage of the Hall's additive alternates No. 2 and No. 3 completed. | NEW | NEW | NEW | 100% |

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Robert McKernan, Museum Director at (909) 307-8427



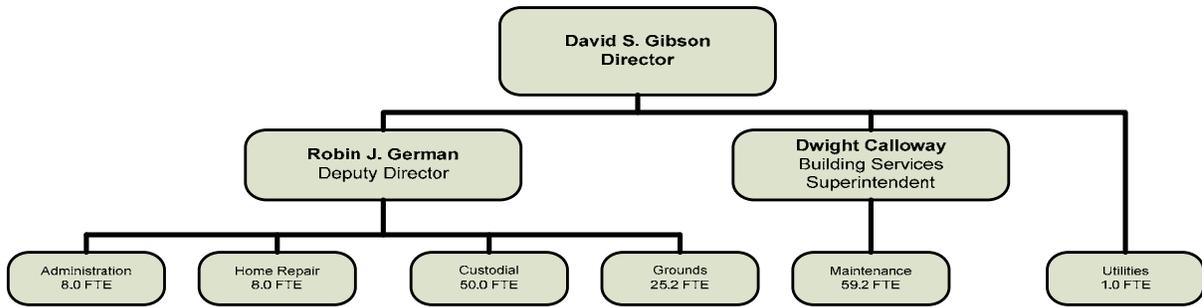
FACILITIES MANAGEMENT

David S. Gibson

I. MISSION STATEMENT

The mission of the Facilities Management Department is to serve the public by providing quality custodial, grounds, and maintenance services that will enable county departments and staff to effectively meet the expectations of their customers.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Facilities Management Department Administration Division provides support to four divisions within Facilities Management (Custodial, Grounds, Home Repair, and Maintenance) and monitors the county's utilities budget. The Administration Division develops internal policies and procedures to ensure all divisions deliver quality service to their customers. The division establishes goals to assure adherence to the department's mission.

The Custodial Division is responsible for custodial services provided to county owned and some leased facilities. Services are performed with a combination of county employees and contract custodial service providers. This division provides pest control services, window washing, carpet cleaning, and mold remediation as well as routine and emergency general custodial services. The primary goal of the Custodial Division is to provide a clean environment in county facilities for customers and employees.

The Grounds Division is responsible for the grounds maintenance services provided to county owned and some leased facilities. Services are performed with a combination of county employees and private contractors. This division provides landscaping design and maintenance services, as well as tree trimming, parking lot sweeping, snow removal, fountain maintenance and indoor-plant care. The primary goal of the Grounds Division is to provide well-maintained exterior building areas for customers and employees.

The Home Repair Program is a federally funded program administered by Facilities Management. Through the program, minor repairs are performed for eligible candidates as determined by the Community Development and Housing Department (CDH). CDH reimburses Facilities Management for program costs incurred with federal funds.

The Maintenance Division is responsible for maintaining county owned and some leased facilities. Services are performed with a combination of county employees and contractors. This division oversees and runs operations at building boiler plants, performs routine infrastructure maintenance, administers and manages minor remodels and projects for the county's minor Capital Improvement Program (CIP), and responds to emergency building issues 24 hours per day, seven days per week. The primary goal of the Maintenance Division is to provide safe and well-maintained facilities for customers and employees.

The county's utilities budget funds the cost of natural gas and liquid propane gas, electricity, water, sewage, refuse disposal, diesel fuel for emergency generators, and other related costs for county owned and some leased facilities.



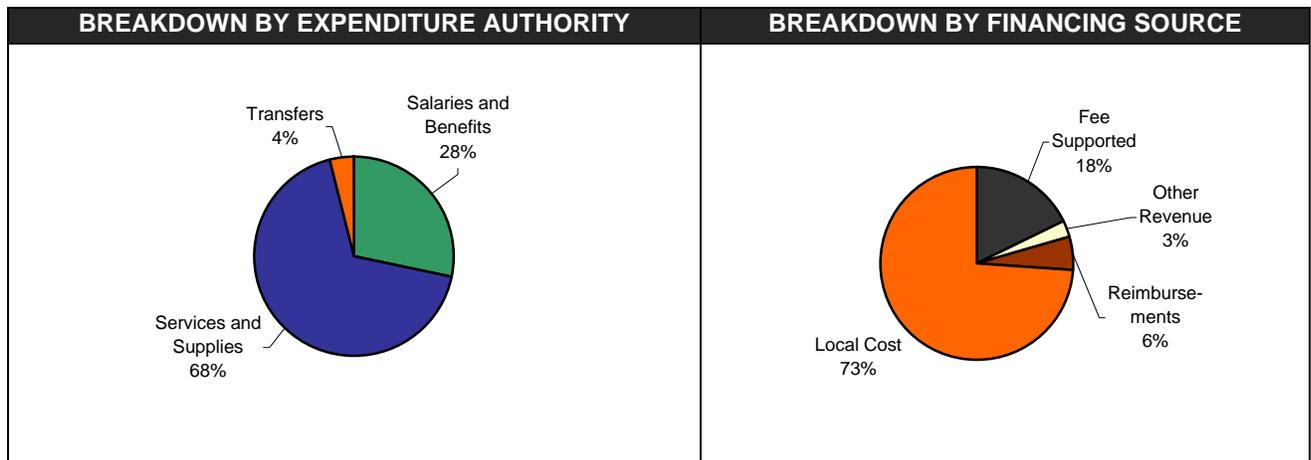
IV. 2005-06 ACCOMPLISHMENTS

- Increased window washing, seasonal planting, and tree trimming services.
- Implemented two Computer-Aided Facilities Management (CAFM) modules (Grounds, Maintenance).
- Completed electrical preventive maintenance work, both assessment and repairs, to preserve the integrity of power for the Information Services Department (ISD) building in San Bernardino.
- Enhanced the Supplemental Resource Program by adding a crew from Community Options.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | |
|-----------------------|----------------------|------------------|-------------------|-----------------|
| | Appropriation | Revenue | Local Cost | Staffing |
| Facilities Management | 16,197,204 | 6,900,616 | 9,296,588 | 153.4 |
| Utilities | 16,654,565 | 246,355 | 16,408,210 | 1.0 |
| TOTAL | 32,851,769 | 7,146,971 | 25,704,798 | 154.4 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPROVE BUSINESS PRACTICES TO ENHANCE CUSTOMER SERVICE AND INCREASE STAFF EFFICIENCY

Objective A: Continue implementation of the CAFM system

Objective B: Enable county departments to submit work orders on-line

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|-----------------------------|--------------------------------|--------------------------------|--------------------------------|
| 1A. Decrease the length of time required to provide final cost data to customers | N/A | 50% | 0% | 50% |
| 1B. Implement capability for county departments to submit work requests online through CAFM-enabled interface on the department's homepage | NEW | NEW | NEW | 100% |



Status

Due to staff turnover at Facilities Management and the Information Services Department (specific to the CAFM project), and delays with the Financial Accounting System (FAS) interface, the Department was not able to decrease by 50% the length of time required to provide final cost data to customers. The Department now expects to accomplish this in 2007-08. Facilities Management continues the process of implementing CAFM to improve efficiency in both assigning work requests and tracking work. Currently, the modules for Maintenance and Grounds are implemented, with plans to implement modules for the rest of the department.

The 2006-07 Business Plan included an objective to reduce field staff time procuring materials. The success of that objective was to be measured by tracking an expected decrease in the number of commodity procurements by field staff. Towards this objective, the department expects to hire a dedicated Parts Specialist, thus freeing up field staff time to increase their effectiveness in the field. In 2007-08, this objective is replaced with a new Objective 1B, directed at enabling county departments to submit work orders on-line. Providing customers with the capability to submit work requests online is more closely aligned with the goal, in that it both enhances customer service and increases staff efficiency. By the end of 2007-08, the department plans to have a web-enabled work request process, whereby county departments can submit work requests through the Facilities Management homepage.

| |
|---|
| GOAL 2: PROVIDE THOROUGH PREVENTIVE MAINTENANCE INSPECTIONS AND REPORTS ON COUNTY-OWNED FACILITIES |
|---|

Objective A: Provide facility inspections through facility condition assessment contract

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 2A. Facility inspections completed (The estimated total number of buildings/groups of buildings is 45) | N/A | 11% (5) | 56% (25) | 100% (45) |

Status

During 2006-07, the county assessed responses to a request for proposals (RFP) and selected a vendor for this project, with the first year of the multi-year project beginning in 2007. Further implementation in 2007-08 will provide the county with the ability to better maintain buildings and save on future building maintenance costs. This program is aligned with the best practice model of maintaining high standards of maintenance and repair at all county buildings. This program is designed to enhance the efficiency of the county's maintenance operations in older buildings as it will provide a baseline for maintenance activities. It also benefits newer buildings, for as new buildings are added to the inventory (e.g. 303 3rd Street, San Bernardino), the county can optimize the use of additional building maintenance funding.

| |
|---|
| GOAL 3: REDUCE UTILITY CONSUMPTION |
|---|

Objective A: Implement energy efficiency program

Status

Facilities Management tailored its strategy to provide more accurate measures with regard to utility programs. The 2006-07 Business Plan included an objective to reduce utility consumption. The success of that objective was to be measured by tracking an expected decrease in electrical usage; however, extreme heat waves in 2006 demonstrated that overall usage decreases are not necessarily the best way to measure utility efficiency. The department is now investigating a variety of methods to invest 2006-07 CIP monies allocated for energy conservation projects. With this funding, the department plans to implement a program to increase the county's efficiency with regards to utility consumption. Methods to improve efficiency include, but are not limited to, updates of equipment and controls with built in measurement capability and enhanced conservation efforts. Future measures of this program will focus on actual efficiency gains as measured by the enhanced equipment. This redefined focus is essential due to a significant electrical rate increase and the resultant budget increase of \$875,000 for next year.



VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1: The department received \$308,688 in ongoing and \$30,120 in one-time funding to augment administrative support staff to reduce administration time by field personnel.

Policy Item 2: The department received \$217,644 in ongoing and \$37,780 in one-time funding for three positions.

Policy Item 3: The department received \$75,000 in ongoing funding to expand Community Options contract to additional buildings

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| P1. Hours freed up from administrative work for field staff (Positions expected to be filled by end of fiscal year.) | N/A | 3,200 | 3,200 | 6,400 |
| P2. Additional productive hours from new specialty trade positions. | N/A | 2,400 | 2,400 | 4,800 |
| P3. Additional service hours provided via the Community Options contract to additional buildings. | N/A | 10,000 | 7,500 | 10,000 |

The data for our previous performance measures (percent increase in number of jobs completed or percent decrease in number of emergency calls to buildings) is unavailable at this time due to delays in CAFM implementation. To demonstrate both our commitment to these objectives and our progress towards achieving these objectives, we have developed new measures that address the 2006-07 policy items. Moreover, quality and quantity guide the activities of the Facilities Management Department, and customer service and satisfaction will be the key to performance measurement for Facilities Management in the coming years.

Status

P1. The Office Assistant II position has been filled. Recruitment for the three other new administrative support positions is ongoing.

P2. The three new positions—Electrician, Plumber, and Sprinkler System Worker—have been filled.

P3. A contract amendment with Community Options to hire additional crews is under development.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact David S. Gibson at (909) 387-2230.

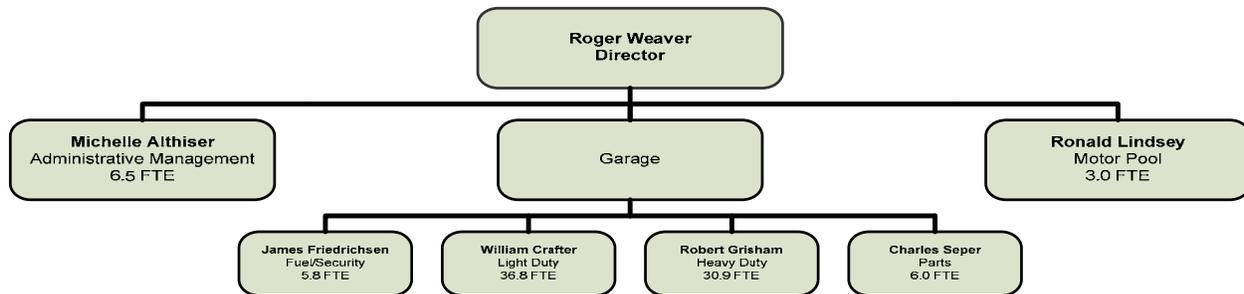


FLEET MANAGEMENT Roger Weaver

I. MISSION STATEMENT

The Fleet Management Department provides vehicles, equipment, and related maintenance and repair services to the officials and employees of the county so that they may, in turn, provide services that promote health, safety, well being, and quality of life to the residents of the county.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

Fleet Management provides services for the majority of county vehicles and equipment. Services include the acquisition, maintenance, repair, modification, and disposal of vehicles and other related equipment. The San Bernardino County Fire, Sheriff, and Special Districts Departments are authorized to operate their respective fleets independent of Fleet Management.

Fleet Management operates its main garage in San Bernardino—including a light duty shop, heavy duty shop, welding and metal fabrication shop, emergency vehicle make-ready shop, parts room, and fueling station. The department also operates five smaller service centers in outlying locations and 22 strategically located fueling sites.

Additionally, the department operates a motor pool, which has ownership and/or maintenance responsibility for approximately 1,700 automobiles, vans, pick-up trucks, and various specialty vehicles assigned to county departments. The Motor Pool coordinates the collection and distribution of replacement, fuel, maintenance, repair, and other operational costs of fleet vehicles.

IV. 2005-06 ACCOMPLISHMENTS

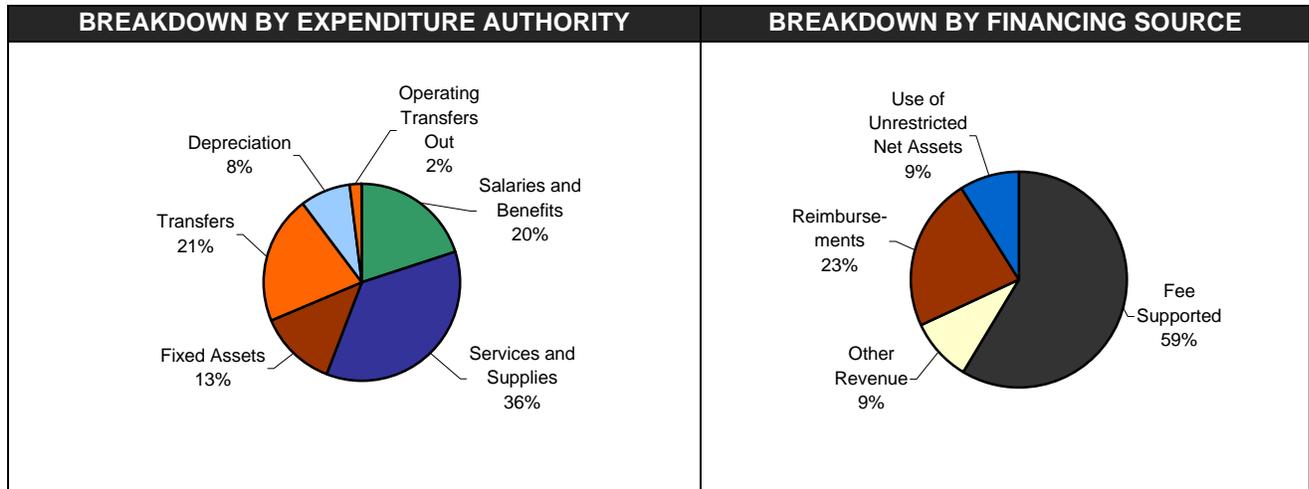
- Recognized as one of the “100 Best Fleets in North America” by Fleet Equipment magazine.
- Reduced the size of Motor Pool by 75 vehicles based on a utilization analysis.
- Began online Motor Pool reservation system.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | |
|--------------|-------------------|-------------------|------------------------------|-------------|
| | Appropriation | Revenue | Revenue Over/ (Under) Exp | Staffing |
| Garage | 13,248,802 | 12,428,848 | (819,954) | 92.0 |
| Motor Pool | 10,846,488 | 8,902,688 | (1,943,800) | 4.0 |
| TOTAL | 24,095,290 | 21,331,536 | (2,763,754) | 96.0 |



VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: MAINTAIN CURRENT HIGH LEVELS OF CUSTOMER SERVICE AND USER SATISFACTION.

Objective A: Develop and implement a customer sensitivity training program and measure user satisfaction.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|------------------|---------------------|---------------------|---------------------|
| 1A. Percentage of respondents satisfied with the Fleet Management services. | 91% | 95% | 95% | 95% |

Status

To measure customer satisfaction, survey placards are placed in vehicles upon completion of any service. Maintaining high levels of customer satisfaction will maximize the department's customer base, which will support the lowest possible unit cost distribution to all customers. In 2006-07, the department intends to implement customer sensitivity training for its employees to augment the county's Service FIRST training.

GOAL 2: DECREASE VEHICLE DOWNTIME FOR PREVENTIVE MAINTENANCE AND ROUTINE REPAIRS.

Objective A: Reduce the time to repair and maintain vehicles.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|------------------|---------------------|---------------------|---------------------|
| 2A. Percentage of programmed maintenance (PM) services completed the same day the vehicle is delivered to Fleet Management. | 50% | 75% | 75% | 75% |
| 2B. Percentage of repairs completed within two days of vehicle delivery to Fleet Management. | 69% | 75% | 75% | 75% |

Status

The department measures maintenance turnaround times by noting the start and completion times on each PM and repair work order. Vehicle availability is critical to all county departments in order for them to deliver services to their clients. It is therefore critical that Fleet Management complete all vehicle maintenance and repairs as quickly as possible without sacrificing quality.

Keeping a full complement of trained technicians is the most effective means of properly maintaining the fleet. Fleet Management continues to work with the Human Resources Department to address recruitment and



retention issues affecting various technician classifications. The intent of these efforts is to ensure fully trained technicians are available to maintain and repair fleet vehicles. Quick turnaround times for vehicle maintenance and repairs will also help Fleet Management meet its goal to improve overall customer satisfaction.

GOAL 3: REDUCE OVERALL MOTOR POOL VEHICLE EMISSIONS.

Objective A: Purchase only low emission vehicles.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 3A. Percentage of Motor Pool vehicles classified as ULEV or better. | 24% | 35% | 35% | 45% |

Status

An element of the county's mission is to improve the quality of life for its residents. Improving air quality is one component for improving the overall quality of life, and reducing vehicle emissions is a critical element in the effort to improve air quality. Furthermore, the South Coast Air Quality Management District (SCAQMD) Rule 1191 mandates that, beginning July 1, 2001, all public fleets with more than 15 vehicles must purchase low emission vehicles (LEV) or better. During its regular purchasing cycle, Fleet Management intends to continue replacing the existing fleet with ultra low emission vehicles (ULEV), including hybrids. It is estimated that the entire fleet will consist of only ULEV's by 2009-10.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department did not have any approved policy items for 2006-07.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Roger Weaver at (909) 387-7872.



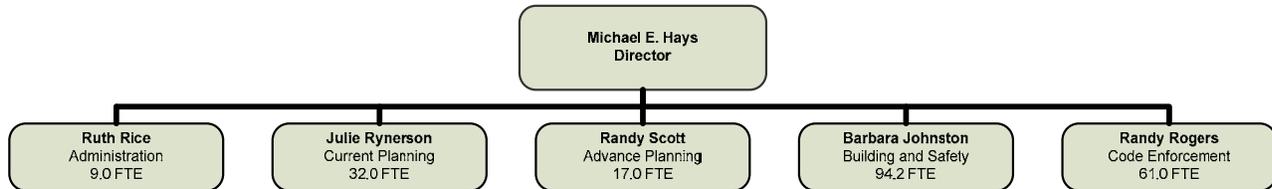
LAND USE SERVICES

Michael E. Hays

I. MISSION STATEMENT

The Land Use Services Department (LUSD) is dedicated to ensuring a balance in the areas of housing, business, and recreational needs for the diverse cultures and communities of San Bernardino County. This is accomplished through comprehensive regional planning and enforcement of building standards, land uses, and environmental impacts.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

LUSD provides oversight for land use in the unincorporated areas of the county. This oversight begins with the county's general plan that includes input from residents of the county, and extends to review of land use applications, adherence to building codes and enforcement of ordinances. LUSD is comprised of the following divisions: Administration, Advance Planning, Current Planning, Building & Safety, and Code Enforcement. All divisions provide services related to comprehensive regional planning and enforcement of building standards, land uses and environmental impacts in the unincorporated areas of the county.

The Administration Division provides centralized budgeting, personnel, and automation services to all of the department's divisions.

The Advance Planning Division prepares short and long-range plans for the development of the county and the conservation of its resources, including the county general plan and various specific plans. In addition, this division is responsible for inspections of mining facilities and mine reclamation plans, and provides professional staff assistance to the Planning Commission and Board of Supervisors for the formation and implementation of plans and ordinances. This division prepares the county general plan every ten to fifteen years. As part of the 2002-03 budget, a special revenue fund was created to track the actual cost of the update process. The current general plan update cycle completion date is estimated for early 2007.

The Current Planning Division reviews all land use applications for compliance with county codes and environmental laws, and administers short-term implementing measures for land use, housing, and community design. In addition, professional staff assistance is provided to the Planning Commission and Board of Supervisors for the formation and implementation of plans and ordinances.

The Building & Safety Division administers construction and occupancy standards to safeguard life, health, and property in the interest of the general public's welfare throughout the unincorporated areas of the county. This is accomplished by applying county ordinances, state laws, and inspecting the construction, alteration, moving, demolition, repair, occupancy, and use of buildings and structures.

The Code Enforcement Division administers programs designed to protect the public's safety, welfare, and property through enforcement of county ordinances and state laws related to housing and property. Through the Fire Hazard Abatement program, Code Enforcement enforces the County's Fire and Hazardous Trees Ordinance in the unincorporated portions of the county, as well as under contract with certain cities and fire districts. This service includes inspections, notifications to property owners, and removal of vegetation and flammable debris deemed to be fire hazards.



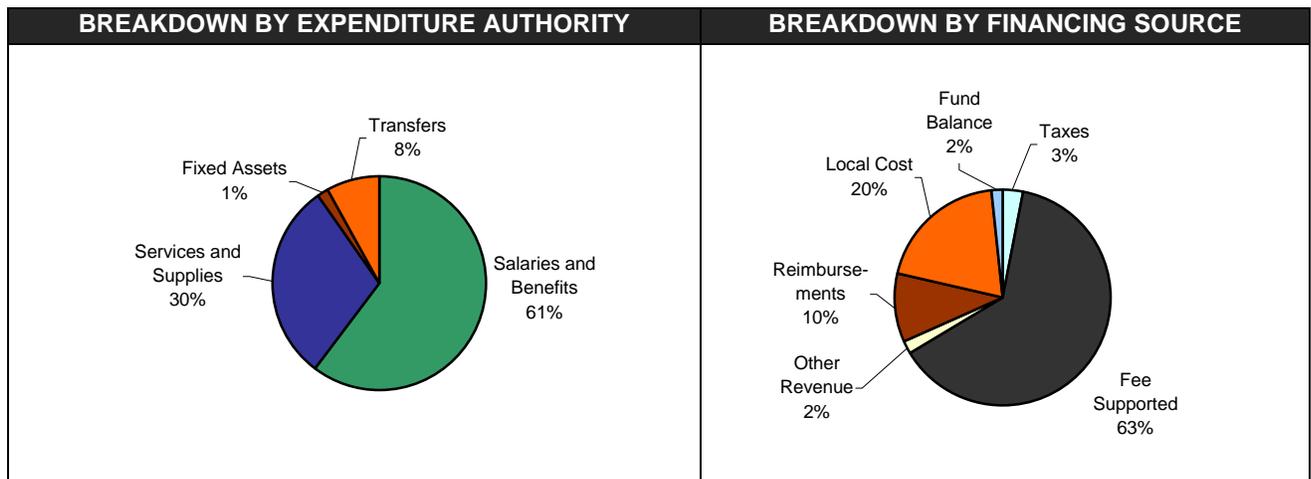
IV. 2005-06 ACCOMPLISHMENTS

- Facilitated Board-adoption of ordinances and amended ordinances related to:
 - The East Valley Corridor Planning Area
 - The Glen Helen Specific Plan and Resource Management Plan
 - Accessory wind energy systems
 - The Off Highway Vehicle (OHV) Ordinance
- Continued progress on the General Plan Update, which is expected to be completed in 2006-07
- Completed the Kaiser Commerce Center Specific Plan - BNSF Transmodal Facility (nine million square feet)
- Completed the California Speedway–Midway planning project including relocation of the drag strip, increased access drive, increased wireless facilities, and a large message center
- Approved permits for 250,000 square feet of retail space and one million square feet of industrial buildings in the East Valley Corridor Planning Area
- Conducted 32 community clean-up events throughout the county, which resulted in the collection of 1,615 tons of trash, tires, and metal.
- Issued 50,000 Fire Hazard Abatement notices resulting in the performance of 5,000 abatements.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | | |
|-----------------------|-------------------|-------------------|------------------|----------------|--------------|
| | Appropriation | Revenue | Local Cost | Fund Balance | Staffing |
| Administration | - | - | - | | 11.0 |
| Current Planning | 3,253,190 | 3,253,190 | - | | 33.0 |
| Advance Planning | 3,963,886 | 2,287,138 | 1,676,748 | | 18.0 |
| Building and Safety | 9,870,995 | 9,870,995 | - | | 95.2 |
| Code Enforcement | 4,519,923 | 767,530 | 3,752,393 | | 40.0 |
| Fire Hazard Abatement | 2,617,148 | 2,617,148 | - | | 22.0 |
| General Plan Update | 484,011 | - | | 484,011 | - |
| TOTAL | 24,709,153 | 18,796,001 | 5,429,141 | 484,011 | 219.2 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ADVANCE PLANNING - DECREASE PROCESSING TIMES FOR MINING APPLICATIONS OR RECLAMATION PERMITS.

Objective A: Process mining applications/reclamation permits through approval or denial within nine months with a Negative Declaration or 15 months with Environmental Impact Report

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 1A. Percentage of mining applications and reclamation permits processed through approval or denial within proposed timeframes. | 70% | 85% | 85% | 95% |

Status

Advance Planning has filled the Planner III position that is responsible for this function and is working on any backlog that was created from the vacancy. In addition, an evaluation of the work processes involved in these reviews is ongoing.

GOAL 2: CURRENT PLANNING - DECREASE THE PROCESSING TIME FOR "APPLICATIONS ACCEPTED" AS COMPLETE OR RETURN TO APPLICANT WITHIN 30 DAYS AS REQUIRED BY THE DEVELOPMENT CODE.

Objective A: Review the division's process for review of applications to ensure that the department is meeting the requirements of the Development Code.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 2A. Percentage of applications accepted as complete or returned to applicant within proposed timeframe. | 80% | 95% | 95% | 98% |

Status

Current Planning is working towards filling vacancies, developing more efficient processes, and improving the tracking of applications.

GOAL 3: BUILDING & SAFETY - DECREASE THE PROCESSING TIME FOR PLAN REVIEW SERVICES TO THE ADOPTED SERVICE STANDARDS OF: Residential - 10 working days Subdivisions and multi-residential - 20 working days Grading and non-residential - 30 working days

Objective A: Review the division's process for plan review and implement appropriate measures to meet goals.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 3A. Percentage of plan reviews completed with proposed timeframes. | 82% | 90% | 90% | 95% |

Status

Building & Safety has added a Building Inspector III position to participate in the Development Review Committee and interface with Current Planning on applications that add to Building & Safety's workload. In addition, the plan review staff has been assisting with inspection requests, with improved recruitment, they are now working on backlogs in Plan Review.



GOAL 4: CODE ENFORCEMENT - INCREASE THE NUMBER OF INITIAL INSPECTIONS PERFORMED WITHIN THREE WEEKS OF RECEIVING COMPLAINT.

Objective A: Review the division's staff assignments for complaints.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 4A. Percentage of initial inspections completed within three weeks of receiving complaint. | 75% | 95% | 95% | 98% |

Status

Code Enforcement is developing more efficient processes, improving the tracking and assignment of complaints, and reducing workload on a waste tire grant, which will allow additional time for addressing complaints.

GOAL 5: FIRE HAZARD ABATEMENT - INCREASE THE NUMBER OF ABATEMENTS PERFORMED WITHIN FIVE WEEKS OF NON-COMPLIANT FINAL NOTICE (NCFN).

Objective A: Review the division's process for work assignments in inspection areas.

Objective B: Enhance the Fire Hazard Abatement software and equipment as necessary to process and retrieve information from the field as inspections are being completed.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 5A. Percentage of abatements performed within five weeks of Non-Compliant Final Notice (NCFN). | 65% | 95% | 95% | 98% |

Status

Fire Hazard Abatement is fully staffed and developing inspection process improvements. Improvements to the Fire Hazard Abatement tracking and data input from inspections are in the planning stage.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1: ADVANCE PLANNING – The department received \$320,000 of ongoing general fund financing for commercial-area and community plans.

Policy Item 2: CODE ENFORCEMENT – The department received \$295,600 of ongoing and \$105,000 of one-time general fund financing for three positions to enforce the off highway vehicle (OHV) ordinance.

Policy Item 3: CODE ENFORCEMENT – The department received \$50,000 of ongoing general fund financing for community cleanup projects.

Policy Item 4: CODE ENFORCEMENT – The department received \$130,000 of one-time general fund financing for contracted graffiti abatement services in the Second District.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| P1. Initiate project and hire consultants for the Lake Gregory, Joshua Tree, and Wrightwood Community Plans | N/A | 100% | 100% | N/A |
| P2. Percentage of illegal OHV riders contacted and provided educational material regarding legal OHV areas. | N/A | 50% | 50% | 60% |
| P3. Percentage increase of waste and recyclable materials collected by Code Enforcement during community cleanup activities. | N/A | 25% | 25% | 25% |



Status

- P1. This will be completed after adoption of the General Plan Update and before the end of the fiscal year.
- P2. Code Enforcement has hired two of the three new positions and has begun to patrol the high desert to enforce the OHV Ordinance. To date, staff has had direct contact with 7,000 illegal riders and provided 6,000 flyers directing violators to legal riding areas.
- P3. Code Enforcement has increased the number of citizens included when mailing information regarding upcoming community cleanup events. In the past, mailings were being done from mailing lists created by trash companies which were not always accurate. The division is now using queries that search for parcels by Assessor parcel book and tax identification, which enables only unincorporated parcels to be included in the mailing list. For July 1, 2005 through November 30, 2005, 892 tons of waste and recyclable materials were collected. For the same time period in 2006, 1,103 tons were collected, a 23.7% year-to-date increase.
- P4. Code Enforcement initiated a contract with a vendor to perform graffiti abatement in the Second District. The vendor is required to abate a minimum of 400 sites per month and be on call for emergency complaints and special events held within the district.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|--|--|
| 1. Improve customer service levels by enabling staff to spend more time responding to public nuisance complaints instead of inspecting waste tire facilities for minor violations. | Cancel Waste Tire Enforcement Grant with State of California Integrated Waste Management Board (CIWMB). Additional Funding Requested: Total ongoing funding \$150,000 |

Code Enforcement currently receives \$150,000 per year from a State of California waste tire enforcement grant to perform inspections of facilities that handle large amounts of tires. The original grant amount was \$300,000, but reduced to \$150,000 in 2006-07 due to reduced workload because all initial inspections were completed. Code Enforcement desires to cancel this grant in 2007-08 due to changing program requirements, increasing grantor expectations, and the impact the grant is having on staff's ability to address new complaints. General fund financing would be used to maintain current staffing levels while increasing customer service.

| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|--|--|
| 2. Decrease the response time for complaints related to graffiti countywide. | Provide a countywide graffiti abatement program. Additional Funding Requested: <u>Ongoing funding</u> Salary and benefits \$243,000 Services and supplies 25,000 Reimbursements (60,000) Total ongoing funding \$208,000 <u>One-time funding</u> Two vehicles \$50,000 Non-inventoriable equipment 10,000 Total one-time funding \$60,000 |

Code Enforcement is currently contracting for graffiti abatement services in the Second and Fourth Supervisorial Districts, for an annual cost of \$105,000. A contract is currently being processed for services in the Fifth District for an estimated annual cost of \$85,000. Reimbursements totaling \$59,230 per year are



received from the Redevelopment Agency (RDA) - \$37,230, the Flood Control District - \$2,000, and Community Development Block Grant (CDBG) funding - \$20,000.

A smaller number of vendors have been responding to the county's request for proposals (RFP) for these services due to the large size of the program and the county's high service expectations. In order to provide a comprehensive countywide graffiti abatement program, Code Enforcement requests funding for 5.0 positions (4.0 Field Assistants and 1.0 Office Assistant II) and other programs costs. Managing this program utilizing county staff will increase the control over the number and location of sites abated, enable quick response times for all unincorporated county areas, decrease response times for specific complaints, and increase the ability to adapt to changing needs (i.e. California Speedway activities, Hyundai Pavilion events, etc.) Graffiti abatement costs for designated areas will continue to be partially offset by funding from RDA, the Flood Control District, and CDBG.

| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|---|---|
| 3. Improve efficiency of project/plan reviews through the use of electronic plan submission and review. | Purchase Project Dox software. Additional Funding Requested: <u>One-time funding</u> Purchase licenses \$ 90,000 50 monitors @ \$500 ea. <u>25,000</u> Total one-time funding \$115,000 |

Project Dox is a third-party enhancement to the Accela Permits Plus software utilized by LUSD for tracking development projects, construction permits, and code enforcement cases. This enhancement would add the ability to receive, correct, return, and store plans electronically. The purchase price for the initial licensing is \$90,000 with annual maintenance of \$18,000 per year. This policy request also includes an upgrade of 50 computer monitors to larger screen formats to make the review of electronic plans easier. LUSD plans to cover the ongoing cost of maintenance through cost savings in other areas.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| P1. Percentage increase of cases closed that do not result in court action. | NEW | NEW | NEW | 25% |
| P2. Percentage increase of graffiti complaints abated countywide. | NEW | NEW | NEW | 50% |
| P3. Percentage decrease of project plan review time. | NEW | NEW | NEW | 25% |

X. 2007-08 PROPOSED FEE ADJUSTMENTS

| DESCRIPTION OF FEE REQUEST | SERVICE IMPACTS |
|--|---|
| In 2007-08 the department will propose inflationary increases in fees to recover cost increases. | With fee increase, the department can maintain current levels of service. |

If there are questions about this business plan, please contact Michael E. Hays at (909) 387-4141.



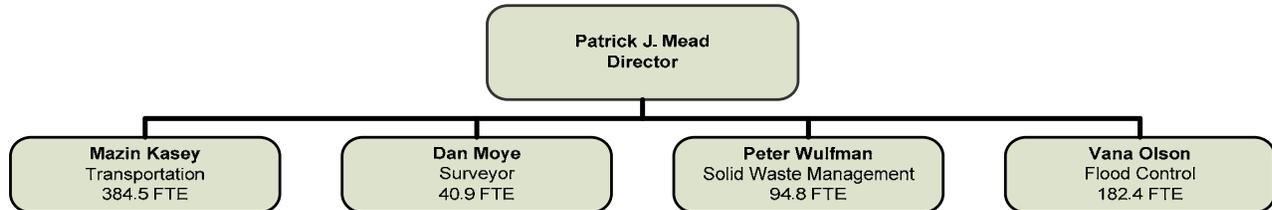
PUBLIC WORKS

Patrick J. Mead

I. MISSION STATEMENT

The mission of the Department of Public Works is to provide a broad range of services and infrastructure to help ensure safe and desirable communities for the people of San Bernardino County. Areas of responsibility include roads, traffic, flood control, storm water quality, water conservation, solid waste services, and county surveyor functions.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Department of Public Works is comprised of the following divisions/functions: Flood Control, Solid Waste Management, Surveyor, and Transportation. Below is a description of each of these divisions/functions.

Flood Control District

The San Bernardino County Flood Control District (District) was created in 1939 under special state legislation. Since its inception, the district has developed a very extensive system of flood control and water conservation facilities, including dams, conservation basins, debris basins, channels and storm drains. The purpose of these facilities is to intercept and convey flood flows through and away from developed areas of the county, as well as to promote water conservation and improved water quality.

The district covers the entire county, including all of the incorporated cities. The district is divided into six geographic flood zones (in recognition of the different characteristics and flood control needs in various areas). Zone 1 encompasses the county's west end, from Los Angeles and Riverside County lines to West Fontana. Zone 2 encompasses the central area of the San Bernardino Valley. Zone 3 covers the east end of San Bernardino Valley. Zone 5 primarily includes the San Bernardino Mountains. Zone 6 encompasses the remainder of the county not covered by other zones. The district has also established a countywide administrative zone (Zone 7). The district's funding is primarily derived from property taxes, federal and state aid on specific projects, subdivision and permit fees, rents and royalties, and revenue from local water agencies for water spreading services.

The district's principal functions are as follows:

- **Flood Protection on Major Streams:** In cooperation with the federal government, the district conducts programs for channel and levee construction, floodwater retention, and debris basin maintenance. Programs or projects are often done in cooperation with the incorporated cities, the U. S Army Corps of Engineers, and the U. S Bureau of Reclamation.
- **Water Conservation:** The district operates and maintains water conservation basins and spreading grounds. Water from the local mountains and Northern California is spread and percolated into the groundwater basins underlying the county. The district has numerous joint use agreements with water districts allowing use of district facilities for groundwater recharge.



- **Storm Drain Construction:** The district is active in comprehensive storm drain master planning/construction and cooperates with incorporated cities and other agencies in storm drain projects.
- **Facility Maintenance:** The district has a proactive maintenance program for its facilities. Regular inspections of the storm drains, channels, and basins are made to requirements by various state and federal agencies.
- **National Pollution Discharge Elimination System (NPDES):** The district is the lead permittee in the San Bernardino Valley area – wide NPDES permit with the 16 cities as co-permittees. The NPDES program, through the State Water Quality Management Board, regulates storm water quality through very detailed and complex permits, which affect everyone within the Santa Ana River Watershed and is expanding into the high desert area of the Victor Valley under Phase II of the permit.
- **Flood Operations:** During the flood season, the district maintains telemetry systems for monitoring rainfall and runoff and dispatches storm patrols as dictated by the projected severity of a storm. The district has access to a weather satellite data delivery system to provide state of the art weather information. The system provides advance warning of major storm activity.
- **Flood Area Safety Task Force (FAST):** As a result of the October/November fires of 2003, the FAST organization was created. The district is a key component of this task force, which is meant to respond to the elevated flood risk associated with the aftermath of these devastating fires.
- **Bark Beetle Fuel Reduction Program:** The district is the county’s designated agency for managing the tree removal contracting function of the Bark Beetle Program per Board action dated May 3, 2005.

Solid Waste Management

The Solid Waste Management Division (SWMD) is responsible for the operation and management of the county’s solid waste disposal system, which consists of six regional landfills, eight transfer stations, and five community collection centers. In this capacity, SWMD provides oversight, direction and guidance to Burrtec Waste Industries, the county’s contractor for disposal site operations and maintenance. In addition, SWMD oversees the expansion of all active sites and the post-closure maintenance at 27 inactive or closed landfills and waste disposal sites throughout the county. The SWMD also administers the county’s solid waste transfer program, which authorizes and regulates trash collection by private haulers in the county unincorporated area.

Surveyor

The function of the County Surveyor is to review subdivision maps as prescribed by state law, prepare legal descriptions and maps for other county departments, assist the public in matters relating to land boundaries, and ensure that sound surveying is used in the preparation of maps and plans for project development within the county. The Surveyor ensures these maps and plans conform to conditions of approval, local ordinances, standards for development, and state laws. Field crews perform boundary and construction surveys for other county departments and are responsible for perpetuation of controlling survey monuments. The Surveyor maintains the county GIS Parcel Basemap integrity and accuracy.

Transportation

The Transportation Division is responsible for the operation, maintenance, and improvement of the county’s road system that currently includes approximately 2,830 miles of roadways. Additional activities include administration, planning, design, construction, and traffic operations. The division routine maintenance activities include patching and crack filling on approximately 7,500 lane miles of asphalt pavement, grading of 531 miles of unpaved roads, shoulder maintenance, snowplowing of over 300 mountain roads, traffic signal maintenance at 63 intersections, roadside weed abatement in urban areas, traffic sign and pavement striping maintenance throughout the system, storm repairs and cleanup, maintenance of 380 bridges and thousands of concrete box and metal pipe culverts, as well as maintenance of drainage facilities such as inlets, ditches, dikes, and gutters. Maintenance functions are provided through 14 yard districts with regional facilities located to best serve the 20,000 square-mile area of the county.



Road activities are funded almost entirely from highway users sources (primarily from state and federal fuel taxes), local transportation funds generated by sales tax revenues (Measure "I"), and development fees (the department has established nine transportation fee plan areas throughout the county to collect funds for the purpose of managing the impacts from new development). Construction of major improvements (such as new roads, bridges, or adding of lanes) is limited to a few projects per year based on available funding.

IV. 2005-06 ACCOMPLISHMENTS

Flood Control – The district's more significant projects in 2005-06 include:

- Completion of two emergency projects on the Mojave River for debris removal and emergency repairs. One was to protect the Yermo-Daggett Road Bridge and the other to protect Bear Valley Road (Victorville area).
- Emergency debris removal work on Sweetwater Basin (north San Bernardino) and Cook Basin (east Highland).
- Completed construction of two culvert crossings on Rialto Channel at Rosewood Avenue and Second Street (Rialto area).
- Began construction on the Etiwanda Channel and Debris Basin (Rancho Cucamonga area), as well as the San Sevaine Channel from Jurupa Street to Philadelphia Street (Fontana area).

Solid Waste Management – A list of accomplishments include expansion of active landfills to provide space for the disposal of solid waste, state mandated closure of inactive landfills, and other major construction projects.

- Expansion of the Mid Valley Landfill.
- Expansion of the Victorville Landfill.
- Expansion of the Colton Landfill.
- Expansion of the San Timoteo Landfill.
- Closure of the Milliken Landfill.
- Closure of the Lucerne Valley Landfill.
- Construction of extraction wells and treatment facilities in Rialto.

Surveyor

- Reduced processing times for map and plan check reviews.
- Provided the necessary support for completion of various Flood Control and Transportation projects during the year.

Transportation – Constructed a variety of maintenance projects, new signal installations, roadway widening, and miscellaneous safety improvements that included the following:

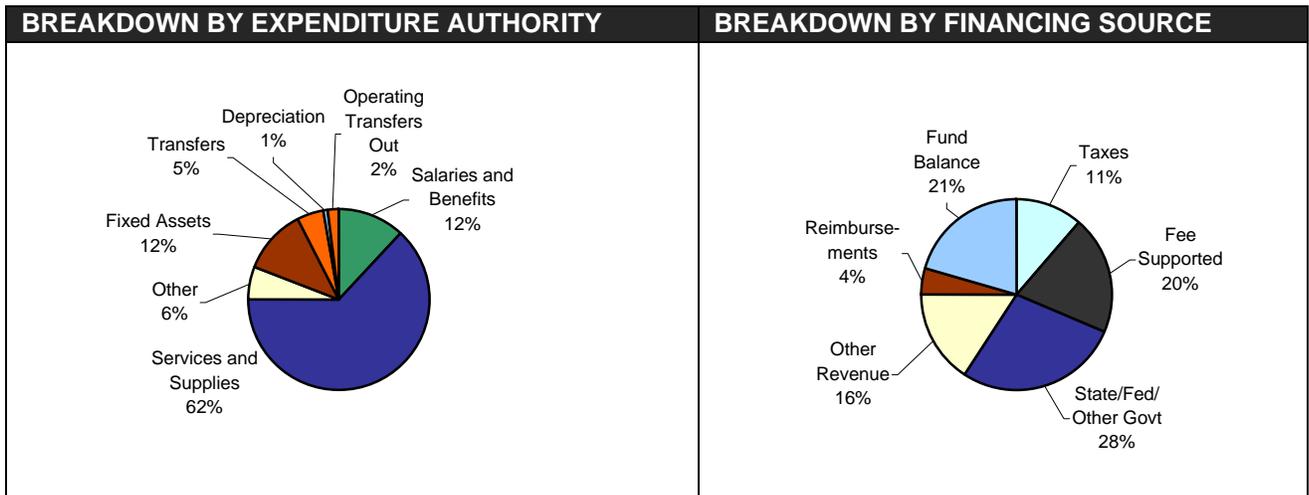
- Commenced construction on the Ft. Irwin Road project in the Barstow area.
- Completed paving of the dirt portions of Nielson Road (Phelan), Mesquite Street (Hesperia area), and Larrea Road (Yucca Valley area).
- Installed six new traffic signals at various locations throughout the county.
- Expensed over \$6.9 million on major pavement resurfacing and rehabilitation projects.
- Submitted claims totaling \$10.2 million and \$2.3 million to the Federal Highways Administration and the Federal Emergency Management Agency, respectively, for reimbursement of costs associated with the 2005 floods.



V. 2006-07 SUMMARY OF BUDGET UNITS

| 2006-07 | | | | | | |
|---|--------------------|--------------------|----------------|-------------------|------------------------------|--------------|
| | Appropriation | Revenue | Local Cost | Fund Balance | Revenue Over/ (Under) Exp | Staffing |
| Surveyor Function: | | | | | | |
| Surveyor | 4,432,992 | 4,233,482 | 199,510 | | | 41.9 |
| Survey Monument Preservation | 530,850 | 135,432 | | 395,418 | | - |
| Transportation Division: | | | | | | |
| Road Operations | 105,012,901 | 95,615,821 | | 9,397,080 | | 386.5 |
| Caltrans Contract | 67,798 | 11,052 | | 56,746 | | - |
| Etiwanda Interchange Improvement | 172,162 | 119,074 | | 53,088 | | - |
| High Desert Corridor Project | 1,292,508 | 1,021,304 | | 271,204 | | - |
| Facilities Development Plans | 9,870,435 | 1,557,409 | | 8,313,026 | | - |
| Measure I Program | 26,188,508 | 10,919,509 | | 15,268,999 | | - |
| Regional Development Mitigation Plan | 8,180,230 | 8,180,230 | | - | | - |
| Solid Waste Mgmt Division: | | | | | | |
| Operations | 64,666,619 | 67,726,799 | | | 3,060,180 | 95.8 |
| Site Closure and Maintenance | 2,318,656 | 19,288,277 | | | 16,969,621 | - |
| Site Enhancement, Expansion and Acquisition | 7,029,457 | 1,308,000 | | | (5,721,457) | - |
| Environmental | 10,644,940 | 1,831,721 | | | (8,813,219) | - |
| Environmental Mitigation Fund | 3,451,219 | 3,413,635 | | | (37,584) | - |
| Flood Control District: | | | | | | |
| Consolidated Funds | 158,968,288 | 104,275,320 | | 54,692,968 | | 183.4 |
| Equipment Fund | 1,872,110 | 2,350,000 | | | 477,890 | - |
| TOTAL | 404,699,673 | 321,987,065 | 199,510 | 88,448,529 | 5,935,431 | 707.6 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: FLOOD CONTROL DISTRICT – INCREASE GROUNDWATER RECHARGE AT FLOOD CONTROL DISTRICT FACILITIES.

Objective A: Continue to increase the annual volume of water recharge at Flood Control District facilities.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 1A. Percentage increase of acre-feet of water recharged at Flood Control District basins (26,783 in 2005-06). | N/A | 68% | 32% | 10% |



Status

The recharge volume for 2005-06 was 26,783 acre-feet, which represented a 61% increase from the previous year. Flood Control's goal of providing adequate water supplies for the people of San Bernardino County is of major concern for the district. In addition to providing protection against floods, one of the district's main functions is to promote water conservation, whenever possible. The district has partnered with other interests in the area with the goal of increasing the use of the district's flood control basins for water recharge operations. In times of water surplus, excess water is directed into the ground for future use. This process is a way of utilizing stored water to meet demands in times of shortage. Numerous projects have been constructed over the past few years and many more are planned to allow for additional percolation of water. As a result, the number of acre-feet of water recharged in district basins has increased each year, with the objective of continuing this effort in the future.

Through data received from various water districts, the district is now able to better document the amount of acre-feet of water recharged at the basins. As a result, the 35,300 acre feet now estimated in 2006-07 is more reflective of the amount anticipated at year end instead of the original projection of 45,000 acre feet.

| |
|---|
| GOAL 2: SOLID WASTE MANAGEMENT – IMPROVE THE EFFICIENCY OF LANDFILL SPACE UTILIZATION. |
|---|

Objective A: To increase the volume of trash per cubic yard deposited into the County's solid waste disposal system.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 1A. Pounds of trash per cubic yard of capacity: | | | | |
| - Low Volume Sites | 1,029 | 1,000 | 1,020 | 1,030 |
| - Medium Volume Sites | 1,140 | 1,200 | 1,160 | 1,170 |
| - Large Volume Sites | 1,140 | 1,100 | 1,120 | 1,130 |

Status

SWMD's goal of efficiently utilizing landfill capacity is the most important element for the Solid Waste Management Division and its operations. By utilizing capacity in the most effective manner, the division will be able to provide services to the public at the lowest cost and assure that landfill space is available for the foreseeable future. Increasing the density of the trash is an easily measured objective and one that the division feels can be achieved.

| |
|---|
| GOAL 3: SURVEYOR – PROVIDE TIMELY MAP AND PLAN CHECK SERVICES FOR CUSTOMERS. |
|---|

Objective A: Continue to reduce the processing times for map and plan check reviews.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| Percentage of parcel maps completed within 80 working days (2005-06), 70 working days (2006-07), and 65 working days (2007-08). | 100% | 100% | 100% | 100% |
| Percentage of record of surveys completed within 100 working days (2005-06), 75 working days (2006-07), and 75 working days (2007-08). | 85% | 100% | 70% | 100% |
| Percentage of corner records completed within 100 working days (2005-06), 75 working days (2006-07), and 75 working days (2007-08). | 92% | 100% | 80% | 100% |
| Percentage of final maps completed within 60 working days (2005-06), 40 working days (2006-07), and 35 working days (2007-08). | 100% | 100% | 100% | 100% |

Status

The Surveyor projects that it will successfully meet its goals for parcel and final maps during 2006-07. However, the Surveyor anticipates that it will not achieve its goals concerning record of surveys and corner



records as a result of recruitment/retention issues with certain budgeted positions. To assist in this area, staff conducted a Request for Proposals process to obtain the services of qualified outside firms as needed.

The Surveyor's goal of providing efficient map and plan checking services is crucial for the pace of development in this county. This function is necessary for development to proceed in a controlled manner and is mandated by either state laws or internal county standards. Since 2004, the Surveyor has reduced a significant portion of the backlog of work resulting from increased development activity. Processing times have been decreased as a result of organizational changes and part time use of land surveying firms as approved by the Board of Supervisors. The division's objective is to continue this trend and further reduce the length of time needed to complete the map/plan review process.

GOAL 4: TRANSPORTATION – MAINTAIN THE LEVEL OF SAFETY AND MAINTENANCE FOR COUNTY MAINTAINED ROADS.

Objective A: Maintain the average Pavement Condition Index (PCI) for County maintained roads at a "good" or higher PCI category.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 4A. Average Pavement Condition Index (PCI) of County maintained roads. | 75 | 78 | 75 | 75 |

Status

Transportation's goal is to maintain the high level of road safety and conditions, as roads are historically high on the concerns of the public. The average Pavement Condition Index is the standard used for the overall structural status of a road. Any road with a grade of 70 or greater is considered to be in very good condition. As a result, of lobbying statewide by cities and counties, funding has slowly increased over the last few years allowing the department to raise the overall average condition of county roads where the PCI now exceeds 70. By continuing to appeal for additional road funds and by carefully balancing the type of projects used to repair roads, the Department's goal is to continue to maintain the current level of safety and maintenance of county maintained roads.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department did not have any approved policy items for 2006-07.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

| DESCRIPTION OF FEE REQUEST | SERVICE IMPACTS |
|---|---|
| <p>Solid Waste Management</p> <ul style="list-style-type: none"> • Increase tire fee to \$5.00/tire. • Increase land use card replacement fee to \$11.00. • Increase processed green material fee to \$20.00/ton. • Inflationary increase to the gate fee. | <ul style="list-style-type: none"> • Will encourage public to take their tires to private collection centers rather than county landfills/transfer stations. • Adjustment to land use card replacement fee needed to reflect actual cost of service. • Processed green material brought to the landfills will be reduced; landfill capacity conserved; generate additional revenues to assist with funding capital projects. |

If there are questions about this business plan, please contact Mazin Kasey, Assistant Director at (909) 387-7916.



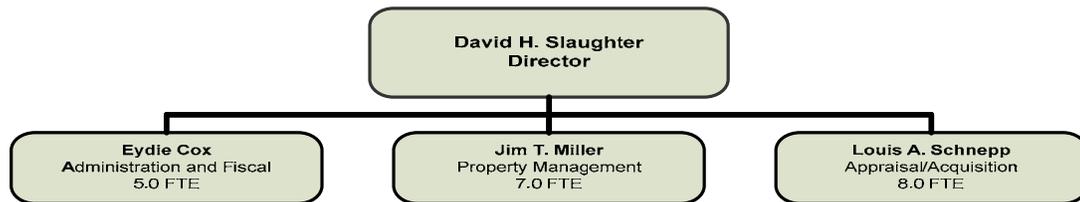
REAL ESTATE SERVICES

David H. Slaughter

I. MISSION STATEMENT

The mission of the Real Estate Services Department (RESD) is to partner with county departments and other public agencies to develop innovative, professional processes and provide cost-effective, efficient, high quality and timely support to accomplish their real estate needs to include lease negotiations and documentation, property management, appraisal services, right-of-way acquisitions, land and building purchases, surplus property sales and maintenance of the database inventory of county-owned buildings, land and leased facilities.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

RESD negotiates and administers revenue and expenditure leases on behalf of county departments. More than 300 revenue leases allow for the use of county-owned facilities, generally at county parks and airports, and generate revenue to offset expenses incurred to provide such facilities to residents and users. Approximately 260 expenditure leases are managed to provide facilities throughout the county for departments and their employees to support the delivery of services in locations convenient to the residents served.

RESD also provides appraisal, acquisition and relocation assistance for county departments and, upon request, to other agencies including San Bernardino Associated Governments (SANBAG), the State of California, and various cities. The department establishes values and acquires the necessary rights-of-way needed to complete public safety projects, including the construction and maintenance of transportation corridors and floodways. The department also acquires land and facilities for various functions, disposes of property determined to be surplus to the county's needs, and maintains an inventory of all county land and facilities.

IV. 2005-06 ACCOMPLISHMENTS

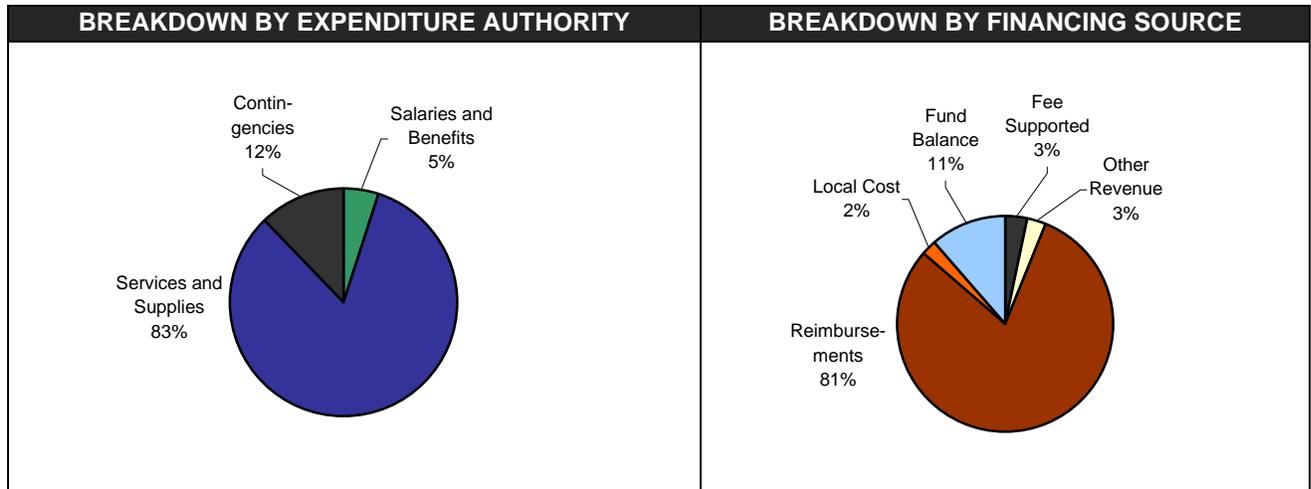
- Completed organizational restructuring and added Real Property Agent III positions to promote upward mobility within the department.
- Completed sale of approximately 100 acres of surplus property in Ontario for \$47,000,000.
- Completed the acquisition of an approximately 700-bed correctional facility in Adelanto.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | | |
|-----------------------------|------------------|------------------|------------------|------------------|-------------|
| | Appropriation | Revenue | Local Cost | Fund Balance | Staffing |
| Real Estate Services | 2,514,897 | 1,510,344 | 1,004,553 | | 24.0 |
| Rents and Leases | 109,290 | 109,290 | - | | - |
| Chino Agricultural Preserve | 6,117,316 | 1,102,566 | | 5,014,750 | - |
| TOTAL | 8,741,503 | 2,722,200 | 1,004,553 | 5,014,750 | 24.0 |



VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPROVE THE QUALITY AND PROFESSIONALISM OF SERVICES

Objective A: Initiate the use of architectural and design firms to develop architectural programs and space plans to define space needs and relationships among tenant functional units.

Objective B: Develop individual project schedules with milestones and critical completion dates.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 1A. Percent of leases in new locations in excess of 5,000 square feet for which architectural and space design plans have been completed. | N/A | 100% | N/A | 100% |
| 1B. Percent of projects (leases for more than 10,000 square feet of space or acquisitions that include five or more parcels) utilizing a project schedule. | N/A | 100% | N/A | 100% |

Status

The 2006-07 goal and stated objectives to improve the quality of professionalism by initiating the use of architectural programs and space plans, and project schedules with milestones and critical completion dates, were not accomplished. No new projects were requested of RESD that fit the criteria for the use of these tools with the exception of three projects for departments in Human Services (HS). The space requirements and specifications for these projects were underway when the approval was granted to initiate the process to locate space and HS determined it would be timelier if the space plans and specifications were completed by HS staff. Therefore, this goal and the stated objectives will be carried over as part of the 2007-08 goals and objectives. The use of professional firms and project schedules will enable RESD to more quickly and efficiently initiate and manage projects.

GOAL 2: IMPROVE THE DEPARTMENT'S FISCAL SERVICES BY AUTOMATING MANUAL FISCAL FUNCTIONS AND SYSTEMS

Objective A: Identify opportunities to streamline existing manual systems, eliminate duplication of effort, and increase efficiency.

Objective B: Improve customer service by increasing the number of lease adjustments such as annual rental increases in a timely and accurate manner, in accordance with contract terms.



| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 2A. Increase the total percentage of fiscal tasks that are automated. (There are approximately 260 fiscal tasks to be automated.) | N/A | N/A | 15% (40) | 62% (160) |
| 2B. Increase percentage of expenditure leases adjusted timely and accurately, in accordance with contract terms. | N/A | N/A | 70% | 90% |

Status

The second goal for RESD is to improve the department's fiscal services by automating functions and services that are currently performed manually. The objectives are to streamline the processes, eliminate duplication and increase efficiency and productivity; adjust predetermined rental increases in a timely and accurate manner; and use available technological resources to affect the transition from manual to automated systems.

GOAL 3: IMPROVE CUSTOMER SERVICE WITH DEPARTMENTS THAT LEASE NON-COUNTY OWNED SPACE AND/OR LEASE COUNTY-OWNED SPACE TO OTHERS

Objective A: Continue to conduct standing monthly (quarterly where appropriate) meetings with departments to promote the exchange of information and initiate the development of project schedules.

Objective B: Monitor and update data, and use reports developed in the Computer Aided Facilities Management (CAFM) system as a tickler system and portfolio management tool.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 3A. Percent of leases, appraisals, and surplus property sales completed within the projected schedule. | N/A | 90% | 90% | 100% |
| 3B. Percent of amendments submitted for Board approval at least 30 days prior to the scheduled termination date of the existing lease. | N/A | 90% | 90% | 100% |

Status

In 2006-07, goals and objectives to improve customer service by continuing to conduct standing monthly or quarterly meetings with departments, and monitor and update data and use reports developed in the Computer Aided Facilities Management (CAFM) system, were accomplished; however, RESD will continue the goal of improving customer service by pursuing these objectives even as other, new objectives are identified and pursued. These standing meetings and the use of technology have enabled management of RESD to more easily identify and respond to problems, issues, and the need for additional training among the staff.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department did not have any approved policy items for 2006-07.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any fee adjustments for 2007-08.

If there are questions about this business plan, please contact David H. Slaughter at (909) 387-7813.



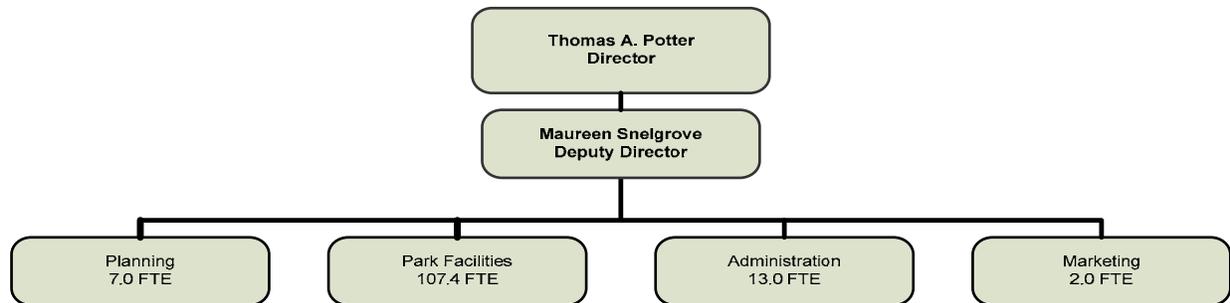
REGIONAL PARKS

Thomas A. Potter

I. MISSION STATEMENT

The mission of the Regional Parks Department is to ensure diversified recreational opportunities for the enrichment of county residents and visitors while protecting the county's natural, cultural, historical and land resources.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Regional Parks Department is responsible for the operation and maintenance of nine regional parks located throughout the county. These parks, which encompass approximately 9,200 acres, are as follows: Prado (Chino), Cucamonga-Guasti (Ontario), Glen Helen (San Bernardino), Mojave River Forks (Summit Valley), Mojave Narrows (Victorville), Moabi (Needles), Lake Gregory (Crestline), Yucaipa, and Calico Ghost Town (Yermo). Visitors to the county parks enjoy open space, walking trails, camping, swimming, fishing, picnicking, equestrian activities, playing fields, and other recreational opportunities available to the public. The department sponsors cultural, educational and promotional events through the use of park resources and contractual agreements with private, non-profit, and other public entities. Park special events include Civil War Days at Calico, Huck Finn Jubilee at Mojave Narrows, and Jamboree Days at Lake Gregory.

The department also administers the county's Trails Program (currently there are 13.3 miles of open, accessible, and usable trails throughout the county being maintained by Regional Parks), oversees operation of the Morongo Wildlife Preserve in Morongo Valley, is responsible for enforcing the lease with the operators of the Hyundai Pavilion at Glen Helen Regional Park, and manages approximately \$10 million in projects funded by the State Bond Propositions 12 and 40. Additionally, Regional Parks has introduced a one-day environmental studies day camp for elementary and middle school children, and operates a summer camp program at Camp Bluff Lake near Big Bear.

IV. 2005-06 ACCOMPLISHMENTS

The department is proud of the many accomplishments completed in 2005–06. It is through the support of the Board of Supervisors and the Capital Improvement Program as well as receipt of Proposition 12 and 40 funding that the following projects were completed:

- Playground enhancements at Mojave Narrows, Cucamonga-Guasti, Yucaipa and Glen Helen Regional Parks
- Road improvements at Prado, Mojave Narrows and Calico Ghost Town Regional Parks
- RV campground upgrades at Prado Regional Park
- Restroom renovations and infrastructure development at Cucamonga-Guasti Regional Park
- Shelter replacements at Cucamonga-Guasti Regional Park
- New 6 unit restroom and shower facility at Moabi Regional Park



Also, these new programs/activities were implemented during the year for the benefit of the communities:

- Summer camp season at Camp Bluff Lake – 588 children attended
- Environmental science day camp program at Bear Paw Preserve in Forest Falls – over 4,000 scheduled participants
- Hosted a first time “City of Chino Healthy Walk” day event at Prado Regional Park – over 154 participants

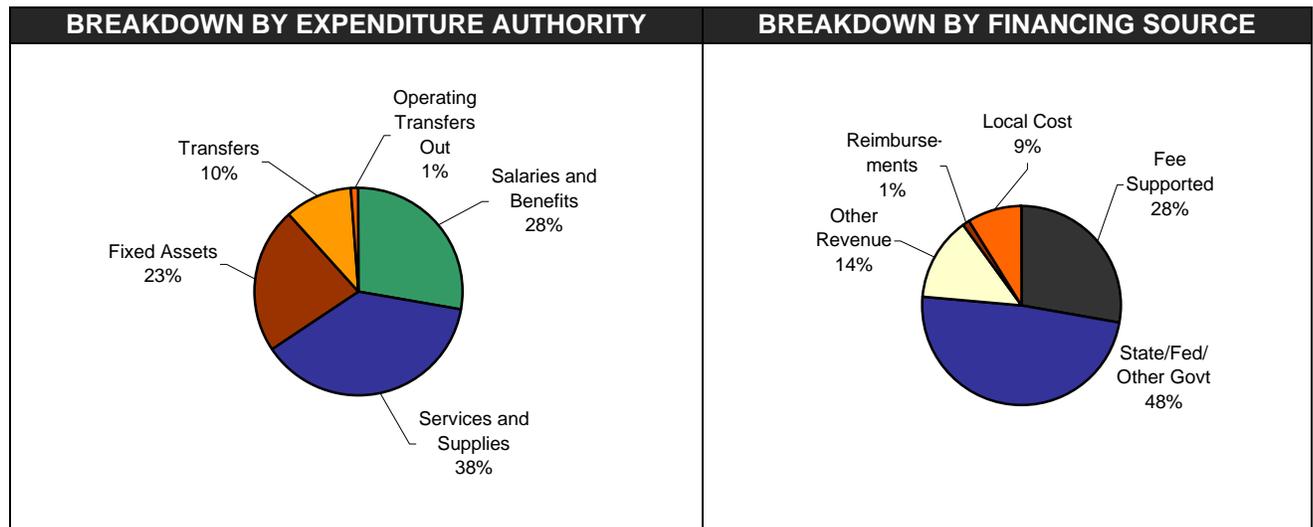
In addition, the following projects are in progress:

- Acceptance of the first two land acquisitions for a new regional park in Colton
- New front entry gate at Mojave Narrows Regional Park
- Skate board park at Lake Gregory Regional Park
- Campground expansion at Yucaipa Regional Park
- Development of a central reservation system
- Development of a master plan at Glen Helen Regional Park

V. 2006-07 SUMMARY OF BUDGET UNITS

| 2006-07 | | | | | | |
|---|-------------------|-------------------|------------------|----------------|------------------------------|--------------|
| | Appropriation | Revenue | Local Cost | Fund Balance | Revenue Over/ (Under) Exp | Staffing |
| Regional Parks | 8,482,731 | 6,603,530 | 1,879,201 | | | 127.6 |
| County Trail System | 4,558,588 | 5,435,190 | | (876,602) | | - |
| Proposition 12 Projects | 2,029,322 | 1,744,684 | | 284,638 | | - |
| Proposition 40 Projects | 2,737,215 | 2,881,905 | | (144,690) | | - |
| Mtabi Regional Park Boat Launching Facility | 25,163 | 120,279 | | (95,116) | | - |
| Glen Helen Amphitheater | 1,789,413 | 1,270,000 | | 519,413 | | - |
| Amphitheater Improvements at Glen Helen | 221,848 | 29,500 | | 192,348 | | - |
| Park Maintenance/Development | 947,951 | 187,000 | | 760,951 | | - |
| Calico Ghost Town Marketing Services | 394,513 | 393,200 | | 1,313 | | 1.0 |
| Off-Highway Vehicle License Fee | 132,866 | 80,000 | | 52,866 | | - |
| Regional Parks Snack Bars | 74,336 | 80,500 | | | 6,164 | 1.3 |
| Camp Bluff Lake | 222,466 | 188,000 | | | (34,466) | 1.5 |
| TOTAL | 21,616,402 | 19,013,788 | 1,879,201 | 665,111 | (28,302) | 131.4 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: INCREASE PUBLIC AWARENESS OF THE NEW ENHANCEMENTS AND AMENITIES THROUGHOUT THE COUNTY REGIONAL PARK SYSTEM AND PROVIDE EXCELLENT CUSTOMER SERVICE TO ENSURE RETURN VISITORS.

Objective A: Increase attendance at the regional parks through enhanced marketing efforts.

Objective B: Staff Mojave Narrows Regional Park with a full-time Park Superintendent to ensure adequate leadership is in place to ensure customer service goals are being met.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 1A. Percentage increase of total attendance at all regional parks (2.1 million visitors in 2005-06). | N/A | 2% | 4% | 5% |
| 1B. Percent of surveys indicating customer service was excellent, and that they would visit the park again. | NEW | NEW | 70% | 80% |

Status

The department has established the goal of escalating public awareness of recent park enhancements by increasing the number of its visitors. The accomplishments for 2005-06 highlight the projects and programs that represent new and exciting improvements to the regional park system. Awareness of the new zero depth water play equipment has attracted visitors to Mojave Narrows, Cucamonga-Guasti and Prado regional parks, which resulted in a 4% increase in summer attendance figures over the previous year. Additionally, recruitment is in progress for a Media Specialist to create new marketing strategies and develop measurements to determine the effectiveness of the department's marketing efforts.

The department has selected a new objective to staff Mojave Narrows Regional Park with a full-time Park Superintendent. Currently, the park shares a superintendent with Lake Gregory Regional Park. However, growth in the high desert area coupled with new amenities at the park is producing more visitors. Having adequate leadership in place is essential for ensuring customer service goals are being met. The department will be requesting an upgrade of a vacant Ranger III position to a Park Superintendent position during the upcoming budget process, whereby accomplishing this objective with minimal financial impact.

GOAL 2: ENSURE PUBLIC SAFETY AND MAINTENANCE OF THE COUNTY TRAIL SYSTEM.

Objective A: Provide prompt response to all safety and maintenance issues pertaining to the trail system.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 2A. Percentage of trail complaints responded within 72 hours of notification. | N/A | 100% | 100% | 100% |

Status

As part of the 2006-07 budget process, the Board of Supervisors approved funding in the amount of \$250,000 for the county trails public safety and maintenance program. With these funds, a Park Ranger III has been hired and recruitment is ongoing for additional extra help positions. This crew has responsibility for ensuring safety and maintenance of the trail system. The trails are patrolled regularly for graffiti abatement and debris removal. A database to track complaint calls was created and Regional Parks is researching a design for mile markings that will include phone contact information for reporting trail problems.

Accomplishing both of the above goals is significant to the department because the county's regional park system has many enjoyable outdoor recreational opportunities and programs available to enrich the lives of county and surrounding area residents. Outdoor recreation is vital to a national movement to attract kids to get out, get moving and keep healthy.



VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1: Public and employee safety/protection of county assets and facilities.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| P1. Reduction in the number of significant vandalism incidents. | N/A | 5% | 2% | 5% |

Status

During the 2006-07 budget process, the Board approved one-time funding in the amount of \$300,000 for installation of security systems at a number of the regional parks, as well as \$25,000 of ongoing funding to finance the annual monitoring costs. Regional Parks has researched various surveillance/security systems and a Request for Proposals has been prepared for a system that will best accomplish the department's needs in this regard. When installed, it is projected that the surveillance system will reduce the number of significant vandalism incidents by 2% for the remainder of 2006-07 and by 5% for 2007-08.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|---|--|
| This request is for funding to establish a "Healthy Parks Program" to promote a healthy outdoor lifestyle in collaboration with the Public Health Department. Included will be "Walk the Park", a program designed to encourage people living in the urban communities to use the regional parks frequently for fitness, as well as "FamCamp", a program developed by the California State Parks to provide low income families with an outdoor camping experience that they may not have had the opportunity to experience before. | To implement and manage this program, there is a need for two staff positions and related program materials for "Walk the Park" and "FamCamp". Additional Funding Requested: \$150,000 of ongoing funds. |

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| Number of walkers participating in "Walk the Park". | NEW | NEW | NEW | 500 |
| Number of families participating in "Fam Camp". | NEW | NEW | NEW | 10 |

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department has been conducting workshops with its park superintendents regarding park fees. Two areas have been identified for fee changes and/or new fees. The department is looking at enhancing public service by offering special event packages to include park entrance fees and camping at Calico, or a camping and water park entrance package at various other parks. The department is also considering an increase in fees on weekends and holidays when public demand for park resources is at its highest. All fee recommendations will be submitted for Board approval during the 2007-08 fee hearings scheduled to occur in February 2007.

If there are questions about this business plan, please contact Michele Haney, Administrative Supervisor, at (909) 387-2267.



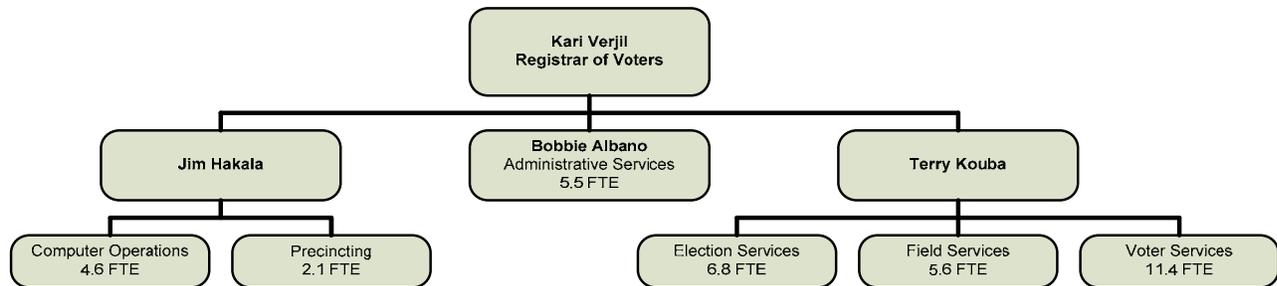
REGISTRAR OF VOTERS

Kari Verjil

I. MISSION STATEMENT

The Registrar of Voters (ROV) office upholds the integrity of the electoral process by consistently conducting fair and open elections that are accessible to all and that accurately reflect the intent of the electorate, promotes public confidence, increases voter participation, and strengthens democracy while providing the highest quality of customer service.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The primary function of ROV is to conduct elections as prescribed by district, city, county, state, and federal laws, and regulations. To support this function, the department is also responsible for registering voters, maintaining voter records, processing petitions, tracking boundary changes and precinct boundaries to reflect realignments of all political subdivisions, and recruiting and training poll workers. To ensure the competent execution of these functions, ROV is organized into six sections: Administrative Services, Computer Operations, Precincting, Election Services, Field Services and Voter Services. Below is a description of each of these components:

The Administrative Services Section oversees the preparation and monitoring of department budget, prepares estimates and billings for election services, oversees contracting and purchasing, and manages personnel and payroll.

The Computer Operations Section provides computer support to the department through the in-house computer system and vendor supplied election software, coordinates technical services with the Department of Information Services, and oversees all counting operations in-house. The office website provides a vast array of election information and counting results, in addition to allowing users to inquire as to the location of a polling place.

The Precincting Section creates and maintains jurisdictional boundaries. This involves maintenance of street address files, updating of zip code changes, and realignment of district boundaries. Depending upon which jurisdictions are on the ballot, voter precincts can be combined to form larger election precincts that meet policy guidelines. Automated precinct consolidations are performed using the GIMS mapping system and an interface to the election management systems.

The Election Services Section oversees the filing of candidates, calling of elections, petition process, preparation of sample ballots, campaign disclosure filings, and provides information/data to candidates/campaigns. Recruits pollworkers, coordination of the student poll worker program with the County high schools, provides their training, and assigns them to the appropriate poll locations. The student pollworker program, begun in June of 1997, continues to expand. This program helps to relieve the critical shortage of qualified pollworkers by allowing up to five students to work at each polling place.



The Field Services Section provides programming and maintenance of electronic voting equipment in preparation for each election. Assembles/distributes/retrieves poll election supplies, and provides facility support to the department. Recruits locations to serve as polling places. Primary goals are to stabilize polling locations to minimize changes and the accessibility of polling places to the elderly and disabled. Each new polling place is surveyed prior to being utilized in an election. Provides storage and retention services for election records.

The Voter Services Section maintains the computerized voter files, verifies petition signatures, and provides phone and counter assistance to voters. Voter registration cards and signatures are electronically captured to provide additional security and reducing future labor costs. Coordinates Voter Outreach training and State mandated programs to increase registration and provides absentee/mail ballot voting services. Weekly training is provided to groups wanting to conduct voter registration drives. Registration and promotional materials are provided; then a computerized accountability system is maintained. Absentee ballots now account for between 30-50% of the ballots cast in each election.

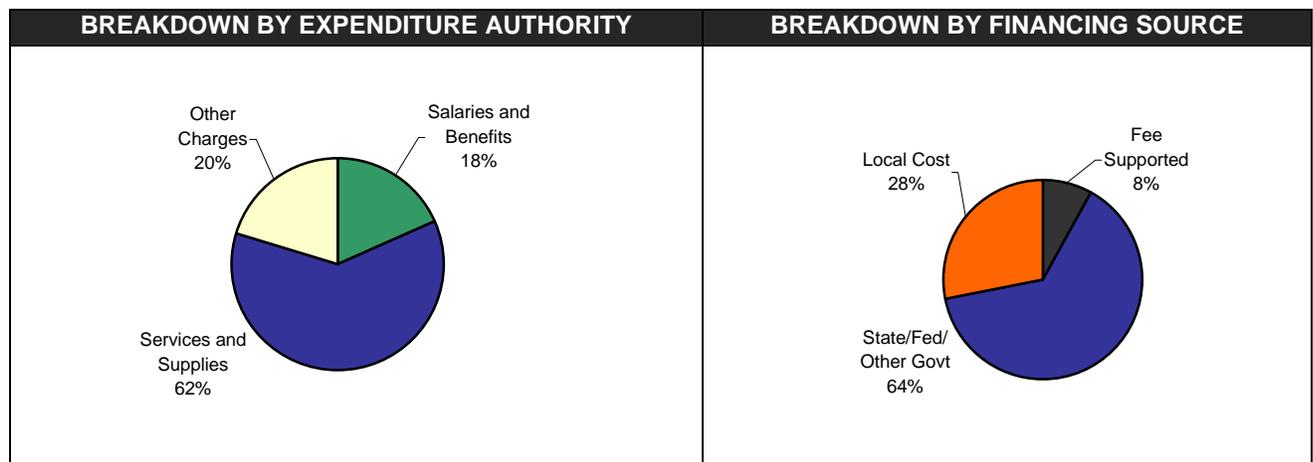
IV. 2005-06 ACCOMPLISHMENTS

- Secured approximately \$8.0 million in Help America Vote Act of 2002 (HAVA) grant funds to be used to upgrade and/or replace voting equipment and systems in compliance with the standards set forth within HAVA.
- There were three (3) off-site early voting locations implemented for the June 2006 Election: Cal State San Bernardino, the City of Hesperia, and the City of Upland.
- County Poll Worker program was successfully implemented. Over 350 county employees served as poll workers for the June 6, 2006 Primary Election.

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | |
|---------------------|---------------|-----------|------------|----------|
| | Appropriation | Revenue | Local Cost | Staffing |
| Registrar of Voters | 13,163,095 | 9,462,107 | 3,700,988 | 40.0 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: INCREASE VOTER PARTICIPATION IN THE ELECTORAL PROCESS.

- Objective A: Procure Mobile Voting Unit for use at all San Bernardino County events, free of charge, to promote the electronic voting equipment and to generate interest in the electoral process. Use Help America Vote Act (HAVA) Funds to offset the cost of an Outreach Mobile Voting Unit.*
- Objective B: Continue to stabilize off-site early voting at various locations, including City Clerk's offices throughout the county.*
- Objective C: Survey Polling places and correct any problems that make the Polling Place inaccessible to persons with any of the full range of disabilities, and ensure that new polling places provide such accessibility.*

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 1B. Off-site Early Voting Locations. | N/A | 10 | 6 | 8 |
| 1C. Percentage of completion of existing polling places for compliance with accessibility requirements. | NEW | NEW | 15% | 25% |

Status

It is anticipated that voter turnout at the polls for the 2008 Presidential Election could exceed 70% of the registered voters. To prepare for high voter turnout for the 2008 Presidential Primary and General Election, funding for the Mobile Voting Unit in 2006-07 (\$185,000), and related technology (\$75,000), will be substituted with the purchase of additional touch screen voting units and Verivote Printers in 2006-07. Help America Vote Act of 2002 (HAVA) funds are available for this purchase.

A total of six (6) off-site Early Voting locations were implemented prior to the June 2006 Election and the November 2006 Election, and were located at: Cal State San Bernardino, the Apple Valley Library, the Hesperia Library, the Ontario Library, the City of Upland, and the City of San Bernardino. The ROV continues to receive requests and will determine if additional sites can be supported.

Currently there are 407 polling places used throughout the county. Additional polling places need to be established to help reduce lines. A survey of current polling places must be accomplished to establish ADA compliance, and additional polling place locations that are ADA compliant must be secured.

GOAL 2: CREATE A POOL OF EXPERIENCED AND RELIABLE POLLWORKERS.

- Objective A Implement County Poll Worker Program, where County employees may have the opportunity to work as Election Officers on Election Day, without sacrificing their pay for those days.*

Status

The County Poll Worker program was successfully developed prior to the June 2006 Election. A county employee poll worker recruitment and training plan was developed and implemented, which resulted in over 350 county employees serving as poll workers for the June 2006 and November 2006 Elections. Registrar of Voters has a procedure in place to maintain the program for future elections.



GOAL 3: IMPROVE/REMODEL REGISTRAR OF VOTERS OFFICE ENVIRONMENT TO PROMOTE PROFESSIONALISM AND TO IMPROVE CUSTOMER SERVICE.

Objective A: Improve Registrar of Voters office physical environment with new carpeting, painting, new workstations, and a re-design of the front counter area to improve customer service.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 2A. Percentage of completion of improving ROV office environment. | NEW | NEW | 10% | 100% |

Status

The design phase of the Registrar of Voters remodel project is scheduled to begin in February 2007. Demolition of Cafeteria space occurred after the June 2006 Primary Election. Temporary improvements were made to the demolished space, which allowed the Registrar of Voters to use the area for early voting, poll worker training, and various election auditing processes.

In order to process over 138,000 two-card absentee ballots, unimproved adjacent ISD space was used to sort, process, and perform data entry functions for absentee ballots for the June and November 2006 Elections. Plans for the remodel project include a training center for poll workers that can be utilized throughout the year, a media center, absentee processing center, and improved overall office environment that will promote a professional work environment.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1: Increase ongoing technical support staff by 1.0 Business Systems Analyst III position (\$104,598) that will enable the ROV to mitigate the workload, minimize risk by assigning the responsibility of voting system technical support to more than one individual on a cross-training basis.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| P1. Percentage of time for the Business Systems Analyst III position to provide technical support for the electronic voting system. | N/A | 100% | 60% | 100% |

Status

The recruitment process was implemented prior to the November 2006 Election. However, the recruitment list did not contain a sufficient number of candidates. The Registrar of Voters contracted with ISD for support for the November 2006 Election. The Registrar of Voters has requested an updated recruitment list and plans to permanently fill the position after January 1, 2007.

The BSA III position will be cross-trained on the WinEDS election management system to minimize risk by assigning responsibility of voting system technical support to more than one individual. Additionally, the BSA III position will analyze the ROV business processes to increase efficiency. These include the electronic reporting of the Supplemental Statement of Voters to the SOS, the Report of Voter Registration, Candidate Services, Petitions, Rosters and other Election Day functions.



IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

| 2007-08 OBJECTIVES FOR POLICY ITEMS | 2007-08 POLICY ITEMS |
|--|---|
| 1. Provide high voter propensity polling locations with additional touch screen voting units for the next major upcoming election, to mitigate lengthy waiting periods at the polls. | A. Procure 100 touch screen voting units with Verivote Printers. Additional Funding Requested: \$500,000. The estimated one-time cost for one Touch Screen Voting unit is \$4,200 and for one Verivote Printer is \$800; for a collective total of \$5,000 per complete voting unit. |
| 2. Develop a repair and maintenance program that will be comparable to an extended warranty offered by the vendor, a Polling Place Survey Program to ensure compliance with Federal guidelines, and reduce PSE usage in connection with election activities. | A. Add 2.0 Election Services Assistant positions. Additional Funding Requested: \$63,000. Salary/Benefits for two Election Services Assistant positions (\$124,000), which is offset by a reduction of 2.3 budgeted PSE staffing (\$61,000); for a net total ongoing funding request of \$63,000. |
| 3. Develop an asset-tracking program that identifies chain of custody procedures for deploying and retrieving voting equipment, and voting system security measures to protect the integrity of the electoral process. | A. Add 1.0 Applications Specialist position. Additional Funding Requested: \$86,000. Salary/Benefits for one Applications Specialist position. |

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| P1. Percentage of equipment purchased for use in a major 2008-09 election. | NEW | NEW | NEW | 100% |
| P2. Percentage of completion of repair maintenance program. | NEW | NEW | NEW | 100% |
| P3. Percentage of completion of asset-tracking program. | NEW | NEW | NEW | 100% |

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Kari Verjil, at (909) 387-2083.



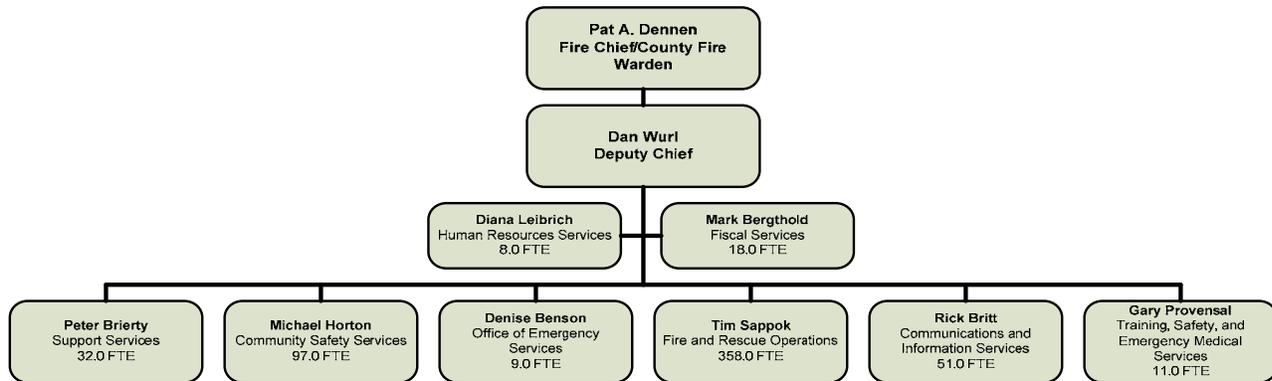
COUNTY FIRE

Pat A. Dennen

I. MISSION STATEMENT

The San Bernardino County Consolidated Fire District (County Fire Department) is a community based all risk emergency services organization that is dedicated to the health and well-being of the citizens of San Bernardino County through a balance of regionalized services delivery and accountability to the local community.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The County Fire Department is a full service fire department serving San Bernardino County. The County Fire Department operates 67 fire stations throughout the county and protects an area of over 16,000 square miles. The department currently manages and directs the activities of twenty-seven district operations and five ambulance enterprise operations, although the Fire Department is awaiting approval from LAFCO to reorganize and consolidate these thirty-two district operations into a regional delivery system. These districts serve some 64 unincorporated communities and the cities of Fontana, Grand Terrace and the town of Yucca Valley. In addition, three cities contract with the County Fire Department: Adelanto, Hesperia, and Needles. County Fire's executive management is provided by the Fire Chief/County Fire Warden, Deputy Chief, Assistant Chief of Administration, and Assistant Chief of Operations.

The department provides fire suppression, emergency medical services (paramedic and non-paramedic), ambulance services, technical rescue including water borne, flooding and mudslide, and winter rescue operations. Additionally, the department provides responses to hazardous materials incidents with the technical expertise and specialized equipment to mitigate the effects of a toxic incident and is the lead agency in the event of a terrorist or Weapons of Mass Destruction (WMD) incident for rescue and medical services. The department also provides community safety services for fire prevention, plans review, community development support, household hazardous waste, and fire investigation. The field functions are supported by a countywide management effort including business practices, human resources, financial and accounting services, vehicle service and support, and equipment warehousing and distribution.

The Fire and Rescue Operations Division comprises the largest element of the County Fire Department. The Assistant Chief of Operations oversees the day-to-day activities of the four field divisions (Valley, North Desert, South Desert, and Mountain), composed of 8 battalions and 67 fire stations. The protectorate area is just over 16,000 square miles and encompasses the most diverse topography of the western United States with a population of over 600,000, not including vacationers, travelers, or workers who commute into the area.

The Training, Safety, and Emergency Medical Services Division, a leased facility that is located at the San Bernardino International Airport (formerly Norton AFB), is an accredited regional training facility for all aspects of fire and rescue training. It also operates the Federal Aviation Administration (FAA) western regional Aircraft Firefighting and Rescue facility, the San Bernardino Regional Emergency Training Center (SBRETC). It is managed by the SBRETC JPA, of which County Fire is a member.



The Support Services Division provides three support functions: Vehicle Services, Warehouse Service Center and Facilities Maintenance. Vehicle Services operates from a leased full service facility adjacent to the training facility at San Bernardino International Airport (SBIA). The vehicle shop can manufacture and/or repair all makes and models of fire equipment from engine companies to fire boats and rescue Snow-Cats. The Warehouse Service Center provides the supply and warehousing function for the ordering, distribution, and maintenance of field fire equipment for the operational divisions, battalions, and fire stations, as well as for major incidents.

The Human Resources Services Division, which is shared with the Special Districts Department, handles all matters related to personnel. This division handles the recruitment and testing of entry level and promotional positions as well as resolving personnel issues, MOU interpretation and development, and manages the department payroll processes.

The Fiscal Services Division oversees all functions related to the financial operation of the Fire Department. This includes the preparation and administration of the budgets for twenty-seven separate districts, five ambulance enterprise accounts, purchasing and cost accounting, accounts payable and receivable, ambulance/EMS billing, hazardous materials permit issuance and billing, and auditing assistance for the field divisions.

The Community Safety Services Division is made up of three sections whose purpose it is to reduce the frequency, probability and severity of fires along with the resultant deaths, injuries and property damage through occupancy inspections, education, and training the community within the Department's jurisdiction to be fire safe. Community Safety is located in a leased building on E Street in San Bernardino. The Fire Protection Planning and Engineering Section, which coordinates all new construction or major renovations under the Uniform Fire Code, the Uniform Building Code, and other related codes. The Fire Prevention Section conducts fire and life safety inspections of all occupancies as mandated by the aforementioned codes, and answers complaint calls concerning fire hazards. Additionally, this unit provides life-safety awareness programs through the public education officer. The Fire Investigations Section investigates all fires that result in property damage, injury, or death.

The Hazardous Materials Division conducts routine inspections, operates household hazardous waste collection facilities, oversees the remediation of contaminated sites, and responds to citizen complaints and incidents. This division is co-located with the Community Safety Division. Fees, grants, and cost recovery mechanisms fund the program. The Hazardous Materials staff also collects and provides chemical inventory information to emergency response agencies to be used in planning for and responding to emergencies. Staff members serve on the Federal SARA Title III mandated Hazardous Materials Local Emergency Planning Commission and are responsible for writing the California Health and Safety Code-mandated San Bernardino County Area Plan for Hazardous Materials Response.

The Communications and Information Services Division provides 24/7 Fire/EMS dispatch services (Comm Center), technical computer support and administration which includes the purchase, installation, and maintenance of computer systems, development of software applications, and complete GIS services through the CONFIRE JPA, which is located in the City of Rialto at the southwest end of the Rialto Municipal Airport, adjacent to the County Emergency Operations Center. The GIS services provided include support for the Fire CAD, the production and maintenance of fire response map books, and other GIS products as requested. The CONFIRE member agencies include the San Bernardino County Fire Department, Colton Fire Department, Loma Linda Fire Department, Redlands Fire Department, and Rialto Fire Department. Dispatch services are also provided on a contract basis to Running Springs Fire District, Twentynine Palms Fire Department, County Transportation, and Flood Control.

Comm Center also functions as the operational area dispatch for the County of San Bernardino. Under this function, it is responsible for coordinating mutual aid needs within the county and for processing mutual aid requests to and from Region VI's Office of Emergency Services Operations Center. All air ambulance calls and Multi-Casualty incidents are also coordinated through Comm Center. Comm Center also provides after hour dispatch services for local government, i.e. the County Museums, Public Health, Environmental Health, and County Facilities Management.



The Office of Emergency Services (OES) is the division responsible for coordinating with other local, state, and federal government agencies, as well as volunteer organizations and businesses. Within an integrated emergency management framework, these entities assist citizens and their communities to prepare for, respond to, recover from, and eliminate or reduce the effects of natural, civil, and technological emergencies and disasters. The primary mission of emergency management is to prevent injuries, save lives, and reduce property damage in the County. OES is located in the City of Rialto, adjacent to the Sheriff and County Fire dispatch centers. The County Fire Chief serves as the Assistant Director of Emergency Services for the county, reporting directly to the County Administrative Officer (CAO) and the Chairperson of the Board of Supervisors who serves as the director.

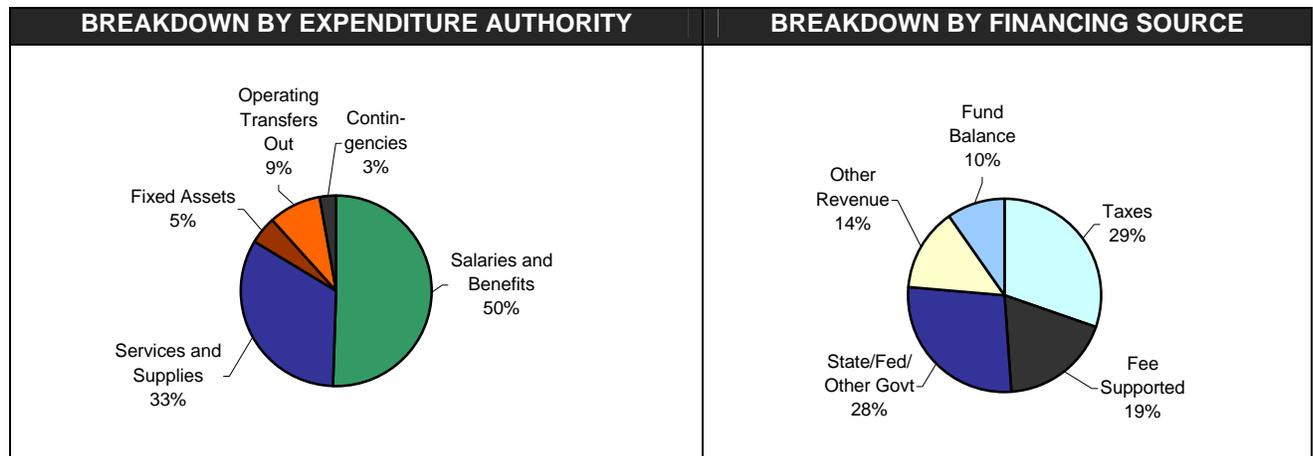
IV. 2005-06 ACCOMPLISHMENTS

- LAFCO application for the department reorganization was initially submitted on July 26, 2005.
- Preliminary examination of the County Disaster Council is in process.
- Service delivery has been substantially enhanced with Board of Supervisor’s allocation of \$1.3 million for ongoing additional suppression personnel in Needles, Baker, Harvard, Helendale, Oak Hills, Phelan, and Fawnskin.
- Increased fire prevention staffing for timely processing of new construction plans and final occupancy inspections funded through increased fees.
- Fire Station #53 (Baker) was completed and dedicated in October 2006.
- New ambulance purchased by funding allocation through the Indian Gaming Commission for Fire Station #118 (Havasu Landing).
- New brush patrols purchased and placed in service at Fire Stations #2 (Devore), #4 (Helendale), #40 (Oak Hills), #46 (Harvard), and #53 (Baker).
- New squad purchased and placed in service at Fire Station #200 (Mt. Baldy).
- New water tender purchased and placed in service at Fire Station #20 (Lytle Creek).
- New emergency generators purchased and placed in service at Fire Stations #2 (Devore), #12 (San Antonio Heights), and #20 (Lytle Creek).

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | |
|-------------|----------------------|----------------|---------------------|-----------------|
| | Appropriation | Revenue | Fund Balance | Staffing |
| County Fire | 152,514,800 | 137,665,407 | 14,849,393 | 594.0 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: COMPLETE THE LEGAL AND ORGANIZATIONAL RESTRUCTURING OF THE COUNTY FIRE DEPARTMENT, FOR THE PURPOSE OF IMPROVING SERVICE DELIVERY AND FINANCIAL SOLVENCY.

Objective A: Complete the LAFCO process.

Objective B: Initiate budgetary and organizational changes to reflect the new structure.

Objective C: Implement a new Advisory Commission structure.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 1A. Percentage of completion of the LAFCO process. | N/A | 100% | 100% | N/A |
| 1B. Percentage of completion of budgetary and organizational changes to reflect the new structure. | N/A | 100% | 50% | 100% |
| 1C. Percentage of completion of the implementation of the new Advisory Commission structure. | N/A | 100% | 25% | 100% |

Status

The expected completion of the reorganization was not reached due to the fact that the application was more complex than initially expected and LAFCO required additional supplemental information to further clarify the request. Written approval from the Bureau of Indian Affairs (BIA) is required before the application can be heard by LAFCO. The LAFCO hearing and approval process is anticipated to be completed by June 30, 2007. Objectives B and C cannot be fully completed until LAFCO ultimately approves the reorganization.

GOAL 2: CONDUCT A COMPREHENSIVE REVIEW OF THE COUNTY DISASTER PREPAREDNESS PLAN AND RELATED PLANS/PROGRAMS FOR THE PURPOSE OF ENSURING THAT THE COUNTY IS PREPARED FOR MAJOR COUNTYWIDE DISASTERS.

Objective A: Examine the County Disaster Council and the need for a Task Force to meet on a regular basis as a smaller working group.

Objective B: Evaluate the needs of internal and external customers.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 2A. Percentage of completion of examining the County Disaster Council and the need for a Task Force to meet on a regular basis as a smaller working group. | N/A | 60% | 20% | 100% |
| 2B. Percentage of completion of evaluating internal and external customer needs, which may include a survey. | N/A | 60% | 0% | 100% |

Status

Due to the intensive staff involvement with the Golden Guardian statewide exercise that was conducted in November 2006, and the related statewide "after-action" reports, it is estimated that there will be limited progress with respect to meeting the initially projected completion milestones for these two objectives in 2006-07. However, the department intends to begin working on the objectives during the spring of 2007, with total completion expected in 2007-08.



GOAL 3: ENHANCE SERVICE DELIVERY IN RESPONSE TO PROJECTED COUNTY POPULATION GROWTH WITHIN AREAS SERVED BY COUNTY FIRE.

Objective A: Identify and measure deficiencies in the current delivery system; and further identify facility, staffing, infrastructure, and financing needs to meet current and projected service delivery standards and goals.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 3A. Percentage of completion of identifying and measuring deficiencies in the current delivery system, and further identifying facility, staffing, infrastructure, and financing needs to meet current and projected service delivery standards and goals. | N/A | 50% | 65% | 100% |

Status

The Board adopted Service Levels and Deployment Goals in July 2005, which provided geographical risk areas and subsequent response profiles. A review of the existing delivery system for use as a base period will be completed this fiscal year, along with the identification of any deficiencies. Infrastructure improvements and staffing enhancements have been made in selected communities protected by County Fire. The analysis listed above will determine County Fire's financing requirements.

GOAL 4: ENHANCE BUILDING PERMIT COORDINATION WITH LAND USE SERVICES (BUILDING AND SAFETY DIVISION) FOR IMPROVED CUSTOMER SERVICE.

Objective A: Implement Permit Plus program to enhance coordination and project tracking information with other County departments.

Objective B: Implement wireless system for field use to achieve instant update of building permit records, inspections, and violations; thus resulting in an increase of inspector's productive time in the field by eliminating data entry in the office.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|---------------------|------------------------|------------------------|------------------------|
| 4A. Percentage of Permit Plus program implementation. | NEW | NEW | 75% | 100% |
| 4B. Percentage of wireless system implementation. | NEW | NEW | 90% | 100% |

Status

The current permitting system is not integrated with Land Use Services, Building and Safety, or other agencies, and fails to meet customer service expectations. Other governmental agencies have successfully used the Permit Plus software program to provide real-time updates and a one-stop permitting process. Meetings with other county departments and needs assessment will be completed and the implementation process will be substantially complete by the end of 2006-07, with full implementation anticipated in 2007-08.

GOAL 5: DEVELOP ALTERNATIVE REVENUE SOURCES TO ASSIST COUNTY FIRE IN PROVIDING INCREASED LEVEL OF SERVICE TO COMMUNITIES SERVED AND EXTENDING DISTRICT FINANCIAL SOLVENCY.

Objective A: Research, identify, and evaluate alternative revenue sources, including but not limited to community facilities districts, enhanced assessment financing, property tax reallocation, and development impact fees.

Objective B: Present recommendations to Board of Supervisors for viable alternatives.



| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 5A. Percentage of completion for the research and analysis of available revenue sources. | NEW | NEW | 40% | 100% |
| 5B. Percentage of completion for recommendations presented to Board of Supervisors. | NEW | NEW | 10% | 100% |

Status

Recognizing that current revenues are not sufficient to meet the Board adopted service levels and deployment goals for each community, County Fire has successfully assisted one community in passing a special tax for increased services. As a result, two other communities are now interested in looking at the special tax process to provide enhanced services. The research of development impact and fire mitigation fees is anticipated to be substantially completed in 2007-08.

GOAL 6: RELOCATE RICHARD SEWELL TRAINING AND SERVICE CENTER FROM LEASED FACILITIES AT SBIA TO A NEW CENTRALIZED, SECURE, AND STRATEGIC LOCATION.

Objective A: Perform needs assessment and space allocation study.

Objective B: Research available real estate based on space allocation study.

Objective C: Estimate project cost and identify potential revenue sources to fund relocation of facility.

Objective D: Present recommendations to Board of Supervisors for viable options.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 6A. Percentage of completion for needs assessment and space allocation study. | NEW | NEW | 90% | 100% |
| 6B. Percentage of completion for research of available real estate. | NEW | NEW | 40% | 100% |
| 6C. Percentage of completion of project cost estimate and potential revenue source identification. | NEW | NEW | 10% | 100% |
| 6D. Percentage of completion for recommendations presented to Board of Supervisors. | NEW | NEW | 10% | 100% |

Status

The Richard Sewell Training and Service Center is located at the San Bernardino International Airport (SBIA), with a lease scheduled to expire in 2011. The SBIA has indicated that they have plans for the use of this property and therefore will not renew this lease. This requires County Fire to determine the amount of space required for, and the relocation of, its vehicle repair, warehouse, training services, and household hazardous waste collection operations. The needs assessment objective will be substantially completed during 2006-07, and staff will present further recommendations to the Board in 2007-08.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Policy Item 1: Increase ongoing support staff for the Office of Emergency Services by 1.0 Public Information Officer position (\$90,000) to coordinate information management regarding disaster preparedness and planning programs.

Policy Item 2: Utilize \$500,000 in one-time funding to remodel the Angeles Oaks fire station engine bay(s) to store the new fire truck.

Policy Item 3: Utilize \$3,500,000 in one-time funding to construct a new fire station in Phelan, to support the paid-call firefighting operations stationed in Pinon Hills and Baldy Mesa.



| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|---|-----------------------------|--------------------------------|--------------------------------|--------------------------------|
| P1. Percentage of time during the fiscal year dedicated to coordinating information management regarding disaster preparedness and planning programs. | N/A | 40% | 40% | 100% |
| P2. Percentage of completion of the remodel project. | N/A | 75% | 75% | 100% |
| P3. Percentage of completion of the construction project. | N/A | 25% | 25% | 100% |

Status

The OES Public Information Officer position has been approved in the 2006-07 budget, and is in the process of being filled.

The expansion of Fire Station #15 (Angeles Oaks) is currently in the design phase with the expectation to award a construction contract by late spring 2007.

The replacement of Fire Station #10 (Phelan) is currently in the design phase with the expectation to award a construction contract by early summer 2007.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

| DESCRIPTION OF FEE REQUEST | SERVICE IMPACTS |
|---|--|
| 1. Increase community safety development fees. | Maintain current level of service. |
| 2. Increase Hazardous Materials /Household Waste fees. | Maintain current level of service, increased work load due to growth, and implement new state and federal mandated programs. |
| 3. Increase false alarm fees. | Recover cost of emergency response. |
| 4. Increase insurance billing for emergency response fee. | Recover cost of emergency response. |
| 5. Increase EMS/Ambulance fees – projected 5% per ICEMA. | Maintain current level of service. |

If there are questions about this business plan, please contact Pat A. Dennen, Fire Chief/County Fire Warden, at (909) 387-5948.



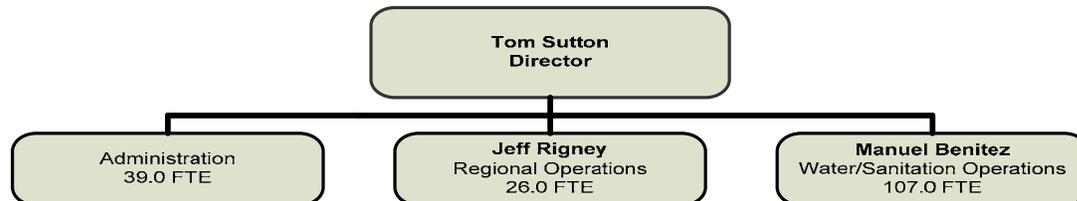
SPECIAL DISTRICTS

Thomas L. Sutton

I. MISSION STATEMENT

The Special Districts Department promotes safe, healthy, enjoyable and dynamic communities by providing essential programs and municipal services that meet the current and future needs of the communities served.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides direct administrative oversight to 94 dependent special districts (those governed by the Board of Supervisors). These districts provide a variety of municipal services throughout the County of San Bernardino, including water and sanitation, parks and recreation, road maintenance, television translator, and street light services. The administrative offices are located in San Bernardino and in Victorville. Satellite offices are located throughout the county within many of the communities served by the districts.

Districts and County Service Areas (CSA's) are legal entities authorized under California law and formed by the Board of Supervisors to provide municipal-type services, capital improvements and financial planning and management. The services and financial arrangements are tailored to meet the needs of a local area or region. These services are known as "extended services" because they are in addition to those services customarily funded by the general property tax levy. The desire and ability to pay for extended services are primary considerations in the communities' decision to form and operate a special district.

The Special Districts Department provides direct management and administrative oversight of the districts through six divisions: Regional Operations, Water/Sanitation, Budget/Finance, Engineering/Construction, Human Resources, and Information Services.

The Regional Operations Division administers and monitors the day-to-day activities of over seventy-four (74) districts countywide. The districts include all road, streetlight, open space, recreation and park, dam, cemetery, television translator and refuse districts. The Operations Division has a staff of 6 in-house employees that work with district employees, advisory commissions, municipal advisory councils and volunteers to provide services to each individual district.

In coordination with the Land Use Services Department, the division participates in the planning process with developers requesting to annex to special district utility systems. Staff oversees feasibility studies and cumulative impact studies for new developments. The division issues permits; inspects all developer proposed water and sewer line extensions, new service connections, tract maps, and streetlight installations; and provides services to other county departments and the public. Staff coordinates with the Public Works Department on Special Districts Department road matters and acts as liaison on behalf of the water and sewer districts with lines in county roads.

The Water/Sanitation Operations Division consists of nineteen (19) water and sewer county service area improvement zones and one (1) sanitation district that are collectively administered by the Special Districts Department under the Division of Water/Sanitation. The division, staffed with 108 positions, provides administrative, billing, collections, clerical, operations/maintenance, and project administration/engineering



support to the water and sanitation districts. The districts' service base ranges between 150 and 6,000 customers. The division's operation and maintenance functions are directed and performed on a regional basis. The main department office is located in San Bernardino, with regional offices located in Crestline and Victorville. The division maintains six (6) sub-regional operations/maintenance yards located throughout the communities served.

The Administrative functions of the department are executed through the following four divisions:

The Budget/Finance Division coordinates and oversees the preparation, presentation and publishing of the districts' budgets. It provides budget analysis for department funds, including revenue and expenditure review and appropriation accounting. This division oversees contracts, purchasing and acquisitions, including preparation, audit, and processing of all transfer and payment documents, and maintenance of current and historical document files. The division also coordinates submittal of the department's county fees, and lien administration for special taxes, assessment districts and community facilities districts.

Further, in order to preserve and strengthen district financial integrity, the division annually sets user charges for water and sewer services at levels sufficient to ensure that revenues equal or exceed expenses in each fiscal year.

In conjunction with the Engineering/Construction, Water/Sanitation and the Regional Operations Divisions, the division is responsible for processing applications and implementation of state and federal grants for new facilities and infrastructure.

The Engineering/Construction Division is responsible for managing the capital improvement program for the Special Districts Department and County Fire Department facilities. These responsibilities include interdepartmental coordination, engineering and construction and inspection services.

The division performs short and long-range planning for the infrastructure systems managed by Special Districts. These systems are continually evaluated to optimize efficiency, assure all maintenance is completed, and implement the latest state and federal regulatory requirements. This planning process creates the department's capital improvement plan (CIP). The division manages the design, bidding, and construction/inspection of these improvements.

The Human Resources Division provides all recruitment, classification, EEO, and labor relation activities for all board-governed special districts and administers the personnel rules for the board-governed special districts, five Memoranda of Understanding, and two compensation plans for non-represented special district employees. The Division also provides all payroll services for district employees.

The Information Services Division provides full information and telecommunications services and support to all districts. This division develops specifications and requirements for all computer hardware and software purchases to ensure consistency and full integration with the county's computer systems. The division handles coordination with contractors, vendors and county ISD to ensure that new facilities are constructed or enhanced to support department computer and telecommunications systems.

The Information Services Division maintains a staff of seven (7) personnel trained in network and communications infrastructure development and support, computer installation and support, database development and support, application development, and network management. The division also provides in-house support for all hardware, software, security systems, access control systems, telecommunications, and station-based radio systems, as well as developing and maintaining specialized applications for supporting unique functions within Special Districts.

IV. 2005-06 ACCOMPLISHMENTS

- Continued progress regarding relocation of Big Bear Zoo onto Forest Service land.
- Created financing district for CSA 70 Glen Helen Sanitation. Accomplished district formation as well as construction of sewer treatment facility and other public infrastructure.

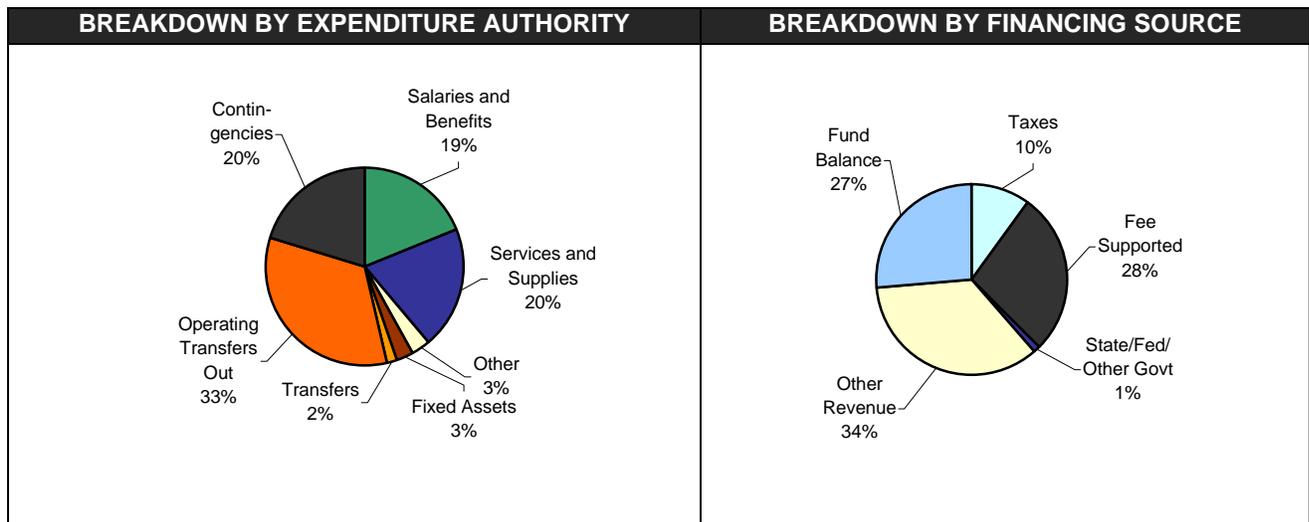


- Completed negotiations for purchase of Arrowhead Manor Water Company (AMWC) in Cedar Glen, a district that sustained catastrophic damage to water delivery system.
- Initiated the restructuring of department budget processes, which is now accommodates a higher degree of participation throughout the districts with the ultimate goal of developing a more user friendly system of budgeting and reporting.
- Opened first skateboard park owned by a San Bernardino County entity (Joshua Tree).

V. 2006-07 SUMMARY OF BUDGET UNITS

| | 2006-07 | | | |
|-------------------|---------------|------------|--------------|----------|
| | Appropriation | Revenue | Fund Balance | Staffing |
| Special Districts | 70,730,217 | 51,971,825 | 18,758,392 | 175.0 |

VI. 2006-07 BUDGET



VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: INCREASE CUSTOMER SERVICE LEVELS TO DISTRICT CUSTOMERS

- Objective A: Decrease response time to utility service requests (water, sewer, roads, and streetlighting).*
- Objective B: Enhance Internet website to enable water and sewer customers to pay utility bills on-line.*
- Objective C: Enhance Internet website for district program information for all districts.*

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|------------------|--|---|--|
| 1A. Percentage of service order/inquiry reports completed within seven working days after request for service (water, sewer, roads and streetlighting). | N/A | 60%(4,493 annual orders within 7 days) | 70% (5,242 annual orders within 7 days) | 70%(5,242 annual orders within 7 days) |
| 1B. Percentage of customers using alternative payment methods such as ACH, EFT, and credit cards through the division's internet website to pay utility bills. | N/A | 18% (5,400 annual internet payments) | N/A | N/A |
| 1C. Percentage increase of service and program related links on the department's internet website (base is 16 links). | N/A | 50% | 50% | 50% |

Status



Enhancing customer service is essential to the continued viability of districts that provide services to customers within the unincorporated areas of the county. The purpose of reducing the length of time between a customer's call for service and service order completion is to proactively ensure that responses to service interruptions are made in a timely and effective manner. The Water/Sanitation Division implemented a system that tracks service order requests, services requested/provided, progress status, and time lapsed between opening and completing service orders. The system provides an accurate measure of response times, and the estimated number/percentage of 2006-07 annual orders completed within 7 days exceeds the number/percentage that was originally projected. The internal tracking system for service requests submitted to the Operations Division is in the process of being refined during 2006-07 to allow for measurement of the turn-around time for responses to road, park and streetlighting district customers starting in 2007-08.

Special Districts Department experienced billing difficulties during 2005-06 that required a focused effort to bring system operations to a fully functional state. The department believes it is more important to strengthen billing processes before addressing other customer service concerns in 2007-08. However, the objective to enhance the website to accommodate customer utility bill payments on-line will be revisited in 2008-09.

Enhancing the department's internet website will maximize the department's resources to provide information and Internet services. All districts will benefit from an enhanced Internet website that provides district customers with information regarding programs and services in their communities, and up-to-date financial data. Further, the department will utilize the website for staff recruitment, Request for Proposals and project announcements. Increased links represent website structure designed to provide easy user access to department information.

| | |
|----------------|---|
| GOAL 2: | INCREASE STAFF PROFICIENCY TO PROMOTE HEALTH AND SAFETY AND PROGRAM ENHANCEMENTS FOR ALL DISTRICTS |
|----------------|---|

Objective A: Increase the number of dual/advanced certified water/wastewater field staff.

Objective B: Provide staff annual training in their respective fields.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 2A. Percentage increase of dual certifications for water/wastewater field staff. | N/A | 10% | 25% | 20% |
| 2B. Percentage of continuous training for district staff in their respective fields. | N/A | 20% | 30% | 30% |

Status

Increasing the number of staff with dual certifications in the Water/Sanitation Division is indicative of the department's responsibility and commitment to promote health and safety and provide the communities served with essential services in an efficient and cost effective manner. This objective, as it relates to the water and wastewater operations staff, increases staff proficiency and will allow for crossover support between the water and wastewater operations of the districts. This will result in efficient service delivery, improved programs and services, and compliance with increasing regulatory requirements. Further, it may result in the department's ability to provide other enhanced services such as tertiary treatment, wastewater reuse and advanced water treatment. Estimated 2006-07 certifications are higher than projected due to availability of staff members in concert with timing of certification programs. The 2007-08 projected percentage increase is lower than 2006-07 as the department does not anticipate a continuation of such favorable timing.

Continuous education and training objectives will ensure that staff is current on new technologies, information, and practices that will assist districts in meeting their current and future needs. Thereby, the department will continue to encourage innovation and excellence in all phases of operations, administration and management. As stated above, continued favorable timing for staff and certification programs is not anticipated for 2007-08.



VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

- Policy Item 1: Utilize \$100,000 in ongoing funding to offset the cost of department staff that assist with County or public projects.**
- Policy Item 2: Utilize \$275,000 in one-time funding to provide Water System Improvements in the 2nd Supervisorial District.**
- Policy Item 3: Utilize \$1,000,000 in one-time funding to upgrade and add facilities in Kessler Park in Bloomington.**

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|-----------------------------|--------------------------------|--------------------------------|--------------------------------|
| P1. Percentage of general fund support that is utilized to offset the cost of department staff that assist with County or public projects. | N/A | 100% | 100% | 100% |
| P2. Percentage of completion for Water System Improvements | N/A | 30% | 30% | 100% |
| P3. Percentage of completion for the upgrade and addition of facilities in Kessler Park. | N/A | 20% | 20% | 100% |

Status

- P1. Support received for county or public projects has been applied to multiple area/district undertakings. This helps districts by allowing additional services and purchases for projects without adversely affecting their respective operating budgets.
- P2. Planning, contracting and engineering work is to be accomplished in 2006-07.
- P3. 20% estimate represents completion of skateboard park, basketball court, irrigation system install and landscaping work in 2006-07.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

| DESCRIPTION OF FEE REQUEST | SERVICE IMPACTS |
|---|---|
| 1. Water/Sewer user fees and standby charges. | Additional or increased fees are set to align revenues with required expenditures, relative to operations and maintenance needs and inflationary factors. |
| 2. General park and recreation fees. | Additional or increased fees are set to match revenues to requirements relative to continued needs and inflationary factors. |

If there are questions about this business plan, please contact Thomas Sutton, Director, at (909) 387-5950.



CAPITAL IMPROVEMENT PROGRAM

Gerry Newcombe

I. MISSION STATEMENT

The Capital Improvement Program (CIP) receives and evaluates capital expenditure requests, recommends priorities for the acquisition or improvement of land, facilities and infrastructure, oversees and monitors major capital projects, and guides growth and change of county facilities and infrastructure by anticipating future needs.

II. ORGANIZATIONAL CHART



III. DESCRIPTION OF MAJOR SERVICES

The CIP is an internal planning tool administered by the County Administrative Office (CAO) to provide the Board of Supervisors with information to assist in the decision-making process to allocate limited resources for capital projects. The CIP provides for the acquisition, construction, reconstruction, initial fixtures and equipment, renovation, rehabilitation or replacement of facilities with life expectancy of at least five years and capital costs in excess of \$5,000. The program:

- Receives and evaluates requests to lease or expand leased space or to vacate, occupy, alter, remodel or construct county-owned space, land, or facilities.
- Recommends priorities for capital projects based on criteria in the Capital Budget Policy for government facilities, regional parks, airports, transportation, and solid waste facilities.
- Prepares the annual CIP budget, monitors and directs implementation of approved projects through Architecture and Engineering (A&E), Facilities Management, Real Estate Services, Airports, Regional Parks and Public Works departments, and provides direct oversight for major capital projects.
- Develops and implements facility standards and maintains land and building inventories.
- Performs long-range planning to:
 - Link department capital and operational budget plans to countywide strategic plans.
 - Conduct physical condition assessments through periodic surveys of facilities to identify major, large-scale projects to repair and rehabilitate county assets.
 - Identify opportunities for energy efficiencies, life-cycle increases, and maintenance operating cost reductions.
 - Identify future space and infrastructure needs of the county.
 - Develop formal estimates of costs, seek adequate project funding, and identify opportunities for public-private partnerships for the development of county facilities.

IV. 2005-06 ACCOMPLISHMENTS

The CAO reviewed 144 CIP requests in the annual budget review process and approved 51 projects for 2005-06 to be administered by the A&E with project budgets totaling \$12.9 million dollars. An additional 75 CIP requests were reviewed and evaluated as mid-year requests and approved projects were assigned to A&E, Facilities Management or Real Estate Services Department for implementation. A&E completed 59 general fund CIP projects with budgets totaling \$14.9 million including:



| | |
|--|----------------|
| • Building and Infrastructure Projects | \$ 6.5 million |
| • Park Improvement Projects | \$ 5.2 million |
| • Paving Projects | \$ 1.0 million |
| • Consultant Space Studies/Evaluations | \$.9 million |
| • Contributions to Other Agencies for General Projects that Benefit County Residents | \$.8 million |
| • Security Improvements | \$.5 million |

The CAO also monitored and managed the implementation of several major capital improvement program projects during 2005-06, including the seismic retrofit and remodel of the Central Courthouse and realignment of Valley Boulevard at Pepper Avenue in Colton, and prepared numerous agreements for contributions by the county to cities and non-profit organizations for capital improvement projects that benefit county residents.

V. 2006-07 SUMMARY OF BUDGET UNITS

Funding for capital projects is included in the Architecture and Engineering CIP funds.

VI. 2006-07 BUDGET

| BREAKDOWN BY EXPENDITURE AUTHORITY | BREAKDOWN BY FINANCING SOURCE |
|---|--|
| Funding for capital projects is included in the Architecture and Engineering CIP funds. | Funding for capital projects comes from numerous sources including the general fund, discretionary and various restricted sources and varies annually based on available one-time funding. |

VII. GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: UPDATE BUILDING CONDITION INFORMATION FOR ALL COUNTY FACILITIES.

Objective A: Survey and evaluate plumbing rehab and upgrades for county facilities.

| MEASUREMENT | 2005-06 (Actual) | 2006-07 (Projected) | 2006-07 (Estimated) | 2007-08 (Projected) |
|--|---------------------|------------------------|------------------------|------------------------|
| 1A. Percent of buildings, and/or building groups, with plumbing condition data compiled and prioritized. | 0% | 20% | 20% | 40% |

Status

CIP selected this goal because plumbing rehab and upgrades was one category of maintenance/infrastructure that had not been previously evaluated, many of the county's buildings and sites were approaching their life-cycles, and the CAO had seen an increase in plumbing-related repairs and maintenance in the past few years. Accomplishing the objectives in 2007-08 would provide the necessary tools to prioritize and plan for rehabilitation and upgrades for county facilities. The evaluation will be completed as part of a building assessment program developed by the CAO's office in conjunction with the Facilities Management Department. A Request for Proposals was issued by Facilities Management and a contract with the selected vendor to perform building assessments was approved by the Board of Supervisors on November 7, 2006. The contract calls for the evaluation of 1,900,000 square feet of facilities during the first year. The estimated cost for the assessments that includes the evaluation of plumbing systems in county facilities is \$247,000. Funding was provided to the Facilities Management budget in the amount of \$500,000 annually to address deferred maintenance for county facilities. The cost of the building assessment will be paid from this funding source during the first year and the balance will be used to address identified projects. The assessment will prioritize projects based on:

- **Priority 1 Critical**--Current Code Violation; Life Safety; Return a facility or equipment to operation; Mission critical.



- **Priority 2 Potentially Critical**--Conditions in this category, if not corrected expeditiously, will become critical within a year—Potential Life Safety Hazard; Rapid deterioration which will lead to loss of facility operation.
- **Priority 3 Necessary--Not yet critical**--Repairs which provide a rapid return on investment to include energy efficiency projects—Building or site improvements uncompleted due to inadequate funding, or other reasons; Repairs which will preclude predictable deterioration, potential downtime, and/or higher short-term maintenance cost, or replacement of building components which have exceeded their predicted useful life.
- **Priority 4 Recommended**--Conditions in this category include items that represent a sensible improvement to existing conditions. These are not required for the most basic function of the facility; however, Priority 4 projects will improve overall usability and/or reduce long-term maintenance costs.
- **Priority 5 Does not meet current codes/standards--“Grandfathered”**--Conditions in this category include items that do not conform to existing codes, but are “grandfathered” in their existing condition. No action is required at this time, but should substantial work be undertaken in contiguous areas, certain existing conditions may require actions.

VIII. 2006-07 APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department did not have any approved policy items for 2006-07.

IX. 2007-08 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

The department is not requesting any additional general fund financing for 2007-08.

X. 2007-08 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2007-08.

If there are questions about this business plan, please contact Janet Lowe, Administrative Analyst III, at (909) 387-5380.

