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2008-09 BUSINESS PLAN

The County of San Bernardino's 2008-09 Business Plan consists of each department's mission statement, organizational chart, descriptions of major services, 2006-07 accomplishments and 2007-08 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 for policy items, Business Process Improvement reserve (BPI) requests, and Capital Improvement Program projects. Fee adjustments for the period of July 1, 2008 – June 30, 2009 are also included.

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 as well as the accountability for Board-approved policy items. The 2008-09 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 2007-08 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

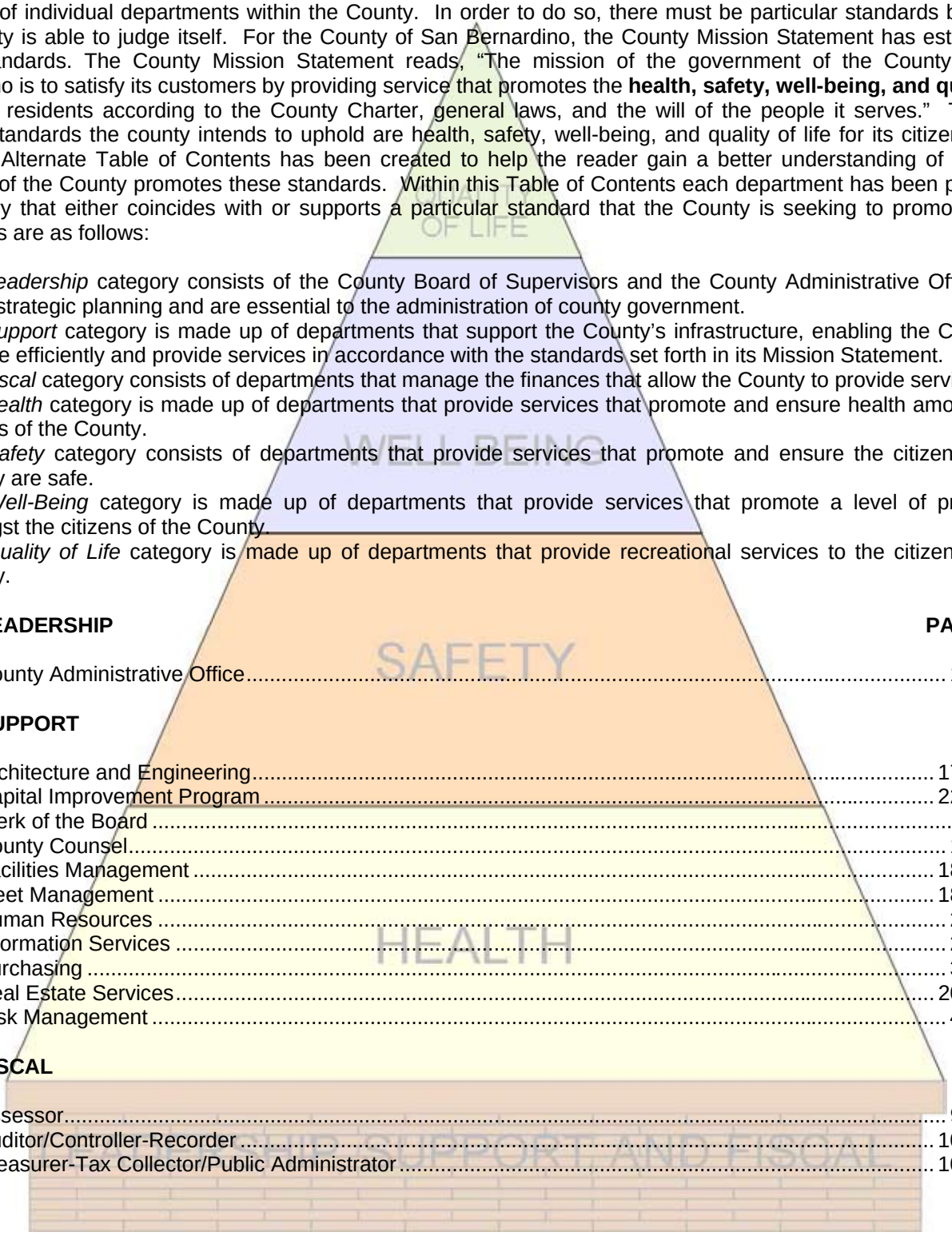
To achieve our Vision, we dedicate ourselves to these values:

- **V**aluing our workforce by providing recognition, training and education, opportunities for customer service and career development, a safe and healthy work environment and fair compensation.
- **A**ppreciation and promotion of the diverse cultures that comprise our workforce and the communities we serve.
- **L**eadership by coordinating regional planning through collaboration with local communities and businesses.
- **U**nquestioned integrity that embraces a culture of honor and trustworthiness.
- **E**xcellence in the development of efficient and cost-effective strategies to improve customer service in an atmosphere that allows and encourages new ideas.
- **S**ervice of the highest quality to our customers delivered with dignity and respect.

ALTERNATE TABLE OF CONTENTS

One purpose of the County of San Bernardino's 2008-09 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 intends to uphold are health, safety, well-being, and quality of life for its citizens. 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 *Leadership* category consists of the County Board of Supervisors and the County Administrative Office who guide strategic planning and are essential to the administration of county government.
- The *Support* category is made up of departments that support the County's infrastructure, enabling the County to operate efficiently and provide services in accordance with the standards set forth in its Mission Statement.
- The *Fiscal* category consists 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 the County.
- The *Safety* category consists of departments that provide services that promote and ensure the citizens of the 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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SYNOPSIS OF SAN BERNARDINO COUNTY GOALS AND OBJECTIVES

SERVICES	GOALS	OBJECTIVES
HEALTH:		
Arrowhead Regional Medical Center	Increase selected medical center volumes.	Increase outpatient clinic visits through continued implementation of outpatient visit redesign program in primary and specialty clinics.
Behavioral Health	Increase access to behavioral health services for individuals that are unserved or who are receiving a limited level of services.	Continue to increase the development of community-based behavioral health care and treatment programs that serve as options to institutionalization or hospitalization.
Public Health	Prevent disease and disability, and promote healthy lifestyles.	Improve health of children by increasing percentage who are up-to-date on required vaccinations.
SAFETY:		
County Fire	Enhance service delivery in response to projected county population growth within areas served by County Fire.	Identify and measure deficiencies in the current delivery system; further identify facility, staffing, infrastructure, and financing needs to meet current and projected service delivery standards and goals.
District Attorney	Promote public safety by punishing criminal conduct.	Continue to promptly, effectively, and ethically prosecute criminal offenses.
Law and Justice Group Administration	Reduce the negative effects of gang-related crimes on the citizens of the county.	Implement the Strategic Plan on Gangs to reduce gang activity.
Probation	Provide proven treatment options for probationers according to their risk level and criminogenic factors.	Increase the number of offenders in evidence based treatment programs.
Public Defender	Reduce backlog of old cases.	Increase early resolution of cases, thus minimizing custody time and costs.
Sheriff	Enhance response capabilities to disasters and other emergencies.	Effectively communicate with multiple agencies during critical incidents.
WELL BEING:		
Aging & Adult Services/Public Guardian	Ensure the safety of at-risk adults and the elderly to improve or maintain quality of life.	Respond to emergency Adult Protective Services (APS) referrals within state mandated timelines.
Agriculture/Weights and Measures	Continue to protect the public's health and the environment by preventing foreign pest infestations and the misuse of pesticides in light of increases in county population.	Inspect all common land and airfreight carriers receiving shipments of plant material for compliance with quarantines and freedom from foreign pests that arrive in the county.
Child Support Services	Improve organizational performance.	Improve performance by implementing new processes and modifying existing processes.
Human Services Administration:		
Transitional Assistance	Increase public awareness of the Food Stamp Program.	Increase the total number of households participating in Food Stamp Program, through increased outreach efforts.
Children's Services	Reduce the number of children who enter foster care each year.	Continue implementation of Family-to-Family and other practices that reduce the number of children who must enter foster care.
Land Use Services	Code Enforcement- increase number of initial inspections performed from the date of receiving complaint.	Perform initial inspections within three weeks of receiving the complaint.
Public Works	Maintain the level of safety and maintenance for county maintained roads.	Maintain average Pavement Condition Index (PCI) for county maintained roads at "good" or higher.
Registrar of Voters	Increase voter participation in the electoral process.	Continue to stabilize off-site early voting at various locations.
Special Districts	Increase customer service levels to customers.	Decrease response time to utility service requests.
Veterans Affairs	Emphasize higher standards of customer service.	Revise customer service policy to ensure full commitment to customers.
QUALITY OF LIFE:		
Airports	Improve coordination and management of Airports Capital Improvement Program.	Reduce the average length of time required to complete capital improvement program projects.
Community Development and Housing	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.	Advertise the annual Community Development Block Grant (CDBG), HOME, and Emergency Shelter Grant Programs, and request CDBG applications.
Economic Development	Foster job creation, increase private investment and enhance County revenues through the attraction, expansion and retention of business.	Coordinate and market economic development services.
County Library	Enhance computer and electronic public resources.	Increase the purchase of electronic resources.
County Museum	Enhance public awareness of museum services and programs, increase accessibility to collections.	Identify more objectives/artifacts/specimens to be exhibited for museum visitors.
Preschool Services	Achieve school readiness of enrolled children to ensure progress toward positive outcomes.	Teachers will share child assessment information with parents and use to prepare home and classroom activities responsive to children's individual needs.
Redevelopment Agency	Assist in development of capital improvements to eliminate/prevent acceleration of physical blight and encourage the better utilization of real property and new private enterprise investment.	Assist in development of public facilities/utilities, such as the construction or rehabilitation of fire and sheriff stations, community centers, school facilities, parks, trails, and utility improvements.
Regional Parks	Increase public awareness of new enhancements and amenities and provide excellent customer service to ensure return visitors.	Increase attendance at the regional parks through enhanced marketing efforts.
Workforce Development	Meet or exceed all State WIA enrollment and performance standards for customers in Adult, Dislocated Worker and Youth Services.	Enroll 25,000 customers in Adult and/or Dislocated Worker services.

SAN BERNARDINO COUNTY/STATE OF CALIFORNIA COMPARATIVE MEASURES

In developing the County of San Bernardino's 2008-09 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	San Bernardino County Statistics			State Statistics
HEALTH:	**2001-03**	**2002-04**	**2003-05**	**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:	**2003**	**2004**	**2005**	**2005**
Rate of Persons Injured in Alcohol Involved Collisions (average per 100,000 pop.)[5]	92.4	98.0	93.3	83.3
Rate of Persons Killed in Alcohol Involved Collisions (average per 100,000 pop.)[6]	6.09	7.12	6.84	4.26
Number of Violent and Property Crimes Committed (per 100,000 pop.)[7]	2,777	2,646	2645	2,464
WELL BEING:	**2003**	**2004**	**2005**	**2004**
Percentage of Persons Below the Poverty Level[8]	16.0%	15.4%	*	13.1%
QUALITY OF LIFE:	**2003-04**	**2004-05**	**2005-06**	**2005-06**
High School Graduation Rate[9]	82.7%	79.7%	77.6%	83.3%
County Library books and other materials expenditures (per capita)[10]	N/A	$1.12	$1.54	$3.19
County Museum total revenue in millions (115 California museums surveyed)[11]	$2.38	$2.49	$2.37	$2.41

(*) indicates updated data was not available.

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 *2005 Annual Report of Fatal and Injury Motor Vehicle Traffic Collision*, California Highway Patrol.
6 From *2005 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 2007*, Library Development Services Bureau
11 From *2006 California Museums Survey*, Public Research Institute at San Francisco State University

CLERK OF THE BOARD OF SUPERVISORS

Dena M. Smith
Clerk of the Board

Mission Statement

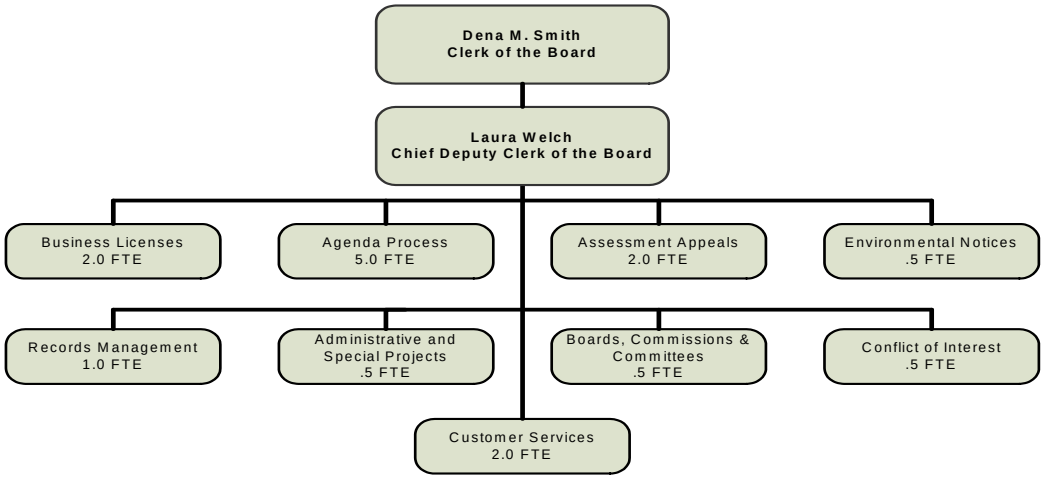
In support of the County Board of Supervisors, and in service to the public and fellow county staff, the Clerk of the Board of Supervisors: prepares and maintains records of actions taken by the Board of Supervisors; oversees membership of the county's boards, commissions and committees; licenses businesses 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 services commitments are courtesy and respect.

GOALS

IMPLEMENT TECHNOLOGICAL IMPROVEMENTS TO INCREASE OPERATIONAL EFFICIENCY AND IMPROVE PUBLIC ACCESS TO INFORMATION

IMPROVE BUSINESS LICENSE PROCESSES AND PROCEDURES TO ENSURE HIGH QUALITY SERVICE AND COMPLIANCE WITH ORDINANCES

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Clerk of the Board of Supervisors (COB) provides legislative support services to the Board of Supervisors (BOS). The department coordinates, prepares and maintains minutes, ordinances, resolutions, contracts, agreements and other official records and documents related to meetings conducted by the BOS. The COB coordinates the annual filing of financial disclosure documents in accordance with state law and local conflict of interest codes.

The county has more than 200 advisory boards, commissions and committees (BCCs) and the COB maintains records and membership information for the county's BCCs. Responsibilities include posting of vacancies, processing of appointments and monitoring of ethics training for more than 1,000 BCC members. In accordance with state law, appeals of assessed property valuation are heard and determined by the county's Assessment Appeals Boards (AAB). The COB provides staff support to the AAB, facilitating the filing, hearing and disposition of thousands of appeals annually.

The county requires that businesses operating in unincorporated areas obtain and maintain a valid business license. The COB receives, reviews and processes business license applications and issues licenses for approved businesses. The COB also: receives, posts and files environmental (CEQA) notices for construction projects in accordance with State Department of Fish & Game requirements; accepts summonses, complaints, planning appeals, requests for tax refunds and Board correspondence; and responds to thousands of requests for information and documents from county staff and the public.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Staffing
General Fund				
Clerk of the Board	1,492,677	135,287	1,357,390	16.0

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPLEMENT TECHNOLOGY IMPROVEMENTS TO INCREASE OPERATIONAL EFFICIENCY AND IMPROVE PUBLIC ACCESS TO INFORMATION

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

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

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A1. Percentage reduction of staff time required to process agenda items (30 items in 2006-07).	N/A	N/A	5%	5%	5%
1A2. Turnaround time for post-meeting processing/department receipt of completed agenda items (items processed within 10 work days of meeting).	N/A	N/A	75%	80%	85%
1A3. Percentage reduction in staff time required to prepare, process, post and revise the agenda and fair statement (24 hours in 2007-08)	N/A	N/A	N/A	N/A	5%

Status

In 2007-08, the Clerk of the Board continues to make excellent progress in the implementation of technology improvements. Stated objectives related to agenda item processing (Measures 1A1 and 1A2) have been met and exceeded. Success in this area can be attributed to the retention of fully trained staff and improved operating procedures. The COB will continue to seek improvements in these areas as stated and, for 2008-09, the COB is introducing a new Measure (1A3) that will monitor time spent on the preparation, processing, posting, delivery and revision of the BOS meeting agenda and fair statement. This measure, when considered with those already in place for agenda item processing, will provide a more comprehensive picture of the total time required to produce and process the meeting agenda and related documents.

The second objective, internet access to live and archived BOS meetings, has also been met. The CountyVision Network, the county's system for live and archived webcasting of BOS meetings, was launched in April of 2007. The system has proven to be robust and reliable with very few service interruptions or technical issues experienced to date. In addition to the broadcasting of BOS meetings, the system is being used by Board members to post informational reports and updates. CountyVision also provides county staff with access to live or archived training events. Most recently, public hearings conducted by U.S. Senator Barbara Boxer and Assemblywoman Amina Carter were hosted by the county and broadcast via CountyVision.

GOAL 2: IMPROVE BUSINESS LICENSE PROCESSES AND PROCEDURES TO ENSURE HIGH QUALITY SERVICE AND COMPLIANCE WITH ORDINANCES

Objective A: Improve efficiency of tracking and processing business licenses.

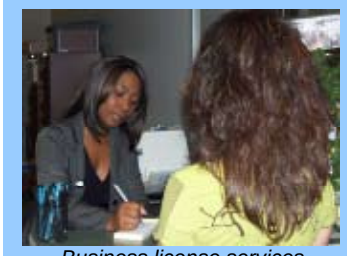
Objective B: Establish and maintain updated and accurate business license processes and procedures.

Objective C: Improve compliance with business licensing requirements.

2006-07 ACCOMPLISHMENTS

- *Launched "CountyVision" streaming internet broadcast of BOS meetings*
- *Implemented state's first system for electronic filing and on-line posting of Form 700s*
- *Collaborated with the Chairman of the Board's office to develop and introduce processes and procedures to streamline the BOS meetings*
- *Developed and deployed internet site for the Clerk of the Board*

Board of Supervisors meeting



Business license services

Researching agenda items

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A1. Percentage reduction in turnaround time for processing of new business licenses (6 weeks in 2005-06 for new and renewal business licenses).	N/A	15%	20%	15%	20%
2A2. Percentage reduction in turnaround time for processing of renewal business licenses (4 weeks in 2007-08).	N/A	N/A	New	0%	25%
2B. Percentage of business license ordinances reviewed and revised.	N/A	N/A	New	50%	100%

Status

In 2007-08, the stated goal of reduced processing time for business licenses was met, although not to the extent anticipated. Further review of this target measure led to the realization that, given the more rigorous process and requirements for new licenses (versus renewal licenses), this measure should be split. Therefore, in 2008-09, the COB will establish separate measures and targets for improved efficiency in the processing of new (Measure 2A1) and renewal (Measure 2A2) business licenses.

In 2006-07, the COB completed a comprehensive review and update of the processes and procedures for licensing of businesses in the unincorporated areas. In 2007-08, the County Code sections governing business licensing were examined and the COB began working with County Counsel to update and revise these ordinances. This is a tedious and time-consuming process that will continue through 2008-09 with the goal of having adopted revised ordinances by June of 2009.

Determination of appropriate measures to monitor compliance with business licensing requirements has proven difficult. For 2007-08, the COB set a target measure of 35% compliance (percentage of businesses licensed). Implementation of expiration notices and renewal reminders, along with a mail campaign directed towards unlicensed hotel and motel operators, has led to an increase in the number of licenses issued. However, since there is no data available regarding the number, location or types of businesses operating in the county unincorporated areas, percentage of compliance cannot be calculated. This measure has been removed for 2008-09.

Many businesses operating in the county unincorporated areas are subject to inspection and/or required to obtain permits from county departments. However, the departments involved in these processes cannot easily share their information. In 2007-08, the county established its first new business license category in many years (rental dwellings). The COB, in collaboration with Land Use Services and Environmental Health Services, will work on development of a shared database environment (Permits Plus) that will allow the departments to view each other's inspection and licensing information. In 2008-09, the COB plans to implement the Permits Plus system for one business license type (rental dwellings) as a first step towards development of a comprehensive listing of businesses in the unincorporated areas and our goal of improved business license compliance.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

	Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	Remodel of office to provide office space for supervisors (CIP request)	-	115,000	-	115,000
	The Clerk of Board (COB) is requesting one-time additional general fund financing for an office remodel in order to provide Board Services Supervisors with office space. The remodel would reduce and reconfigure the Clerk's office to establish a small conference room and office space for each of the two supervisors currently providing line supervision to 12 clerical staff positions. The supervisors currently work in staff cubicles and the remodel will provide a place where the supervisors can work and speak confidentially. The request is consistent with County Policy. The CIP request and cost estimate was provided by the Architecture and Engineering Department.				

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Completion of office remodel project.					100%

2008-09 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
In 2008-09, the department proposes to increase the existing business license fee by 3%. A review of the current structure reveals that fees 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 Dena M. Smith, Clerk of the Board of Supervisors at (909) 387-3848.

Assessment Appeals Hearing

Statement of Financial Interest (Form 700) Review

COUNTY ADMINISTRATIVE OFFICE

Mark H. Uffer
County Administrative Officer

Mission Statement

The County Administrative Office maximizes 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.

GOALS

SUPPORT THE IMPLEMENTATION OF DECISIONS BY THE BOARD OF SUPERVISORS

EFFECTIVE AND EFFICIENT DELIVERY OF COUNTYWIDE SERVICES

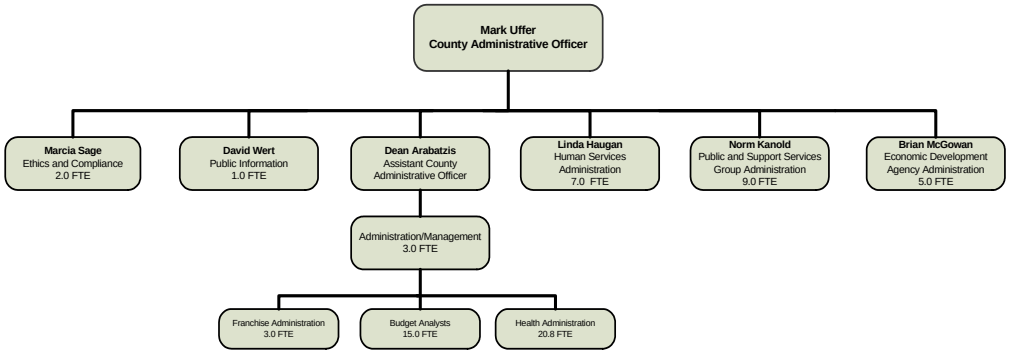
ENSURE THE OVERALL FINANCIAL HEALTH OF THE COUNTY

COMMUNICATE COUNTYWIDE OPERATIONS

INCREASE EMPLOYEE AWARENESS WITH ETHICS PROGRAM

EFFECTIVE DELIVERY OF EMERGENCY SERVICES

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The County Administrative Office (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 Group Administration (PSSG), Human Services Administration, and Economic Development Agency 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, 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 the Inland Counties Emergency Medical Agency, and seeks to expand and coordinate collaborative opportunities among these 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, and is responsible for the county's long-term debt functions and capital improvement program.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance and Revenue Over/(Under)	Staffing
General Fund					
County Administrative Office	5,299,244	-	5,299,244		25.0
Franchise Administration	304,387	-	304,387		3.0
Litigation	388,681	-	388,681		-
Joint Powers Leases	21,437,356	-	21,437,356		-
Health Administration	159,507,612	144,507,612	15,000,000		20.8
Public and Support Services Administration	1,971,766	-	1,971,766		10.0
Human Services Administration	1,323,506	1,124,979	198,527		8.0
Economic Development	781,690	-	781,690		6.0
Total General Fund	191,014,242	145,632,591	45,381,651		72.8
Other Funds					
Ambulance Performance Based Fines	306,451	131,000		175,451	-
Pediatric Trauma	337,337	322,569		14,768	-
Hospital Preparedness	518,850	288,803		230,047	-
Medical Center Lease Payments	53,419,848	53,008,963		(410,885)	-
Master Settlement Agreement	27,434,886	18,500,000		8,934,886	-
Total Funds	82,017,372	72,251,335			
Total - All Funds	273,031,614	217,883,926	45,381,651		72.8

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 goal was chosen 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. The CAO adhered to these objectives and provided the Board with valid information in a timely manner throughout the year. Because this goal and its objectives are always pertinent to the CAO's mission, it will be a permanent goal for this office.

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.

2006-07 ACCOMPLISHMENTS

- *Received the Government Finance Officers Association's Distinguished Budget Presentation Award*

- *Received higher Bond rating of an A+ from Standard & Poor's on the county's certificates of participation and pension obligation bonds*
- *Received highest honor Humanitarian Award from the American Red Cross, for the quick effort to assist the City of Gulfport, Mississippi after Hurricane Katrina*

- *Received NACO award for Service F.I.R.S.T. program*

Objective E: Continue to promote strong customer service skills for all county employees through the Service F.I.R.S.T. program.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2D. Percentage of departments implementing the performance measurement system.	N/A	100%	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. Through the countywide business plan, this office has required each department to provide performance measurements for their annual objectives. Throughout the year, the CAO has continued to promote and develop the performance measure system and will perform a random audit on the 2006-07 actual results. 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.

The Service F.I.R.S.T. program, initiated in the Spring of 2006, was established with the intention of improving the level of customer service county employees provide to all that do business with, and for, the county. In 2006-07, approximately 17,000 employees were trained through the incorporation of Service F.I.R.S.T. into the New Employee Orientation, and the completion of 31 Service F.I.R.S.T. training sessions. The training sessions were conducted in locations in every region of the county from San Bernardino to Needles. As a part of the accountability section, a Mystery Shopping program was developed to capture data on how customers are treated during telephone and in-person contacts. Through this program, data from 1,016 Mystery Phone Shops and 158 Mystery In-person Shops was collected. Overall results showed that approximately 90% of employees are doing a good to great job of providing excellent customer service while approximately 10% need assistance in this area. In addition to the above, the rewards component of Service F.I.R.S.T. was initiated through the development of a Supervisor Toolkit that gave supervisors and managers tools to utilize in recognizing staff for excellent service. A formal rewards and recognition program will be launched during the first quarter of 2008, as well as the continuation of the other Service F.I.R.S.T. program components. The continued development of this program in 2008-09 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: Ensure county resources are effectively and productively spent.

Objective B: Increase revenue received 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: 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: Maintain solid working relationships with rating agencies, investors, and insurers.

Status

An important goal of the CAO is the financial stability of 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, helped departments to aggressively pursue alternate funding sources to support their services.

The CAO also seeks financial stability by maximizing the use of county resources. One of the CAO's current endeavors is the new building program. As the county's population continues to grow, the demand for services requires that the county acquire additional work space. Rather than leasing office space, the county is looking to purchase nearly 500,000 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 acquiring necessary office space as an investment rather than an additional county operating cost. The county has already set-aside $20.0 million of ongoing financing in its annual budget to cover any debt service relating to the purchase or construction of these buildings. Until purchase or construction occurs, any unspent portion of this $20.0 million is reserved at each year end to enable the county to finance a portion of these projects in cash, ultimately resulting in lower annual borrowing costs. Adding this additional $20.0 million per year to reserves also helps to guarantee the accomplishment of the CAO's objective of maintaining adequate county reserves. The county has also planned financially for other major projects that will commence in the future.

The 2007-08 performance measure "Percentage increase of ongoing set asides" was determined to be an inadequate measure since it all depends on what programs/projects are on the horizon.

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: Establish a public education and awareness campaign of countywide services.

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

MEASUREMENT		2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
4A1.	Number of county department pages available for email subscription services through GovDelivery, Inc. (amended)*	N/A	34	140	170	170
4A2.	Number of pages subscribed by consumers.	1,174	9,852	17,000	17,000	20,000
4B.	Percentage of targeted audiences reporting awareness of county services and operations, including how to access county services.	N/A	41%	65%	65%	75%

* *The measurement above has been amended to clarify and make more appropriate to the goal.*

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 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.

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 has moved forward in this effort is through the purchase of a new e-mail subscription service run by GovDelivery, Inc. This service allows 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 a 113% monthly subscriber growth on the available sites, indicating a desire from subscribers for up-to-the-minute information availability. The initial version of Measurement 4A1. did not take into account that approximately one-third of county departments are internal support to frontline services and do not interact with the public. The adjusted measurement more accurately measures the evolution of pages available for subscription from departments with direct services of interest to the public. As an objective for 2008-09, the CAO will continue to encourage departments providing direct services to the public to utilize this new and important service and performance measure will continue to evolve and include subscription growth in order to further ensure their services and web information updates are readily available to the public.

Providing 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. The County Administrative Office-Public Information expects to implement the Public Education and Awareness Campaign in early 2008 and will re-survey audiences at campaign completion.

In addition, the CAO has looked to improve its effectiveness in communicating its financial affairs through the receipt of the Government Finance Officers Association's *Distinguished Budget Presentation Award* for its "2006-07 Final Budget Book". The CAO will continue to pursue this prestigious budget award every fiscal year.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
5A. Number of county employees and officials participating in ethics and compliance training (amended) *	N/A	1,800	1,900	1,900	7,500
5B. Percentage of county employees receiving ethics and compliance materials.	N/A	11%	100%	100%	100%

* The measurement above has been amended to clarify and make more appropriate to the goal, in addition, all numbers are rounded.

Status

Toward the end of 2005-06, the CAO hired a Chief County Ethics and Compliance Officer (CCECO) to create, implement and oversee a countywide ethics and compliance program. One of the duties assigned to the CCECO was to design a new public service ethics training module for new employees. In September 2006, the new training module began and trained approximately 1,300 new employees and approximately 500 existing employees. The existing employees either received public service ethics training required under AB 1234 or ethics and compliance awareness education. An ongoing training program for existing employees will be planned and budgeted in 2008-09. This project will include identifying a vendor to develop online compliance training.

In addition, the CAO also assigned the CCECO with increasing awareness of the county's new ethics and compliance program. Toward this end, construction of a new website, to be accessible by the public, was commenced in 2007. The 70 page website is in the beginning stages and is expected to be published in early 2008. When live, the website will enable visitors to access the county's rules and standards governing employee conduct as well as other educational tools and resources about county ethics and compliance. Accompanying the launch of the website and case reporting system is a series of communications promoting these products and the county ethics and compliance program generally. A more extensive awareness campaign will be budgeted and scheduled for 2008-09.

GOAL 6: ENSURE THAT THE MOST EFFECTIVE EMERGENCY SERVICES ARE DELIVERED TO THE RESIDENTS OF SAN BERNARDINO COUNTY

Objective A: Designate Cardiac Care Hospitals (CCH) to allow paramedics to transport cardiac patients directly to the CCH's in order to access the services of cardiologists in a more timely manner.

Objective B: Develop and implement a Cardiac Care Quality Assurance Program to monitor the timely and correct transport of cardiac patients.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
6A. Number of Cardiac Care Hospitals designated in the Inland Counties Emergency Medical Agency jurisdiction.	N/A	N/A	N/A	N/A	4
6B. Percentage of 911 transports reviewed to ensure that patients are being transported to designated CCH's in a timely manner.	N/A	N/A	N/A	N/A	40%

Status

On February 6, 2007, the Board of Supervisors approved the separation of the Inland Counties Emergency Medical Agency (ICEMA) from the Public Health budget unit, to be included as a separate organization within the Health Administration Division and administered directly by the County Administrative Office. As such, it is a goal of the CAO to ensure that effective emergency services are delivered to the constituents of San Bernardino County. In this effort, ICEMA is charged with the coordination, evaluation and monitoring of emergency medical services within public and private pre-hospital providers, specialty hospitals, paramedic base hospitals, as well as the effectiveness of Emergency Medical Services (EMS) educational programs and medical disaster preparedness.

On December 4, 2007, ICEMA also received approval from the Board of Supervisors to develop and release a Request for Proposals in order to seek qualified consultants to perform a countywide assessment of the existing ICEMA system. Given the tremendous growth in population, housing and traffic within the county, a countywide assessment of the existing emergency system is important to determine whether it can continue to meets the emerging needs of the county.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

	Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	In 2006-07, the department received 2.0 additional positions and $269,600 in ongoing general fund financing to help support the completion of the automation Computer Aided Facilities Management program (CAFM).	2.0	269,600	-	269,600
2.	In 2007-08, the department received $40,000 in ongoing general fund financing for the restoration of a part-time employee who will provide leadership and support to the Master Gardener program.	-	40,000	-	40,000
3.	In 2007-08, the department received 1.0 additional position and $100,000 in ongoing and $200,000 in one-time general fund financing to work with departments to identify priority grant programs and for local matching funds for grant submissions.	1.0	300,000	-	300,000

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
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%	30%	40%	40%	50%
P2. Percentage increase in the number of master gardeners trained.	N/A	N/A	10%	10%	10%
P2. Percentage increase in the number of educational contacts.	N/A	N/A	10%	10%	10%
P3. Competitive grant funding received by the county or nonprofits in collaboration or associated with the county.	N/A	$1.5 Million	$900,000	$1.5 Million	$1.5 Million

Status

In 2006-07, the CAO received additional funding to hire two positions, Programmer Analyst III (PAIII) and Asset Management Analyst, 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. In 2007-08, the PAIII and its funding were transferred to the Information Services Department. Both positions were filled and considerable progress has been made in improving the building inventory, including the addition of approximately 556,000 square feet of electronic format floor plans and condition assessment data for nearly 1.9 million square feet of space. In 2007-08, the CAO is estimating 40% of the buildings will have electronic drawings. Additional funding for software upgrades, annual maintenance and training have been achieved. There continues to be ongoing activities for the complete automation of CAFM.

The mission of the University of California Cooperative Extension (UCCE) Master Gardener program is to educate volunteers who render service and provide non-biased, research based horticultural information to the community. Volunteers receive a minimum of 50 hours of instruction that cover topics including water conservation; lawn care;

ornamental trees and shrubs; insect, disease, and weed management; soils and plant nutrition; vegetable gardening; home fruit production and garden flowers. In exchange for training, participants are obligated to volunteer at least 50 hours of service to the community within one year following the training. In San Bernardino County, Master Gardeners volunteers provide over 5,000 volunteer hours annually staffing a hotline addressing consumer horticulture questions via phone and e-mail; staffing public service booths for non-profit events throughout the county; assisting in the development of community and therapeutic gardens in conjunction with local school districts, parks departments and hospitals; and, conducting gardening and firescape workshops for local residents. UCCE in San Bernardino County is currently recruiting a Master Gardener Program Coordinator to schedule and coordinate hotline volunteers, oversee class scheduling, direct student recruitment and selection, and coordinate volunteer activities. This position is being funded by the $40,000 funding augmentation provided to UCCE by San Bernardino County in 2007-08.

The addition of the 1.0 Grant Writer position in 2007-08 enabled the grant office to submit $5.0 million in grant applications on behalf of county and community groups. The 2007-08 estimate is projected based upon confirmed grants. In 2008-09 the grants office anticipates another $1.5 million in acquired funds, despite ongoing funding reductions projected in the state and federal budgets. Even though federal budget reductions are projected, it is anticipated more funding will be shifted from earmarks into the competitive grant category. The grants office is requesting a continuance of the $100,000 in matching funds to enable a viable response time to federal and state competitive opportunities.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

	Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	Obtain ongoing funding for the grant matching fund program (policy item) To support the ongoing funding of local matching funds for grant submissions to enable a viable response time to federal and state competitive opportunities.	-	100,000	-	100,000

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Competitive grant funding received by the county or nonprofits in collaboration or associated with the county.					$1.5 Million

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

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

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Ruth Stringer
County Counsel

Mission Statement

County Counsel serves and protects 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.

GOALS

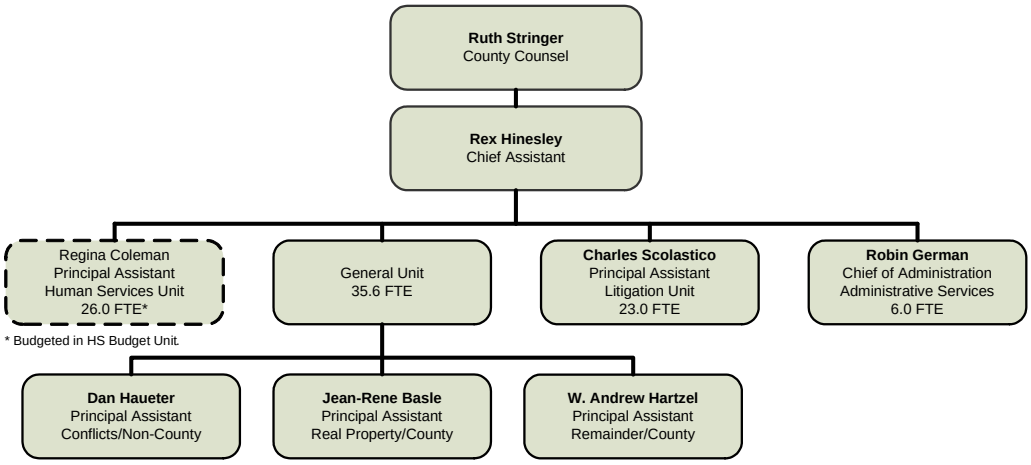
PROVIDE ACCURATE, TIMELY AND RELIABLE DOCUMENT AND CONTRACT REVIEW AND LEGAL ADVICE

PROVIDE EXEMPLARY LITIGATION SERVICES, BY DEFENDING CLIENT ACTIONS & DECISIONS, AND ADVOCATING OUR CLIENTS' POSITIONS

REPRESENT THE COUNTY BY ADVOCATING AND PROTECTING THE INTERESTS OF CHILDREN SERVED BY OUR CLIENTS

COUNTY COUNSEL

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

County Counsel provides civil legal services to the Board of Supervisors, County Administrative Office, 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 Office is divided into three operational units: the Litigation Unit, which handles tort and civil rights litigation, workers' compensation and code enforcement; the Human Services Unit, which serves the Human Services departments; and the General Unit, which provides legal services primarily to county departments supported by the general fund.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Staffing
General Fund				
County Counsel	9,910,938	4,454,209	5,456,729	71.6

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROVIDE ACCURATE, TIMELY AND RELIABLE DOCUMENT AND CONTRACT REVIEW AND LEGAL ADVICE TO THE OFFICE'S CLIENTS TO ASSIST THEM TO 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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of contracts that are reviewed and revised within two weeks of receipt.	N/A	99%	95%	95%	95%
1B. Percentage of clients who ranked satisfactory or above on advice they received from attorneys which was clear, relevant, and timely.	N/A	*	95%	95%	95%

**Due to changes in key management staff no survey was sent out in 2006-07.*

Status

This goal represents working with county departments and other clients to expedite accurate processing of the County Counsel's general advisory function when the office is called upon to assist its clients in the performance of their obligations. If the efficiency of the County Counsel's Office 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 an Office wide Contract Review Log requirement effective July 1, 2006. During 2006-07, the Office conducted 3,212 contract reviews/revisions in which 99% were done within the two-week target.

As noted above, no annual client satisfaction survey was conducted in 2006-07, however the office will be developing a new client satisfaction survey for 2007-08.

GOAL 2: PROVIDE EXEMPLARY LITIGATION SERVICES, BY DEFENDING ACTIONS AND DECISIONS, AND ADVOCATING POSITIONS OF THE OFFICE'S CLIENTS TO ASSIST THEM TO ACHIEVE 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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of cases being litigated that resulted in resolution in favor of the county or within liability targets.	N/A	94%	95%	95%	95%

Status

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

With this ongoing feedback, we can more effectively address client needs and assist clients in meeting their objectives. In 2006-07, we resolved 94% of the cases in favor of the county or within the liability target set by Risk Management.

2006-07 ACCOMPLISHMENTS

- *Provided primary legal assistance to the Board for the Registered Sex Offender Ordinance*
- *Prevailed in Public Records Act litigation over the disclosure of the Board members' calendars and e-mails and upheld the Board's deliberative process privilege*
- *Negotiated a $9.5 million settlement with Travelers Insurance on a coverage claim for the Colonies suit*
- *Provided primary legal assistance in the preparation and adoption of the General Plan (GP) update, the revised Development Code and the certification of the associated Environmental Impact Report. Settled litigation brought by the Attorney General and others, alleging that adoption of the GP would result in greenhouse gas impacts under AB 32*
- *Worked with the California Welfare Directors Association and other counties to draft Senate Bill 84 to collect overpayments to foster care providers & adoption assistance recipients*
- *Assisted the Statewide Automated Welfare System Consortium IV JPA to expand from 9 counties to 39 counties serving over 13,000 users statewide*
- *Provided Ethics and Public Records Act training to each member of the Board and their staffs and provided ethics training to Board appointed boards, committees and commissions*

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

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

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Percentage of juvenile cases being resolved with the desired outcome as determined by the Department of Children's Services.	N/A	93%	90%	90%	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 resulting in a desired outcome as determined by the department. As cases are resolved and closed, the increase in caseload will thereby be limited. In 2006-07, we resolved 93% of the cases with the desired outcome as determined by the Department of Children's Services.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

	Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	Upgrade computer system hardware and software.	-	200,000	-	200,000
2.	Increase in general unit attorney staffing to meet demands.	1.0	185,800	-	185,800
3.	Increase in general unit support staffing to meet increased demands.	2.0	165,135	-	165,135
4.	Additional Principal Assistant County Counsel position.	1.0	256,250	-	256,250

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Percentage completion of upgrade to computer systems hardware/platform software.	N/A	50%	100%	100%	100%
P2. Percentage increase of General Unit Attorney Hours from 2006-07.	N/A	47%	65%	65%	75%
P3. Percentage increase of General Unit Support Hours.	N/A	N/A	10%	10%	10%
P4. Percentage increase of responsiveness to legal service demands.	N/A	N/A	10%	10%	10%

Status

In 2006-07, the office received $200,000 in one-time general fund financing to provide a more efficient Microsoft supported system. As of December 2007, the installation of approximately 90% of the computer system upgrade has been accomplished. The remaining items outlined in the plan will be fully implemented by the end of 2007-08.

In that same fiscal year, the office also received $185,800 in ongoing general fund financing for 1.0 additional general unit advisory/transactional unit attorney. The new attorney was hired in January 2007.

In 2007-08, the office received $165,135 in ongoing general fund financing for 1.0 paralegal and 1.0 executive secretary II for the general unit. These positions will provide support to the growing legal needs of the general unit. The paralegal position remains vacant due to failed recruitments. The Executive Secretary II position was hired in July 2007.

Also in 2007-08, the office received $256,250 in ongoing general fund financing for 1.0 Principal Assistant County Counsel. This position was added to provide for greater depth within the office and for succession planning purposes as several high level administrative attorneys are expected to retire within a short period of time. The position was filled and the vacancy created behind it was filled in August 2007.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

	Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	Remodel of third floor County Counsel offices (CIP Request).	-	450,000	-	450,000
	The County Counsel offices on the fourth floor were recently remodeled. The fourth floor remodel upgraded cubicles and provided ergonomically correct workstations to staff. Additionally, safety concerns over outdated electrical were also addressed. This new request is for one-time funds to complete a remodel of the County Counsel offices located on the third floor as the same issues regarding cubicle upgrades and electrical concerns apply to the third floor.				

	MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1.	Percentage completion of third floor County Counsel remodel.					100%

2008-09 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
1. The office will propose a fee increase to cover actual costs of service currently provided.	Fee increases will permit the department to maintain service levels and recover actual costs.

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

HUMAN RESOURCES

Andrew L. Lamberto
Director

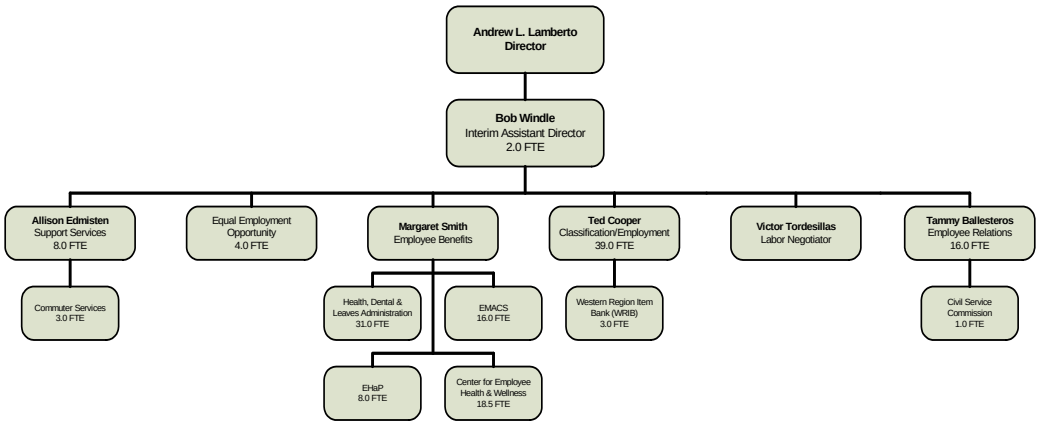
Mission Statement
The Human Resources Department is committed to providing effective customer service to all departments, employees, and constituents of the County of San Bernardino, through the timely delivery of innovative, quality human resources systems, programs, and services.

GOALS

ATTRACT AND RETAIN HIGHLY QUALIFIED STAFF

INCREASE AND IMPROVE DELIVERY OF HUMAN RESOURCES SERVICES

ORGANIZATIONAL CHART



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.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
Human Resources	7,491,561	373,794	7,117,767		103.0
The Center for Employee Health and Wellness	1,048,542	732,542	316,000		18.5
Unemployment Insurance	4,000,500	-	4,000,500		-
Total General Fund	12,540,603	1,106,336	11,434,267		121.5
Special Revenue Funds					
Commuter Services	1,188,838	505,000		683,838	3.0
Employee Benefits and Services	4,018,529	2,600,108		1,418,421	32.0
Total Special Revenue Funds	5,207,367	3,105,108		2,102,259	35.0
Total - All Funds	17,747,970	4,211,444	11,434,267	2,102,259	156.5

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".

Objective C: Fully integrate NEOGOV into the county certification and selection processes.

Objective D: Expand participation in the Retirement Medical Trust (RMT) fund.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1B. Percentage increase of contacts made due to the marketing efforts of the department (15,000 contacts in 2006-07).	N/A	N/A	15%	15% (17,250)	5%
1C. Percentage increase of departments using NEOGOV for the entire certification process.	N/A	N/A	N/A	N/A	5%
1D. Percentage increase of employees participating in the Retirement Medical Trust (RMT) fund.	N/A	N/A	N/A	N/A	25%

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." Industrial Strength was the firm selected through a competitive request for proposals (RFP) process. Remaining funds in the amount of $145,507 rolled over into 2007-08, and the firm is currently working on modification of the Human Resources internet website.

The department realizes the competition to recruit and hire qualified applicants continues to increase. At the same time, the number of available applicants in all fields is steadily declining. Human Resources aggressively seeks contacts at schools/universities, job fairs, and other functions.

The department has also implemented a new applicant tracking system (NEOGOV). This system has significantly improved the application process for potential employees, and Human Resources will continue to focus on utilizing additional system features in the upcoming year. For example, the certification and selection process still uses both the EMACS system, as well as NEOGOV. In 2008-09, the department intends to fully integrate the system to consolidate this process. Initial integration will be implemented in three to five small departments, and then be implemented countywide.

The RMT is a trust fund to which the county makes contributions on behalf of eligible (vested) active employees for their retirement benefit needs. This benefit is currently included in some of the labor contracts with the county. Human Resources intends to increase the number of employees participating in the RMT through negotiations with employee associations by including the benefit in future negotiated contracts. The RMT is one of the ways the county is attempting to help defray the cost of health, dental, and vision care for retirees.

2006-07 ACCOMPLISHMENTS

- *Implementation of Supervisor's Guide to Employee Discipline*
- *Implementation of Substance Abuse/Reasonable Suspicion Drug and Alcohol Testing Policy*
- *Addition of NEOGOV to enhance recruitment and applicant tracking process*
- *Successful roll-out of "My Health Matters!" program*

My Health Matters! COUNTY OF SAN BERNARDINO

Wellness Expo

Health Screenings

EHaP

COMMUTER SERVICES

Working toward a Green County

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.

Objective E: Expand the county's wellness program by offering incentives through wellness360™.

Objective F: Create a centralized repository for employee permanent personnel records through the 201 File Project.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2C. Completion rate for the Health Risk Assessment (HRA).	N/A	34%	15%	15%	20%
2D. Percentage decrease in written exams (564 exams in 2006-07).	N/A	10%	10%	10%	15%
2E. Percentage of county employees and retirees using wellness360™.	N/A	N/A	N/A	N/A	15%
2F. Percentage of county departments accessing 201 files via computer.	N/A	N/A	N/A	N/A	50%

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 plan to market the benefits of WRIB membership to public agencies. Remaining funding of $60,560 was rolled over into 2007-08 to continue those efforts. The department also received ongoing general fund financing in the amount of $316,000, and one-time funding in the amount of $21,000 to open a full-time Center for Employee Health and Wellness (CEHW) clinic in the High Desert, to increase accessibility and meet the needs of the county's High Desert workforce. The clinic will operate five days per week and is scheduled to open in January 2008.

The "My Health Matters!" initiative rolled out to all county employees in August 2007 and rolled out to retirees in November 2007. The 2006-07 actual percentage in the performance measurement listed above was based on a pilot program, which is why the results are higher than the 2007-08 estimate and target. This initiative is a proactive approach to foster a healthy, productive work force on an employee-by-employee basis, through education, personal attention and increased awareness. The by-product of "My Health Matters!" will be cost leveling, and ultimately reduction of employee benefits costs. Employees will be engaging in activities and programs that will aid them in the prevention, early detection, and/or better control of health issues. The cost commitment of this initiative will allow the county to maintain current benefit levels at a better price. "My Health Matters!" also directly relates to the county's "Employer of Choice" program and the wellness360™ program, by reflecting the county's desire to create a healthy work environment that continues to attract qualified applicants. Wellness360™ is a "portable" medical records storage program that offers the availability for county employees/retirees to store all of their medical history electronically, and access the information via the internet. Wellness360™ offers user incentives, and is available to all county employees/retirees, whether or not they are enrolled in county health programs.

Over the last few years, the department has grown increasingly concerned about the number of applicants who are lost because the current evaluation process does not allow job offers to be made in a timely manner. The number of written tests administered relative to training and experience evaluations has become a concern. In many cases, a written test is not a good predictor of job success. During 2006-07, Human Resources met with each county department, evaluated the need for written examinations, and developed alternative means of assessing applicants where warranted. By reducing the number of written exams, the department is able to generate qualified applicant lists in less time.

The 201 file project will create a centralized repository for employee's permanent personnel files, reducing storage, and eliminating confidential department personnel files. These files will be accessible via the intranet, allowing authorized personnel to view information from their computer. The project is expected to be completed in 2007-08 with 50% participation by county departments.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

	Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	In 2006-07, 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."	-	200,000	-	200,000
2.	In 2006-07, the department received $63,000 in one-time general fund financing to develop and implement a marketing plan regarding the benefits of WRIB membership.	-	75,000	12,000	63,000
3.	In 2006-07, the department received 3.0 additional positions, $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 to increase accessibility to services and meet the needs of the county's High Desert workforce.	3.0	637,000	300,000	337,000
4.	In 2006-07, the department received $110,371 in ongoing general fund financing for 2.0 additional positions to achieve appropriate staffing levels to manage EMACS.	2.0	110,371	-	110,371

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Percentage of qualified applicants (i.e. applicants who pass the examination process and are placed on an eligibility list(s)).	64%	88%	70%	90%	90%
P2. Percentage increase of new WRIB members (164 members in 2005-06).	N/A	7%	5%	5%	5%
P3. Percentage of county employees working in the High Desert area (and in need of treatment) who are treated by the High Desert CEHW (468 employees in 2005-06).	N/A	0%	50%	20%	50%
P4. Percentage decrease in payroll documents processed with errors. (5% error rate for new hire paperwork in 2007-08)	N/A	N/A	N/A	N/A	50%

Status

In 2006-07, Industrial Strength was selected as the marketing firm to develop a brand and marketing plan, redesign the Human Resources website, and to further promote the county as an "Employer of Choice." The firm is currently working on modification of the Human Resources website. In 2007-08, the department's anticipated measurement for Policy Item No. 1 was to increase the percentage of qualified applicants who met the minimum requirements. However, this measurement has been revised to be more valuable to the hiring process and capture the percentage of qualified applicants who actually pass the examination process and are placed on an eligibility list. Since the focus of this objective is to measure the effectiveness of outreach efforts, the measurement has been modified to focus on applicants who are placed on eligibility lists.

In 2006-07, the department took advantage of opportunities to ensure the WRIB program had higher visibility with public agencies, and they added 12 new memberships. Staff members attended the National Labor Relations conference in the Spring of 2007, and other conferences and job fairs throughout the year to promote the benefits and services of WRIB membership. In 2007-08, the measurement for this objective was "Percentage increase of WRIB members," however, the department has revised this measurement to "Percentage increase of new WRIB members." Human Resources is focused on marketing efforts to obtain new members, therefore, the previous measurement was not accurately reflecting the objective because some agencies choose not to renew their WRIB memberships.

Human Resources secured a High Desert facility to house a full-time CEHW clinic and anticipates opening in January 2008. Because the facility did not open in 2006-07 as expected, the actual performance measurement result is zero.

The positions for EMACS-HR staffing were approved in the budget for 2006-07. However, due to recruiting difficulties, Human Resources was unable to fill these positions until Spring 2007. In 2007-08, the measurement for Policy Item No. 4 was "Percentage of accuracy in processing payroll documents." Unfortunately, the department was unable to quantify this measurement based on the duties of the new positions. Since then, the measurement has been revised to "Percentage decrease in payroll documents processed with errors" (currently a 5% error rate for new hire paperwork in 2007-08). The Education Specialist is currently preparing written procedures for EMACS-HR staff which should reduce the number of keying errors or errors that occur due to incomplete or incorrect paperwork. This position will also be providing ongoing one-to-one and group training for departmental Payroll Specialists. This will help to ensure that documents received at EMACS-HR are timely, complete and correct. By providing consistent internal and external training, the department anticipates that the number of documents processed containing errors should decrease by 50%.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

	Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	Remodel of the Human Resources Employment Test Center. (CIP Request)	-	20,000	-	20,000
	The test center remodel will consist of replacement/repair of ceiling tiles and carpet. In addition, the test center is in need of new paint and improved lighting. The department requests one-time additional general fund financing for the purpose of this CIP, as this is one of the first impressions potential employees will have of the County.				
2.	New Automated Systems Technician (AST) for Support Services. (Policy Item)	1.0	68,000	-	68,000
	Since 2003-04, the Human Resources Department has increased its staff by 24 positions and added a High Desert Facility. However, the Information Technology support staff has remained the same. In addition, the department has implemented the 201 file project and NEOGOV (the online job application system). The new AST position would be responsible for managing the daily help desk calls and emails from departmental staff, allowing the Business Systems Analyst time to focus on departmental projects such as developing electronic marketing media for job fairs, etc. The department requests $68,000 in ongoing general fund financing.				

	MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1.	Percentage completion of the Human Resources test center remodel.					100%
P2.	Percentage decrease in response time for help desk issues at remote offices. (Current response is 12-24 hours 2007-08.)					50%

2008-09 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
The department will propose various fee adjustments for the CEHW, as all fees are reviewed on an annual basis to ensure adequate recovery of costs.	Through necessary fee adjustments, 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, Director, at (909) 387-5570.

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INFORMATION SERVICES

Stephen Hall
Chief Information Officer

Mission Statement

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

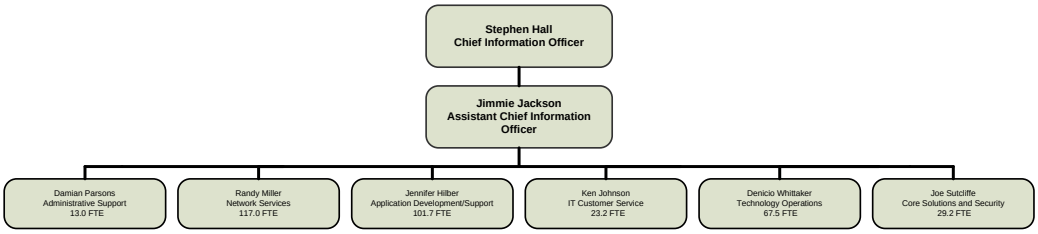
GOALS

PROVIDE TECHNOLOGY SOLUTIONS THAT ENABLE DEPARTMENTS TO BETTER SERVE COUNTY RESIDENTS

IMPROVE CUSTOMER SATISFACTION BY DELIVERING PRODUCTS AND SERVICES THAT EXCEED EXPECTATIONS

IMPROVE TELECOMMUNICATION & DATA TRANSMISSION CAPABILITIES TO BETTER RESPOND TO EMERGENCIES AND DISASTERS

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Information Services Department (ISD) provides service in the following major areas. Each division plays an intricate role in supporting county departments to provide services that promote health, safety, well-being and quality of life for residents.

Network Services provides 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 for efficient use of technology.

Application Development and Support 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, and many other business systems. **IT Customer Service** assists departments in achieving their technology and business objectives. The division provides a Technology Support Center to manage service requests/problem tickets and a multimedia services group to support audio/visual and multimedia business needs.

Technology Operations provides design, operation, maintenance and administration of the county's enterprise data center which supports the mainframe and includes server management for over 221 servers, integrated document imaging infrastructure, and print operations for bulk printing functions. **Core Solutions and Security** provides the county with global email, security direction, technology policies and procedures, and technical services that support desktop communications and functions countywide. The **Administrative and Fiscal** division supports all divisions by providing consolidated financial management through budget development and administration; service rate development; contract management; and accounts payable/receivable.

2007-08 SUMMARY OF BUDGET UNITS

	Operating Exp/ Appropriation	Revenue	Local Cost	Revenue Over/ (Under) Exp	Staffing
General Fund					
Application Development	16,791,086	4,693,984	12,097,102		107.5
Total General Fund	16,791,086	4,693,984	12,097,102		107.5
Internal Service Funds					
Computer Operations	19,939,665	21,610,442		1,670,777	134.1
Network Services	23,957,594	24,518,025		560,431	118.0
800 MHz - Rebanding Project	25,000	25,000		-	-
Total Internal Service Funds	43,922,259	46,153,467		2,231,208	252.1
Total - All Funds	60,713,345	50,847,451	12,097,102	2,231,208	359.6

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: Make more efficient use of the county owned network to reduce telecommunication costs.

Objective F: Implement WAN backbone redesign to increase capacity for additional throughput and redundancy.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Complete migration of ISD user accounts to Active Directory and offer Active Directory to other county departments.	75%	100%	N/A	N/A	N/A
Complete Migration of ISD customer departments in Active Directory to Microsoft Exchange 2003.	20%	100%	100%	N/A	N/A
1B. Percentage of customers requesting application upgrades deployed that are compatible with Windows Vista and Microsoft Office 2007.	N/A	N/A	100%	100%	N/A
1C. Percentage of 800 MHz site controllers moved to digital capable, vendor supported platform.	N/A	N/A	50%	25%	N/A
Percentage of total projected RED radios online (1200 red channel radios)	10%	100%	N/A	N/A	N/A
1D. Percentage decrease of Windows physical servers. (150 servers in 2005-06)	N/A	13%	20%	20%	N/A
Percentage of all physical servers virtualized.	N/A	N/A	New	8%	8%
1E. Percentage of Internet Protocol (IP) based connections established for telephone usage between the county's main telephone locations.	N/A	10%	100%	100%	N/A
Percentage of IP based connections established for telephone usage between county's main telephone locations and outlying areas.	N/A	N/A	50%	20%	75%
1F. Percentage of network reconfigured to fully utilize new link and bandwidth.	N/A	N/A	75%	10%	N/A
Implement phased WAN backbone redesign to increase throughput capacity and redundancy.	N/A	N/A	N/A	N/A	50%

2006-07 ACCOMPLISHMENTS

- *Implemented wireless crash cart to establish data transmission at FELAC-Fire Emergency Local Agency Center*

FELAC Support

- *Provided State of Louisiana with version of the Coroner's case management system after Hurricane Katrina*
- *Assessment of the Economic Development Agency's information technology infrastructure*
- *Installation of radio site to improve coverage in Lower Desert*
- *Replacement of both enterprise printers*
- *Installation of phones, wireless microwave connectivity, WAN bandwidth, & 800 MHz radio infrastructure at 303 Third St. facility*
- *Replacement of two microwave links to improve capacity to relay emergency calls between dispatch centers and field officers*
- *Received National Association of Counties award for modernizing Jail Information Mgmt System Web Front End used to process and manage inmates*

Status

1A. The ISD business plan continues to focus on keeping the county up-to-date with supported platforms and systems security. The department successfully achieved objective 1A, as all 315 user accounts were migrated to Active Directory in 2006-07. The Active Directory allows ISD to assign policies, deploy software, and apply critical updates to Windows based computers. In addition, all ISD customers who were in Active Directory at the start of 2007-08 have been migrated to the latest Microsoft Exchange environment. This migration will enable these customers to fully utilize product features consisting of electronic mail, calendaring, contacts and tasks, and support for mobile and web-based access to information, as well as data storage. In 2008-09, ISD intends to initiate processes to upgrade from Active Directory 2003 to Active Directory/Server 2008 and from the Exchange 2003 environment to Exchange 2007 contingent upon Microsoft's release of these products. The future migration of customers to these newer platforms will be dependent upon ISD conducting a suitability assessment of their applications to run on these platforms. This upgrade will enable ISD to maintain vendor supported platforms and facilitate the migration to Windows Vista operating systems and new releases of Microsoft Office. Migrating to these new platforms will not result in additional costs.

1B. The Application Development division continues to consult with customers to identify cost effective ways of conducting business from an information technology perspective, including cost analysis and recommendations for the acquisition and integration of new systems. As a result, 100% of customer requested application upgrades in 2007-08 will be compatible with Windows Vista and Microsoft Office 2007. This will enable departments to continue to move to newer, supported operating platforms and software in a timely manner, reducing costs associated with non-supported platforms and software.

As part of ISD's efforts to deploy countywide technology solutions, the Application Development division will implement a pilot application that demonstrates capabilities and identifies standards for the development and optimization of website applications on mobile devices, resulting in more effective utilization of mobile devices.

In addition, the division will implement a pilot project that will demonstrate capabilities and identify standards for the development and optimization of an enterprise Microsoft Office SharePoint Server solution. This application is utilized to facilitate collaboration, provide content management features, implement business processes, and supply access to information that is essential to organizational goals and processes. It can be used to quickly create SharePoint sites that support specific content publishing, content management, records management, or business intelligence needs. It facilitates effective searches for documents and data, participates in forms-driven business processes, and is able to access and analyze large amounts of business data. This project will enable ISD to determine the best enterprise-wide strategies for deploying the SharePoint solution.

1C. The Network Services division has replaced 25% of the 800 MHz site controllers with digital capable and vendor supported controllers. This project is currently under review pending a consultant study of the entire radio system replacement/upgrade. ISD will submit revised performance measures regarding the 800 MHz radio system in subsequent business plans based on recommendations resulting from the consultant study. In 2006-07, all 1,200 red channel radios were deployed.

1D. To meet the objective of building and sustaining a robust hardware and software support infrastructure to deploy countywide technology solutions, ISD will continue utilization of server virtualization technology for server consolidation. Virtualization technology enables a single physical resource, such as a server, to appear to function as multiple servers. The benefit of virtualization is a decrease in costs associated with server maintenance and staff support. The decision to obtain physical servers is not controlled by ISD, therefore the actual number of physical servers changes regularly. As a result, the department is replacing performance measurement 1D "Percentage decrease of Windows physical servers" with the following "Percentage of all physical servers virtualized." ISD will develop a business practice to review all new server requests for the potential to be virtualized and make recommendations to customers accordingly. There is no additional cost associated with continuing virtualization technology.

1E. ISD expects to meet performance measure 1E by establishing 100% of Internet Protocol (IP) based connections established for telephone usage between the county's main telephone locations in 2007-08. However, due to increased requests from county departments for unplanned telephone related projects, ISD anticipates completing only 20% of the "Percentage of IP based connections established for telephone usage between county's main telephone locations and outlying areas" performance measure. The department expects to establish the remaining IP connections to outlying locations in 2008-09. The estimated cost increase over current year spending to establish these remaining IP connections is $100,000 and will be funded by the dialtone rate.

1F. Demand for WAN bandwidth continues to increase resulting from: increased deployment of web-based applications and the need to remotely back-up data; desires to increase public access to information via offering multimedia content over the internet; and ISD's implementation of an alternative disaster recovery site. The Network Services division conducted an analysis to identify a solution for the current bandwidth capacity issues and to allow for growth. This analysis resulted in recommendations for a WAN backbone redesign to more efficiently utilize bandwidth throughout the county. ISD is replacing the 2007-08 objectives to "Develop a high-capacity alternate route between the San Bernardino Valley and the High Desert to accommodate high-speed data traffic" and "Percentage of network reconfigured to fully utilize new link and bandwidth" performance measurement with "Implement WAN backbone redesign to increase capacity for additional throughput and redundancy." The previous objectives will be subcomponents of the new objective and thus will be realized when the WAN redesign project is completed in 2009-10. The estimated one-time cost to implement the WAN redesign is $740,000. Ongoing costs are estimated at approximately $720,000 per year. These costs are comprised of new telephone company circuit costs and new hardware to replace end-of-life network hardware.

In addition to the redesign of the WAN, ISD has begun a formal review of how multimedia content will be delivered across the WAN. This review will lead to the development of policies to guide departments desiring to disseminate multimedia content across the WAN.

In 2007-08, the Network Services division will deploy enterprise wireless solutions to allow centralized monitoring of wireless access points throughout the county. The benefit of implementing this technology is that it will enable the department to readily provide wireless connectivity to requesting customers and provide better security capabilities for wireless access points. The estimated cost for hardware is $45,000 and will be funded through the WAN rate.

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: Redeploy existing resources to improve the success rate of applications deployed to production.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Satisfaction rating from random product and service satisfaction surveys.	N/A	0%	75%	75%	75%
2B. Satisfaction rating from yearly billing satisfaction surveys.	N/A	N/A	75%	75%	75%
Evaluate new rate metrics for WAN and circuit related cost recovery.	N/A	N/A	N/A	N/A	100%
2C. Success rate of applications deployed to production after review by quality assurance.	N/A	N/A	98%	98%	99%

Status

To meet the goal of improving customer satisfaction by delivering products and services that exceed expectations, ISD is continuing to survey its customers to obtain feedback and make adjustments in its business processes as necessary. Survey results for the first quarter of 2007-08 indicate that ISD should meet its estimated 75% satisfaction rating.

As part of the implementation of the new internal IT Operational Support System, the Administrative and Fiscal division is in the process of developing easy to understand billing statements and invoices for customers. The division has developed a survey to obtain a baseline satisfaction level regarding billing processes by which future performance can be compared. Survey feedback will be incorporated into the design of new billing statements and invoices. Survey results for the first quarter of 2007-08 indicate that ISD should meet its anticipated 75% satisfaction rating for this area.

The 2007-08 objective to reorganize ISD to provide better service has been eliminated as this is an ongoing effort and changes are implemented regularly to improve efficiency and overall service.

In addition, ISD is continuing to review its cost recovery methodologies to improve service rate accuracy. The department is evaluating new metrics by which the cost for utilization of WAN and circuits can be recovered. The new metrics are designed to recover costs for these services based on actual usage, as opposed billing for these services based on the number of email accounts held by a customer. The resulting benefit is that costs will be more accurately recovered and departments will be inclined to monitor their usage due to potential financial impact. In addition, this approach may mitigate the bandwidth capacity issues across the WAN. ISD will present the new metrics and impacts to the County Administrative Office in 2007-08 to determine implementation feasibility and timeline.

ISD continues to focus on improving business processes and service expectations. The department is implementing policies and procedures to enable specific Application Development teams to utilize the newly created Quality Control unit. By utilizing this unit to review applications prior to implementation, Application Development programmers can avoid duplication of effort resulting in greater efficiency. The main function of the Quality Control unit is to test and debug applications prior to their deployment, minimizing issues and costs associated with deploying new applications. ISD anticipates 98% success rate for all applications reviewed by the Quality Control unit in 2007-08.

GOAL 3: IMPROVE TELECOMMUNICATION AND DATA TRANSMISSION CAPABILITIES TO RESPOND TO EMERGENCIES AND DISASTERS

Objective A: To obtain and implement a mobile disaster recovery unit with telephone and data transmission capabilities to be utilized in emergencies.

Objective B: To increase the 911 calling line identification accuracy at 22 county campuses.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Implementation of a mobile disaster recovery unit.	N/A	N/A	N/A	N/A	100%
3B. Implement enhanced 911 calling line identification software and hardware.	N/A	N/A	N/A	N/A	100%

Status

Due to the recent fire emergencies in the county, and those over the past several years, ISD has identified the need to rapidly deploy communication infrastructures to support county emergency services and facilitate the ability of other county, state, and federal agencies to administer services. The estimated cost for the mobile unit, electronic hardware and software components is $180,000 and will be funded via the WAN and dialtone rates.

ISD intends to implement enhanced 911 calling line identification to the county's 22 campus telephone environments. This will enable dispatchers to accurately pinpoint where emergency callers are located, improving emergency response times at these locations. The estimated cost of implementing enhanced 911 software and hardware is $120,000 and will be funded through the dialtone rate.

ISD Help Desk

ISD Help Desk

ISD Product Support

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

	Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	In 2006-07, 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). In 2007-08, the department received $85,000 in ongoing funding to support GIS.	2.0	560,155	-	560,155
2.	In 2006-07, the department received $95,997 in ongoing general fund financing for the addition of 1.0 Programmer Analyst III to support the Employee Management and Compensation System (EMACS).	1.0	95,997	-	95,997
3.	In 2007-08, the department received $758,723 in one-time, and $143,311 in ongoing funding for the design and implementation of an off-site disaster recovery system.	-	902,034	-	902,034
4.	In 2007-08, the department received 1.0 position and $65,711 in ongoing general fund financing to enhance multi-media services to facilitate public access to information.	1.0	65,711	-	65,711

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
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%	N/A
Percentage of applications upgraded to newest ESRI software platform. (currently 30)	N/A	N/A	N/A	N/A	25%
P2. Percentage of EMACS backlog projects completed (40 as of 2006-07).	N/A	N/A	10%	10%	10%
P3. Percentage of disaster recovery site completed.	N/A	N/A	100%	100%	N/A
P4. Percentage of multi-media service projects completed on time.	N/A	N/A	N/A	N/A	95%

Status

With the 2.0 additional Programmer Analyst positions received in 2006-07 and the funding for software licensing and hardware in 2007-08, the department was able to process the 2007 aerial imagery and exceed the 2007-08 target performance measure of data converted to the latest Spatial Database Engine for GIS. As this performance measure has been met, ISD intends to utilize these two positions to begin upgrading the existing library of GIS applications. This process will entail updating vendor software and building a GIS framework to improve overall performance, standardize GIS development, and better protect the county from future lengthy and costly upgrades. ISD will start updating GIS applications to use the new vendor software and framework beginning in 2008-09, and the new performance measurement will be implemented.

The department also received ongoing funding for a Programmer Analyst to support EMACS in a joint policy item with the Human Resources Department and the Auditor/Controller-Recorder, for the purpose of improving payroll processing accuracy and to help alleviate project backlogs. The department experienced difficulty recruiting an applicant possessing knowledge of the PeopleSoft application, and the position was not filled until the end of 2006-07. ISD anticipates meeting the performance measure to have alleviated 10% of backlog projects by the end of 2007-08.

ISD anticipates meeting the performance measure to have 100% of the alternative disaster recovery site completed in 2007-08. In 2008-09, the department plans to conduct integration disaster recovery testing to ensure the alternative disaster recovery site is functioning as intended. Depending on completion of the WAN redesign, ISD will seek to geographically cluster servers at its Gilbert street location and the alternative disaster recovery site to provide for fail-over and redundancy capabilities. ISD will also conduct a disaster recovery analysis for stand alone servers and make recommendations to their correlating departments and the County Administrative Office. There are no additional costs associated with the 2008-09 disaster recovery efforts.

The addition of 1.0 Multi-media Coordinator position has enabled the department to meet all project deadlines within time schedules requested by customers. Multimedia services related requests have increased by 30% and ISD has been able to successfully meet this increased demand as a result of this additional position.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Obtain ongoing funding for annual digital imagery of the entire county to provide accurate GIS services. (Policy Item)	-	75,000	-	75,000
The county's populated areas and landscapes change from year to year resulting in necessary updates to GIS data. This data is collected by aerial photography taken by flyovers of the county. The information is used to produce various maps including flood zones, fire areas, etc. This policy item supports ISD's goal of "Providing technology solutions that enable customers to serve the citizens of the county." Updated annual digital imagery will ensure the county can readily respond with accurate information to daily requests, and emergency situations as needed.				
2. Obtain one-time funding for the design and implementation of a multimedia services studio at the County Government Center. (CIP Request)	-	100,000	-	100,000
To support the Board of Supervisors' efforts to make information readily available to citizens of the county, ISD is requesting $100,000 in CIP funding for the design and construction of a multimedia studio. Implementing the county's own multimedia studio will facilitate the various requests for public service announcements, training videos, etc. from the Board of Supervisors and county departments. This will allow for timely production of quality and professional multimedia products and services and reduce the time and costs associated with traveling to an outside studio.				
3. Obtain one-time funding for multimedia equipment, and ongoing funding to support the new multimedia services studio at the County Government Center. (Policy Item)	-	194,000	-	194,000
To support the Board of Supervisors' efforts to make information readily available to citizens of the county, ISD is requesting $150,000 in one-time policy item funding to purchase and install multimedia equipment in the new studio. ISD is also requesting $44,000 in ongoing funding to support the studio and refresh equipment as needed. Implementing the county's own multimedia studio will facilitate the various requests for public service announcements, training videos, etc. from the Board of Supervisors and county departments. This will allow for timely production of quality and professional multimedia products and services and reduce the time and costs associated with traveling to an outside studio.				
4. Set aside ongoing funding of $20 million per year for the replacement of the county's 800 MHz radio system. (Policy Item)	-	20,000,000	-	20,000,000
The county's regional public safety radio system that integrates countywide sheriff, police and fire emergency radio dispatch capabilities is approximately 18 years old and is no longer supported by the vendor. The current system operates on an analog platform and all new system platforms are digital. Moving to a digital platform will ensure future interoperability with both internal and external public safety organizations, and minimize support issues, costs, and potential service outages. A preliminary estimate to replace the existing system is $250 million, which is not included in the current 800 MHz radio access rate.				

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Installation of updated digital imagery on county GIS system.					100%
P2. Completion of the multimedia studio at the County Government Center.					100%

2008-09 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
ISD maintains board approved contracts for major services, however, the department provides other services on a fee for service basis without a contract. ISD will be incorporating fees for these services into the County Fee Ordinance, based on Board approved rates.	Implementation of these fees will not impact ISD, as the department has been receiving payment for services under the existing rate structure for all services which will now be included in the County's Fee Ordinance.

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

Installation of 800 MHz radio antennae

Alignment of microwave transport antennae

Technology Operations Enterprise Monitoring Center

Technology Operations Automated Tape Library Subsystem

Laurie Rozko
Interim Director

Mission Statement

The Purchasing Department is dedicated to managing 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.

GOALS

EXPAND TRAINING FOR PROCUREMENT AND INTERNAL SERVICE PROCEDURES

INCREASE THE NUMBER OF ACCREDITED BUYERS

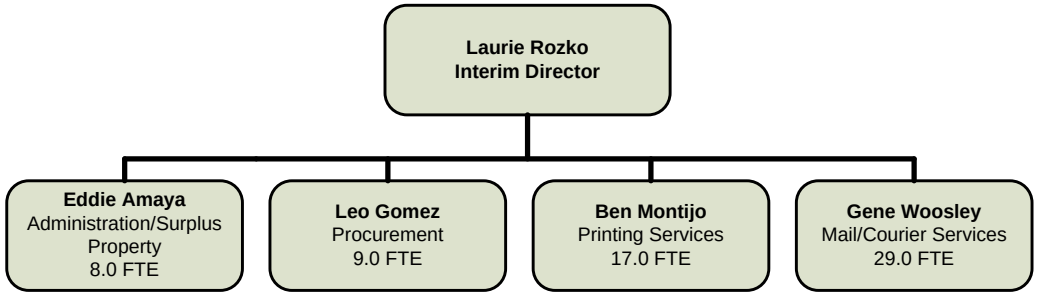
STREAMLINE THE REQUEST FOR PROPOSAL PROCESS

IMPLEMENT A COUNTY TRAVEL WEBSITE

INCREASE SURPLUS PROPERTY SALES

PURCHASING

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Purchasing Department is responsible for the acquisition of equipment, services, and supplies used by county departments and special districts under the governance of the Board of Supervisors. In addition, certain services are available to outside agencies and municipalities. Purchasing manages three internal service programs—Printing Services, Surplus Property and Storage Operations, and Mail/Courier Services.

The Purchasing Department strives to provide outstanding service to all customers by acting with integrity; providing quality products with reasonable prices and timely deliveries; offering progressive services and the effective use of automation; giving all willing vendors the opportunity to provide pricing on their products and services in a fair, open, and competitive environment; and by treating each department, employee, and vendor with respect and understanding. By meeting these objectives, the Purchasing Department fulfills the purchasing responsibility and legal requirements of the County of San Bernardino.

2007-08 SUMMARY OF BUDGET UNITS

	Operating Exp/ Appropriation	Revenue	Local Cost	Revenue Over/ (Under) Exp	Staffing
General Fund					
Purchasing	1,307,588	50,000	1,257,588		15.0
Total General Fund	1,307,588	50,000	1,257,588		15.0
Internal Service Funds					
Printing Services	3,665,519	3,708,849		43,330	18.0
Surplus Property and Storage Operations	4,645,121	4,706,000		60,879	5.0
Mail/Courier Services	7,067,755	7,093,188		25,433	30.0
Total Internal Service Funds	15,378,395	15,508,037		129,642	53.0
Total - All Funds	16,685,983	15,558,037	1,257,588	129,642	68.0

Central Mail Logo

Printing Services Logo

Surplus Property & Storage Operations Logo

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: EXPAND THE PURCHASING TRAINING PROGRAM FOR PROCUREMENT AND INTERNAL SERVICE FUND POLICIES AND PROCEDURES

Objective A: Prepare Purchasing staff to conduct training at department sites.

Objective B: Advertise training on Countyline, by email, and through payroll inserts.

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

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of County departments that receive training sessions. (64 departments)	N/A	.05%	16%	50%	80%

Status

This goal reflects the Purchasing Department's effort to fully inform county departments of its core mission and services. Training focuses on specific topics that have been chosen by user departments, and is conducted in small groups for no longer than two hours. The training is free of charge and is presented at the requesting department's work location whenever possible. Through the Single Point of Contact (SPOC), the procurement staff is providing training sessions to their assigned departments and establishing a regular training schedule to be used throughout the year. The goal of the training is more efficient procurement, policy compliance, and increased usage of the Department's three Internal Service Funds - Printing Services, Surplus Property and Storage Operations, and Mail/Courier Services. By capturing the percentage of County departments that receive training sessions, the Purchasing Department will ensure that departmental staff, including newly assigned employees, is trained on an ongoing basis.

GOAL 2: INCREASE THE NUMBER OF BUYERS THAT EARN 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: Set up a departmental training program whereas buyers will be able to study for the C.P.M. examination during designated study times.

Objective C: Have buyers take and pass appropriate exams for Certified Purchasing Manager accreditation.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2C. Percentage of buyers that have earned the C.P.M. accreditation (current staff is 9 buyers).	N/A	22%	20%	22%	33%

2006-07 ACCOMPLISHMENTS

- *Recipient of the "Achievement of Excellence in Procurement" Award from the National Institute of Governmental Purchasing*
- *Closed Central Stores and successfully instituted Just-in-Time direct shipments to departments*
- *Enhanced procurement for County departments by increasing purchasing limits*
- *Automated the vendor registration process on the internet to capture more data and electronically contact vendors, in order to provide better vendor lists to departments and expand product offerings*
- *Expanded the CAL-Card Program countywide, to expedite purchasing of and payment for low-value items*
- *Offered departments a Single Point of Contact (SPOC) for user-friendly purchasing service*

Status
The Purchasing Department encourages staff to acquire professional certifications. Currently, two buyers are C.P.M. accredited. For buyers, this accreditation is nationally accepted as a standard of competence and knowledge for the purchasing and supply management field. Classes conducted by CAPPO, along with the establishment of a departmental training program, will enable buying staff to pass the appropriate examinations and become C.P.M. qualified. The result of this goal will be the most professional, qualified, and knowledgeable staff that are fully trained in all county, state, and federal purchasing laws.

GOAL 3: STREAMLINE THE REQUEST FOR PROPOSAL (RFP) PROCESS FOR COUNTY DEPARTMENTS

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

Objective B: Post and regularly update templates on the Purchasing website for countywide access.

Status
This was presented as Goal 4 in 2006-07. Multiple RFP formats are being used in county departments. By creating templates, the process of preparing RFP's and awarding contracts will be more efficient and accurate, with less risk of legal issues and appeals. Templates are expected to be completed by spring 2008 and will be updated continuously as needed. Departments will be notified of any significant changes to the templates through county email and by their SPOC.

The performance measure from this goal was removed because it does not accurately reflect the Purchasing Department's activity. Purchasing staff work with departments on a weekly basis to assist them with their RFPs. The measure for 2006-07 measured changes posted to the template. Posting changes for departmentally specific reasons or changes made from mandates are not necessarily indicators of a streamlined system. Therefore, Purchasing will retain this as a goal in 2008-09 and evaluate the process for future quantifiable measurements.

Removal of 2006-07 Goal

Goal 3, from the 2006-07 Business Plan (Re-advertise the Capabilities of the Intelligent Inserting of Mail to County Departments and any Outside Agencies and Municipalities), was removed. The reason for the removal is due to the fact that information regarding Mail/Courier Services was incorporated into the Purchasing Training Program.

GOAL 4: IMPLEMENT THE COUNTY TRAVEL WEBSITE FOR COUNTY BUSINESS TRAVEL

Objective A: Arrange contractual agreements with rental car, airline, and hotel vendors.
- *Develop an intranet travel portal*
- *Advertise the county travel website to employees*
- *Generate management reports regarding travel*

Objective B: Work with the County Administrative Office to update travel policies.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
4A. Percentage of County departments that are using the travel website (64 departments).	N/A	N/A	N/A	N/A	40%

Status
This is a new goal for 2008-09, to garner savings by consolidating purchasing, with an objective of establishing various contractual agreements over a two-year period. By utilizing existing volume purchasing contracts and exploring options to negotiate with other vendors, lower rates will be obtained with travel vendors whenever possible. The County Travel Website will provide reservation services through a travel portal on the Purchasing intranet site, allowing for CAL-Card purchases or direct billing. A primary result of this initiative is to generate management reports regarding county travel expenditures, by department, to ensure that departments are receiving the maximum return on their investment in travel.

GOAL 5: INCREASE COUNTY SURPLUS PROPERTY SALES

Objective A: Create the webpage on the Purchasing Department intranet website for internal county sales.
- *Enable online viewing, inquiries, and purchases*
- *Re-use surplus property within the county*
- *Increasing throughput in the warehouse*
- *Advertise the webpage to county employees*

Objective B: Use the internet auction site Public Surplus for external public sales
- *Increase departmental revenue*
- *Enable online viewing, bidding, and purchases*
- *Minimize labor costs and logistical complications related to live auctions*
- *Advertise the website and online auctions to potential bidders*

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
5A. Percentage of county departments that are purchasing surplus property. (64 departments).	N/A	N/A	N/A	N/A	25%
5B. Percentage of public auctions that result in sale on Public Surplus website. (Baseline 400)	N/A	N/A	N/A	N/A	25%

Status

This is a new goal for 2008-09. This goal represents a commitment to improve customer service in regards to the Purchasing Department's mandate to dispose of county surplus property in a cost effective manner. Currently, county departments must view surplus property at the Purchasing Department's warehouse. Departments tag property and arrange for pickup. Upon implementation of a Surplus Property Webpage, surplus property will be available first to county departments, then community-based organizations (in conjunction with Human Services), and finally auction vendors, in accordance with County Policy 11-09.

In addition, the department has begun selling surplus information technology equipment on the internet auction website Public Surplus. The general public can now purchase equipment, remit payment, and claim it at the warehouse.

Removal of 2006-07 Goal

Goal 5, from the 2006-07 Business Plan (Create an Interactive Requisition Form), was removed. Purchasing posted this form on our intranet web page. It's titled "Requisition Form". The form is interactive; you can fill it out online, and submit it to the Purchasing Department along with your quotes. We are still working on finding out what departments are using the interactive form. This will be completed by the end of the fiscal year.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Additional staffing for CAL-Card, Travel Website, and Printing Services (Policy Item)	1.0	40,962	10,241	30,721

The countywide expansion of the CAL-Card Program and initiation of the county travel website necessitates an additional clerical support position. The department is requesting an additional Office Assistant II (OA II) to respond to emails and phone calls regarding the CAL-Card guidelines, process applications, schedule training, and destroy canceled cards. In addition, the OA II will support the travel website program by maintaining daily automated logs, responding to inquiries, and generating monthly reports. The OA II will also support the ARMC forms program and database on a daily basis. This position would also coordinate with Printing Services regarding a variety of advertising initiatives for these same programs.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1. Percentage of departments utilizing both the CAL-Card and the county travel website.					50%

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

If there are questions about this business plan, please contact Laurie Rozko, Interim Director, at (909) 387-2074.

RISK MANAGEMENT

Laurie Milhiser
Director

Mission Statement

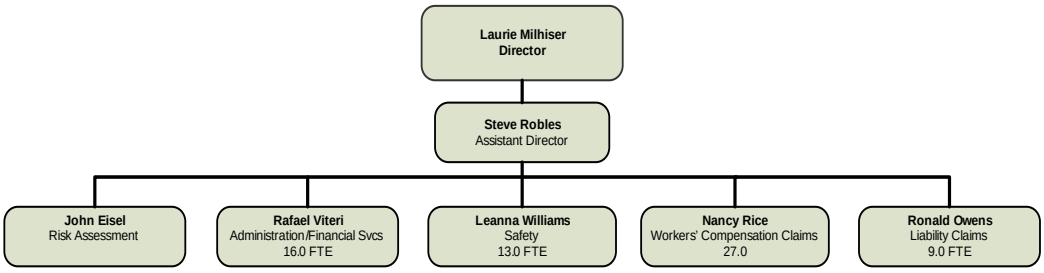
Risk Management seeks to minimize the frequency and severity of financial loss to the County through a coordinated integrated risk management program that includes identification and assessment of exposures that can result in loss, effective risk reduction and loss prevention programs for identified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

GOALS

MINIMIZE RISK MANAGEMENT COSTS AND STABILIZE PREMIUMS CHARGED TO COUNTY DEPARTMENTS

IMPROVE CUSTOMER SERVICE BY PROVIDING INTERACTIVE COMMUNICATION OF RISK MANAGEMENT DATA

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Risk Management Department is comprised of safety and loss control, workers' compensation claims administration, liability claims administration, and finance and administration. Safety and loss control staff are assigned to support 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. Safety and loss control staff have a major focus 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 to ill and injured workers and many cost control measures have been instituted. The workers' compensation claims administrators are charged with understanding and implementing the complex 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.

Finance and administration oversee approximately $160 million in self-insurance funds. In collaboration with the Director of Risk Management, the administrative section 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. Risk assessment works with departments to assure that contracts contain risk transfer language and insurance requirements to protect the interests of the county.

2007-08 SUMMARY OF BUDGET UNITS

	Operating Exp/ Appropriation	Revenue	Revenue Over/ (Under) Exp	Staffing
Internal Service Funds				
Operations	7,082,321	7,082,321	-	72.0
Insurance Programs	70,334,073	106,326,183	35,992,110	-
Total Internal Service Funds	77,416,394	113,408,504	35,992,110	72.0

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of verified compliance with contractual insurance requirements.	<50%	52%	80%	75%	80%
1B. Reduce average cost per workers' compensation claim. Reduce average cost per general liability claim.	$19,732 $11,179	$12,490 $ 9,144	≤$18,500 ≤$10,000	≤$18,500 ≤$10,000	≤$18,000 ≤$ 9,500
1C. Funding percentage of insurance funds at 80% actuarial confidence level.	N/A	N/A	100%	100%	100%
1D. Reduce total cost of risk.	N/A	N/A	N/A	N/A	10%

Status

The Risk Management budget is funded by premiums paid by all county departments, therefore, controlling expenditures is beneficial to all county departments. Factors that strongly influence risk management costs are the frequency of loss (number of losses or injuries in a given period), the severity of loss (actual dollars paid once a loss or injury occurs), and the cost of insurance premiums. An additional factor influencing 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 a lack of 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 a prudent level by June 30, 2008 (defined as the 70% marginally acceptable confidence level as estimated by actuarial analysis). Thus, premiums charged to departments are based upon the amount of money needed to fund current expenses, plus an additional amount to restore the insurance fund balances. By the end of 2006-07, 80% of Risk Management funds had attained the 70% confidence level target. As a result of the county's favorable financial condition, it was decided to increase the confidence levels from a marginally acceptable 70% to a more conservative 80%. This target is expected to be achieved by June 30, 2008. Once these reserves have been restored, premiums charged to departments should be stabilized and are anticipated to be reduced.

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 was directly impacted for 2006-07. In 2007-08, the department expects the level of compliance to increase once an updated standard practice for insurance requirements is approved, and departmental staff have been trained on utilization of the new system.

2006-07 ACCOMPLISHMENTS

- *Met the 4th year goals of the five year funding program to restore prudent balances in the self-insurance funds*
- *Completed Broker of Record request for proposals (RFP)*
- *Completed Claims System Administration RFP*
- *Began migration to new claims system*
- *Completed new design and reconstruction of website*
- *Completed office remodel*

Safety services in action!

Ergonomic Evaluation

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 conservative 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 was asked to provide estimated ultimate costs of claims based on assumed higher self-insurance retentions. A broker/consultant has been retained to do a comprehensive review of all insurance placements, which will incorporate an analysis of whether a change in the ratio of insurance to self-insurance will result in a reduction in the overall cost of risk.

Claims related expenditures for the Workers' Compensation program remained under $20 million for a third straight year. This increased the savings for this program to approximately $13 million over the last three years. 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. Liability claims expenditures experienced a higher severity in recent months which compels the department to project a higher average cost per claim for 2007-08.

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

Objective A: Upgrade department management information system.

Objective B: Implement Risk Management dashboard to provide real-time loss data and information to departments.

Objective C: Establish the position of Claims Manager.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage increase of visits to the Risk Management website. (currently 130/month)	N/A	N/A	50%	50%	50%
2B. Percentage of departments with online access to dashboard.	N/A	N/A	New	10%	100%
2C. CSAC audit results percentage. (90% in 2007-08)	N/A	N/A	New	90%	95%

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 upgrade of the Risk Management claims system and the creation of a risk management dashboard customized for each department will assist in reaching this objective. Risk Management will provide information monthly, and departments will be able to access the information at any time. An upgrade to the Risk Management website will incorporate this tool and make it available to a wider audience. The dashboard will have workers' compensation claim status, contractual compliance status, and claim related financial status. This goal and related objectives addresses the need to provide accurate, timely information to county departments which will assist them in meeting their risk management obligations.

In addition, the department intends to create a new Claims Manager position. This position will have responsibility for assisting departments in reducing the cost of claims. Of equal importance, however, is that the new Claims Manager position will allow the Claims Supervisors to spend more time working with and evaluating the performance of Claims Adjusters. The CSAC excess insurance programs conduct periodic audits of the county's claims administration. These audits have identified a need for increased supervision and oversight of adjusters. The county's Service FIRST Program has also increased the service level expectation. The Claims Manager, in conjunction with the Claims Supervisors, will be charged with training and monitoring staff performance toward the goal of improving customer service.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

The department is not requesting any additional general fund financing for 2008-09.

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

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

ARROWHEAD REGIONAL MEDICAL CENTER

Patrick Petre
Hospital Director

Mission Statement
Arrowhead Regional Medical Center provides quality health care to the community.

GOALS

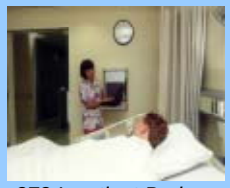
INCREASE SELECTED MEDICAL CENTER VOLUMES

ENHANCE REIMBURSEMENT AND OTHER REVENUE STREAMS

DEVELOP/IMPLEMENT SOUND COST CONTAINMENT STRATEGIES

ENSURE A QUALITY FOCUS IN THE PROVISION OF PATIENT CARE SERVICES

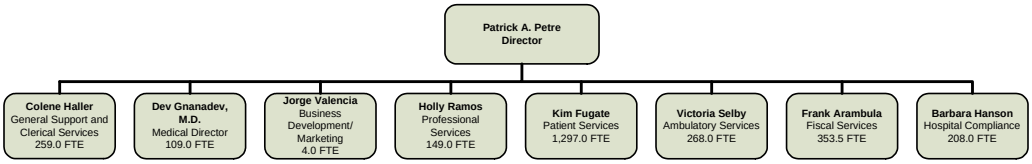
MAINTAIN/IMPROVE THE IT INFRASTRUCTURE



373 Inpatient Beds

Level II Trauma Center

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

Arrowhead Regional Medical Center (ARMC) is a state of the art, acute care facility embracing advanced technology in all patient care 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 outline the definitive services/medical center functions: 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.

The clinical staff serves as the primary interface with patients, families, and others throughout the hospital experience. 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, Internal Medicine and Psychiatry.

Inpatient Service lines include:

- Inland Counties Regional Burn Center - provides total burn care to patients of all ages and serves San Bernardino, Riverside, Inyo and Mono Counties.
- Medical Intensive Care (MICU) and 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 – providing labor, delivery, maternity and postpartum services.

- 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 Care, Transplant (kidney) and wound care. Patient evaluation, follow-up, diagnostic planning, treatment and case management is also provided.
- 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 therapists. The program offers medication administration, individual & 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 services in an ambulatory care setting. Visits have exceeded 221,000 annually, excluding the Emergency Room volume.

Outpatient Service lines include:

- Emergency Medicine – ARMC is a very busy Level II Trauma Center offering acute, emergent and urgent treatment of patients. Visits are currently in excess of 106,000 annually.
- Primary care – consists of three outlying Family Health Centers (FHC's), 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 – Ivy Ave., Fontana
  - McKee Family Health Center – Highland and Sterling, San Bernardino
  - Westside Family Health Center – 8th Street, San Bernardino
- Specialty Clinics (ten) including:
  - Infusion Therapy – provides therapeutic and supportive care to adult oncology patients and their families as well as chemotherapy, blood products, IV hydration and antibiotics.
  - Internal Medicine – offering subspecialties of cardiology, lipid management, chest, diabetic, nephrology, endocrinology, gastroenterology, hematology, neurology and rheumatology.
  - Surgery – sub-specialties of general surgery, wound care, burn care, urology, minor surgery and neurosurgery.
  - ENT/ Audiology/Dental/Oral Surgery (Subspecialties of Surgery Clinic) – providing services for diagnosis and treatment.
  - Ophthalmology (Subspecialty of Surgery Clinic) – 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 – a wide range of services for diagnosis and treatment of diseases and abnormalities of the musculoskeletal system with emphasis on upper extremity, joint reconstruction, trauma, and spine.

2006-07 ACCOMPLISHMENTS

- *2006 NACo Achievement Award- Patient Visit Redesign - McKee FHC*
- *2007 NACo Achievement Award - the Breast Management Pathway*
- *Dr. Dev Gnanadev – CMA President Elect*
- *Dr. Joe Corless – AAFA Physician of the Year*
- *OneLegacy Recognition Award- Organ Donation*

- ***Successful Programs***
  - *Breathmobile –"asthma clinic on wheels"*
  - *"Walk-Run" fitness project*
  - *Annual Breastfeeding Fair*
  - *Annual Health & Safety Fair*
  - *"Admin Grand Rounds" - Residency Programs*
  - *Annual Foundation Golf Classic*
  - *Victim's Advocacy Program*
  - *Psychiatry Residency*

- Successful Surveys
  - *Residency Programs*
  - *Laboratory-CAP & CLIA*
  - *ACS Oncology Svs*
  - *ACS Trauma Svs*

- Grant Awards
  - *AAFA-Breathmobile*
  - *HRSA - Linear Accelerator*
  - *Kaiser– Q. I.*
  - *First Five - Dental*

- 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, endocrinology, asthma, diabetes, genetics, allergy, cardiology and hematology.
- Family Elder & Geriatric Care – serving elderly and frail elderly adults, their support systems, caregivers and families, offer 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: Complex healthcare systems are comprised of numerous ancillary and support departments that offer specialized diagnostic, treatment, rehabilitation and continuum of care services to both the inpatient and outpatient programs of the Medical Center, Those 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 Densitometry, 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.
- **Clinical Laborato**ry – 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 1.6 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** – 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 Undersea and Hyperbaric Medical Society (UHMS) guidelines.

2007-08 SUMMARY OF BUDGET UNITS

	Operating Exp/ Appropriation	Revenue	Fund Balance	Revenue Over/ (Under) Exp	Staffing
Enterprise Fund					
Arrowhead Regional Medical Center	364,151,503	361,628,449		(2,523,054)	2,656.0
Total Enterprise Fund	364,151,503	361,628,449		(2,523,054)	2,656.0
Special Revenue Funds					
Tobacco Tax	2,258,056	1,717,828	540,228		-
Archstone Foundation Grant	44,509	10,802	33,707		-
Total Special Revenue Funds	2,302,565	1,728,630	573,935		-
Total - All Funds	366,454,068	363,357,079	573,935	(2,523,054)	2,656.0

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: INCREASE SELECTED MEDICAL CENTER VOLUMES

Objective A: Increase Outpatient Clinic Visits through the continued implementation of outpatient visit redesign program in primary and specialty clinics.

Objective B: Reinitiate and grow Tattoo Removal Clinic business

Objective C: Continue to maintain upward trend in OB Deliveries

Objective D: Continue to grow Transplant Program

Objective E: Revitalize and grow Outpatient Plastic Surgery business

Objective F: Develop Inpatient Open Heart Program

Objective G: BURN Center: Pursue managed care contracts to increase marketability of Inpatient Burn services.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage change of outpatient visits (number of visits).	N/A	(7.9%) (221,168)	4%	6.9% (236,464)	2%
1B. Reinitiate/Grow Outpatient Tattoo Removals (number of patients).	N/A	81	500	1200	1500
1C. Percentage increase in number of deliveries (3,780 in 2005-06).	N/A	5%	3%	5%	5%
1D. Grow Transplant Program (number of transplants).	N/A	7	16	10	12
1E. Resurgence of Outpatient Plastic Surgery (number of Plastic surgeries).	N/A	N/A	100	100	150
1F. Open Heart Surgeries – New Service.	N/A	N/A	N/A	N/A	50
1G. Increase average daily census for 14 Bed Burn Unit.	N/A	N/A	6.5	7.0	8.0

Status

1A. Outpatient visits at the Family Health Centers (FHC) and Specialty Clinics are on target for the first quarter 2007-08. A full time contracted physician was hired during this first quarter at Westside FHC. In an attempt to increase the clinic visits, the Medical Director for Ambulatory Services has assigned one of the attending physicians from the inpatient to outpatient services effective October 1, 2007. In an effort to stabilize the provision of services and increase clinic visits, Allied Health Care Professionals (PA/NP's) may offer a viable supplement to the provider staff. With medical provider stabilization, Patient visit redesign will be reviewed for feasibility of implementation to further enhance both throughput and capacity. The target of a 4% increase in outpatient visits was not achieved in 2006-07 due to difficulty in recruitment and retention of available providers in one of the three Family Health Centers.

In 2006-07, implementation of the Patient Visit Redesign Program began in the Family Health Centers and Specialty Clinics. Patient Visit Redesign is now complete at McKee and Fontana FHC's, Women's Health and Pediatric Clinic. Cycle times (the time from registration to the time of discharge from the clinic) have decreased in all redesign clinics, decreasing patient wait times and increasing throughput. McKee FHC had a cycle time decrease from 86 minutes to 33 minutes and was awarded the 2006 NACo Achievement Award. Internal Medicine is the next outpatient clinic slated for Patient visit redesign.

The Pediatric Clinic's cycle time improved from 120 minutes to 45 minutes. With the continuation of patient visit redesign in the Pediatric Clinic, a volume increase of 80-100 visits per month is estimated. To promote the Pediatric Program, a patient education and awareness program has been implemented, available in both Spanish and English, it outlines for parents the methods of accessing services. An IEHP (Inland Empire Health Plan) hotline was developed to assist our parent patients with provider enrollment (preventing auto assignment if selection is not made within 30 days) and offers answers to any questions they may have. Finally, the Pediatric

Service will explore the possibility of providing Pediatric Services at the Holt Clinic in Ontario, expanding service throughout the community.

1B. The Tattoo removal clinic was re-initiated in May 2007 to assist Correctional inmates and county residents who chose to have tattoos removed in an effort to facilitate re-entry into society and the job market following incarceration, gang participation, or disillusionment with visible body markings. Laser removal is utilized in several sessions to eliminate the skin markings. It is done in the outpatient setting as part of the surgery clinic. Within the first six weeks of opening, the clinic had seen 81 patients and in the first quarter of 2007-08, the number of visits has increased to 520. Continued upward trend is anticipated.

1C. In 2005-06, the number of infant deliveries at ARMC was 3,780. As part of reaching the goal of increasing admissions in acute care services, ARMC's objective was to continue that upward trend. In 2006-07, the number of deliveries increased to 3972 or 5%, which surpassed the target of a 1% increase, and in the first quarter of 2007-08, September proved to be a record month of 436 infant deliveries with a total for the quarter of 1165. The increasing service requirements of infant deliveries challenge available bed capacity on a daily basis. It is anticipated that the sixth floor remodel project slated for completion in the third quarter of 2009 will allow the growing post partum population to expand into the 3-South medical surgical area of the Nursing tower.

1D. The transplant program is directly supported by the provision of Renal Dialysis. In 2006-07, ARMC exceeded the target of 4 transplants, however for 2007-08 the target of 16 transplants will not be achieved. The growth of the program is dependant on the hospital's ability to support its volume and with the sixth floor expansion and the building of the Medical Office Building (MOB), it is the intent of the Medical Center to expand outpatient dialysis to 24 stations thus meeting the requirements of a much needed patient care service and enhancing the ability to grow the transplant program. Brochures are being completed and will be marketed directly to dialysis centers to educate the public and advertise the transplant services.

1E. A resurgence of outpatient Plastic Surgery is anticipated with the return of two ARMC plastic surgeons. The request to return to the Medical Center is motivated by the ability to deliver outpatient surgery in a familiar, state-of-the-art facility offering advanced technology and a safe environment for patient care. It has been the Medical Center's goal to increase the number of outpatient surgeries. The 2005-06 base was 4,764 and in 2006-07, the actual number of outpatient surgeries was essentially flat at 4,746. For the first quarter of 2007-08 the outpatient surgery numbers are 656. The focus in elevating outpatient surgeries will be on increasing the plastic surgery business. The re-addition of plastic surgery will enhance the overall outpatient surgery volume by an estimated 100 cases in 2007-08 and 150 cases in 2008-09. In an effort to increase the overall outpatient surgery volume and accommodate the additional service, operating room access, the hours of service for outpatient surgeries have been expanded. Additionally, unused operating room suites have been activated.

1F. ARMC's plan to develop a Cardiac Surgery Program will enhance care for county residents and allow ARMC to move toward a Level 1 Trauma Center designation. Currently, ARMC transports patients to other area hospitals when they require open-heart surgery and the Medical Center covers the cost for those without insurance. That cost exceeds $2 million annually. A full scope cardiac surgery program will decrease contractual costs for cardiac procedures and surgeries and complement services at ARMC for attaining a Level I Trauma Center designation. Program implementation is targeted for the first quarter of 2008-09. An agreement has been entered into with a cardiac anesthesia group and the next steps will be to purchase the necessary equipment and contract with a cardiac surgery group. Proposals for Cardiac Surgery are currently being reviewed. In August of 2006, ARMC received Level II trauma-center verification from the Committee on Trauma of the American College of Surgeons (ACS), demonstrating that it has achieved the highest standards of quality care for injured patients. ARMC's Trauma Center is the only trauma center in San Bernardino and Riverside Counties currently verified by the ACS. The goal is to attain Level I designation by 2009, at which time ARMC will be surveyed again.

1G. ARMC's 14 bed Burn Unit currently runs at 35.7% capacity. There is current migration of burn patients to other Southern California burn units due to contracting issues. ARMC will assertively pursue a change in contracting strategy from percent of charges to per diems with high cost carve outs, demonstrating a willingness to share the risk of managing these patients. ARMC has had some success with individual cases. We are currently in discussions with Kaiser to convert our existing contract to per diems with high cost carve outs. Other payors are opportunities as well, as seen by the individual cases that have presented to ARMC. The nationally acclaimed Inland Counties Regional Burn Center is the only major burn center serving the four counties of Inyo, Mono,

Riverside, and San Bernardino. At the Burn Center, care is individualized to address each patient's requirements. Specialized nurses work with both general surgeons and plastic surgeons when caring for burn victims. Other members of the burn team include occupational and physical therapists, respiratory therapists, dieticians, a social worker and a psychiatrist.

The market economic nature of specialized healthcare services necessitates the appropriate pricing of Burn Unit services in order to build a strong program. Payors and patients have many options for these types of services. The Shared Risk format of this new strategy will improve our competitive nature of building incremental business with payors whom, up until now, have been reluctant to contract with ARMC.

2007-08 Performance Measures – removed from the 2008-09 Business Plan:

1B. The percentage of patients leaving the Emergency Department without being seen (LWBS) in 2007-08 decreased to 4837 (56%), while Emergency Room (ER) visits continued to rise, reaching greater than 106,000. The percentage of LWBS to total emergency department (ED) visits is a single digit number at 4.5%. That downward trend continues in the first quarter of 2007-08 and is projected to decrease an additional 15% as ER visits rise even further. An overall percentage of LWBS to total ED visits is targeted at 3.5% or less. ARMC will continue to monitor this performance measure internally, but it will be removed from the 2008-09 Business Plan.

1E. The targeted percentage increase in outpatient rehabilitation volume due to Workers' Compensation has not come to fruition. In 2006-07, a plan was developed and implemented to capture an increased portion of the workers' compensation referral base. This was a collaborative effort between Human Resources and ARMC through the Center for Employee Health & Wellness. ARMC held several events outlined in the marketing plan; however, the Medical Center has experienced some difficulty in joining the necessary Medical Provider Network. That application process is currently under review and will go forward for Board approval prior to 2007 year end. This project will continue, but will be removed from the 2008-09 Business Plan.

Note: Goals 1 and 2 in the 2007-08 Business Plan have been combined under Goal #1 for 2008-09 as "Increasing Selected Medical Center Volumes"

GOAL 2: ENHANCE REIMBURSEMENT AND OTHER REVENUE STREAMS

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

Objective B: Implement the Electronic Medical Record system with a targeted completion date of November 2008.

Objective C: Reorganize ARMC's Business Office to improve the revenue cycle components.

Objective D: Centralize and standardize the patient intake process at all points of entry for timely accurate information / data collection.

Objective E: Aggressively pursue claim denials related to charge capture, coding and medical billing compliance.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage increase of Medi-Cal Eligibility patients identified from screening for conversion from self-pay (number of patients).	N/A	6% (16,546)	5.5%	2% (16,878)	2%
2B. Electronic Medical Record – Administrative portion -development and completion.	N/A	N/A	N/A	50%	100%
2C. Actual cash collections as a percent of projected net patient revenues.	N/A	N/A	100%	105%	105%
2D. Decrease in error rate (error rate estimated at 60% for 2006-07).	N/A	N/A	30%	>10%	>10%
2E. Decrease of denial rate related to charge capture, coding and medical billing compliance. (As of 2007/08, denial rate is at 68%.)	N/A	N/A	34%	34%	6.2%

Status

2A. In 2007-08, ARMC set out with the overall goal of improving all aspects of the revenue cycle. The component departments included Registration, Eligibility, Health Information Management (HIM), Case Management, Charge Description Master, Information Management and Business Office operations. ARMC is making sound,

permanent progress with the coordinated efforts of each of these areas. ARMC has a higher percentage of revenue collected from Medi-Cal recipients versus self-pay patients. Therefore it is critical that every eligible Medic-Cal recipient be identified and billed as such. In 2005-06, ARMC identified 15,610 Medi-Cal recipients, and in 2006-07 this screening process identified an additional 6% of eligible patients or a total of 16,546. Although it was projected that this number would increase by 10% in 2006-07, ARMC was unable to reach its target. However, in both 2007-08 and 2008-09 this number is expected to increase by 2%.

2B. Understanding that the management of clinical information is crucial to responding to Medicare, Medi-cal, Managed Care and Commercial payor requirements, ARMC has endeavored to finish development of a complete electronic record. This will allow ARMC clinicians and revenue cycle professionals full access to medical records necessary to facilitate a more timely payment of the patient bill without the hindrance related to only having a sole paper record. No longer will future charts be unavailable to multiple clinicians as needed. Clinical documentation that facilitates timely billing would also be readily available. The record will be a combination of electronically transmitted and scanned information to provide the availability of a complete patient document. In 2007-08 it is anticipated that 50% of the development of the electronic medical record system will be completed with 100% completion reached in November 2008. However, the clinical aspects of electronic patient documentation will continue in separate specific computerized modules to attain the goal of electronic transmission of a total patient record by the recommended timeline of 2010.

2C. ARMC will establish a single department with global authority for obtaining the correct upfront information in a timely and complete manner, throughout the entire facility. An assessment of all current registration and eligibility processes is underway, and a priority list for conversion of frontline areas to a more centralized control has been developed. Staffing development and procedures are being developed for centralized control of Infusion Therapy and Labor & Delivery Non Stress Test clinic, which should be realized in the first quarter of 2008. The Labor & Delivery transition will also include the new function of Pre-Admission for our Labor & Delivery patients, which will not only facilitate patient access, but allow a thorough assessment of insurance eligibility and facilitate patient application to appropriate programs to assist customers in covering the financial expense of delivery.

2D. Standards will be set and maintained for all employees performing registration and admission functions. During the last year, the “Dirty Registration List” has been developed and implemented. This list evaluates all registrations by registrar and identifies data entry errors on twenty-five different error criteria. The report is printed and corrected daily. The list has not only facilitated the education and accountability process for the frontline staff, but it is anticipated that it will positively impact the goal of establishing “clean accounts” to the fiscal department for billing purposes. According to the National Association of Healthcare Access Managers (NaHAM) the national standard for errors in registration is less than 5%. ARMC’s long-term goal is to exceed the national standard and maintain an error rate of less than 2%. In 2006-07 it was estimated that ARMC’s error rate was 60% and it is projected that it will decrease by half to 30% in 2007-08. The estimate for 2007-08 is to continue to decrease the error rate reaching the goal of an overall error rate of <10%.

2E. Training programs will be established to facilitate meeting/exceeding set standards. Two full scope clerical training programs have been conducted in the last fiscal year. The training objectives are professional patient interview techniques, accurate and timely data entry, and proficient insurance eligibility assessment & special program application. In 2007-08 it is projected that ARMC will reduce its denial rate by half to a rate of 34% and in 2008-09 it is anticipated that the denial rate of 6.2% will be achieved.

Business office operations have been completely restructured in 2007-08 with new proactive leadership, improved access to appropriate resources, ongoing training, and implementation of operational procedures necessary to maximize revenue cycle results. Partial year benefits will affect 2007-08 with full year impact in 2008-09. With improved upfront information accuracy and timely billing, ARMC will greatly improve revenue cycle results thus maximizing cash due ARMC for patient billings.

Goal #3, 2007-08 Business Plan - Objective C, Performance Measure 3C, 2007-08 Business Plan – removed from 2008-09 Business Plan. The Direct Observation Unit was opened in February 2007 in an effort to decongest the Emergency Department and provide a holding area for patients needing care less than 24 hours. Separate billing was initiated for this unit as an outpatient service. However, due to staffing, patient flow and physician access issues, the unit was closed in August 2007. This performance measure has been removed from the 2008-09 Business Plan.

Goal # 3, 2007-08 Business Plan - Objective B: Initiating point of service collection for labor & Delivery and the Emergency Departments – will be captured in the broader scope of Objectives A through E under Goal #2. As a result of logistical and process issues in both departments, this plan has not yet been implemented. The current and ongoing re-design of the ED patient flow process will facilitate the establishment of a "departure desk/room" which will then allow ARMC to perform point of service cash collections in a safe and secure environment that meets county cash control expectations and is also in compliance with the Emergency Medical Treatment & Active Labor Act (EMTALA) rules and regulations.

GOAL 3: DEVELOP/IMPLEMENT SOUND COST CONTAINMENT STRATEGIES

Objective A: Continue to contain nursing labor costs through nursing skill mix and recruitment & retention efforts.

Objective B: Integration of ARMC and Public Health Laboratory services to decrease duplication of services and decrease costs by March 2009.

Objective C: Contain Pharmaceutical Costs below 2005-06 Budget in a market of increasing drug prices.

Objective D: Decrease overtime utilization by $ 300,000 below 2007-08 actuals.

Objective E: Supply Expense Containment.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Change ratio of registered nurses to Licensed Vocational Nurses (Achieve ration of 70%:30% RNs to LVNs in all Non Intensive Care Areas)	N/A	85/15%	85/15%	85/15%	82/18%
3A. Percentage decrease in Utilization Of Third Party Staffing Assistance - Nursing Registry. (millions spent)	N/A	53% ($1.6)	14%	16% ($1.3)	12.7%
3B. Demonstrate cost savings In laboratory supplies and labor	N/A	4,720	7,080	10,000	50,000
3C. Percentage change in pharmaceutical costs (millions spent)	N/A	(5%) ($22.1)	3%	1.5% ($22.5)	6.7%
3D. Percentage decrease in Overtime Utilization In Non Patient Care Departments And Patient Care Departments Demonstrating No Growth In Volume ($4.89 million spent in OT 2006-07)	N/A	N/A	10%	10% ($4.4)	6.8%
3E. Percentage decrease in total supplies expense ($64 million spent in 2006-07) :	N/A	N/A	1%	1%	3%

Status

3A. As part of an ongoing effort to contain costs where possible during the ongoing nursing shortage, ARMC continues to infuse Licensed Vocational Nurses (LVNs) in all pertinent non-intensive care areas of patient services. As part of the process, the nurse to patient skill mix ratio was restructured and this process was initiated in early 2007. As a result of the restructuring, LVNs were incorporated into the nurse to patient skill mix ratio for the non-specialty medical/surgical areas and the registered nurses (RNs) were cross-trained for the specialty areas such as Neonatal Intensive Care Unit (NICU) and Labor and Delivery. To date, 45 of the 72 LVN positions have been filled. LVNs have been hired to work in all non-specialty service areas, which include medical/surgical, post partum, labor and delivery, pediatrics, dialysis, wound care and the emergency department. To date, except for turnover, all non-specialty service areas have incorporated a minimum of one LVN per shift in staffing ARMC is currently at an 85%/15% RN to LVN ratio for 2006-07. ARMC will not pursue additional changes in skill mix and the RN to LVN ratios for 2006-07. Labor negotiations and retention issues throughout this fiscal year require a re-stabilization of the workforce in all specialty areas. In 2008-09 the medical center will continue its efforts toward the goal of 82% RN's and 18%LVN's.

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. Registry usage during the first nine months of 2007 shows a 46% decrease in usage as compared to the same period in 2006. Registry usage was 13,085 hours (8.41FTEs) during the nine months in 2007, compared to 25,275 hours (16.24 FTEs) for the same period in 2006. Registry costs during the same period in 2007 were $869,091 as compared to $1,783,408 in 2006 for a total savings of $914,317. Reduction of registry usage during the third quarter of calendar year 2007 leveled off due to a higher than expected attrition rate and an unprecedented surge in patient volume in the NICU, Labor and Delivery (L&D), and the Emergency Department (ED). During the third quarter of 2007, registry usage as compared to the same period in 2006, declined by 17%,

or only 1,104 hours with an overall decrease in usage of 53% for 2006-07. It is anticipated that the Registry usage will continue to decline in 2007-08 and 2008-09 with additional decreases of 16% (exceeding the target of 14%) and 13% respectively.

3B. To combat staffing shortages, Nursing Services will continue its efforts to market and recruit nurses. ARMC will continue to recruit through advertisements and job fairs. ARMC will continue to have a presence at the local nursing schools and universities during job fairs. In addition, ARMC will continue to host open house to attract and recruit nurses. For retention, nurses at ARMC are given the opportunity to cross train into specialty care services such as Neonatal Intensive Care (NIC), Labor and Delivery (L&D), and Emergency nursing. To date, six nurses from the Medical/Surgical care units have cross-trained and are working in the Emergency Department. In addition, the Neonatal Intensive Care (NIC) and Labor & Delivery (L&D) departments continue to offer courses and training programs to recruit both experienced and new RN graduates.

The areas of overlap between Department of Public Health (DPH) and the Clinical Laboratory are in the testing sections of Microbiology, Infectious Diseases, Molecular Diagnostics, and Immunology. The actual savings of $4,720 was realized from the transitioning of Treponema Pallidum Particle Agglutination (TPPA) and Tuberculosis sensitivities (TB) from ARMC's Clinical Lab to the Public Health Lab. The estimated $10,000 cost savings in 2007-08 is due to additional tests transitioning to the Public Health Lab beginning third quarter of 2007-08. Assuming the acquisition of automation, the Hepatitis panels could be automated, thus saving in labor costs. Hepatitis testing could be maintained by the Clinical Laboratory, reassigning the task to the chemistry department. The consolidation of test platforms through Total Lab Automation (TLA) will afford the lab the ability to eliminate up to four instruments, thus eliminating reagent and supply costs for instrument maintenance and technologist time involved in that maintenance. In addition, as a result of TLA, several send out tests could be brought back into the Clinical lab at lower cost as a result of the larger test menus now available on current instrumentation.

The Department of Pharmacy will continue its practice of ensuring that each patient receives safe and effective medication therapy while controlling the rising costs of pharmaceuticals. This will be accomplished by:

- Continuing to switch to generic pharmaceuticals whenever available
- Using sound formulary management practices
- Continuing to review high cost and high use therapeutic classes on an ongoing basis
- Identifying opportunities for safe and effective therapeutic substitutions and presenting them for approval to the Pharmacy and Therapeutics Committee
- Optimizing our existing antibiotic stewardship program, which will yield lower antimicrobial cost and will decrease bacterial resistance
- Maximizing the efficiency of automated dispensing devices in order to increase turnover of inventory
- Review cases of polypharmacy and, in conjunction with the Medical Staff, streamline therapy in order to enhance compliance and reduce cost

3C. In 2006-07, it was projected that pharmaceutical cost savings would decrease by an additional 40% from the 2005-06 savings of $1.477 million or $590,000. ARMC exceeded that goal with an actual cost savings of an additional $1.18 million. In 2007-08 total pharmaceutical costs are estimated to increase by approximately $316,000 or 1.5% over 2006-07 actual expenditures while still decreasing by 3.5% over 2005-06 actual expenditures. In 2008-09 it is projected that total pharmaceutical costs will increase by 3% or $677,166 over 2005-06 actual expenditures. The annual national increase in pharmaceuticals is approximately 7-10% and ARMC will only have a single increase of 3% for a total of three years. Based on published literature combined with cost containment efforts on the part of the Pharmacy, overall it is the goal to maintain cost increases between 3 to 3.5 % per year which is significantly less than the national average.

3D. Overtime utilization is being evaluated in both service oriented, non-patient care Departments and Patient Care Services with no demonstrable volume fluctuation. Changes in recruitment efforts and hiring practices will demonstrate a visible impact in departments such as Security Services in 2007-08. High vacancy rates coupled with on-going recruitment and retention issues have dictated the use of scheduled overtime to cover mandatory staffing assignments. Changes in position descriptions, testing requirements and streamlining of the application and hiring processes are on target to fill numerous open positions and stabilize the security workforce thus decreasing the necessity for scheduled shifts at premium rates. The more challenging aspects of Overtime Utilization are the various Patient Care Services within ARMC that continue to face decreasing availability of qualified applicants due to ongoing difficulties in recruitment, inability to compete for limited resources and

retention gaps (trained personnel leaving current employment for increased monetary opportunities). In 2007-08, a 10% decrease in overtime costs is projected for a total savings of approximately $480,000. This trend is expected to continue for 2008-09 with additional savings of $300,000 or $780,000 from 2006-07.

3E. ARMC is also taking aggressive measures to contain costs in the area of supplies. In 2006-07 total supplies expense was $64 million. A 1% savings or $518,000 is estimated for 2007-08 and a 3% savings or $1,762,000 is projected for 2008-09.

Current fiscal year trend is $1.1 million below budgeted targets from the implementation of the following activities:
- Price model verification.
- Resigning Letters of Commitment.
- Product standardization.

Cost containment activities in progress that will affect 2008-09 supply expenses are:
- Request For Proposal (RFP) for new Group Purchasing Organization (GPO). Anticipated saving of 1.5%. Award January 2008.
- RFP for medical supply distribution. Anticipated savings of 1%.
- Ongoing product standardization.
- Contract compliance.
- Bulk-buy opportunities for cardiac rhythm management devices.

Risk:
From a macroeconomic viewpoint, consideration must be given to the current economic conditions involving current crude oil prices (≈ $90/barrel), with speculation of it reaching over $110/barrel in the next year, may have a negative effect on our supply costs in 2008-09. Approximately 90% of medical supplies are made from plastic which is a derivative of oil. Raw material costs will escalate and these price increases may be passed on to ARMC in higher supply costs. As well, we can expect freight costs to increase in the form of higher fuel surcharges from the vendors due to the increase of gasoline prices that typically follow the price increase in crude oil.

In anticipation of implementing an Open Heart Program, implants and prosthesis, surgical supplies and packs are anticipated to increase due to added surgical case load and utilization of pacemakers and Automatic Implantable Cardiac Defibrillators (AICDs).

GOAL 4: ENSURE A QUALITY FOCUS IN THE PROVISION OF PATIENT CARE SERVICES

Objective A: Promote "Evidence Based Nursing Practice" with nurse-sensitive performance and quality indicators.

Objective B: To achieve and maintain a Press Ganey mean average Patient Satisfaction Score of 85%.

Objective C: Obtain Core Measure Compliance in the 90th percentile on all quality indicators by December 2008.

Objective D: Reduce ARMC's rate of Ventilator Associated pneumonia, Catheter Related Blood Stream Infections, Nosocomial Skin Breakdowns and Surgical site Infections below the National Average for Reportable Adverse Outcomes.

	MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
4A.	Achieve Incidence of skin breakdown below National Benchmark (Base in 2006-07 ARMC 10%).	N/A	N/A	4.2% Benchmark 7%	4.2% Benchmark 7%	4.3% Benchmark 7%
4A.	Achieve Number of Patient Falls – per 1000 patient days at or below Cal-NOC Standard of 1.79.	N/A	N/A	1.83 1st Qtr	1.79	1.79
4B.	Achieve and maintain a mean average score / Likelihood of recommending of 85%.	81.6%	83.7%	83%	83.2%	85%
4C.	Achieve and maintain 90th percentile ranking on all Core Measure quality Indicators by December 2008.	N/A	N/A	80%	85%	90+%
4D.	Ventilator associated pneumonia (2006-07 actual was 1.6% with a National Benchmark of 4.12%).	N/A	N/A	1%	1%	0%
4D.	Central line infection risk (2006-07 actual was 3.3% with a benchmark of 2.1 %).	N/A	N/A	2.2%	1.5%	0%

Status

4A. Evidence-based practice for nursing is the nursing process that employs conscientious clinical actions driven by best practices that are supported by current research. Evidence-based practice initiatives at ARMC include compliance with nurse-sensitive and core measure performance standards. These quality indicators include progressive wound care practices, implementation of a Rapid Assessment Team, fall prevention, patient education, and use of proven strategies to reduce Ventilator Acquired Pneumonias. For 2007-08, the Nursing department will introduce a culture of Proactive Anticipatory Care by performing hourly rounds within a framework of evidence-based nursing. The framework includes the 4 Ps: Position, Potty, Pain, and Proactive Measures. The Proactive Anticipatory Care model of care delivery has proven to decrease the number of hospital falls, skin breakdown, pain management and patient satisfaction. Additionally, with the implementation of the Proactive Anticipatory Care, ARMC hopes to show a decrease in the number of "sitters" required to monitor at risk patients.

The nursing department will focus on two nurse sensitive performance indicators for the incidence of hospital acquired skin breakdown and falls during hospitalization. These are on-going monitors for all hospitals. ARMC's performance in these two nurse sensitive performance initiatives will be measured against national benchmarks for skin breakdown, comparing ARMC with like hospitals and the Cal-NOC Standard of 1.79 for falls, measured per 1000 patient days.

4B. ARMC's mission in the provision of patient care services is that of quality and customer service. ARMC's current patient satisfaction scores tabulated through Press Ganey, demonstrate a mean average score of 83.2% for 2006-07. The goal of achieving and maintaining a score of 85% in 2007-08 will be addressed throughout the organization as follows:

1. Monthly meetings of the Hospital-wide Multidisciplinary CARE team.
2. Education to all areas of the hospital regarding customer service and the future Press Ganey Scores becoming a public document.
3. Record and recognition to all departments that receive a score of 85 or higher in any category of the survey.
4. Competition amongst departments to reach the highest Press Ganey score on a quarterly basis. Winners to be awarded appropriately.

Results of Press Ganey surveys are available to all Department Managers on a weekly basis through the Press Ganey website. This allows them timely reviews of their areas' survey results. Quarterly reports are reported at the Department Managers' Meeting, Leadership Forum, Quality Management Committee, and Governing Body Meetings.

4C. The Medical Center is required to report our compliance with quality care indicators (Core Measures), to the Centers for Medicaid & Medicare (CMS), on a quarterly basis. These indicators measure compliance with Standards of Care for patients that have Acute Myocardial Infarction, Congestive Heart Failure, Ventilator Acquired Pneumonia, and Post-surgical Procedures. In 2008, Core Measures compliance for hospitals will be available to the general public. Additionally, in 2008-09, CMS will be denying reimbursement to hospitals who do not meet the mean average Core Measure Compliance. Therefore, our goal is to obtain Core Measure Compliance in the 90th percentile for all quality indicators by December 2008. Our compliance is at the 90th percentile with the National average in several indicators. However, the goal encompasses all quality indicators. Hospital-wide education efforts are underway to increase awareness of Core Measure requirements including the future plan of CMS reimbursement based on hospital performance. Monthly reviews of all Core Measures will be conducted with any fall outs requiring peer reviews by the Attending Physicians and Nursing Management. A Multi-disciplinary taskforce has been developed to identify processes and solutions to improve ARMC's compliance with any Core Measure that is not meeting the 90th percentile National comparison.

4D. Through the Performance Improvement Process, ARMC will continue to reduce the rate of Ventilator Acquired Pneumonia, Catheter Related Blood Stream Infections, and Nosocomial Skin Breakdowns. The goal is to be below the National Average of Reportable Adverse Outcomes. Effective January 2008, all Adverse Outcomes are reportable to the Centers for Medicare and Medicaid Services (CMS). Our goal is to be below the national average for adverse outcomes. ARMC monitors these rates on an on-going basis. For 2005-06 the Ventilator Acquired Pneumonia rate was 5.7% and for 2006-07 it was 1.6%, the National benchmark is 4.12. The Central line infection rate for 2005-06 was 4.1% and for 2006-07 it was 3.3% with a National benchmark of 2.1%. The estimated rates for 2007-08 are 1% for Ventilator Acquired Pneumonia and 1.5% for the central infection rate. Projected rates for both monitors are 0% for 2008-09. To facilitate this effort, Hospital–wide education will be conducted on Infection

Control practices; Ongoing Patient surveillance, Monitoring Central Lines, and Ventilator support will be managed by the Infection Control Department. ARMC's Multi-disciplinary Performance Improvement Team on Prevention of Skin Breakdown will continue to perform education and monitoring of proper techniques to prevent skin breakdown. All reports of Adverse Outcomes are reported at the Infection Control Committee, the Quality Management Committee, and the Governing Body Committee on a quarterly basis.

Goal # 5 from the 2007/08 Business Plan is monitored and updated on an on-going basis by the Medical Center – it will be removed from the 2008/09 Business Plan. Key components of Technology upgrades/changes will be added to the Goals and Objectives in each annual business plan – as applicable.

GOAL 5: MAINTAIN AND IMPROVE THE INFORMATION TECHNOLOGY (IT) INFRASTRUCTURE

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, thus making the maintenance and continual improvement of the information technology infrastructure very 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 module is currently in production awaiting program changes from Meditech to allow for greater flexibility.)
b. Data Center Computer Servers replacement due to aging of servers – Meditech servers completed November 06. (All other servers are to be completed by January 2008 due to budget constraints.)
c. Picture Archiving Communication System (Medical Imaging System) – Previous PACS system was converted to McKesson PACS and went live August 2006. McKesson Cardiology PACS began full implementation in February 2007.)
d. Home Health Billing Software – This project is in progress and a prospective vendor has been selected. Contract and board item are in process.

ARMC's objective of upgrading to 5.6 has not been completed to-date. The latest available version is 5.54 SR 13 which is due to go live in February 2008. Meditech upgrade from 5.3 to 5.5 was completed in March 2006 and interfaces such as:

a. Inland Empire Health Plan (IEHP) Interface will provide IEHP patient encounter data in a standard health care claim format (837). This is no longer a valid project because IEHP is unable to support at this time.
b. CBORD Nutrition Services interface provides dietary orders from Meditech to Nutrition Services. This project is proposed for inclusion in current Capital Budget allocations.
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 Cardiology 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. This is being reviewed for validation of continued use of current out-dated equipment.
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 in 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 no longer valid.

The additional Meditech modules including ARM and MPM/LSS for both administration and clerical use have made progress as well. ARM went into production on May 1, 2007, MPM/LSS part 1 for administration went into production November 1, 2007 and MPM/LSS part 2 clinical will go live in November 2007. Additionally, the Quality Management /

Risk Management Module was completed in July 2006 and the Emergency Department Module tracker portion was put into production September 20, 2007.

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. Additionally, ARMC is implementing Computerized Physicians Order Entry (CPOE) throughout the hospital and Family Health Centers. Work for the hospital is in process and the live date is unknown. Family Health Centers have started training on new MPM module. Live -November 2007.

ARMC's 2008-09 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. Sixth floor design is complete and includes 30 beds in the north unit, 30 beds in the south unit and 24 in the center unit. The expansion/remodel project will result in 72 private rooms and 12 semi private rooms. Temporary placement for displaced employees will consist of a Modular Building Solution on the Northwest corner of the campus. Nine 4300 square foot modulars will house the Medical Staff and various departments relocated from the hospital proper. Proposed completion date of the sixth floor expansion is estimated to be mid 2009.
2. The sixth floor expansion plan includes the construction of a three story (60,000 square ft.) Medical Office Building (MOB) on the ARMC Campus to house the Medical Staff and Administration displaced by the sixth floor conversion. The MOB will also house selected services and departments not requiring acute care space and expanded outpatient services. Construction is planned simultaneously to the sixth floor expansion project with similar completion dates of mid 2009.
3. Parking has found temporary relief in the recent addition of approximately 138 parking spaces. An additional 140 parking spaces will be provided in the temporary Modular site. ARMC has an approved Capital Improvement Request for the current fiscal year to add approximately 28 additional clinic parking spaces. However, with the 84-bed planned expansion, parking access and availability will require further consideration.
4. 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.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

	Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	Develop and Implement Full Scope Cardiac Surgery Program	To be determined	2,000,000	2,000,000	-
	ARMC's Goal #1 is to increase selected Medical Center volumes. The development and implementation of a Heart program is Objective F under that goal. ARMC currently transports patients requiring cardiac surgery to other area hospitals at an annual cost of approximately $2million. Program implementation will decrease contractual costs and complement services at ARMC for attaining a Level I Trauma designation. Equipment costs are estimated at approximately $2 million for start up of the Cardiac Surgery Program. Program implementation is targeted for the first quarter of 2008/09. Supports Goal No. 1.				
2.	Add adjacent 2400 square foot building to the McKee Family Health Center Site – Leased Building		525,000	525,000	-
	The McKee Family Health Center (FHC) is one of ARMC's offsite primary care clinics. McKee provides approximately 2,000 visits monthly. It is the newest primary care clinic and has the capability of performing simple X-ray exams (extremities) and performs approximately 100 X-rays per month. The clinic has outgrown its Medical Record space. Currently, they have to purge patient records every eighteen months. The additional space would allow co-location of Behavioral Health, provide medical offices, conference/training room, stations for interns & residents, and a break room for staff, freeing up proximal clinical space in the original clinic proper, offering three additional exam room conversions. Behavioral Health would have 2 exam rooms and their own Medical Records room. The $525,000 includes the estimated tenant improvements and lease amendment payments to the term of the existing McKee lease. At the end of that term, all tenant improvements would be paid and any extensions negotiated with the amendment would include rent only for both spaces. Supports Goal No. 1.				

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Proposals for Cardiac Surgery Group are being reviewed. Target implementation date is 1st quarter of 2008-09.					1st quarter 2008-09
P2. Amend and extend McKee's current lease agreement to incorporate the additional space by first quarter of 2008-09.					1st quarter 2008-09

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

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

Allan Rawland
Director

Mission Statement

The Department of Behavioral Health 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.

GOALS

INCREASE ACCESS FOR UNDERSERVED INDIVIDUALS

INCREASE CUSTOMER SERVICE EDUCATION

INCREASE ACCESS TO SERVICES FOR YOUTH IN THE JUVENILE JUSTICE SYSTEM

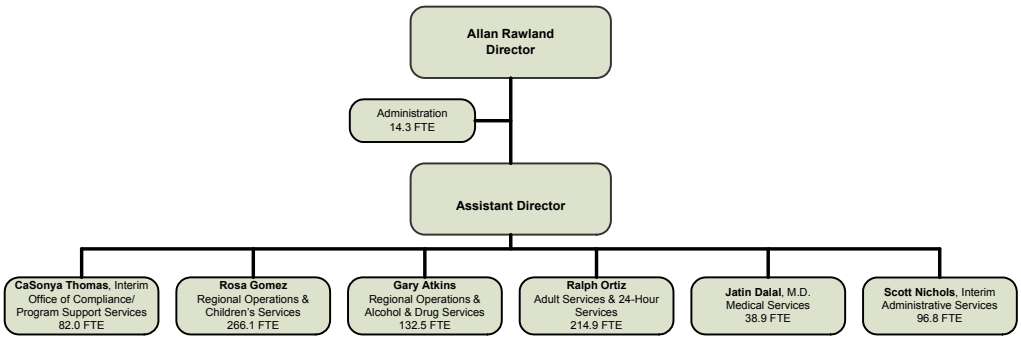
INCREASE CULTURAL COMPETENCY TRAINING

INTEGRATE SERVICES PROVIDED AT CO-LOCATED CLINICS

IMPLEMENT STRATEGIES FOR QUALITY IMPROVEMENT

BEHAVIORAL HEALTH

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

Mental Health

The Department of Behavioral Health (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). Approximately 35,000 unduplicated clients are served through 42 county operated facilities and approximately 30 contract providers, 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.

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 unduplicated clients are served.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
Behavioral Health	178,566,791	176,724,038	1,842,753		766.7
Alcohol and Drug Services	22,108,176	21,958,718	149,458		85.8
Total General Fund	200,674,967	198,682,756	1,992,211		852.5
Special Revenue Funds					
Mental Health Services Act	49,141,817	20,624,815		28,517,002	-
Driving Under the Influence Programs	316,662	122,000		194,662	-
Block Grant Carryover Program	7,186,110	1,384,560		5,801,550	-
Court Alcohol and Drug Program	1,108,779	391,000		717,779	-
Proposition 36	6,257,075	6,207,773		49,302	-
Total Special Revenue Funds	64,010,443	28,730,148		35,280,295	-
Total - All Funds	264,685,410	227,412,904	1,992,211	35,280,295	852.5

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: INCREASE ACCESS TO BEHAVIORAL HEALTH SERVICES FOR INDIVIDUALS THAT ARE UNDERSERVED 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.

Objective B: Increase number of consumers system-wide who are not currently receiving Medi-Cal benefits.

Objective C: Increase number of consumers among specified ethnic/cultural groups that are currently underserved.

Objective D: Establish an assessment and treatment program to be embedded within a Primary Health Care practice.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Admissions to an institutional setting.	7,788	7,898	7,700	8,000	7,700
1A. Bed days in an institutional setting.	69,845	73,955	72,000	72,000	71,000
1B. Percentage increase in consumers with Medi-Cal benefits	N/A	N/A	N/A	N/A	5%
1C. Percentage increase in the Medi-Cal penetration rates for underserved ethnic groups	N/A	Black/AA +8.4% Asian +0.3% Hispanic +6.5% American Indian +1.4%	Black/AA +10.5% Asian +9.2% Hispanic +4.6% American Indian +23.4%	Black/AA +4.0% +Asian 0.1% Hispanic +6.5% American Indian +1.4%	Black/AA +4.0% Asian +.04% Hispanic +4.0% American Indian +2.0%
1D. Number of mental health staff embedded in a physical health care setting.	N/A	N/A	N/A	N/A	2 FTE, starting by 11/15/07
1D. Number of persons referred from a physical health care provider who are subsequently assessed and/or treated for a mental disorder.	N/A	N/A	N/A	N/A	100 persons

Status

1A. Began second year of MHSA Community Services and Supports 3-year plan.

- Developed contracts and implemented programs as follows:
  - Children's Crisis Response Team - 100% operational. Expanded countywide to provide crisis response 24/7
  - Children's Wraparound services - 100% operational
  - Triage Diversion Team at ARMC - 100% operational
  - Crisis Walk-in Centers – 95% operational
  - Forensic Assertive Community Treatment - 90% operational
  - Transitional-aged Youth one-stop centers - 25% operational
- Submitted plan for state approval of 24/7 Adult Crisis Response Team
- Completed facility needs assessment and in process of implementing staff moves and developing Capital Improvement Projects (CIPs) requests for additional space

2006-07 ACCOMPLISHMENTS

- *Implemented annual Fiscal "Minimize Errors, Maximize Revenue" training for contract providers*
- *Centralized Administration to increase communication with programs*
- *Received approval for 5 MHSA projects*
- *Implemented payroll imaging system*
- *Aligned the County's Alcohol and Other Drug prevention services with the State-required strategic prevention framework*
- *Served as lead agency for Prop 36 funding and programming*
- *Established juvenile mental health assessment and intervention services in the High Desert*
- *Juvenile Evaluation Treatment Services (JETS) participated in the creation of Court Individualized Treatment of Adolescents (CITA)*
- *Received NACo Award for the Assertive Community Treatment Program*
- *City of San Bernardino Operation Phoenix Project*

1B. Increase numbers of consumers system wide who are not currently receiving Medi-Cal benefits through:
- Collaboration with Transitional Assistance Department eligibility workers
- Training staff regarding Medi-Cal/SSI requirements and documentation
- Training staff in customer service to ensure proper assistance with consumers with co-occurring substance abuse disorders in completing Medi-Cal SSI forms

1C. Among Medi-Cal beneficiaries for specified ethnicities, penetration rates increased more than anticipated for Hispanics, but less than goals set for Asians, African-Americans, and Native Americans. Efforts will be increased to reach these communities.

1D. In collaboration with ARMC and Public Health, services will be directed toward the underserved population of primary care patients with mental health conditions that are co-occurring with physical health care conditions. These mental health conditions may be primary but often will be secondary to a general medical condition. Because the population to be served is highly diverse (some estimates have been made that fifty percent (50%) of the persons served are monolingual in Spanish), special emphasis will be placed on creating culturally sensitive and competent treatment protocols to reach this highly diverse population.

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.

Objective B: Broaden the definition of customer service and develop a model that will transform the behavioral health system.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of employees and contract providers who successfully complete the customer service training.	N/A	100% of county staff 25% of contract staff	100% of county staff 25% of contract staff	100% county staff 25% of contract staff	100% new county staff, 25% contract staff
2B. Percentage of employees and contract providers who successfully complete the customer-service model.	N/A	N/A	N/A	N/A	100% new county staff

Status

2A. All Department of Behavioral Health employees have attended the county "Service FIRST" customer service training. A customer service program modeled after Service FIRST was developed for department contract agencies. The department met its contract staff customer service training goal of 25% in 2006-07. Customer service is central to the department's mission and will continue to be measured by both county and contract participation in the department's customer service program.

2B. Customer service is the process by which the Department of Behavioral Health delivers its services in a way that embodies quality of care and resilience- and recovery-oriented practices. The department shall cultivate a customer service definition and model upon which to build a strategy for systems transformation.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Percentage of adolescents identified with mental disorders in Juvenile Hall receiving behavioral health services and supports in the community after release (608 juveniles for 2006-07).	N/A	62%	75%	75%	80%

Status

3A. This goal has been refined from previous years to include all juveniles identified with mental health needs while in custody. It was determined that most juveniles will not need a referral for the more comprehensive wrap-around services, but that most would benefit from some type of outpatient care following release from custody. As such, the Department of Behavioral Health has continued in its efforts to increase the percentage of all juveniles with mental health disorders receiving behavioral health and community support services through the following:

- Implementation of a Juvenile Reintegration plan for each minor released from Juvenile Hall Facilities in the High Desert, West Valley, and Central Valley
- Creation and implementation of a needs assessment to identify the "Referral Needs" of the minor.
- Provision of referrals and assistance to minors transitioning to the community which includes connection to community mental health clinic or One Stop Transitional Age Youth (TAY) Center.
- Implementation, in collaboration with Probation Department, the Mentally Ill Offender Crime Reduction (MIOCR) grant to expand services through juvenile mental health court.

GOAL 4: INCREASE CULTURAL COMPETENCY TRAINING FOR ALL COUNTY AND CONTRACT STAFF THAT PROMOTES THE MISSION OF THE COUNTY AND THE DEPARTMENT

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
4A1.	Number of departmental employees certified to train department employees and contract providers in the California Brief Multicultural Competency Scale-Based Training Program (CBMCS).	N/A	N/A	10	5	10
4A2.	Percentage of clinic employees and contract providers who successfully complete the California Brief Multicultural Competency Scale-Based Training Program.	N/A	N/A	20%	20%	20%
4A3.	Percentage of employees taking Introduction to Cultural Competence offered through the DBH Training Institute.	N/A	N/A	N/A	N/A	25%
4A4.	Percentage of bi-lingual paid staff and contractors taking Interpreter Training for Mental Health Professionals.	N/A	N/A	N/A	N/A	70%
4A5.	Percentage of mental health providers staff and contractors who provide direct service who complete Mental Interpreter Training for Mental Health Professionals.	N/A	N/A	N/A	N/A	25%
4A6.	Percentage of bi-lingual paid staff taking ethnic specific cultural training for language they provide interpretive and translation services.	N/A	N/A	N/A	N/A	35%

Status

4A1. The department has hired a Cultural Competency Officer who collaborated in the development of the CBMCS and is one of 3 master trainers in the nation. She is actively recruiting and has identified 5 individuals who will be trained in December 2006 in an effort to meet our goal for 2008-09.

4A2. Forty (40) employees/contractors were trained in CBMCS during 2006-07. We scheduled to train an additional 40 employees in December 2007. Two additional trainings are planned for the remainder of the 2007-08 fiscal year.

4A3. The Cultural Competency Officer is developing the curriculum for the introduction to cultural competence. She, along with other trained staff, will teach the course as a part of the core curriculum of the DBH Training Institute.

4A4. Twenty-four percent (24%) of our bilingual paid employees/contractors received training in July 2007. Two additional trainings are planned for the remainder of 2007-08. Interpreter Training sessions shall continue throughout 2008-09, until the 70% target is met.

4A5. Twenty-five (25%) mental health providers (i.e. employees/contractors) were trained in 2007-2008. Two additional trainings are planned for the remainder of 2007-08. Interpreter Training sessions shall continue throughout 2008-09, until the 25% target is met.

4A6 We will contract with an individual with expertise in multicultural community clinical psychology to develop a curriculum on Latino culture that will provide our Spanish speaking bilingual paid staff with the cultural knowledge necessary to provide culturally and linguistically appropriate service delivery.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
5A1. Implemented integrated services at pilot clinic with structured curriculum.	N/A	N/A	By December 2007	Obtained Certification	75% Integrated
5A2. Provide two in–depth intensive training sessions on evidence-based practices for treating co-occurring disorders.	N/A	N/A	75% of clinic staff at integrated clinic	60% of clinic staff at integrated clinic	100% of clinic staff at integrated clinic

Status

5A1. The department has successfully applied for and received site and program certifications for both the mental health and alcohol and drug treatment programs located in the Mesa Clinic in Rialto. Currently, department staff are developing program protocols to complete the integration of this pilot clinic in 2008-09.

5A2. The department held one (1) two-day training on June 5 and June 6, 2007 to assist staff in transitioning to a co-occurring treatment clinic environment. There will be two additional trainings scheduled in 2008-09 to train current staff as well as prepare a select number of new staff in the next DBH clinic to roll out this change in service delivery.

GOAL 6: IMPLEMENT STRATEGIES FOR SUCCESSFUL QUALITY IMPROVEMENT IN BEHAVIORAL HEALTH

Objective A: Develop a plan that utilizes a team educational approach to learn about and apply system and process improvements.

Objective B: Continue progress towards achieving a significant, measurable reduction of service disallowances department-wide.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
6A. Percentage completion of the quality assurance improvement plan.	N/A	N/A	N/A	N/A	100%
6B. Percentage of overall improvement in Medi-Cal reviews conducted by the Quality Management Division.	N/A	N/A	N/A	N/A	10%

Status

6A. Quality is important for all behavioral health systems, from a variety of perspectives. From the perspective of a person with mental illness or substance abuse challenges, quality ensures that they receive the care they require and their symptoms and quality of life improve. From the perspective of a policy maker, quality is the key to improving the behavioral health of the population, ensuring value for monies expended and accountability.

6B. The Department of Behavioral Health is dedicated to the development of a plan that integrates quality improvement into the ongoing management and delivery of services.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

The department is not requesting any additional general fund financing for 2008-09.

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

If there are questions about this business plan, please contact Allan Rawland, Director, at (909) 382-3133.

PUBLIC HEALTH

Jim Lindley
Interim Director

Mission Statement

The Public Health Department promotes and improves the health, safety, well being, and quality of life of San Bernardino County residents and visitors.

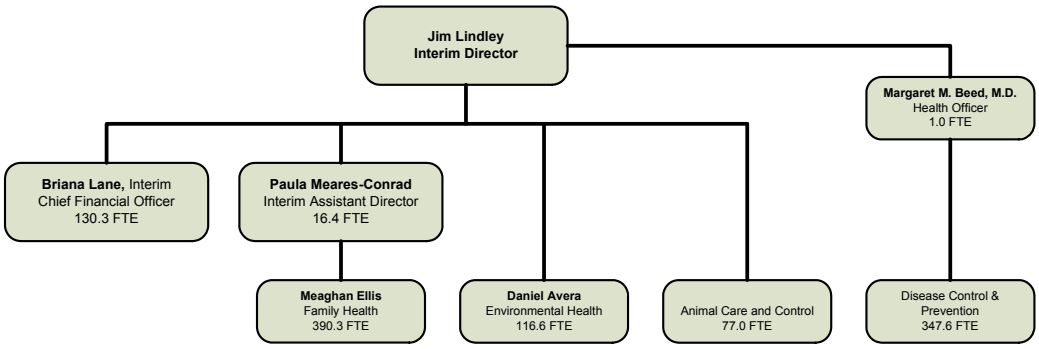
GOALS

PREVENT DISEASE AND DISABILITY AND PROMOTE HEALTHY LIFESTYLES

PROMOTE AND ENSURE A HEALTHFUL ENVIRONMENT

SUPPORT THE PUBLIC HEALTH WORKFORCE THROUGH THE EFFECTIVE USE OF TECHNOLOGY

ORGANIZATIONAL CHART



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 ranging from clinical services to animal care and control. Many of our services are mandated by the State Health and Safety Code. The top three programs that the department will concentrate its efforts in 2008-09 are described below:

Our Healthy Communities program is an innovative countywide strategic effort that provides the infrastructure to support collaborative efforts to improve the health and well being of all residents.

The department has developed a Comprehensive Public Health Preparedness and Response (Bioterrorism) plan to improve response capabilities in the event of a bioterrorism incident or other public health emergency.

The Animal Care and Control Division (ACC) protects the public from rabies through mass vaccination of the county's pet dog population, stray animal abatement, wildlife rabies surveillance, 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. The department is currently in the beginning stages of forming a Joint Powers Authority that will regionalize animal care and control services.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
Public Health	86,748,420	82,052,587	4,695,833		904.3
California Children's Services	19,246,486	15,262,299	3,984,187		180.9
Indigent Ambulance	472,501	-	472,501		-
Total General Fund	106,467,407	97,314,886	9,152,521		1,085.2
Special Revenue Funds					
Bio-Terrorism Preparedness	4,266,694	3,338,135		928,559	-
Tobacco Use Reduction Now	404,454	404,454		-	-
Vital Statistics State Fees	589,664	169,250		420,414	-
Vector Control Assessments	3,832,567	1,851,151		1,981,416	-
Total Special Revenue Funds	9,093,379	5,762,990		3,330,389	-
Total - All Funds	115,560,786	103,077,876	9,152,521	3,330,389	1,085.2

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.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage increase of pregnant women screened for drug use (8,000 women in 2005-06).	N/A	23%	10%	20%	10%
1B. Percentage of children immunized by 24 months of age.	79.5%	82%	85%	83%	85%
1C. Double the number of partnerships with cities with whom Healthy Communities is actively engaged.	N/A	3	8	4	4
1D. Maintain number of grants received to support the Healthy Communities activities ($503,218).	N/A	2	2	2	2

Status

1A. The Perinatal SART Program continues to successfully screen pregnant women for tobacco, drug and alcohol use. During the first quarter of this year, 2,356 pregnant women were screened resulting in 315 testing positive for substance usage. These women/clients were referred to the Department of Behavioral Health and community based organizations for treatment services. Furthermore in an effort to expand services, the department has secured additional funding from First Five to provide Case Management services and make home visits to high risk clients.

1B. The percentage of children immunized by 24 months of age continues to increase in 2007-08, almost meeting the target 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.

1C. Currently the Healthy Communities program is actively engaged in assisting five cities with their Healthy City programs: Fontana, Chino, Ontario, Rialto, and the City of San Bernardino. Our participation includes attending meetings, assisting with community health assessments, partner and stakeholder referrals, information on best practices, and identification of current activities and assets.

1D. The department secured the following two grants to support our Healthy Communities efforts:

- Safe Routes to School, for $486,679, over two years, to provide workshops and training to families within 20 school districts to promote walking and biking to school.
- The California Endowment, for $30,000 to be used for planning activities, with the possibility of receiving implementation funds.

2006-07 ACCOMPLISHMENTS

- *Immunized 15,274 children*
- *Awarded seven sponsorships to cities to become Healthy Communities*
- *Issued 29,840 food handler cards to food workers in restaurants and markets countywide*
- *Responded to 30,375 field service calls, a 4% increase from prior year*
- *74% of all department computers met 2007-2008 minimum hardware specifications*
- *Held the Kids Fitness Challenge event, with over 5,000 participants, promoting healthy lifestyles*

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 Division are provided efficiently.

Objective C: Establish a Joint Powers Authority (JPA) to regionalize animal care and control services. Local municipalities will be contacted and encouraged to participate in the newly established authority to maximize efficiencies and provide a cost effective mechanism to enhance services.

Objective D: 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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage increase of restaurant food handlers receiving training and certification (28,000 handlers in 2005-06)	N/A	28%	6%	25%	10%
2B. Percentage decrease of animal impounds (strays) excluding the Rancho Shelter and other admissions (14,800 impounds in 2005-06)	N/A	4%	2%	2%	N/A
2C. Increase the number of municipalities that participate in the New Animal Care and Control Joint Powers Authority (JPA) (from 1 to 4)	N/A	N/A	N/A	N/A	4
2D. Number of MOUs/agreements with partners for Public Health Emergency Preparedness.	0	4	20	5	N/A

Status

2A. In 2006-07, the department implemented a new training program for food handlers to enhance the level of sanitation in food facilities and thus reduce food borne illnesses. For 2007-08, the department projects certification of 45,000 food handlers, far surpassing the 2006-07 projection of 29,000. Also, an additional 10% increase in food handler certificates for 2008-09 is anticipated.

2B. To improve the welfare of animals in San Bernardino County, the department promotes the spay/neuter voucher program. In 2006-07, 6,596 vouchers were issued, which enabled 3,426 pets to be sterilized and resulted in a 20% increase in pet sterilizations from the previous year. Due in part to this effort, the department will able to meet its target of decreasing stray animal admissions to county shelters by 2%.

2C. The department proposes to establish a Joint Powers Authority (JPA) to regionalize animal control services. It has been determined that the most cost effective mechanism available to enhance animal control services and resources is through partnering and collaborating in a JPA with local municipalities. As a greater number of communities participate in the JPA, animal admissions will increase and objective B listed above will be replaced by this objective in 2008-09. As a result of this combined effort, animal control services such as spay and neuter and animal license canvassing will be expanded and will eventually lower the euthanasia rate. Beginning in 2007-08, the Town of Yucca Valley has committed funding, over the course of the next four years, towards construction of a new animal shelter facility in the Morongo Valley. The county has committed an equal amount of funding towards this project, with the ultimate goal of an established JPA between the county and the town owning, managing and operating the new facility, as well as staffing and conducting all animal control and shelter services in the region. It is the department's goal that this JPA also provide the initial structure to which other cities could be added, to ultimately provide animal control services throughout the county.

2D. The Public Health Preparedness and Response Program has been working with multiple agencies throughout the county to establish a Memoranda of Understanding (MOU) to effectively respond to a public health disaster. Using selected regional locations will enable the County to respond quickly and effectively with all materials and supplies required for the dispensing of medications. The department anticipates establishing 5 regional MOUs

during 2007-08, which will complete this target. However, the 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 the minimum hardware specifications established by Public Health Information Technology.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Percentage of Public Health's computers that meet the 2007-08 minimum hardware specifications (221 of 1,004 in 2006-07 met specifications)	N/A	N/A	100%	100%	N/A
3B. Percentage of Public Health's computers refreshed (replaced) to meet 2008-09 minimum hardware specifications (354 computers to replace)	N/A	N/A	25%	26%	33%

Status

3A. In June 2007, the department purchased 275 computers to replace outdated and inefficient computers. These computers were deployed at the beginning of 2007-08 together with upgrading RAM on 242 additional computers. With these upgrades, 74% of the department's computers now meet the 2007-08 minimum hardware specifications. An additional 294 computers will be purchased this year to meet our target of 100% compliance with the 2007-08 specification.

3B. The computers to be purchased this year will also meet the 2008-09 specifications. The department will continue to support technology as it is an essential tool to providing quality services to our constituents.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Provide infrastructure to support collaborative efforts to create healthier communities.	3.0	478,762	-	478,762
2. Enhance veterinary services to our sheltered animals.	2.0	177,000	-	177,000
3. Implement a 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 ($1,300,000). 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 will provide an additional building to move the administrative section of ACC to the location of the Devore Animal Shelter to enhance efficiency and services ($800,000).	-	1,300,000	-	1,300,000
4. Restore 3.0 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.	3.0	208,000	-	208,000
5. Provide a higher level of Information Technology project management, requirements gathering, and business systems analysis.	1.0	115,460	-	115,460
6. Create a web environment to enable the department to more effectively and efficiently share information with its employees and customers. This is a Business Process Improvement Project.	-	150,000	-	150,000

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1A. Held community-wide events in collaboration with partners such as First Five and Kids Fitness Challenge.	N/A	4	5	5	5
P1B. Identify and track stakeholders and partners collaborating in Healthy Communities.	N/A	300	350	120	120
P1C. Provide a resource for organizations to access best practices for involvement in Healthy Communities programs.	N/A	100	130	150	150
P1D. Award sponsorships to cities to become Healthy Cities.	N/A	7	5	5	5
P2. Increase number of animals receiving veterinary care from 300 in 2005-06 to 1,200 in 2006-07.	N/A	1,058	1,200	1,200	1,200
P3. Enhance facilities and meet the California's legislative intent regarding euthanasia of adoptable animals. Increase animal adoption by 10% (2,520 animals adopted in 2006-07).	N/A	N/A	2,400 pets adopted	2,640 pets adopted	2,640 pets adopted

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P4. Decrease the case to nurse (RN) ratio thus increasing the number of fully completed TB contact investigations (in 2006-07 the number of cases per RN was 500).	N/A	N/A	Case RN=85	Case RN=150	Case RN=115
P5. Percentage of departmental information systems analyzed to identify and recommend consolidation and/or enhancement through web-based technologies and improved access to data by management.	N/A	N/A	80%	40%	100%
P6. Percentage of program managers' satisfaction rating of web services.	N/A	N/A	25%	50%	80%

Status

Policy Item 1 (includes measurements P1A-P1D): In 2006-07, the Board of Supervisors appropriated roughly $480,000 in ongoing funding to begin developing the needed infrastructure to guide and encourage community-wide efforts toward a healthier county. Some of the key accomplishments that have taken place toward this effort are as follows:

P1A. The department held a variety of community events throughout 2006-07:

- In April 2007, the Kids Fitness Challenge event brought together community based agencies, schools, cities, parks, social services, and over 5,000 participants from throughout the county to promote healthy lifestyles. The department is partnering with Riverside County to make the 2008 event a regional event.
- In May 2007, a Walkable Community Workshop showed participants how to plan a pedestrian friendly neighborhood which will improve the students' safety whether walking or bicycling to school in West San Bernardino.
- Other events included "The Walk" at Prado Regional Park, Heritage Park, and the ARMC 5 kilometers.

P1B. In 2006-07, the Healthy Communities program established a database to track participating partners/stakeholders. This database allows any organization interested in such efforts to know without significant research about other stakeholders in their community. We have identified 360 partners to date and as a result the department has accomplished the following:

- Planned after school program activities and community health events in the county's Regional Parks
- Explored youth leadership development by establishing "School Health Councils"
- Assisted Ventura and Solano County in establishing a Healthy Communities program

P1C. Healthy Communities also established a database of best practices. Over 120 resources have been identified so far. Cities such as Ontario, Fontana, Apple Valley, Hesperia, and Victorville are using these resources to:

- Form plans to improve the safety of their neighborhood
- Jumpstart an employee wellness campaign that will provide outreach to private businesses
- Develop nutrition education for their homeless population

P1D. The "Healthy City" sponsorships for 2007-08 will be focused on cities that are prepared to establish a "staffed" position to support their efforts. The Cities of Rialto and San Bernardino are set to move forward and funds should be disbursed in January 2008.

P2. The inclusion of veterinary services and veterinary care professionals has allowed the department the ability to provide state required veterinary medical care to animals in need. In 2007-08 a full-time registered veterinary technician was added to further ensure this objective is met and to achieve the target of 1,200 animals receiving veterinary care. The services of a full-time veterinarian will continue to be contracted out pending the finalization of Capital Improvement Plans to construct a veterinary clinic and veterinary care facilities outlined in the 2008-09 ACC – CIP request.

P3. The estimated number of pets adopted for 2007-08 is consistent with the previous year due to the fact the new pet adoption center is not planned for construction until 2008-09. Enhanced adoptions of homeless and/or unwanted pets will be achieved when the new animal care and control center – pet adoption facility is constructed. This objective/measurement may be modified and/or extended pending the finalization of the new Joint Powers Authority (JPA).

P4. The department is currently recruiting for the Communicable Disease Investigator. After reviewing the acuity level of our Tuberculosis clients, it was identified that the department needs Licensed Vocational Nurses instead

of Health Services Assistants. The department will bring the reclassification of these vacant positions to the Board for approval.

P5: The department is currently recruiting for the Business Systems Analyst II. We anticipate filling this position by late December. The department already identified 70 databases that are currently heavily utilized by our programs. Analysis and recommendations for the department's information systems should be approximately 40% complete by the end of 2007-08.

P6: The internal satisfaction level with the current web site is approximately 10% with an indication that the content and information is appropriate, but that it is visually unattractive and site navigation is difficult and inconsistent. The web redesign initiative will reduce screen clutter, improve site navigation, organize information in a more logical way, and add services that will better prepare the public for site visits or reduce the need for in person visits. Satisfaction level is expected to improve by at least 25%. At this time, the project is approximately 5% complete. The aesthetic elements have been finalized and approved, programming will begin in December and the project will be on track for completion this year.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

The department is not requesting any additional general fund financing for 2008-09.

2008-09 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
1. The department proposes to increase animal impoundment and boarding fees by 10%. The current referenced fees have not increased for a number of years. In addition, the ACC proposes to establish microchip and pet vaccination fees which are currently not included in the county's fee schedule.	1. Increasing the recommended fees will allow the Animal Care and Control program the ability to recover costs associated with providing impoundment and boarding services. Establishing fees to provide microchips and pet vaccinations will allow the program to offer the referenced services to the general public and provide enhanced services to both pets and pet owners. Anticipated revenue is projected at $26,000.
2. The department proposes new fees for environmental health services and is currently analyzing our fee structure.	2. Environmental Health Services fees will be analyzed and increased appropriately to offset increases in salaries, services and supplies in the Safe Drinking Water and Food Protection Programs.

If there are questions about this business plan, please contact Jim Lindley, Interim Public Health Director, at (909) 387-9146.

Brian P. McGowan
Economic Development
Agency Administrator

Mission Statement

As civic entrepreneurs, the Economic Development Agency serves existing and future residents, business/community leaders and visitors. We facilitate economic growth through the development and implementation of strategic policies to enhance human and capital infrastructure which leads to a dynamic globally engaged economy.

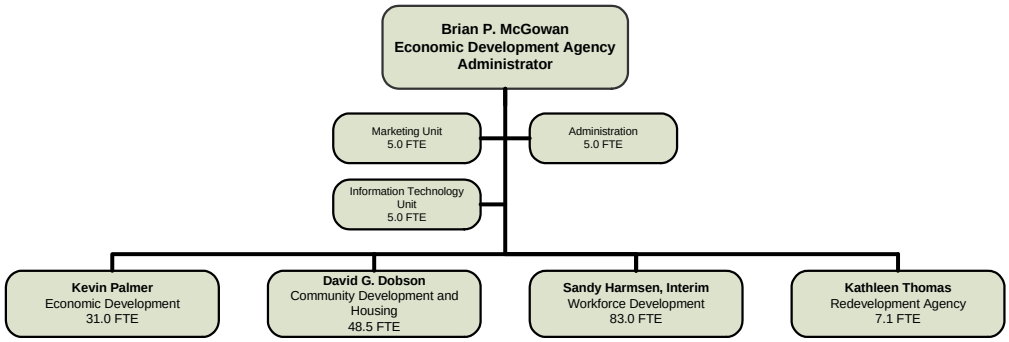
GOALS

IMPLEMENT A COMPREHENSIVE MARKETING STRATEGY FOR THE AGENCY AND EACH DEPARTMENT

IMPLEMENT INFORMATION TECHNOLOGY (IT) INFRASTRUCTURE TO SUPPORT AGENCY/DEPARTMENTAL IT INITIATIVES

ECONOMIC DEVELOPMENT AGENCY

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Economic Development Agency (EDA) 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.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
Economic Development	7,866,652	604,000	7,262,652		48.0
Total General Fund	7,866,652	604,000	7,262,652		48.0
Special Revenue Funds					
Community Development and Housing	49,461,751	35,761,315		13,700,436	49.5
Workforce Development	13,774,477	13,984,208		(209,731)	84.0
San Bernardino Valley Enterprise Zone	391,412	391,412		-	-
Total Special Revenue Funds	63,627,640	50,136,935		13,490,705	133.5
Other Agencies					
Economic and Community Development Corp	18,918	12,700		6,218	-
County Industrial Development Authority	50,196	1,000		49,196	-
Redevelopment					
Speedway Project Area	65,759,453	14,027,786		51,731,667	8.1
Cedar Glen Project Area	9,878,195	403,250		9,474,945	-
VVEDA Project Area	1,056,238	155,550		900,688	-
Mission Boulevard Joint Project Area	129,016	22,570		106,446	-
Proposed Bloomington Project Area	183,032	-		183,032	-
Proposed Cajon Project Area	261,830	-		261,830	-
Total Other Agencies	77,336,878	14,622,856		62,714,022	8.1
Total - All Funds	148,831,170	65,363,791	7,262,652	76,204,727	189.6

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPLEMENT A COMPREHENSIVE MARKETING STRATEGY WHICH INCLUDES A COMPONENT FOR EACH DEPARTMENT

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, travel and work.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of total marketing and collateral materials developed to incorporate the Agency's branding.	N/A	20%	80%	80%	100%
1B. Percentage increase in inquiries from businesses seeking information about the County of San Bernardino.	N/A	N/A	10-15%	7%	5%

Status

By the end of 2008, 100% of branding should be completed. All external communications were 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 eliminates confusion that can be created by inconsistency and create opportunities to cross-market the Agency's message through all four 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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage implementation of the IT Assessment objectives that have been funded.	N/A	N/A	90%	50%	50%

Status

The Agency is taking steps to implement all objectives that have not been met by the end of 2008. Delay of implementing all of the objectives is due to the anticipated move of the Economic Development Agency to a new facility in early 2008. Postponement of meeting all objectives at this time will be the most cost effective and efficient way to successfully implement all objectives for an agency-wide information Technology (IT) infrastructure based on findings and recommendations from an IT assessment by the Information Services Department.

2006-07 ACCOMPLISHMENTS

- *Implemented an aggressive advertising campaign*
- *Completed Information Technology study*
- *Developed logo and branding for the County of San Bernardino Economic Development Agency*
- *Sponsored the Mark Christopher Charity Classic Golf Tournament*
- *Sponsored the California Speedway FanZone at the California Speedway*
- *Participated in the County of San Bernardino State of the County Address*

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

	Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	In 2007-08 an Economic Analyst position was added to research economic information, economic impact and trends, develop and oversee economic studies, analyze the available economic information, and formulate trends and recommendations. Funding is ongoing.	1.0	114,700	-	114,700

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Number of economic studies overseen and developed by the agency.	N/A	N/A	4	3	5

Status

The Economic Analyst position will commence work on November 13, 2007.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

The department is not requesting any additional general fund financing for 2008-09.

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

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

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ECONOMIC DEVELOPMENT

Kevin Palmer
Economic Development
Director

Mission Statement

The Economic Development Department fosters sustainable economic growth, opportunities for job creation and revenue enhancement through comprehensive business expansion, attraction, and retention programs and services. The department will create strategic partnerships with public and private entities to enhance global competitiveness and entrepreneurial development.

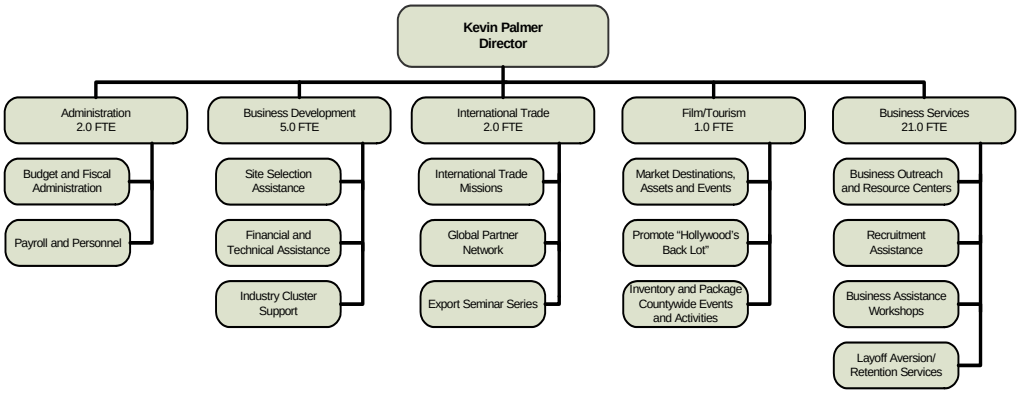
GOALS

FOSTER JOB CREATION, INCREASE PRIVATE INVESTMENT AND ENHANCE COUNTY REVENUES

CONTINUE TO DEVELOP OVERSEAS CONNECTIONS OF GLOBAL MARKETS

ENHANCE THE COUNTY'S POSITION AS A TOURIST DESTINATION AND A VIABLE LOCATION TO MAKE FILMS

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Department of Economic Development's major goal is to foster job creation, increase private investment and enhance county revenues through the implementation of a countywide economic development strategy. The strategy focuses on maximizing the standard of living of the county's residents, providing economic opportunities for the county's businesses, fostering a competitive environment and positioning the county as a highly competitive region for business opportunities. The strategy will emphasize industry sectors with high-grow potential and offering high paying jobs.

The department spearheads initiatives with local, national and international impact by forming internal and external strategic partnerships with key public and private sector organizations including, but not limited to, the State of California, San Bernardino County cities, the County of Riverside, as well as non-profit development corporations, developers, brokers, site selectors, corporate real estate executives and tenant representatives. Outreach to private sector stakeholders is conducted via a comprehensive media/marketing campaign.

The department also creates and develops necessary support structures to foster a positive, creative and expanding business climate by offering a wide array of economic development programs and services including the following:

- Site Selection Assistance
- Market Analysis and Demographics
- Permitting Assistance
- International Trade Services
- ED Loan Programs
- Enterprise Zone and Program Management
- Employer Services for Recruitment and Training
- Small Business Assistance and Technical Support
- Technical assistance and marketing support to county cities and economic development stakeholders.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
Economic Development	7,866,652	604,000	7,262,652		48.0
Total General Fund	7,866,652	604,000	7,262,652		48.0
Special Revenue Funds					
San Bernardino Valley Enterprise Zone	391,412	391,412		-	-
Total Special Revenue Funds	391,412	391,412		-	-
Total - All Funds	8,258,064	995,412	7,262,652	-	48.0

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: TO FOSTER JOB CREATION, INCREASE PRIVATE INVESTMENT AND ENHANCE COUNTY REVENUES THROUGH THE ATTRACTION, EXPANSION AND RETENTION OF BUSINESS

Objective A: Coordinate and market economic development services.

Objective B: Provide direct and indirect financial assistance to businesses for job creation and private investment.

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.

Objective E: Provide customized training services.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage increase of businesses served through referrals, seminars attendance, site selection assistance, and small business assistance (amended)	N/A	N/A	New	7%	5%
1B. Percentage of completed loan applications processed from submittal to close of escrow within 10 weeks. *	N/A	N/A	80%	N/A	N/A
1C. Percentage increase of number of job opportunities identified through the assistance of the business retention division. The data is provided by WDD and TAD.	N/A	0%	5%	5%	5%
1D. Percentage increase of leads/inquiries by businesses about locating in the county.	N/A	N/A	20%	30%	30%
1E. Percentage increase of on-the-job training contracts.	N/A	N/A	40%	40%	5%

* *As of July 1, 2007, the loan program has been officially placed on hold to review, update and modify the program; therefore, there are no numbers to report. Once the program is modified and re-activated, a new baseline will be established.*

Status

The department has refined its service delivery mechanisms with respect to business referrals, seminars, small business assistance as well as site selection assistance and business attraction, expansion and retention lead response in an effort to serve a greater number of businesses. In addition, prior to July 1, 2007, adequate tracking systems were not in place to capture the actual number of businesses assisted, the amount of jobs created and the amount of private investment. Internal systems are now in place and will continue to be refined to track this data more accurately. Workforce and business seminars along with one-on-one business counseling services have been revamped to provide owners, human resource personnel and business executives with a more focused and appropriate curriculum by strengthening the department's funding and coordination with the Small Business Development Center and the Inland Empire Center for Entrepreneurship.

The Economic Development loan program was officially placed on hold on July 1, 2007. This was a necessary step in order to conduct an overall programmatic review and to seek important input regarding the program from various non-profit and for-profit lending professionals on ways we can improve and enhance the program to better serve businesses in our county. Once the program is revised and reactivated, appropriate measurements and goals will be established.

2006-07 ACCOMPLISHMENTS

- *Coordinated the China Trade Mission resulting in $65 million in projected import/export transactions*
- *Identified 30,617 new job opportunities within the County*
- *Implemented San Bernardino Valley Enterprise Zone*
- *Assisted with creating and retaining 11,328 jobs*
- *Attended/ Sponsored fifteen tradeshows*
- *Recent business successes include:*
  - *Burlington Coat Factory*
  - *Superior Super Warehouse*
  - *Pactiv Corp.*
  - *Sweet Life Enterprises*
  - *Verizon*
  - *San Manuel Band of Mission Indians*

The Business Retention Team continued to deliver outstanding services to employers despite a nearly 30% reduction in staff due to state and federal program budget cuts. The division provided more than $400,000 in in-kind services assisting local businesses with their recruitment needs by offering temporary office space to conduct interviews, telecommunication tools, and job position advertising. Several nationally recognized companies such as Lowe's, Holiday Inn, JC Penney, Best Buy, Payless Shoe Source, ExpressJet and Home Depot have recently utilized these services.

The department has coordinated with EDA's marketing division to develop and implement a comprehensive economic development advertising and marketing campaign centered on branding the county as "Opportunity California." The campaign is ongoing and includes advertising, website enhancement, public relations and press releases, television advertising and tradeshow attendance. This campaign identified specific targeted markets and industries with high-growth potential and high-paying jobs.

The department has implemented six On-The-Job Training contracts for 2007-08 as of December 1, 2007. Currently, there are plans to initiate a marketing campaign in January 2008. The campaign will include mailers as well as in-person visits to employers. Some of the current contracts that are in place include: Payless Shoe Source Warehouse, Baseline Bargain Liquidation Warehouse, and Everything Dentistry.com.

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

Objective A: Create a network of global business 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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of global business partners established and actively engaged with the County of San Bernardino (amended)*	N/A	N/A	New	100%	100%
2B. Percentage of individuals that are provided with customized international training services (amended)*	N/A	N/A	New	477%	16%
2C. Number of business delegates participating in trade missions led by the department * (amended)	N/A	N/A	New	20	40

* *The measurements above have been amended to clarify and make them more appropriate to the goal.*

Status

The increased capability and outreach made possible by the County of San Bernardino International Trade Division will help stimulate more businesses, particularly Small and Medium Enterprises (SME) to expand or develop international trade activity. Similarly, foreign businesses and investors seeking joint ventures or direct investment will have improved access to prospective joint venture partners and communities within the county. Collectively, the international trade and investment outcomes expected from partnership activities will help boost long-term growth and job creation within the County of San Bernardino. Today, 45,000 jobs in the County of San Bernardino are directly tied to international trade and responsible for adding $16 billion to the county's economy. Moreover, increasing the participation of San Bernardino County businesses in international trade, most notably on the part of SME's, helps improve diversity and stability in our economy. The measurements were amended to provide clarification and make them more appropriate to the goal.

GOAL 3: ENHANCE THE COUNTY OF SAN BERNARDINO'S POSITION AS A TOURIST DESTINATION AND PROMOTE THE COUNTY AS A VIABLE LOCATION TO MAKE FILMS THROUGH BRANDING AND MARKETING

Objective A: Promote the county's high quality filming locations, close proximity to Hollywood and the favorable climate conditions to members in the filming industry.

Objective B: Promote specific regional tourist destinations.

Objective C: Sponsor events that create tourism within the county.

Status

The Economic Development Department is collaborating with the EDA marketing division to develop comprehensive strategies in relation to filming and tourism opportunities within the county.

Many areas of the county including the mountain and desert communities rely heavily on tourism as the primary economic engine in these regions. Tourism is also an important source of local revenue in terms of sales tax and transient occupancy tax (TOT). It is vitally important that the county support tourism development by implementing an aggressive print and television advertising campaign to reach out to potential new markets and build awareness of the county as a tourist destination. Additionally, tourism initiatives include outreach to travel writers and travel promoters/agents. The department has also strengthened and developed key relationships with tourism stakeholders by serving on the Inland Empire Tourism Board and collaborating with all three state designated Welcome Centers located within the county.

San Bernardino County has been an important location for filming for many years. Much like tourism, filming can have a direct positive economic impact on the county's businesses as well as county sales tax and TOT revenue. Aggressive marketing efforts and incentives by other states and Canadian provinces will require an equally aggressive effort by the county if we are to maintain and grow filming market share. To meet this challenge, the department is preparing a film incentive package that will be presented to the Board of Supervisors. Currently, the department and the Marketing Division are branding the county as Hollywood's Backlot. A film website is being launched, www.hollywoodsno1backlot.com, and will continue to be enhanced.

Staff continues to work with the Inland Empire Film Commission collaborating on permitting issues, marketing and relationship building with studios, site location scouts, independent film makers and commercial producers. The county also recently hosted a "Hollywood Backlot" promotion by partnering with the California Speedway at their September Hollywood marketing event.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. In 2006-07, an 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). The measurement for this item in terms of business inquiries has been added to Measurement 1D. In 2007-08 the one-time funding of $1,118,500 was converted to ongoing funding of $1,140,000. In addition, 3.0 Economic Development Managers and 1.0 Deputy Administrative Officer was approved totaling $566,570.	4.0	3,031,570	-	3,031,570
2. In 2006-07, an increase in funds for the High Desert Employment and Business Resource Center in the amount of $300,000 ($150,000 one-time funding; $150,000 ongoing funds).	-	300,000	-	300,000
3. In 2006-07, an increase in funds for the California Speedway FanZone sponsorship in the amount of $700,000. In 2007-08, this item was changed to be a re-occurring item for years 2007-08 and 2008-09 at $210,000.	-	210,000	-	210,000
4. In 2006-07, an increase in funds for 1.0 Geographic Information Systems Technician II positions in the amount of $32,592.	1.0	65,184	32,592	32,592
5. In 2007-08, an increase in funds for the Enhanced Economic Development to develop, market and administer the San Bernardino Valley Enterprise Zone (SBVEZ). ($27,000 one-time funding and $10,000 ongoing funds).	-	37,000	-	37,000

	MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. & P3.	Percentage increase of editorials/articles.*	N/A	123%	25%	40%	25%
P1. & P3.	Percentage increase of television, radio, podcast and production coverage.*	N/A	200%	25%	25%	25%
P1. & P3.	Percentage increase of conferences sponsored.*	N/A	275%	25%	6%	6%
P1. & P3.	Percentage increase of website hits (amended).**	N/A	N/A	N/A	N/A	30%
P1. & P3.	Percentage increase of companies assisted.	N/A	N/A	5%	10%	5%
P2.	Percentage that the High Desert Employment and Business Resource Center is operational.***	N/A	N/A	100%	10%	25%
P2.	Percentage increase of businesses served by the High Desert Employment and Business Resource Center.***	N/A	N/A	30%	0%	30%
P4.	Percentage increase in the creation of reports and maps to be used for business attraction and retention.****	N/A	N/A	10%	N/A	N/A
P5.	Percentage increase of vouchers issued in the SBVEZ (amended).	N/A	N/A	N/A	N/A	25%

* The number of editorials/articles increased from 26 in 2005-06 to 58 in 2006-07 and the number of television, radio, podcast and production increased from three in 2005-06 to nine in 2006-07. Conferences sponsored increased from four in 2005-06 to 15 in 2006-07. These substantial increases are a result of increased budgeting and staffing directed to the marketing effort.

** This measurement was revised to include all department website hits in an effort to better reflect overall marketing efforts. A new software program has been purchased to analyze and calculate reports for the website and will assist in establishing a baseline.

*** This policy item consists of one-time funding and ongoing funds for the operation of the High Desert Employment and Business Resource Center. ED staff is currently analyzing and developing project alternatives and will be making specific recommendations to the 1st District Supervisors office during 1st Quarter 2008 for expenditure of these funds based on business needs in the region.

**** The decision to fill the proposed Geographic Information Systems Technician II position was placed on hold until after January 1, 2008 at the request of LAFCO who was funding 50% of this position. This request to postpone the recruitment was due to LAFCO's need to complete certain projects in the pipeline first and the fact that there was a lack of qualified candidates for the job. New measurements will be established if and when this position is filled.

Note: The following measurements identified in 2007-08 have been moved, reorganized or incorporated within other sections of this business plan.

- "Percentage increase of leads from existing sponsorships" is now reflected in Measurement 1D.
- "Percentage increase of business inquiries/leads both domestic and international" is now reflected in Measurement 1D.
- "Number of websites hits on the international trade services on-line directory and on-line event calendar" is now reflected in percentage increase of website hits.

Status

The policy items 1 and 3 have provided the Economic Development Department the necessary resources to conduct an effective economic development program. Until the new agency was formed nearly a year and half ago, the County of San Bernardino was not considered by business and real estate professionals as a serious player in the field of economic development. As the largest county in the United States, it is important to have an effective marketing and advertising program supported by key special events offering national exposure, such as the California Speedway races and the Mark Christopher nationwide tour event. These events coupled with a strong presence at key industry trade shows, the use of professional quality collateral materials and most importantly, the right people to manage these programs and services will strengthen the overall program.

The marketing and outreach efforts have already created a greater awareness of the county, increased interest in businesses and developers considering investment in the county and have generally improved the overall image to the outside world by delivering a quality and consistent message with the successful "Opportunity California" campaign. Good Marketing is not a one-time exercise and will continue to be pursued on a strategic and consistent basis.

The department has identified 25 key Programmatic Focus Areas. The Economic Development Managers and their teams are developing these Focus Areas into strategic action plans to be implemented by the department. These Programmatic Focus Areas stem from the following general economic categories:

- International Trade
- Logistics & Industrial Development
- Office Development and Corporate HQ Program
- Health Care & Medical
- High Technology Strategy/Life Sciences
- Retail Development
- Mining
- Agriculture Strategy
- Airport Development
- Alternative Energy Strategy
- Film & Tourism
- Business Retention
- Arts, Culture & Entertainment (creative communities)

The High Desert Employment and Business Resource Center will continue to be a key project in this region for the remainder of this year and into 2008-09. As mentioned above, staff will be presenting project alternatives to the First District Supervisor after analysis is complete on associated costs during the first quarter 2008.

The San Bernardino Valley Enterprise Zone (SBVEZ) is a state designated geographical area that offers local businesses state tax incentives in order to stimulate economic growth in the economically distressed areas of the City of San Bernardino, the City of Colton, and the county. The SBVEZ facilitates economic growth through assistance to local businesses, jurisdictional leadership, public/private collaborations, attraction of new investment, the retention/expansion of existing businesses, and the employment of the most difficult-to-hire workers into private sector jobs. Conditional approval of the zone has been received on January 10, 2007 and final approval is anticipated in Spring 2008 upon final adoption of the required Environmental Impact Report (EIR).

Major services to be offered to zone businesses by the SBVEZ and the county include:

- Issuance of employment tax credit vouchers
- Conducting SBVEZ incentive workshops
- Offering job training and recruitment services

Currently, the zone partners are holding business outreach workshops, making presentations at chamber of commerce meetings, building the website and developing marketing collateral material. Already, the zone partners have issued 77 vouchers for employment tax credits to zone businesses.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

The department is not requesting any additional general fund financing for 2008-09.

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

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

David Dobson
Community Development and Housing Director

Mission Statement

Community Development and Housing Department is a diverse team that utilizes experience and knowledge to achieve a better quality of life for county residents by providing quality programs and services. In addition, the department is a good steward of the Public Trust, effectively and efficiently delivering community development and housing program resources.

GOALS

DEVELOP AND COORDINATE PROCESS FOR OBTAINING GRANTS

SUB-GRANT CDBG AND ESG FUNDS TO BENEFIT LOW-AND MODERATE INCOME PERSONS

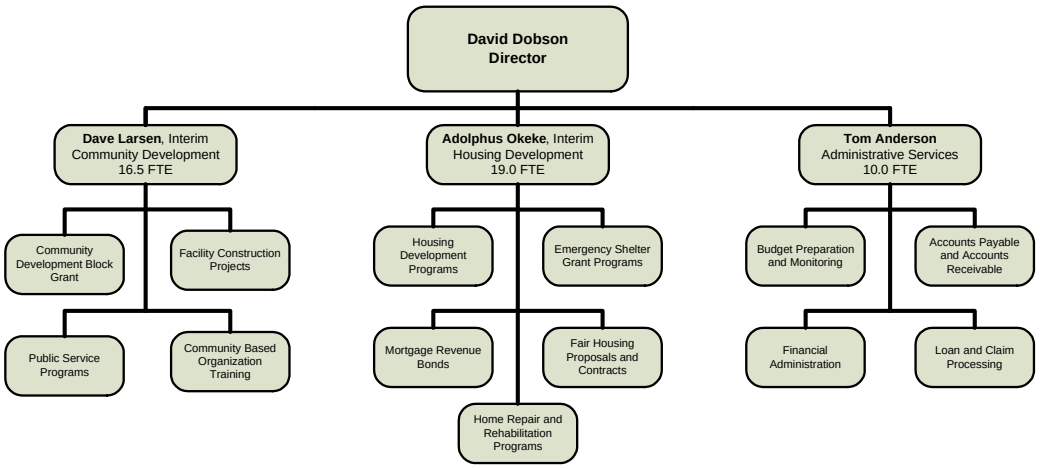
PREPARE ANNUAL PERFORMANCE REPORT

COMMUNICATE GRANT AND LOAN RESOURCES AVAILABLE

IMPLEMENT AFFORDABLE HOUSING PROGRAMS

COMMUNITY DEVELOPMENT AND HOUSING DEPARTMENT

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Community Development and Housing (CDH) Department administers federal, state, and local grant funds allocated to the county for housing and community development programs. Federal funds comprise a large percentage of the total monies included in the CDH budget. Examples include:

Community Development Block Grant (CDBG) provides funding for public works construction, public service and community revitalization projects in participating communities throughout the county.

Emergency Shelter Grant (ESG) provides funding for shelter and related services to homeless persons throughout the county.

HOME Investment Partnership Act Grant (HOME) provides funding to expand and preserve the supply of decent, safe, sanitary and affordable housing.

Neighborhood Initiative (NI) Grant provides funding for housing projects within the county.

Economic Development Initiative Program (EDI) Grant provides funding for economic development projects within the county.

CDH administers a State Grant to reconstruct the water delivery system in Cedar Glen. Also, CDH has been assisting the County Redevelopment Agency, with grant fund distribution, to help qualifying homeowners rebuild in Cedar Glen after the 2003 fire.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Fund Balance	Staffing
Community Development and Housing	49,461,751	35,761,315	13,700,436	50.0

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 is estimated to be completed for 2007-08. All objectives must be completed to assure continued delivery of services to the county residents.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
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.	75%	100%	90%	100%	100%
2B. Percentage of Community Development Block Grant (CDBG) project Environmental Review Records (ERR) approved by HUD within ninety (90) days of project approval.	80%	88%	80%	80%	80%
2C. Percentage of Project Implementation/ Maintenance and Operation agreements entered within thirty (30) days of ERR Completion.	75%	87%	80%	80%	80%
2D. Percentage of Public Service contracts executed within thirty (30) days of the projected start date of each program.	N/A	91%	80%	80%	80%

Status
All measurements have met or exceeded the targeted levels of accomplishment, which is highly dependent upon the participation and performance of outside organizations and agencies.

2006-07 ACCOMPLISHMENTS

- *Managed $12.8 million in annual Federal Grants*
- *Managed 337 sub-recipient agreements*
- *Directly assisted over 24,000 low and moderate income households*

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 is projected to be completed for 2007-08.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
4. Percentage of non-profit agencies, cities, and individual homeowners who receive information they need in order to apply for CDBG, ESG, and HOME funds.	N/A	100%	100%	100%	100%

Status
Each of the stated objectives is estimated to be achieved for 2007-08, as will be evidenced by successful operation of the CDBG, ESG, and HOME programs. Interest among participating agencies, cities, and individuals remains consistent with earlier years of operation.

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 for the development of low and very low income housing units.

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

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

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

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
5A. Number of housing units constructed or rehabilitated. (Numbers reflect an accounting correction from prior years).	40	22	20	11	20
5B. Number of low-income families or disabled persons who receive rental housing security deposit and utility payment assistance.	140	186	200	200	200
5C. Number of low- and moderate-income homeowners who receive loans or grants.	254	283	250	230	215
5D. Number of families who succeed in buying their home.	28	29	20	20	25
5E. Number of emergency shelter nights provided to homeless persons.	25,743	25,509	24,000	24,000	24,500
5F. Number of housing projects planned for construction with Prop. 63 funds.	N/A	N/A	2	0	2
5G. Number of homeowners who will receive financial assistance to rebuild their homes that were lost in the 2003 "Old Fire" disaster.	N/A	11	10	1	5
5H. Percentage of on-time completion 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 thirty (30) days of receipt of claims and approved back up information.	N/A	100%	100%	100%	100%
5I. Percentage of on-time completion within the designated time frame: - CDH completion of initial review of eligible HRP applications within thirty (30) days of receipt. - Rehabilitation activities completed within 12 months of application approval.	N/A	95%	100%	100%	100%

Status

The number of housing units constructed or rehabilitated is estimated to be lower than expected in 2007-08, due to the initiation of a comprehensive assessment of previously operated programs coupled with an anticipated strategic planning and redesign of the programs. The number of families that CDH has assisted in buying a home through October 31 is 8. CDH expects to meet the goal of 20 this year. CDH expects to meet the shelter night estimate for 2007-08. The MOU with Behavioral Health Department has not been finalized, so the number of housing projects planned for construction will not be accomplished this year. The Home Rehabilitation Program in Cedar Glen will provide less assistance to homeowners due to the diminishing demand for repair of damage from the 2003 "Old Fire". CDH, by October 31, has processed 42 eligible grant applications and they have all been reviewed within the 30 day time frame. The three loan applications that have been processed through October 31 have all been reviewed within the 30 day time frame. CDH expects the loan and grant applications, received during the remainder of the year, to be reviewed in the same timely manner.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any additional general fund financing for 2008-09.

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

If there are questions about this business plan, please contact David G. Dobson, CDH Director, at (909) 388-0808.

REDEVELOPMENT AGENCY

Kathy Thomas
Redevelopment Agency
Director

Mission Statement

The County of San Bernardino Redevelopment Agency (CoRDA) serves as a catalyst to revitalize communities within established redevelopment project areas by: improving infrastructure, retaining and expanding opportunities for existing businesses, attracting new businesses and private investment, creating new jobs and affordable housing and improving the living conditions of residents. Through coordinated efforts with county departments and other jurisdictions, CoRDA implements strategic programs and projects that advance economic opportunities and foster a sense of community pride.

COUNTY OF SAN BERNARDINO
ECONOMIC DEVELOPMENT AGENCY

GOALS

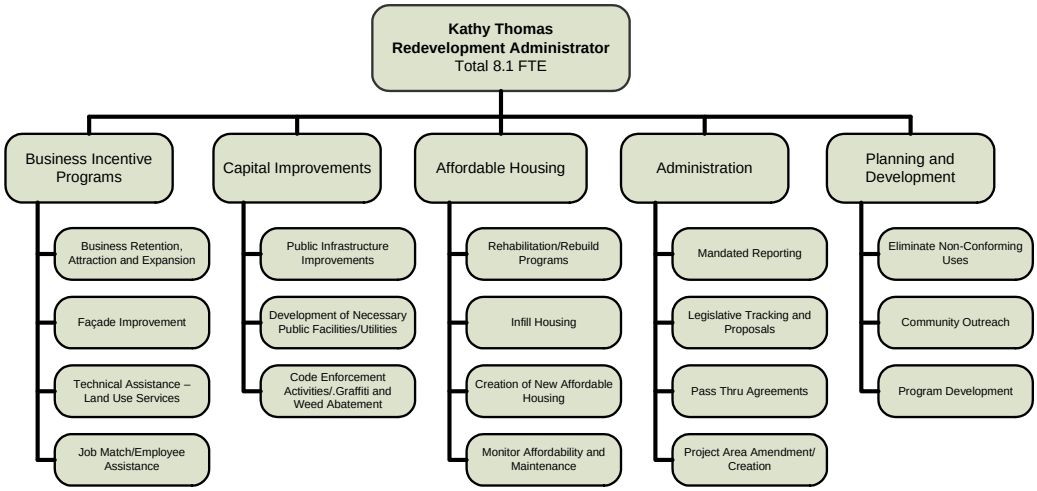
DEVELOP AND IMPLEMENT HOUSING PROGRAMS

ASSIST IN THE DEVELOPMENT OF CAPITAL IMPROVEMENTS

DEVELOP BUSINESS INCENTIVE PROGRAMS

FACILITATE HIGHER AND BETTER UTILIZATION OF LAND

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

In 1980, the County established a Redevelopment Agency 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, in which 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 Sevaine 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 Redevelopment 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, and promoting rehabilitation and augmentation of affordable housing for low- and moderate-income households.

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

The Redevelopment Agency currently has eight positions to manage redevelopment activities, including project and program management as well as administrative functions. Redevelopment 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 Redevelopment Agency's official records.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Fund Balance	Staffing
Redevelopment				
Speedway Project Area	65,759,453	14,027,786	51,731,667	8.1
Cedar Glen Project Area	9,878,195	403,250	9,474,945	-
VVEDA Project Area	1,056,238	155,550	900,688	-
Mission Boulevard Joint Project Area	129,016	22,570	106,446	-
Proposed Bloomington Project Area	183,032	-	183,032	-
Proposed Cajon Project Area	261,830	-	261,830	-
Total	77,267,764	14,609,156	62,658,608	8.1

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: DEVELOP AND IMPLEMENT INCLUSIONARY AND REPLACEMENT HOUSING PROGRAMS/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.

2006-07 ACCOMPLISHMENTS

- *Initiated development of Fast Track Permitting Program to assist in expediting entitlement process for Speedway Project Area*
- *Provided technical and/or financial assistance to 10 businesses seeking to locate, relocate, and expand in project areas*
- *Initiated development of Underground Utility Program, implemented pilot project*
- *Facilitated installment of business district signs for Cedar Glen*
- *Amended VVEDA to include additional 12,000 acres to County portion of the JPA*
- *Continued to assist Special Districts Department in planning of water and road improvements in Cedar Glen*
- *Continued to plan, design and construct numerous capital improvements in Speedway Project Area*
- *Acquired 17 properties as part of the Voluntary Sales Program in Speedway Project Area*
- *Developed and implemented 3 housing loan & grant programs in Cedar Glen*
- *Initiated development of new housing programs for Speedway & Mission Blvd. project areas*

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Number of applicants assisted in the Cedar Glen Housing Programs (Home Rehabilitation Loan and Grant Program and Land Use Services Program).	N/A	N/A	10	20	15

Status

The above intention is to improve the County's affordable housing stock within redevelopment project areas. The Redevelopment Agency has designated two new programs in place of the Home Rehabilitation Program: The Infill Housing Program (IFH) and the Noise Attenuation Program (NAP). The IFH aims to develop small infill parcels within our more urbanized project areas such as the Mission Boulevard and Speedway project areas. In the last Business Plan it was estimated that it would take six months to one year to develop the IFH program and six months to one year to implement the program; the Redevelopment Agency is on target with meeting that objective. Ultimately, the Redevelopment Agency would like to purchase property to facilitate the development of new affordable housing on infill lots. Infill housing appeals to smaller non-profits such as Habitat for Humanity and Service Employee International Union (SEIU) Long Term Care Housing Corporation and other developers. The NAP has also been designed and the draft is being circulated among County departments such as Community Development and Housing, Planning, and Building and Safety. The objective behind this program is to mitigate the noise impacts associated with the California Speedway. Small pockets of residences are immediately adjacent to the facility and are impacted by the noise related to activities on the racetrack. The Redevelopment Agency is waiting for the noise analysis that is being prepared as part of the California Speedway's Environmental Impact Report; this data will assist us in determining the target areas, based on noise contours, and the levels to which noise must be reduced to meet safety standards.

The following is a list of accomplishments made in the past fiscal year:

- Three programs were developed and implemented for the Cedar Glen area. The programs were approved in October of 2006. In 2007-08 it is estimated that 20 families will be approved for either loans or grants, for a total of $92,000. The Redevelopment Agency mailed each property owner a brochure announcing the availability of funds and has made all applications available online.
- The Redevelopment Agency continues to search for available property for acquisition. A number of sites have become available, but the Redevelopment Agency has not been successful in acquiring property (outbidded).
- The Redevelopment Agency has had meetings with 12 housing developers interested in constructing new affordable housing. A number of developers have expressed interest in purchasing land in project areas and are interested in maximizing public funding, including private investment, federal and state tax credits, and leveraging public funding (RDA, CDBG and HOME funds).
- The development of the Infill Housing Program is on target per the objective set forth in the previous Business Plan.

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, multiuse 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
These objectives seek to facilitate the needed infrastructure to promote economic development and improve the quality of life within established redevelopment project areas. Most capital projects are meeting project schedules and budgeted costs. The following describes how the objectives were met in the past fiscal year.

- Completed the following in Speedway Project Area:
  - A 2,100 Linear Feet (LF) median on Commerce Center Drive at a cost of $125,000 (RDA portion) with additional costs borne by Transportation.
  - Completed 1,900 LF of sidewalk along the west side of Cherry Avenue - $66,880.
  - Completed Speedway Project Area Identification Signage - $1,500.
- Under construction:
  - Speedway Project Area: San Sevaine Flood Control Channel, Adopt-A-Ramp.
  - Cedar Glen: residential street signage, State Highway (SH)-173 Business District signage, and intersection improvements at SH-173 and Hook Creek Road in Cedar Glen.
- Continued the design and specifications for the following projects:
  - Speedway Project Area: Fire Station No. 80; San Bernardino Avenue improvements – road widening, median; turn pockets, lighted intersection, railroad crossing; design of Cherry widening from Merrill to Foothill including bridge widening; Interstate 10 and Cherry interchange; West Fontana Channel; San Sevaine Channel South.
    - Although San Bernardino Avenue improvements were scheduled for construction the past fiscal year, the Redevelopment Agency and County delayed improvements in order to coordinate construction activities with the City of Fontana. The City is in the process of constructing a new sewer main along San Bernardino Avenue. In order to prevent the destruction of new street improvements and additional construction detours and delays, the County and City coordinated all construction activities thereby improving efficiencies and reducing costs and business/logistical impacts.
  - Cedar Glen: Parking improvements, business signage identification and residential street signs.
- Continued to implement Graffiti Abatement Program and ongoing Code Enforcement within the Speedway Project Area.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3B. Number of applicants assisted in the Façade Improvement Program.	N/A	N/A	10	7	10
3C. Number of applicants assisted in the Volunteer Demolition Grant Program.	N/A	N/A	10	7	10

Status
The above goal and objectives were designed to retain and/or expand existing businesses, attract new businesses, promote economic development and improve the quality of life within established redevelopment project areas. The two programs are still being drafted. The Volunteer Demolition Grant Program is in its final revision and will be brought to the Board of Directors for review and approval in Spring 2008. The Façade Improvement Program has been drafted; however, staff has determined that the Strategic Plan/Community Visioning process should be conducted prior to the

release of the program. Through the visioning process, the business community will define the types of programs it believes are necessary in the project area. The Strategic Plan/Community Visioning process is expected to start at the beginning of 2008; the Request for Proposal for the process will be released upon the Board's approval expected in late November. The following is a list of accomplishments related to the goals and objectives:

- Continued marketing of redevelopment project areas at conventions and trade shows such as those of the International Council of Shopping Centers, High Desert Opportunity and The California Speedway.
- Created of new brochures marketing the Redevelopment Agency's project areas and programs.
- Drafted the Façade Improvement Program; will circulate the program guidelines and procedures to the business community during the Strategic Plan/Community Visioning process for input and comment.
- Drafted the Volunteer Demolition Grant Program to remove unsafe structures that pose public health, safety and welfare hazards. Circulated the program guidelines and procedures among other County departments for input, including but not limited to Building and Safety, Code Enforcement, Purchasing, Public Health and County Counsel. It is anticipated that the Board of Directors will review this program in early 2008.
- Developed a Fast Track Permitting Program to assist in expediting the review and approval process for private development proposals within the Speedway Project Area. Program is expected to be implemented by January 2008.
- Provided technical and/or financial assistance to businesses seeking to locate, relocate and expand in our redevelopment project areas.
  - Speedway Promenade, a proposed retail center at the northeast corner of Randall and Cherry Avenues, assisted with entitlement process, public utility connections and traffic analysis.
  - Inland Kenworth, a logistics company, assisted with egress and ingress planning for existing site and median improvements along San Bernardino Avenue.
  - Burrtec, a waste management company, assisted with relocating existing truck repair facility.
  - Calabash III, a 650,000 SF warehouse facility at the northeast corner of Calabash Avenue and the I-10 freeway, assisted with entitlement process.
  - California Speedway's Opportunity, CA FanZone expansion and freeway-oriented sign
  - Vista Metals, an aluminum manufacturer, assisted in a general plan amendment and proposed expansion of existing facility along Whittram and Ilex.
  - Advanced Steel Recovery, a scrap metal recycler, assisted in the planning of on-site improvements to improve aesthetics and dust control from current operations.
- Developed the Underground Utility Program and implemented a pilot project.
  - H & E Equipment, a construction equipment rental facility

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
4B. Number of properties acquired as part of the Rosemary/Iris Voluntary Sales program to alleviate incompatible land use.	11	20	40	37	44

Status

The above objectives were designed to comprehensively and strategically plan activities in the redevelopment project areas. The creation of a Strategic Plan for each project area aims to provide clear direction, target locales and specify benchmarks for facilitating the objectives in the plan. Projects accomplished in the past fiscal year include the following.

- Prepared, issued and awarded a Request for Proposal (RFP) for an Economic Impact Analysis; this study was prepared to determine the regional economic activity generated as a result of the activities of the California Speedway. The draft report is expected to be completed by December 2007.
- Prepared a RFP for Community Visioning/Strategic Plan for Speedway. The intent of this process is to elicit a community vision for the project area and a strategic economic plan for future activities. It is anticipated that this project will begin in February 2008.
- Initiated and completed a final draft of an Economic Strategic Plan for VVEDA. The report, which will guide redevelopment efforts in the project area, is expected to be finalized by the end of the calendar year.
- Continued to review and comment on all new development proposals in existing and proposed project areas.
- Continued the voluntary sales program in the Speedway Project Area to eliminate incompatible land uses. Acquired 18 properties along Rosemary and Iris drives within the fiscal year for a total of 28 properties.
- Amended the Victor Valley Economic Development Authority (VVEDA) Project Area to include the addition of approximately 12,000 acres.
- Initiated the Implementation Plan mid-cycle report for VVEDA. The report, which is required by California Community Redevelopment Law and provides an update on projects and their priorities for the area, will be completed by the end of the calendar year.
- Developed RFP for the design of business district improvements in Cedar Glen.
- Assisted Advanced Planning in the development of a lot merger program for Cedar Glen. The intent is to increase the size of lots for improved defensible space.
- Continued to assist the Special Districts Department in the planning of water and road improvements in Cedar Glen.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

The Redevelopment Agency is not requesting any additional general fund financing for 2008-09.

2008-09 PROPOSED FEE ADJUSTMENTS

The Redevelopment Agency is not requesting any proposed fee adjustments for 2008-09.

If there are questions about this business plan, please contact Kathy Thomas, Director, at (909) 387-9804.

Sandy Harmsen
Interim Director

Mission Statement

The Workforce Development Department serves residents and businesses in the County of San Bernardino by developing a skilled workforce that meets the emerging demands of the business community.

GOALS

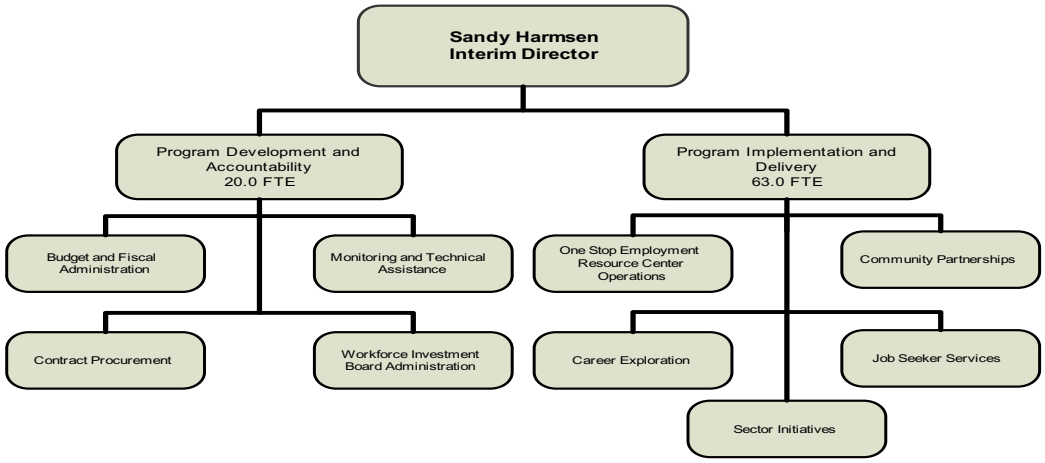
MEET OR EXCEED ALL WIA ENROLLMENT AND PERFORMANCE STANDARDS

CONTINUE MEDIA RELATIONS EFFORTS IN CONJUNCTION WITH EDA

ENHANCE THE COMPETITIVENESS OF SAN BERNARDINO COUNTY'S WORKFORCE AND SUPPORT POSITIVE ECONOMIC GROWTH

WORKFORCE DEVELOPMENT

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Department of Workforce Development (WDD) provides holistic services to job seekers, incumbent workers, entrepreneurs and employers. WDD is responsible for administering and operating programs under the Department of Labor's (DOL) Workforce Investment Act. Funding for programs operated is allocated at the federal level and comes to the county from the State Employment Development Department/Workforce Services Division. Through this funding stream, services are delivered to job seekers and businesses throughout the county via the department's Employment Resource Centers. These offices are strategically placed in three of the county's economic regions.

The Workforce Investment Board administratively oversees the programs offered through the department. This Board is composed of private business representatives and public sector partners who have been appointed by the County Board of Supervisors. The department supports the mission of the county through its provision of services to businesses and job seekers. 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.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Fund Balance	Staffing
Workforce Development	13,774,477	13,984,208	(209,731)	84.0

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 25,000 customers in Adult and/or Dislocated Worker Services**

*Objective B: Enroll 450 youth in Youth services **

* *The projected number of customers enrolled in the program is dependent upon maintaining the amount of funding made available by the State Employment Development Department, as well as a new integration plan scheduled to be implemented July 1, 2008.*

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of enrolled adults exiting the program who have entered employment.	74%	74%	74%	74%	74%
1A. Percentage of enrolled adults exiting the program who have retained employment.	81%	82%	82%	82%	82%
1A. Percentage of enrolled dislocated workers exiting the program who have entered employment.	83%	82%	82%	82%	82%
1A. Percentage of enrolled dislocated workers exiting the program who have retained employment.	87%	88%	88%	88%	88%
1B. Percentage of enrolled older youth exiting the program who have entered employment.	85%	79%	79%	79%	79%
1B. Percentage of enrolled older youth exiting the program who have retained employment.	83%	82%	82%	82%	82%
1B. Percentage of enrolled younger youth exiting the program who have attained skill related training certificates.	88%	88%	88%	88%	88%
1B. Percentage of enrolled younger youth exiting the program who have attained a high school diploma or GED.	65%	67%	67%	67%	67%
1B. Percentage of enrolled younger youth exiting the program who remain in school or retain employment.	78%	76%	76%	76%	76%

The 2006-07 Actual is preliminary information in the performance measures. It indicates that the department has met or exceeded the performance standards for this funding source for 2006-07. However, final performance outcomes have not been released by the state. The 2008-09 Target remains under negotiation with the state and are subject to change.

Status

Objectives 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 federal and state mandated performance outcomes and funding levels made available from our primary funding source.

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

Effective July 1, 2008, the State of California will be implementing integrated services which move local systems to a skill-based emphasis, with particular attention to business demand for a prepared and skilled workforce. Currently WDD is participating in state workgroups to design strategies for improving service integration in our Employment Resource Centers. The goals have been to improve efficiencies in an era of declining resources, improve customer service for both workers and business by streamlining processes, and to focus on the skills and preparedness of job-seekers through employment in a manner most responsive to business demand.

2006-07 ACCOMPLISHMENTS

- *Met or exceeded all Federal & State performance standards under the Workforce Investment Act Adult and Youth Programs*
- *Aviation – Initiated Air Frame and Power Propulsion training program at Southern California Logistics Airport (SCLA)*
- *Employment Training Program (ETP) – Initiated Advanced Technical training (ETP) program for General Electric and Southern California Aviation employees*
- *Workforce Innovation in Regional Economic Development (WIRED) – Initiated a labor needs assessment of 200 entities to identify workforce composition, current and future skill needs, and education and training gaps*
- *In collaboration with the San Bernardino County Board of Supervisors, Victor Valley College, and Barstow Community College, provided support to programs to increase the number of nursing graduates*

GOAL 2: CONTINUE MEDIA RELATIONS EFFORTS AND DEVELOP NEW MARKETING MATERIALS IN CONJUNCTION WITH EDA

Objective A: Engage media in covering programs and events that enhance the local workforce.

Objective B: Widely distribute informational material pertaining to department programs.

NEW MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Number of media-published programs, projects and/or events.	N/A	N/A	New	28	30
2B. Number of customers who received department literature.*	77,215	33,010	25,000	28,000	30,000

* Count reflects multiple visits by a single customer.

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 vacancies 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: Maintain the number of industry specific demand driven training programs.

Objective D: Develop collaborative projects with public and private organizations to pull business and education together on workforce issues.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. 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	2	4	4	4
3B. Number of new funding sources available for demand driven training services to include sources other than Department of Labor funding.	0	2	2	2	2
3C. Number of industry specific/demand driven training programs.	2	3	4	4	4
3D. Number of new collaborative projects with public and private organizations to pull business and education together on workforce issues	N/A	N/A	N/A	N/A	2

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 financial 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.

WDD continues to develop partnerships and alternative funding sources to increase services to businesses and the public. WDD has been collaborating with local community colleges to assist nursing students and is collaborating with the Sheriff, Preschool Services, Probation and Behavioral Health Departments to provide employment skills enhancement training to their customers.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

The department is not requesting any additional general fund financing for 2008-09.

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

If there are questions about this business plan, please contact Sandy Harmsen, Interim Director, at (909) 387-9862.

ASSESSOR

Bill Postmus
Assessor

Mission Statement

The Assessor's Office performs 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.
e. Protect the rights of taxpayers.

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 for the people.

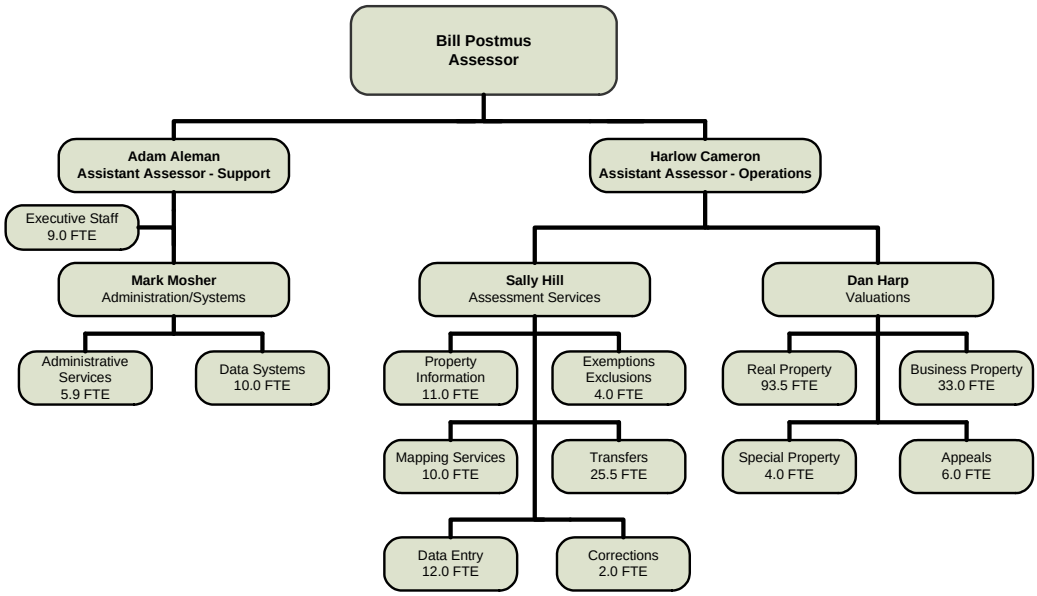
GOALS

PUBLISH THE ANNUAL ASSESSMENT ROLL TIMELY/ACCURATELY

MAKE PROPERTY VALUATION INFORMATION ACCESSIBLE AND UNDERSTANDABLE

ENHANCE OPERATIONAL EFFICIENCY AND PRODUCTIVITY

ORGANIZATIONAL CHART



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 770,000 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.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
Assessor	18,354,905	1,385,000	16,969,905		203.5
Total General Fund	18,354,905	1,385,000	16,969,905		203.5
Special Revenue Funds					
State/County Property Tax Admin Program	2,628,254	2,322,858		305,396	28.4
Total Special Revenue Funds	2,628,254	2,322,858		305,396	28.4
Total - All Funds	20,983,159	3,707,858	16,969,905	305,396	231.9

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. State Board of Equalization quality control rating.	N/A	99.56%	>95% accuracy	>95% accuracy	>95% accuracy
1B. Review a sample of 500 change of ownership events annually for accuracy.	N/A	94%	95% accuracy	95% accuracy	95% accuracy
1C. Percentage increase of non-mandatory audits performed annually (number of audits)	N/A	24% (42)	15%	43% (60)	25%

Status

Government Code Sections 15640 and 15642 define that the State 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 the new Title Transfer Technician II position in November 2007, random surveys of property change of ownership events are being performed and the results evaluated for accuracy. A 95% accuracy rate was projected for 2006-07 and 94% was achieved. It is anticipated that a 95% accuracy target can be achieved by corrective action taken based on information gathered from the surveys.

Non-mandatory audits help assure compliance with personal property reporting guidelines and are recommended by the State Board of Equalization Assessment Practices surveys. In 2006-07, 42 of these audits were completed (24% increase over 2005-06) surpassing the target of a 15% increase. It is anticipated that 60 audits will be completed in 2007-08 and 75 in 2008-09.

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.

2006-07 ACCOMPLISHMENTS

- *Reduced taxpayer wait time when calling for property information*
- *Continued development of Assessor website*
- *Implemented use of automated sales program*
- *Reduced lag time of Transfers and Mapping production*
- *Further enhanced the capabilities of Assessor Workflow System*
- *Increased supplemental roll extractions*
- *Established the Office of the Taxpayer Advocate*

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of "yes" responses in satisfaction survey.	N/A	42%	80%	60%	70%
2B. Number of Spanish materials available.	N/A	0	4	4	4
2C. Percentage decrease of callers who receive a busy signal (400 callers or less in 2006-07).	N/A	43%	10%	88%	>95% (goal achieved)

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. In 2006-07, a 70% satisfaction rate was estimated and only a 46% rate was achieved. In 2007-08, the target satisfaction rate was set at 80% and it is anticipated that only a 60% rate will be achieved due to a more realistic expectation of public response.

The number of Spanish-speaking property owners has increased in recent years. To assist these taxpayers in understanding the assessment process, forms and instructional materials 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, no instructional materials were translated and the target of 2 was not achieved due to the inability to dedicate staff to this task. In 2007-08, the inability to dedicate staff continues and therefore the Assessor has put forth a policy item to outsource the translation. There are 343 forms and 50 web pages yet to be translated. It is anticipated that no additional forms or web pages will be translated in 2008-09 without additional staff. However, if Policy Item #8 in the Requests For Additional General Fund Financing section is approved, a contractor will perform the translation project, and it is anticipated that 100% of the forms and/or web pages will be translated in 2008-09.

Past surveys of wait times for callers to the Assessor's Office property information lines revealed that callers must sometimes wait unacceptable periods to speak to a staff member. The current Automated Call Distribution phone system assists callers by routing them to appropriate staff members. 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, approved for 2007-08, will provide the data needed to make assessments for future improvements. Additional improvement is expected with the Assessor's new internet website, an alternate source of information, in 2007-08 and into 2008-09.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Number of system reengineering tasks completed. (3 tasks in 2006-07) (There is no set number of tasks to complete. The goal is to try and find ways to improve the old ways of doing business for continuous process improvement.)	N/A	3	6	6	5
3B. Percentage of functionality/availability of systems – defined as available user time per employee (2088 hours).	N/A	>95%	>95%	>95%	>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. As workload constantly increases, processes are reviewed to eliminate inefficiencies. In 2006-07, three tasks were projected for completion, and all were achieved. In 2007-08, six tasks are targeted for completion.

The Assessor's Property Information Management System, Transfers Workflow, AES, APEX and GIS systems are in constant use and are updated by Assessor 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 systems are

available no less than 95% of the time. The current uptime for systems is 95%, the Assessor's office strives to have greater than 95% functionality/availability of all systems. As computer hardware ages, it must be replaced to maintain productivity. A typical replacement schedule is every 3–5 years. In 2006-07, the estimate of >95% system availability was achieved and is expected to continue in 2007-08.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
2006-07				
1. Add 5.0 positions and reclassify 1.0 to increase public service (ongoing funding).	5.0	257,757	-	257,757
2. Add 15.0 positions to minimize workload backlog and delays in valuation (ongoing funding).	15.0	1,045,950	-	1,045,950
3. Add 4.0 positions to increase transfers quality (ongoing funding).	4.0	162,315	-	162,315
4. Reclassification of critical staff for drawing/redrawing building plans/records (ongoing funding).	-	8,800	-	8,800
5. Add 1.0 position to assist in reengineering processes (ongoing funding).	1.0	104,378	-	104,378
6. Add 2.0 positions to increase public outreach (ongoing funding).	2.0	154,500	-	154,500
7. Add 1.0 position to coordinate facility/safety projects (ongoing funding).	1.0	79,000	-	79,000
2007-08				
1. Add 1.0 position for internet website translation and maintenance (ongoing funding).	1.0	87,000	-	87,000

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2006-07					
P1. Percentage decrease in taxpayer wait time.	N/A	N/A	6%	6%	N/A
P2. Percentage decrease of backlog of appraisal units (Backlog 6084 in 2006-07, 8603 in 2007-08).	N/A	-39%	15%	15%	15%
P3. Maintain transfers accuracy rate of 95% or greater (200,000 documents in 2006-07).	N/A	94%	96%	95%	95%
P4. Maintain mapping accuracy rate of 95% or greater (95%, 2007-08).	N/A	95%	96%	95%	95%
P5. Number of system reengineering tasks completed	N/A	5	9	9	9
P6. Percentage increase in public outreach.	N/A	N/A	70%	70%	N/A
P7. Percentage of adverse work environment conditions reviewed.	N/A	100%	100%	100%	100%
2007-08					
P1. Number of web forms translated.	N/A	N/A	24	10	24

Status

In January 2007, two additional Office Assistant III positions were filled in Property Information. These individuals are now trained and have successfully reduced the number of taxpayers who receive busy signals.

The increase in appraisal backlog is due to an unanticipated increase in Prop 8 reviews. The department hired 10 new Appraisers, however, they were in training and not at full production speed which caused an increase in backlog.

Improved quality has been realized in the processing of certain transfer transactions including legal entity exclusions.

Improved quality has been realized in the area of certain mapping transactions including parcel cuts.

In order to increase the organizational efficiency of the office, several process re-engineering projects have been initiated by the Assessor. During 2006-07, 5 projects were completed. The process of looking at operational workflow will continue and new methodologies will be implemented as required.

The identification of adverse work environment issues has begun. The need for ergonomic work stations has been identified and stations have been modified. In addition, unsafe stairwell conditions have been identified and rectified.

In 2007-08, the Board approved the addition of a Business Systems Analyst II position to assist in the development and maintenance of web pages and translation into Spanish. Due to the difficulty in hiring an individual versed in web and Spanish translation within this job classification, no progress has been made relative to this task. For this reason, the expected number of pages for 2007-08 has been reduced.

The combination of the new staff and phone monitoring capabilities will assure that the goals previously achieved are maintained.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

	Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	Equipment refresh. (Policy Item ongoing funding)	-	200,000	-	200,000
	Equipment Refresh - The efficient operation of the Assessor's office is dependant on the availability of computer systems. Historically, replacement of these tools has been based on failure or as funds are "found". Since the Assessor is a critical part of the property tax cycle, it is important to be pro-active in the maintenance of equipment on a 3 year replenishment cycle.				
2.	Procure emergency equipment to prepare for future disasters. (Policy Item one-time funding)	-	100,000	-	100,000
	During the Green Valley and Slide fires of 2007, needs were identified for the following devices to provide data accurately and expeditiously: 10 emergency radios, 3 satellite phones, 18 Nomex fire suits, wireless cards, laser printer.				
3.	Procure GPS devices to assist with property identification during emergencies/disasters (Policy Item one-time funding)	-	25,000	-	25,000
	These devices will assist appraisers in locating and identifying properties in remote and difficult terrain in their duties preparing the assessment roll and damaged property identification.				
4.	Relocate computer server room. (CIP one-time funding)	-	90,000	-	90,000
	The current server room is over capacity for proper airflow and temperature management. In the summertime, temperatures in the room rise to critical levels despite the installation of additional air conditioners. Relocating this room is necessary to assure system reliability during emergencies/disasters. There is also a need to expand the system with additional servers.				
5.	Add 1.0 Programmer Analyst II to develop and maintain Assessor map GIS application. (Policy Item ongoing funding)	1.0	86,380	-	86,380
	Funding of a Programmer Analyst II position will allow the department to establish new Geographic Information Systems (GIS) applications to improve operational efficiency and create new tools to allow the public the ability to directly access Assessor information such as maps.				
6.	Procure ergonomic workstations. (Policy Item one-time funding)	-	227,500	-	227,500
	The workstations in the San Bernardino district office and the Mapping division consist of 1940's era metal desks and side tables. Modern ergonomic workstations are necessary to mitigate the potential risk to employees. This request was included in CIP 06-166 however, based on the current estimates, the original amount will not cover the replacement of all workstations. This request would supplement the previous amount and allow the Assessor to complete the project.				
7.	Hire consultant to translate Assessor forms and web pages. (Policy Item one-time funding)	-	90,000	-	90,000
	The number of Spanish-speaking property owners has increased in recent years. To assist them in understanding the assessment process, forms, instructional materials and the Assessor website must be translated into Spanish.				

	MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1.	Percentage of equipment replaced.					33%
P2.	Percentage reduction in staff time to accurately identify damaged parcels.					95%
P3.	Percentage of properties accurately identified.					95%
P4.	Percentage completion of West End office consolidation.					100%
P5.	Percentage completion of server room relocation.					100%
P6.	Number of GIS applications developed.					3
P7.	Percentage of non-ergonomic workstations replaced.					100%
P8.	Percentage of forms and web pages translated.					100%

2008-09 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
1. Reassessment exclusion for registered domestic partners. Recent changes in the law allow for the exclusion from reappraisal of property on transfer of ownership between registered domestic partners. The law also allows a fee to be charged for the processing of the application. The Assessor currently charges for several exclusions types. The associated fees for these types are being consolidated into a single category in order to simple the fee structure. Periodically the Assessor staff is requested to provide property data analysis. The fee for this service is based on the salaries of the various classes of staff who perform the analysis. The fee has been adjusted to reflect MOU increases. Additionally, it was expanded to include staff costs associated with depositions and subpoenas.	No impact to current services - small increase in general fund revenue.

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

Larry Walker
Auditor/Controller-Recorder

Mission Statement

The San Bernardino County Auditor/Controller-Recorder's Office 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.

GOALS

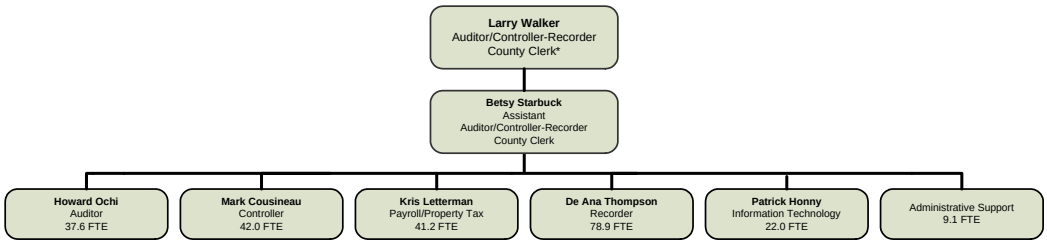
PROVIDE TIMELY AND ACCURATE FINANCIAL INFORMATION

EXPAND AND ENHANCE RECORDER SERVICES

ENHANCE ACCOUNTS PAYABLE PROCESS

AUDITOR/CONTROLLER-RECORDER

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Office of the Auditor/Controller-Recorder and County Clerk (ACR) 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. They are also responsible for developing and implementing accounting systems and standards, conducting operational risk assessment reviews, and administering the Countywide Cost Allocation Plan. The Payroll/Property Tax Division is responsible for payroll services, Employee Management and Compensation System (EMACS) development, and the compilation of property tax rates and revenue disbursements to taxing agencies.

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 ACR has four special revenue funds. The Systems Development fund ensures that the Recorder's recording and storage technology is current. The new Electronic Recording fund finances the Recorder's development of e-Recording, including participation in a Joint Powers Authority (California e-Recording Transaction Network Authority) established for that purpose on a multi-county level. The Vital Records fund provides for the automation and maintenance of vital statistical records that are requested on a daily basis by customers. The Recorder Records fund was established to defray the cost of storing, restoring, and imaging legal and historical documents.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
Auditor/Controller-Recorder	19,357,354	6,102,260	13,255,094		216.8
Total General Fund	19,357,354	6,102,260	13,255,094		216.8
Special Revenue Funds					
Systems Development	20,669,115	3,600,000		17,069,115	20.0
Vital Records	495,542	150,000		345,542	-
Recorder Records	800,000	800,000		-	1.0
Electronic Recording	800,000	800,000		-	1.0
Total Special Revenue Funds	22,764,657	5,350,000		17,414,657	22.0
Total - All Funds	42,122,011	11,452,260	13,255,094	17,414,657	238.8

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROVIDE TIMELY AND ACCURATE FINANCIAL INFORMATION

Objective A: Improve the Financial Accounting System (FAS).

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Received Certificate of Achievement for Excellence in Financial Reporting.	Yes	Yes	Yes	Yes	Yes
1A. Received Outstanding Achievement in Popular Annual Financial Reporting.	No	Yes	Yes	Yes	Yes

Status

The first objective is to improve the Financial Accounting System by identifying, planning, and executing improvements including conducting and monitoring intermittent user satisfaction surveys. The software installation has been delayed due to system and process issues. The ACR is using this time to make process improvements and conduct training so that once the department determines the next software steps, the department will make quicker progress toward installation and user satisfaction. Once complete, the ACR will survey 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 new system installation proceeds, the ACR will monitor user satisfaction with the system and provide additional training as needed. The department wants the robust accounting system to be useful to management, as well as to accountants and financial entities.

In a measurable aspect of the commitment to provide timely and accurate financial information regarding the finances of the county, the Auditor/Controller-Recorder has again received the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) for the 19th consecutive year. 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. In 2007, the department also received for the first time a GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR). This award recognizes the department's ability to provide understandable financial information to the public. As the Governmental Accounting Standards Board (GASB) adopts more standards and the GFOA 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.

2006-07 ACCOMPLISHMENTS

- *Received GFOA Certificate of Achievement for Excellence in Financial Reporting (CAFR) for the 19th year*
- *Received GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR)*
- *Inventoried, repaired as needed, and digitized all microfilm images of the Official Records from 1980 to present*
- *Initiated a multi-county effort to expand electronic recording as part of a unified, potentially state-wide system*
- *Implemented County-wide use of eTime*
- *Provided FAS and Shadow training for 250 employees*
- *Provided accounting for the Sawtooth Fire and the January 2007 freeze*
- *Improved responsiveness to customer telephone calls by implementing a new telephone management system*
- *Scanned signature authorization forms to create a shared location to verify signatures*

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of film images that are repaired by June 30, 2007. (462,228 images to be repaired as of 2005-06)	25%	80%	90%	100%	N/A
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%	N/A
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%	90%	100%	N/A
2D. Provide 60% of Recorder services currently offered in the San Bernardino office to at least one satellite location.	N/A	N/A	N/A	N/A	100%

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. In 2006-07, the Recorder Division exceeded its target and repaired 416,006 or 90% of the identified film images in need of repair. In the first quarter of 2007-08 the target of 90% has been achieved and surpassed with the film repair project being 100% complete.

The ACR converts the microfilm images to digital format to ensure the safety of the county's official records while offering the most practical means for customer service. The target of converting 80% of all film images from 1980 to present to a digital format was reached in 2006-07. In the first quarter of 2007-08 the Recorder Division had already achieved and surpassed the target of 90% and completed the microfilm project by digitizing all images from 1980 to current. The costs for completing the objectives to inventory, repair, and digitize all microfilm images from 1980 to present were included in an existing contract and achieved without impact to the general fund.

For 2008-09, Objectives A-C will be eliminated as successfully accomplished. Objective D will take priority with the opening of a fourth satellite office in Chino Hills or Hesperia. In an effort to provide greater service to our customers, the ACR has responded to offers to co-locate new service locations with the City of Chino Hills and at the High Desert County Government Center. The Recorder plans to systematically offer the following services: vital records, marriage ceremonies, County Clerk services, document recording, and records research. Each location would require approximately 2,000 to 2,500 square feet of office space, including a reception area with kiosks, service counters, and space for desks, equipment, and supplies. The Recorder estimates that an office in Chino Hills would require 5.0 new positions (1 Legal Document Coordinator, 1 Legal Document Supervisor, 2 Legal Document Classifier II, and 1 Legal Document Classifier I). The estimate for an office in Hesperia includes 7.0 new positions (1 Legal Document Coordinator, 1 Legal Document Supervisor, 3 Legal Document Classifier II, and 2 Legal Document Classifier I). In 2008-09, it is the goal of the ACR to provide 60% of Recorder services currently offered in the San Bernardino office through at least one satellite office. In the event this policy item isn't approved, these services will be offered through an existing satellite office.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Percentage increase in vendor participation in the EFT program. (358 vendors as of 2005-06)	10%	25%	35%	37%	40%
3B. Percentage of valid payment documents processed within ten days of presentation to executive management. (January through June 2006, 43,479 documents processed)	86%	90%	90%	90%	90%

Status

The third goal relates to Auditor/Controller-Recorder implemented electronic systems for payment of 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. The ACR presented a policy revision to the Board of

Supervisors to require new contractors to accept payment via EFT. Additionally, the ACR worked with the Purchasing Department to revise RFPs and purchase orders to reflect the policy change. The costs for achieving this goal are included in the department's budget. In 2006-07, the ACR exceeded the target of a 10% increase in vendor participation in the EFT program and achieved a 25% increase.

Also, the department achieved the measurement of processing 90% of valid payment documents within 10 days of presentation by June 30, 2007.

For 2008-09, the ACR will work toward improvements in both objectives.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

	Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	A joint policy item was approved with Human Resources and the Information Services Department to add 1.0 position to the Employee Management and Compensation System (EMACS) team. The department received $68,632 in ongoing general fund financing for the position.	1.0	68,632	-	68,632

	MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1.	Percentage of existing and new non-standard employee contracts and paychecks reviewed and analyzed for variances with EMACS, to ensure the appropriate adjustments are made.	N/A	90%	100%	100%	100%

Status

With the additional general fund financing, EMACS now reviews all non-standard employee contracts, contract amendments, terminating contracts, and paychecks to ensure accuracy and completeness. With continued funding, the department will be able to continue this standard of performance for approximately the same number of contracts. In 2006-07, EMACS achieved its goal of analyzing and reviewing 90% of the employee contracts and beginning in 2007-08 100% of all contracts will be reviewed and analyzed annually.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

	Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
P1.	Policy Item - 1.0 additional Systems Procedure Analyst I position. (ongoing funding)	1.0	112,269	-	112,269
	County departments routinely request assistance from EMACS employees to develop and run queries from the EMACS system for a variety of needs, such as budget projections, vacancies, turnover, overtime, etc. A significant need exists to develop and provide ongoing countywide training for EMACS queries for department staff who analyze and report on staffing. Approval of this policy item would provide ongoing general fund financing for a new Systems Procedures Analyst I position dedicated to training and providing support to county analysts in the EMACS query function.				
P2.	Policy Item - 2.0 Internal Auditor II and 1.0 Internal Auditor IV positions. (ongoing funding)	3.0	291,823	-	291,823
	The Internal Audits Section requires two more Internal Auditor II positions in order to be responsive to requests from departments for financial and performance audits, cash management training, and risk assessment reviews. Additionally, the Board of Supervisors approved an ACR request to reclassify the Accounting and Auditing Series. The action created the classification of Internal Auditor IV as a non-supervisory position to do audit work of increasingly high complexity. One such position is requested.				
P3.	Policy Item - Up to 7.0 new positions to expand Recorder services in Chino Hills or at the High Desert County Government Center. (ongoing funding)	7.0	435,324	217,662	217,662
	To provide greater service to our customers, the ACR has responded to offers to co-locate new satellite service locations with the new City Hall in Chino Hills and at the new High Desert County Government Center. The Recorder plans to systematically offer the following services: vital records, marriage ceremonies, County Clerk services, document recording, and records research. Each location would require approximately 2,000 to 2,500 square feet of office space, including a reception area with kiosks, service counters, and space for desks, equipment, and supplies. The Recorder estimates that an office in Chino Hills would require five new positions (1 Legal Document Coordinator, 1 Legal Document Supervisor, 2 Legal Document Classifier II, and 1 Legal Document Classifier I). The estimate for an office in Hesperia includes 7 new positions (1 Legal Document Coordinator, 1 Legal Document Supervisor, 3 Legal Document Classifier II, and 2 Legal Document Classifier I). Half of the positions will be funded through ACR's General Fund, and the other positions will be funded through the Recorder's Systems Development special revenue fund. ACR expects to "go live" with one new satellite office in 2008-09 and one in 2009-10.				

	Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
P4.	Policy Item - 1.0 Systems Accountant II and 1.0 Systems Accountant III position. (ongoing funding)	2.0	207,920	-	207,920
	Management Services Section (MSS) requires one additional System Accountant II position and one System Accountant III position to respond to workload demands and deadlines. MSS transferred three positions to the FAS Implementation Team in 2006 with the intention that the project would be completed by this time. With the ongoing need for FAS support, the transferred positions need to be replaced. This policy item supports the goal to improve the Financial Accounting system.				
P5.	CIP – Outdoor marriage facility – a concrete slab with constructed gazebo with roof, electricity and seating for 6-10 people. (one-time funding)	-	100,000	-	100,000
	During 2006-07, there were 12,314 marriage licenses issued and 4,265 marriage ceremonies performed by Recorder staff. Currently there are no outdoor facilities to accommodate couples and their families, and during busy days, there are not enough facilities to meet the demand. An outdoor facility will provide an attractive location for ceremonies and help alleviate the foot traffic during high volume times. This CIP will be funded through the Recorder's Systems Development special revenue fund and may be a one-time funding request.				
P6.	CIP – Replace the transformer that serves the 3rd and 4th floors of the Hall of Records building. (one-time funding)	-	25,000	-	25,000
	The transformer that serves the 3rd and 4th floors has not been replaced since the building was built, and is over 20 years old. Over the last few years, the temperature and noise it generates has increased substantially. The staff and business operations that are impacted by this transformer include Central Payroll/EMACS, Auditor/Controller staff, two divisions of Human Resources, and the Department of Risk Management. The CIP will be funded through the general fund.				
P7.	CIP – Remodel Recorder Customer Service Area, Break Room, 1st/2nd Floor Restrooms. (one-time funding)	-	940,000	-	940,000
	Recorder business operations have changed as technology has changed. Because of the ability to record electronically, the space that was originally designated for businesses for recording is no longer used for that purpose. The Auditor/Controller-Recorder would like to convert the area to its best use to add more customer service windows. Adding more customer service windows will enable staff to serve more customers and reduce wait times. The CIP is a one-time funding request and may be funded through the Recorder's Systems Development special revenue fund. Also, the restrooms are heavily used by the public, and in need of rehabilitation.				

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Develop EMACS query training for county users and provide training to a pilot group.					100%
P2. Percentage of audits started from county department requests.					40%
P3. Percentage completion of a new satellite office, fully operational, with 60% of the Recorder services that are currently provided in the San Bernardino Office, (provided that the satellite office is constructed on time).					100%
P4. Percentage of projects started from county department requests that are associated with policy or legal requirements within two months of receipt by the ACR's Management Services Section (MSS).					30%
P5. 100% fully constructed and operational by June 30, 2009, (provided all construction deadlines are met).					100%
P6. Percentage of transformers installed during 2008-09, (provided all construction deadlines are met).					100%
P7. Percentage of remodel designed and contracted in 2008-09, (provided all construction deadlines are met).					100%

2008-09 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
1. In 2008-09, the department will propose increases in accounting and auditing fees to mitigate the amount of local cost funding required for existing policy programs. Modify the Fee Ordinance to change 16.023A (a), (b), (e), (f), (k)(1), (m) from $82.00/hour to $87.00/hour and modify 16.023A (i) from $44.00/hour to $48.00/hour.	If fees are not increased, the general fund will be subsidizing the cost of these services to non-general fund units.
2. Modify the Fee Ordinance to change 16.023A to add a new fee of $1.00 per document to establish a Social Security number truncation program for Official Records, as required by AB 1168 (special revenue fund).	AB 1168 requires each County Recorder to truncate the first five digits of any social security number that is on an Official Record, and to create a separate image and index of the new record as a "Public Record." The law authorizes the Board of Supervisors to adopt a fee of $1 per document to fund this mandate.

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

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Dick Larsen
Treasurer-Tax Collector/Public Administrator

Mission Statement

The San Bernardino County Treasurer-Tax Collector/ Public Administrator's office fulfills 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.

GOALS

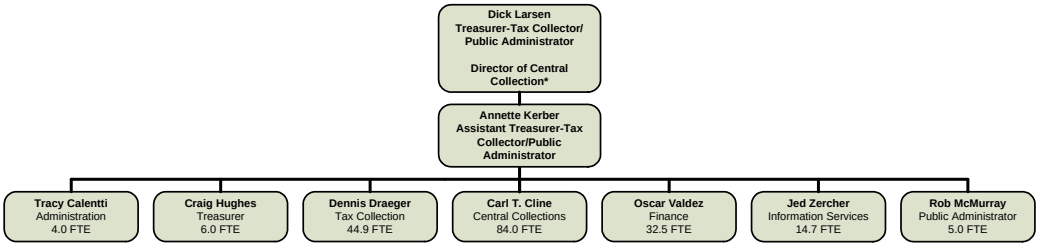
MANAGE THE COUNTY TREASURY FUNCTION IN A SAFE, EFFECTIVE AND EFFICIENT MANNER

COLLECT PROPERTY TAXES IN EFFECTIVE MANNER WITH FOCUS IN CUSTOMER SERVICE

INVESTIGATE AND ADMINISTER ESTATES OF DECEDENTS WITH CARE AND PROFESSIONALISM

TREASURER-TAX COLLECTOR/PUBLIC ADMINISTRATOR

ORGANIZATIONAL CHART



*Director of Central Collection is recognized as 1.0 FTE

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 $2.1 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 $43.1 million for the year ended June 30, 2007. The majority of these collections are from court-ordered fines and the Arrowhead Regional Medical Center's delinquent accounts receivable.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
Treasurer-Tax Collector/Public Administrator	21,653,245	14,201,687	7,451,558		201.1
Total General Fund	21,653,245	14,201,687	7,451,558		201.1
Special Revenue Fund					
Redemption Maintenance	170,606	6,068		164,538	-
Total Special Revenue Fund	170,606	6,068		164,538	-
Total - All Funds	21,823,851	14,207,755	7,451,558	164,538	201.1

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
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	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 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 rating agencies. In 2006-07 the target was met. The department expects to continue receiving the highest possible credit rating in 2007-08.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
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, therefore, it will no longer be measured.*	96.2% secured property tax collection rate	93.8% secured property tax collection rate	N/A	N/A	N/A
2B. Meet or exceed the average collection rate of comparable counties for unsecured property taxes.	97.4% unsecured property tax collection rate	97.1% unsecured property tax collection rate	94.9% unsecured property tax collection rate	94.9% 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.	43%	32%	10%	10%	10%

2006-07 ACCOMPLISHMENTS

Treasurer:

- *Maintained "AAA" rating by all major rating agencies*
- *Distributed $166.4 Million in interest earnings*
- *Attained record high pool balance of $4.61 Billion*

Tax Collector:

- *Collected $2.1 Billion in annual property taxes*
- *January 2007, largest supplemental tax bill mailing in history – over $118 Million*
- *Opening of City of Victorville and City of Rancho Cucamonga seasonal satellite payment center*

Public Administrator:

- *Implemented new performance measurement tools and standards to reduce case processing time*
- *Closed 248 cases in fiscal year 2006-07, an increase of 100% from 2005-06*

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 2008-09 involves meeting or exceeding the average unsecured collection rates of comparable counties within the State of California. In 2006-07 the actual collection rate achieved was 97.1% and exceeded the target of ≥94.9%. The target collection rate for 2007-08 of ≥94.9% is expected to be met. 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. In 2006-07, the actual percentage increase of payments processed through e-check and IVR was 32% and exceeded the target of a 10% increase.

The department mailed out secured tax bills in September and October for 2007-08, while unsecured tax bills were mailed in July. In an effort to meet these objectives for 2008-09, the department has:

- Expanded the outreach campaign by marketing e-payment options to the Spanish speaking taxpayer via Spanish radio stations and publications.
- Implemented a new IVR system: including a Spanish option; 28 additional lines, improved reliability, more intuitive navigation and the option to pay electronically via one's checking or savings account.
- Re-launched our web-site: offering a Spanish version, a new look and feel, more intuitive navigation, a shopping basket allowing for credit card and electronic 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.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Annual percent decrease in the average amount of time necessary to close the investigation of decedents.	N/A	27%	3%	3%	3%
3B. Annual percent decrease in the average amount of time necessary to close the administration of estates.	N/A	15%	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. In 2006-07, the target for a 3% decrease in the average amount of time to close both the investigation of a decedent and administration of estates was met and exceeded with the actual decrease of 27% and 15% respectively. In an effort to meet these objectives for 2008-09, the department has:

- Implemented performance measurement tools and standards to reduce the case processing time
- Investigation time was reduced from three months to just over one month
- Closed 248 cases in 2006-07 in comparison to 124 cases closed in 2005-06
- Implemented tools to measure cost effectiveness of case management and established standards for case acceptance

APPROVED ADDITIONAL GENERAL FUND FINANCING

	Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	A board agenda item was approved mid-year in 2006-07 for $963,774 in ongoing funding for the following: 3.0 staff and to acquire space for a full-time Victorville satellite office; 5.0 staff for customer service at the main San Bernardino office; 12.0 part-time unclassified positions for off-site phone support; 2.0 positions for high level technical support; two reclassifications; and equipment, office furniture, and supplies in support of the newly funded positions.	22.0	963,774	-	963,774

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. 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	0	15	0	15
P1. Attain an average wait time of less than 5 minutes by implementing an off-site phone support service.	N/A	≤ 2 minutes	≤ 3 minutes	≤ 3 minutes	≤ 3 minutes
P1. Reduce Tax Collector staff overtime by filling newly approved customer service positions.	N/A	32%	N/A	N/A	N/A

Status

The primary goal of this mid-year policy item 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 tracking and analyzing the current real estate market conditions for the High Desert. The department will continue to work with Real Estate Services during the current year in an effort to locate the most convenient office location for the county tax payer. This new location needs to be in close proximity to the Assessor's Office in order to provide the county tax payer with a convenient office location to pay property taxes and resolve all property related issues.

During the past fiscal year, the department was unable to locate a suitable and cost beneficial location for the full-time 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 10th and April 1st through 10th. In addition, the department has expanded these services to the county tax payer by opening a second seasonal satellite payment center in the City of Rancho Cucamonga during the same timeframes. The department anticipates filling some of the newly approved satellite positions to assist with the staffing of the seasonal satellite offices and also to offset the increased workload associated with the increased number of annual and supplemental tax bills.

The remaining approved positions have been filled and all re-classifications have been completed.

The department implemented a new off-site phone support service, directing calls to experienced part-time employees working from home during the department's peak call period. The new program was successful in reducing the average wait time to less than two minutes in 2006-07 exceeding the target of less than five minutes.

In addition, the department was also successful in reducing staff overtime by 32% in 2006-07 as a result of the newly approved and filled customer service positions.

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

If there are questions about this business plan, please contact Annette Kerber, Assistant Treasurer-Tax Collector/Public Administrator, at (909) 387-6372.

DEPARTMENT OF AGING & ADULT SERVICES

Colleen Krygier
Director

Mission Statement

The Department of Aging and Adult Services 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.

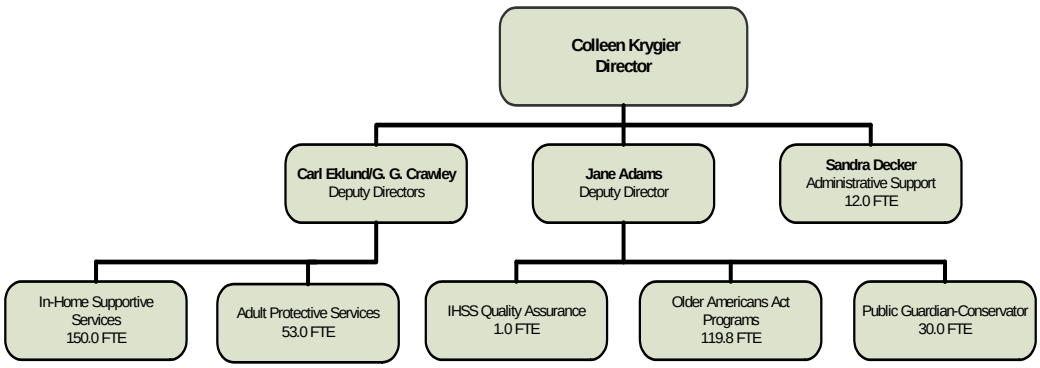
GOALS

ASSIST AT-RISK ADULTS AND FRAIL ELDERLY TO MAINTAIN INDEPENDENCE AND LIVE SAFELY

ASSIST SENIORS TO MAINTAIN CHOICES AND IMPROVE QUALITY OF LIFE

ENSURE THE SAFETY AND WELFARE OF THE AT-RISK ADULTS AND THE ELDERLY REFERRED TO PUBLIC GUARDIAN

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Department of Aging and Adult 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. These programs are In Home Supportive Services (IHSS) and Adult Protective Services (APS).

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 include Senior Supportive Services, Senior Information and Assistance, Elderly Nutrition, Ombudsman Program, Senior Training and Employment Program, Multipurpose Senior Services Program (MSSP) and the Linkages Program.

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 the 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. The two types of conservatorship are Probate and Lanterman-Petris-Short (LPS).

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Staffing
General Fund				
Adult Programs	54,857,141	48,284,486	6,572,655	207.0
Aging Programs	11,317,320	10,115,916	1,201,404	133.8
Public Guardian-Conservator	1,124,837	343,018	781,819	30.0
Total General Fund	67,299,298	58,743,420	8,555,878	370.8

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 annual re-evaluation process for In-Home Supportive Services (IHSS) customers within state timeframes.

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

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of IHSS annual re-evaluations (RV) completed within state timeframes.	80%	97%	90%	90%	90%
1B. Percentage increase of meals served through Senior Nutrition programs.	N/A	0%	1%	(10%)	Deleted

Status

Action plans to improve IHSS annual re-evaluations have been developed and implemented. Review of the re-evaluation process using the State Quality Assurance Program has enhanced program integrity in customer service in this area. Targets were developed using the State mandated timeframes.

The department has continued to increase senior awareness of the nutrition programs to meet the projected estimate of total meals served. The continued flat funding under the Older American Acts for this program has not kept pace with the escalating costs, and participation in nutrition programs has continued to decline nation wide. This objective will be deleted for 2008-09.

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 timeframes.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of emergency APS referrals responded to within the state mandated timeframes.	N/A	92%	100%	100%	100%

Status

APS emergency referrals are responded to well within the 24-hour state mandate. Training needs on response to non-emergencies have been developed and implemented. AAS selected these goals for the Adult Programs for 2008-09 because they are closely tied to the department's mission statement elements of choice, independence and quality of life. Federal and state 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 the safety of at-risk adults and elderly, and prevention of premature placement remains a primary focus.

2006-07 ACCOMPLISHMENTS

- *Hosted "Celebrating Seniors Healthy Aging" events in Victorville, San Bernardino, and the Morongo Basin providing opportunities for outreach and information to over 2,600 seniors*
- *Conducted outreach activities at 30 community health fairs*
- *Received National Association of Counties award for implementing the use of Geographic Information System (GIS) mapping technology to improve response to local disaster assistance to IHSS Clients*
- *Received "Best Practice" recognition from the state during program audit reviews in areas of Aging, IHSS Quality Assurance, Senior Information & Assistance, and Ombudsman programs*
- *Implemented elder abuse awareness campaign including media outreach via radio & newspaper ads and articles, and use of the County newsreel and payroll stuffers*
- *Developed and implemented Multi-Disciplinary Team (MDT) meetings with Public Guardian, Dept. of Behavior Health, and Arrowhead Regional Medical Center to ensure integrated service delivery*

GOAL 3: 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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Percentage increase of SIA individual customer contacted.	N/A	29%	10%	10%	8 %

Status

The department's outreach efforts by SIA have increased due to the addition of two senior fair events that were held in the Morongo Basin and Victorville along with the annual event in San Bernardino. In 2008-09 the reporting information will change from the current method of collecting data on all contacts, which included duplicated contacts to unduplicated contacts.

This objective remains a major focus, as information on programs and services is a vital link to ensuring senior safety and independence.

GOAL 4: ENSURE PUBLIC GUARDIAN CONSERVATEES RESIDE IN APPROPRIATE SETTINGS AND RECEIVE NEEDED SERVICES

Objective A: Complete probate referral investigations within 60 days.

Objective B: Increase oversight of operations to ensure conservatees in Board and Care facilities are visited quarterly.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
4A. Percentage of probate investigations completed within 60 days of referral	50%	50%	75%	75%	80%

Status

The timeliness of probate investigations and safety of at-risk potential conservatees has improved as a result of the public guardians successful transition to DAAS and the focus on improved coordination with adult protective services.

Objective B was not implemented in 2006-07 since the Deputy Chief Public Guardian was not hired until 2007-08.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Approval of one Deputy Chief Public Guardian to perform day-to-day management, oversight, quality control and monitoring of budget. This position will enhance overall management of the Public Guardian operations.	1.0	114,038	-	114,038

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Increase oversight of operations to ensure percentage of conservatees visited quarterly exceeds 60%	N/A	0%	70%	70%	75%

Status

The position of Deputy Chief Public Guardian has been filled. To accomplish Goal 4's Objective B the Public Guardian Office is reviewing the current procedures concerning quarterly visits and will be developing new procedures to focus on conservatee safety.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

The department is not requesting any additional general fund financing for 2008-09.

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

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

CHILD SUPPORT SERVICES

Connie Brunn
Director

Mission Statement
The County of San Bernardino Department of Child Support Services 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.

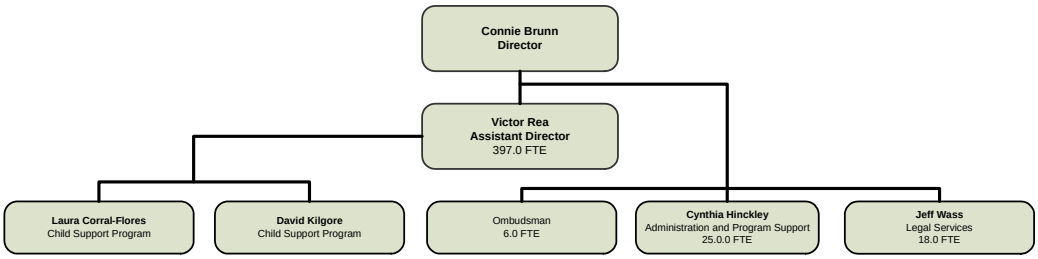
GOALS

IMPROVE ORGANIZATIONAL PERFORMANCE

IMPROVE SERVICE DELIVERY

Call Center

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Department of Child Support Services (DCSS) promotes family self-sufficiency by helping parents meet 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 administering 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.
- 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 Ombuds program administers the Complaint Resolution process, through which customers have the opportunity to raise concerns with the processing of their case, pursue resolution, and obtain information about the child support program and their rights and responsibilities.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Staffing
General Fund				
Child Support Services	39,806,364	39,806,364	-	452.0

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPROVE ORGANIZATIONAL PERFORMANCE TO ASSIST ALL COUNTY FAMILIES IN CHILD SUPPORT PROGRAM IN MEETING FINANCIAL AND MEDICAL NEEDS FOR THE WELL BEING OF THEIR CHILDREN

Objective A: Improve performance by implementing new processes and modifying existing processes.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of collections on current support orders.	44%	48%	50%	51%	51%
1B. Percentage of cases with child support orders.	69%	74%	85%	85%	85%

Status

Providing 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. Establishing orders and collecting on those orders are the primary means of ensuring family self-sufficiency through the child support program.

The percentage of collections on current support measures the total amount of current support collected as a percentage of the total amount of current support owed during the same federal fiscal year. DCSS will build on the performance improvement that was achieved in 2006-07. During 2006-07, the measure for collections on current support improved from 44% to 48%. This accomplishment is a reflection of the various programs and techniques implemented by DCSS to improve current support collections. Activities include the Just Ask Program, which involves asking for a payment each time there is contact with the non-custodial party, and early intervention collection efforts that include close monitoring of cases with recently established orders to ensure payment is received as ordered. The focus will continue to be on increasing the number and accuracy of child support orders obtained and the amount collected in current support payments by continuing to collaborate with employers and other county departments in order to reach the 2008-09 goal of 51%.

The percentage of cases with a child support order measures the number of cases with support orders established as a proportion of the total caseload. In order to collect child support, court orders for support must be established. DCSS strives to establish fair and accurate orders based on actual income, partnering with both parents whenever possible. During 2006-07, DCSS increased its percentage of cases with orders from 69% to 74%. A number of process improvement efforts will continue to drive this percentage upwards. Some of these efforts are related to a new automated case management system that will be implemented a few months prior to the beginning of 2008-09.

DCSS will be converting to the new statewide child support automated system in May 2008. Preparation for the conversion requires a significant investment of department resources and work will continue prior to, and after, the conversion to ensure its success. Activities include: business process analysis and mapping; data clean-up work; preparing for successful interface with the automated system used by public assistance programs; staff training; conversion of existing hardware and software; and preparation for the new call center which will be implemented as part of the new system. Despite the commitment of extensive resources to the conversion, DCSS will continue to focus on utilizing its resources efficiently and effectively to achieve its performance improvement goals and ensure that the conversion is seamless to its customers.

2006-07 ACCOMPLISHMENTS

- *Increased collections by $777,699*
- *Completed organizational alignment*
- *Increased number of cases on court calendar and achieved a 31% increase in number of cases with a disposition in court*
- *Reduced the percent of new support orders which are established using presumed income from 12.5 to 6.5 percent*
- *Developed the Payment Assistance Kit to assist non-custodial parents when an order is established*
- *Assisted 135 custodial parents during outreach activities at local TAD offices*
- *Imaged a total of 69,203 cases into the Customer Online Storage and Retrieval System*
- *Received Commuter Services Rideshare award in 2006*

Outreach Event

GOAL 2: IMPROVE SERVICE DELIVERY TO PROVIDE TIMELY, EFFECTIVE, & PROFESSIONAL SERVICE TO IMPROVE THE QUALITY OF LIFE OF EVERY COUNTY RESIDENT PARTICIPATING IN THE CHILD SUPPORT PROGRAM

Objective A: Increase DCSS staff awareness of compliance mandates by providing training and tools necessary to meet timeframes.

Objective B: Ensure that the new automated system supports the delivery of quality services by evaluating and restructuring current business practices.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Meet key case processing timeframes necessary for compliance.	95%	86%	90%	90%	90%
2B. Completion of the staff alignment process.	N/A	N/A	90%	90%	Deleted
2C. Evaluate and restructure business processes as needed to ensure optimum customer service.	N/A	N/A	90%	75%	100%

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 2006-07, DCSS centralized the review process with a key group of staff responsible for assessing compliance status, and developing and implementing program improvement plans. The compliance team met with executive staff, supervisors and managers to discuss compliance review results and implement business practices to ensure future improvements. DCSS attained a score of 86% for 2006-07 and will continue to focus on this area.

Measurement 2B (Objective B in 2006-07) will be deleted since this was a one-time process to strategically place staff and key business functions necessary to meet compliance mandates. This process and related measurement was completed in September 2007.

As part of its conversion to the new automated system, DCSS will evaluate and, as needed, modify current business practices to ensure that the new system is used effectively. Emphasis will be placed on ensuring that new business practices support timely and effective service to our customers. This evaluation process will begin prior to the May 2008 conversion to the new system, and will continue after the conversion to ensure quality customer service.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

The department is not requesting any additional general fund financing for 2008-09.

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

If there are any questions about this business plan, please contact Connie Brunn, Director, (909) 478-7471.

HUMAN SERVICES – ADMINISTRATIVE CLAIM

Linda Haugan
Assistant County Administrator

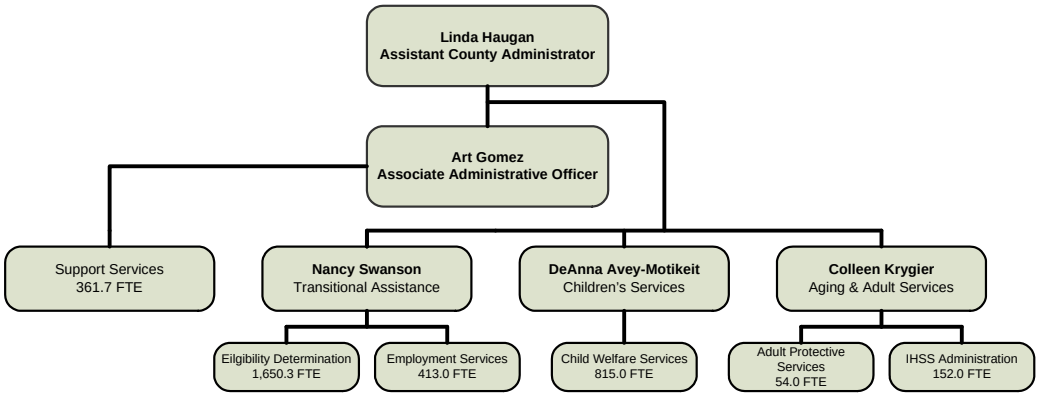
Mission Statement

Human Services works to build a healthier community by strengthening individuals and families, enhancing quality of life and valuing people.

GOALS

THE GOALS RELATED TO THE ADMINISTRATIVE CLAIM ARE SEEN IN THE APPLICABLE DEPARTMENT'S BUSINESS PLAN

ORGANIZATIONAL CHART



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 HS 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.

2007-08 SUMMARY OF BUDGET UNITS

FUNDING AND STAFFING BY PROGRAM
2007-08

Transitional Assistance Department	Appropriation	Revenue	Local Share	Staffing
CalWorks - Eligibility	36,235,492	32,932,341	3,303,151	392.0
Food Stamps	35,424,034	28,787,196	6,636,838	371.5
CalWorks - Welfare to Work	37,860,007	37,860,007	-	413.0
Medi-Cal	60,165,494	60,165,494	-	640.0
Foster Care Administration	3,949,056	3,382,379	566,677	41.0
Child Care Administration	14,277,558	14,264,405	13,153	144.5
CalWorks - Mental Health	6,978,360	6,978,360	-	-
Cal-Learn	2,068,287	2,068,287	-	-
CalWorks - Rollover Funds	4,908,717	4,908,717	-	-
General Relief Administration	583,775	-	583,775	62.3
Other Programs	1,148,057	918,724	229,333	-
Total	**203,598,837**	**192,265,910**	**11,332,927**	**2,064.3**
Department of Children's Services				
Child Welfare Services	83,530,139	71,000,618	12,529,521	734.5
Promoting Safe and Stable Families	2,364,161	2,364,161	-	-
Foster Training and Recruitment	260,541	260,541	-	8.0
Licensing	708,736	708,736	-	-
Support and Therapeutic Options Program	890,086	623,060	267,026	-
Adoptions	4,511,014	4,511,014	-	41.0
ILP	2,082,251	2,082,251	-	16.5
Other Programs	1,732,098	1,732,098		16.0
Total	**96,079,026**	**83,282,479**	**12,796,547**	**816.0**
Aging and Adult Services				
In-Home Supportive Services	16,478,213	14,064,155	2,414,058	153.0
Adult Protective Services	5,281,657	5,057,760	223,897	54.0
IHSS Provider Payments	32,259,450	-	32,259,450	-
IHSS Provider Benefits	500,000	-	500,000	-
IHSS PA	337,821	-	337,821	-
Other Programs	-	-	-	-
Total	**54,857,141**	**19,121,915**	**35,735,226**	**207.0**
Support				**363.7**
Non Claimable Costs				
PERC Training Expense	550,000	-	550,000	
LLUMC - Child Assess Center	130,000	-	130,000	
C-IV Development & Staff	1,649,233	1,649,233	-	
Other	2,419,897	1,155,728	1,264,169	
Total	**4,749,130**	**2,804,961**	**1,944,169**	-
Total Local Share			**61,808,869**	
Social Services Realignment			**38,369,443**	
Grand Total Administrative Budget	**359,284,134**	**297,475,265**	**23,439,426**	**3,451.0**

TRANSITIONAL ASSISTANCE DEPARTMENT

Nancy Swanson
Director

Mission Statement
The Transitional Assistance Department enhances 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.

GOALS

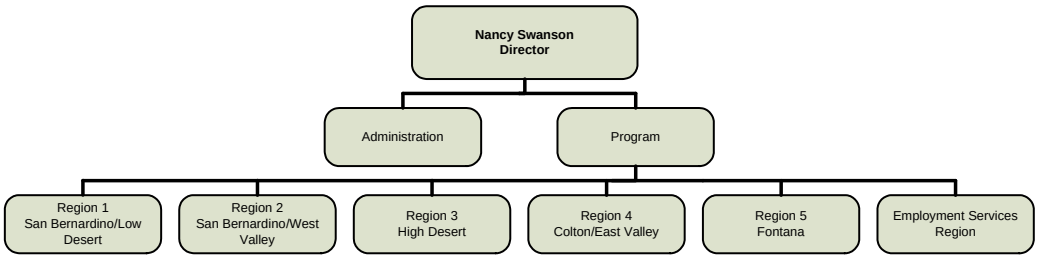
PROCESS CRITICAL AND PRIORITY MEDS ALERTS WITHIN ESTABLISHED GUIDELINES

INCREASE PUBLIC AWARENESS OF THE FOOD STAMP PROGRAM

INCREASE WORK PARTICIPATION RATE OF CALWORKS CLIENTS

MAINTAIN FOOD STAMP ERROR RATE PROFICIENCY

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Transitional Assistance Department (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, social services realignment and county dollars, with the exception of the general relief, 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.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Staffing
Transitional Assistance	203,598,837	192,265,910	11,332,927	2,064.3

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROCESS CRITICAL AND PRIORITY MEDI-CAL 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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of worker alerts processed within specific timelines.	40%	58%	65%	60%	70%

Status

In developing previous performance measure goals, the department used the actual state target of 95%. Recently the state redefined the definitions of critical and priority alerts. With the new definitions, the department is focusing on these specific alerts and has shown remarkable progress from 40% in 2005-06 to 58% last year. The department has since adjusted its 2007-08 projected goal to 65% from 75%which is much more attainable and adjusted subsequent fiscal year goals upward to eventually reach the state target of 95%.

MEDS alerts occur when information in the state and county systems do not match. Processing critical and priority MEDS alerts, ensures all eligible customers maintain their Medi-Cal eligibility, and enhances the department's customer service satisfaction level.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage increase in Food Stamp participation.	(3%)	3.5%	5%	5%	5%

Status

The Food and Nutrition Service (FNS), a division of the US Department of Agriculture, has mandated TAD to increase food stamp participation. Through additional outreach efforts by the department and the implementation of the on-line Food Stamp Application (C4 Yourself), which started in October, will allow expanded access to apply for Food Stamp benefits to San Bernardino County residents. Increasing food stamp awareness and participation enriches the lives of our county residents enabling better nutrition and health. This is also another means of providing better and more accessible customer service.

GOAL 3: INCREASE THE WORK PARTICIPATION RATE (WPR) OF RECIPIENTS OF CALWORKS BENEFITS

Objective A: Increase the number of Welfare-to-Work mandatory CalWORKs beneficiaries who are engaged in employment.

2006-07 ACCOMPLISHMENTS

- *Open Houses – to provide additional services for customers to achieve self-sufficiency*
- *C4 Yourself On-Line Food Stamp Application*
- *Same day services for mandatory work participants*
- *Income tax assistance*
- *Maintained Food Stamp error rate below State/Fed tolerance levels*

TAD Open House Events

TAD Food Stamp Outreach

TAD staff assisting customers with job opportunities to help achieve self-sufficiency

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Percentage of CalWORKs customers that are employed each month.	46%	44%	50%	55%	55%

Status
This performance goal was developed to measure the percentage of successful placements of our CalWORKs customers into employment. This goal will assist the department in achieving an overall increase in the number of recipients that are actively engaged in welfare-to-work activities and help move our customers to their ultimate goal of self-sufficiency.

GOAL 4: MAINTAIN FOOD STAMP ERROR RATE PROFICIENCY

Objective A: Maintain the Food Stamp error rate below the federal tolerance level of 6% to avoid fiscal sanction.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
4A. Percentage of errors in calculating Food Stamp benefits.	N/A	2.5%	3%	3%	3%

Status
TAD's goal in this area is to maintain the Food Stamp error rate below the federal tolerance level, which the department previously achieved. Ensuring accuracy of Food Stamp payments adds to the customer service satisfaction of this program for which TAD is responsible. Additionally, maintaining the Food Stamp error rate below the federal tolerance level reduces the risk of potential sanctions and penalties.

Previous TAD Business plans included Goal 5: Customer Service Satisfaction – The department has deleted this goal and incorporated it into the previous four goals. Achievement of the preceding four goals will lead to improved customer service satisfaction.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

The department is not requesting any additional general fund financing for 2008-09.

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

If there are questions about this business plan, please contact Steve Couchot, Assistant to TAD Director, at (909) 388-0230.

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CHILDREN'S SERVICES

DeAnna Avey-Motikeit
Director

Mission Statement

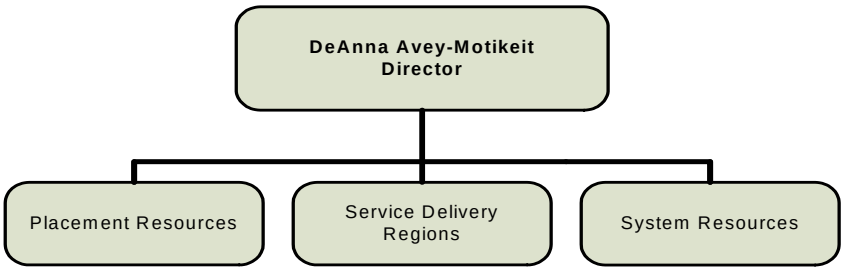
Children's Services protects endangered children, preserves and strengthens their families, and develops alternative family settings. Services as mandated by law and regulation, will be provided in the least intrusive manner with a family centered focus. This mission is accomplished in collaboration with the family, a wide variety of public and private agencies and members of the community.

GOALS

REDUCE THE NUMBER OF CHILDREN WHO ENTER FOSTER CARE EACH YEAR

INCREASE THE NUMBER OF FOSTER YOUTH GRADUATING FROM HIGH SCHOOL OR EQUIVALENCY

ORGANIZATIONAL CHART



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.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Staffing
Children's Services	96,079,026	83,282,479	12,796,547	816.0

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: REDUCE THE NUMBER OF CHILDREN WHO ENTER FOSTER CARE EACH YEAR

Objective A: Continue implementation of Family-to-Family and other practices that reduce the number of children who must enter foster care.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Annual percentage reduction in the number of children entering foster care.	N/A	1.5%	1%	1%	1%

Status

Until recently, the department's child welfare services practice could be described as "traditional". In those situations where allegations alleging abuse or neglect were found to be substantiated, a significant number of the children involved were placed in the foster care system. As part of the recent adoption of a "best practices" service delivery approach that values a family centered, strength-based and community-based approach to protecting children and strengthening families, the department became the 14th Family to Family (F2F) County in California in 2004. F2F encourages the reduction of the number and rate of children placed away from their birth families and seeks to keep children in close proximity to their birth family, school, friends, community activities, and church if placement is required. Team Decision Making (TDM) is one of the F2F processes that encourages a reduction in the placement of children out of their home by bringing together family members, community people, and the social worker to look at alternatives to out of home placement and ensure a network of support for children and the people who support them. This shift in service delivery philosophy has begun to show tangible results. For example, the number of children who entered foster care has begun to decrease, reflecting the department's efforts to encourage alternative plans to protect children other than placement in a foster home. This decline is anticipated to continue as the tenets of the new initiatives such as F2F become more in-grained in the department's culture and practices.

Previous DCS business plans included a different Goal #1: Percentage increase in the number of adoptions. The previous goal was selected during the initial Business Plan process because adoption is one of the permanency options available to children who are not able to safely reunify with their families of origin. It was also consistent with the department's Self-Improvement Plan approved by the Board of Supervisors in June 2006. Over the past two years the number of adoption finalizations has remained relatively stable. During the same time period the number of children in placement (and thus potentially adoptable) has decreased. Because of this continuing shift in practice that began a few years ago with implementation of the Family-to-Family approach and other "front end" strategies, the department anticipates the decrease in the number of children in placement to continue. While locating an adoptive family for every child who has been permanently removed from their birth family will always remain a critical goal by the department, continuing to include this goal in the Business Plan would not be a fair measurement of the department's effectiveness and efficiency.

2006-07 ACCOMPLISHMENTS

- *Received and assessed child abuse referrals on 54,079 children*
- *Received NACo awards for Educational Supportive Services & court orientation videos*
- *Implemented a pilot transitional housing-plus program*
- *Finalized 434 adoptions and recruited 48 foster/resource family homes to reflect Family to Family*
- *Retrieved over 200 educational records for foster youth*
- *Provided Wraparound services to 186 children countywide to decrease group home placements*
- *Opened a Kinship Center in Fontana and expanded services in Adelanto for Desert region*
- *Arranged for 1,198 children to attend summer camp*
- *Provided college scholarships to 56 youth in excess of $96,000*
- *Licensed 147 new foster family homes*

GOAL 2: INCREASE THE NUMBER OF FOSTER CHILDREN IN THE INDEPENDENT LIVING PROGRAM THAT EARN 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 Equivalency (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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage increase in foster youth graduating with a high school diploma or G.E.D.	N/A	3%	3%	3%	3 %

Status

Foster children exiting the Child Welfare System have received greater attention at the national, state and county levels. Statistics indicate 46% of foster youth do not complete high school, compared to 16% in the general population. Of these exiting out, 33% are below grade level in reading, writing and math; 26% have a history of repeating a grade in Middle or high school. Obviously, concern also exists as to how foster youth will perform on a structured high school exit exam. Therefore, 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 improving the likelihood of further successful endeavors in the Business Plan.

The department remains committed to improving outcomes for youth who exit the Child Welfare Services System. As proof, Educational Liaisons were hired in December 2006. They are responsible for assisting foster youth in successfully navigating their educational experience by working with both the student and the student's teachers to achieve improved academic performance. Additionally, the department's Director has either recently visited or has scheduled a visit to each regional office to inform staff of her personal commitment to the Independent Living Program and of her expectation that staff must also share her value that youth exiting the system must have a real opportunity to experience a successful adulthood. At a minimum, either a high school diploma or a G.E.D. enhances their opportunities to achieve success.

The department has chosen "engaging transitional age youth" as its focus topic for the upcoming Peer Quality Case Review occurring in March 2008. This review will capture promising practices, which enhance a youth's success in the transition to adulthood.

The department determined during the current Business Plan process the data supplied by the State of California and used the past few years to determine the number of youth who graduated from High School or obtained a G.E.D. is faulty. The department continues to pursue the purchase of a reliable identification and tracking system to help provide increased Independent Living Program services to eligible youth and reliable data for reporting and planning purposes. Without waiting for the completion of this purchase, the department in cooperation with the HS Legislative and Research Division has embarked on a full audit of cases involving youth who have transitioned out of the Child Welfare System. The purpose of this audit is to provide accurate data, which cannot be obtained by any other source. This audit will be ongoing until a reliable and adequate monitoring system is purchased.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

The department is not requesting any additional general fund financing for 2008-09.

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

If there are questions about this business plan, please contact Chuck Bruington, Program Specialist II, at (909) 388-0242.

PRESCHOOL SERVICES DEPARTMENT

Ron Griffin
Director

Mission Statement

The Preschool Services Department provides a foundation for success for children by giving them the highest quality child development and family support services.

GOALS

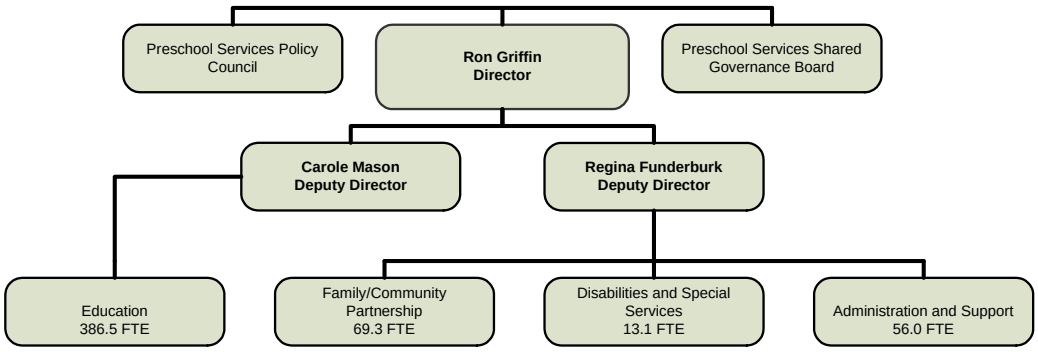
ACHIEVE SCHOOL READINESS OF ENROLLED CHILDREN

INCREASE PARENT AND COMMUNITY SATISFACTION RATE

MAINTAIN HIGH LEVEL OF ENROLLMENT

Preparing Today's Children For Tomorrow's World

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Preschool Services Department (PSD) administers the Federal Head Start program, the California Department of Education's State Preschool and General Child Care programs as well as the Child and Adult Care Food Program for the County of San Bernardino. PSD serves over 4,535 children and their families annually at 40 locations countywide. The program is fully funded from federal and state sources at no local cost.

PSD primarily serves low income and disadvantaged families with children ages of 3 to 5. Our target population also includes children in foster care, those who are homeless and children with special needs and/or disabilities.

PSD is comprised of the following groups: Children's Services, Family and Community Partnerships, and Support and Administrative Services.

- The Children's Services Group is responsible for ensuring children are ready to succeed in school and overall center operations.
- The Family and Community Partnerships Group offers a variety of services to families, including outreach, linkages to community resources, health, mental health, nutrition services, job training, as well as parenting, literacy and English as a Second Language (ESL) classes.
- The Administrative and Support Services Group is responsible for offering services to over 450 children with disabilities each year, as well as Staff Development, Training & Technical Assistance and Program Compliance.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Fund Balance	Staffing
Special Revenue Fund				
Preschool Services	38,768,663	39,166,458	(397,795)	527.9

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) WHICH WILL IMPROVE THE QUALITY OF LIFE FOR COUNTY CHILDREN AND THEIR FAMILIES INVOLVED IN THIS PROGRAM

Objective A: Children will be assessed three times per year.

Objective B: Teachers will share child assessment information with parents and use this input 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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of children showing positive outcomes on the Desired Results Developmental Profile-Revised (DRDP-R).	N/A	87%	85%	85%	85%

Status

Ultimately, ensuring children are ready for school is one of the highest priorities of this department. During their school years and beyond, children who attend quality preschool are less likely to be placed in special education or held back a grade. 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.

In order to determine our success regarding school readiness, the department measures the areas where children excel and where the department's approach can be modified to increase their chances of success. Additionally, both federal and state funding sources require the tracking and analysis of outcomes to justify continued funding.

Children are currently being assessed using the Desired Results Developmental Profile-Revised (DRDP-R), which is acceptable to both state and federal authorities for measuring child outcomes. Children were assessed in October 2007. The second assessment will take place in February 2008 and the third assessment in May 2008. Management is currently analyzing prior year child outcomes to develop plans for the remainder of the current program year.

2006-07 ACCOMPLISHMENTS

- *Parent satisfaction rating over 90%*
- *Increased computer and internet access for field staff*
- *Over 25 parent participants completed 6 or more early childhood college units through Early Childhood Workforce Development Project with San Bernardino Valley College*
- *Continued Family, Friends & Neighbors program, with University of California Riverside offering health & early childhood classes to over 150 parents & childcare providers*
- *Pilot program with California State University at San Bernardino supporting special needs children in the classroom*
- *Over 100 families participated in Home Based option, providing in-home educational and support services*

Family Literacy Programs

Early Childhood Workforce Development Project

GOAL 2: INCREASE PARENT AND COMMUNITY SATISFACTION RATE TO ENHANCE THE WELL BEING OF COUNTY FAMILIES INVOLVED IN THIS PROGRAM

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of parents who respond positively on Desired Results-Parent study.	N/A	96%	90%	92%	92%
2B. Percentage of respondents who respond positively to agency generated surveys.	N/A	N/A	90%	90%	91%

Status

Each year, the Preschool Services Department must recruit and retain over 4,500 families to maintain its funding. For this reason, maintaining customer satisfaction is absolutely crucial to continuing these vital services to children and families in San Bernardino County.

The Preschool Services Department is a family choice program. This means that disadvantaged families can choose not to enroll their children in preschool or choose a program that doesn't offer the comprehensive family support services PSD offers. However, children from such families would be in an inopportune situation since research indicates that disadvantaged children who attend quality preschool programs are less likely to drop out of school, end up on welfare or become involve in crime.

The State Desired Results Parent Survey is mandated annually by the California Department of Education and is an effective tool for measuring whether we are meeting parent's needs and expectations in regards to school readiness and family support services. Additionally, the department has developed an internal customer service survey encompassing relevant service standards.

Desired Results-Parent survey forms will be distributed in November 2007. The results will be tabulated and analyzed by February 2008.

GOAL 3: MAINTAIN ENROLLMENT LEVELS 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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Percentage of children on bi-weekly enrollment report.	N/A	97%	95%	98%	100%

Status

Both state and federal funding sources mandate full enrollment and attendance as a justification for continued funding. If full enrollment is not maintained, the funding will recouped by the funding source and less children and families will be served as a result.

As of November 2007, the agency is 98% enrolled, however each year changing demographic trends and facility concerns pose challenges that must be met with a solid plan. The department's plan will combine current grassroots recruitment tactics with countywide outreach and marketing at the administrative level.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

The department is not requesting any additional general fund financing for 2008-09.

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

If there are any questions about this business plan, please contact Ron Griffin, Director, at (909) 383-2006.

VETERANS AFFAIRS

Bill Moseley
Director

Mission Statement

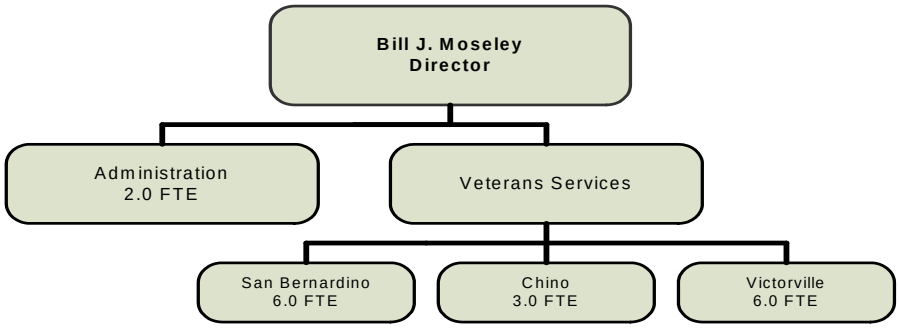
The Department of Veterans Affairs promotes veteran's rights, veteran's issues, and access to services and benefits. It works with community organizations, local, state, and federal agencies to identify and obtain benefits for all veterans and their families.

GOALS

EMPHASIZE HIGHER STANDARDS OF CUSTOMER SERVICE

PROMOTE STAFF TRAINING AND DEVELOPMENT

ORGANIZATIONAL CHART



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. The Department of Veterans Affairs provides claims assistance, information and referral, and advocacy to county residents. These benefits include medical care, life insurance, home loans, pension benefits, disability compensation, education, and vocational rehabilitation. County VA 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.

Information and referral to other programs
Make referrals to other county departments, area homeless providers, emergency services providers, and state and federal agencies.

Advocacy
Individual advocacy, advocacy at the policy level, and legislative advocacy providing state and federal elected officials with technical assistance regarding veterans' legislation.

Outreach
Conduct outreach to 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.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Staffing
General Fund				
Veterans Affairs	1,479,719	336,500	1,143,219	18.0

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: EMPHASIZE HIGHER STANDARDS OF CUSTOMER SERVICE THAT WILL PROMOTE THE HEALTH, WELL BEING, AND QUALITY OF LIFE TO ALL COUNTY VETERANS

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
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	96%	98%	92%	93%
1B. Percentage of supervisory interview and case review receiving scores of 4 (exceeds standards).	N/A	95%	96%	90%	92%

Status

The department selected this objective recognizing customer perception of our service is critical and also in an effort to stress the importance of excellent customer service to our staff and other stakeholders alike. As a result, phone messages are processed more efficiently having reducing the average time for returned calls. Customer feedback validates that the department consistently provides services of the highest caliber.

The comments received from the department's customer satisfaction surveys continue to be extremely positive. Eighty seven percent rate our services as "outstanding" and nine percent rate services as "above average." A total of ninety six percent of those surveyed (1,402 people or approximately 9% of our customers) rate our services above average to outstanding. The veterans who have been contacted by phone are impressed that management employees have taken time to ask for their feedback and their perception of service.

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 VETERAN 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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of technical staff that will attend quarterly regional training.	N/A	N/A	100%	90%	100%
2B. Percentage of technical staff that will attend state training conferences.	N/A	N/A	66%	66%	66%

2006-07 ACCOMPLISHMENTS

- *Provided benefit briefings to 12,043 separating military personnel*
- *Sent "Welcome Home" letters to returning military men and women*
- *Implemented MOU with Department of Behavioral Health to improve mental health services for veterans*
- *Conducted training at Loma Linda VA Medical Center for hospital staff and service officers from San Bernardino and Riverside Counties*
- *Established Veterans Advisory Committee*

Grieving mother receives her son's flag

Welcome home!

Honoring our fallen

Status

A key element to providing excellent customer service is the technical proficiency of staff. San Bernardino and six other counties formed the Southern County Veterans Service Officers (CVSO) training consortium and currently meet quarterly at a central location to share in training and the exchange of ideas and information. This past year the CVSO training consortium had a number of trainers representing federal, state, and community based organizations, e.g., Consumer Affairs, Department of Rehabilitation, VA Pension Maintenance Center, VA Insurance Center, and VA regional offices in San Diego and Los Angeles. It is the department's goal that all staff attends each quarterly training session but due to vacancies, illness, vacations, etc., ninety percent of the department's technical staff attended all of the quarterly training sessions.

Veteran Service staff also now attends state sanctioned training on a rotational basis. This past fiscal year, nine employees attended weeklong training at statewide conferences. Both the regional and statewide training provides continuing education units to help maintain the employee's federal VA accreditation. It is also strongly believed that the additional training contributes to our overall customer satisfaction ratings and ensures our customers receive the technically sound service they deserve.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

The department is not requesting any additional general fund financing for 2008-09.

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

If there are questions about this business plan, please contact Bill Moseley, Director, at (909) 387-5525.

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DISTRICT ATTORNEY

Michael A. Ramos
District Attorney

Mission Statement

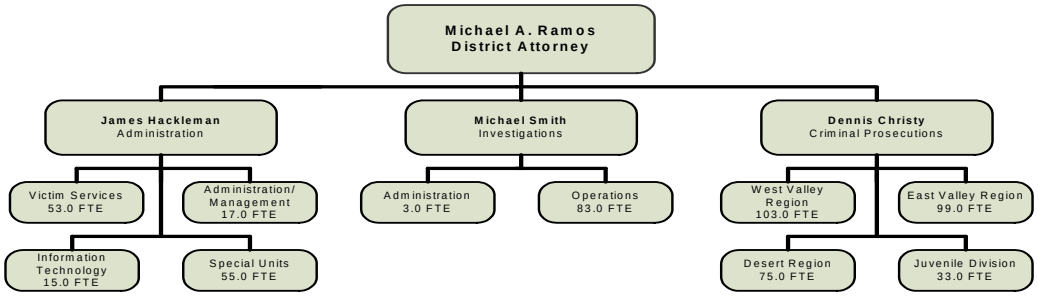
The San Bernardino County District Attorney's Office represents the interests of the people in the criminal justice system, as mandated by California State Law. The San Bernardino County District Attorney's Office serves the residents of San Bernardino County by: seeking the truth; protecting the innocent; 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.

GOALS

PROMOTE PUBLIC SAFETY BY PUNISHING CRIMINAL CONDUCT

ASSIST VICTIMS AND FAMILIES TO OVERCOME THE EFFECTS OF CRIME AND HELP THEM TO SUPPORT SUCCESSFUL PROSECUTION

ORGANIZATIONAL CHART



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 the 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 utilize 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 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.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
Criminal Prosecution	59,051,132	35,845,581	23,205,551		506.0
Child Abduction and Recovery	876,549	876,549	-		6.0
Total General Fund	59,927,681	36,722,130	23,205,551		512.0
Special Revenue Funds					
Real Estate Fraud Prosecution	4,088,637	1,500,000		2,588,637	11.0
Auto Insurance Fraud Prosecution	929,574	766,302		163,272	6.0
Workers' Comp Fraud Prosecution	1,718,860	1,457,200		261,660	11.0
Specialized Prosecutions	708,708	594,925		113,783	-
Vehicles Fees-Auto Theft	1,110,119	833,500		276,619	-
State Asset Forfeitures	465,973	400,000		65,973	-
Federal Asset Forfeitures	169,769	24,000		145,769	-
Total Special Revenue Funds	9,191,640	5,575,927		3,615,713	28.0
Total - All Funds	69,119,321	42,298,057	23,205,551	3,615,713	540.0

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Average number of days between felony case filing and disposition.	110	120	90	125	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. San Bernardino County continues to have some of the highest caseloads per court in the state. While our efforts to push cases forward continue, increase in cases filed continues to have an effect. Additional courtrooms have only recently begun assuming caseloads. The new courtrooms will relieve the current bottleneck of cases. This will allow for the efficient use of our current resources, which in turn allows the department to serve the citizens of our county in the most efficient manner.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage increase of cases where victim services are provided. (5,676 cases in 2005-06).	26%	41%	32%	51%	40%

Status

The personal contact with a trained Victim Witness Advocate is the best reassurance this 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 2007-08 indicate that the number of victims served will increase over the prior fiscal year. The addition of advocate positions to support four judgeships has contributed to improving these numbers.

2006-07 ACCOMPLISHMENTS

- *Increased Special Unit case filings*
- *Increased services in serious cases and served more victims at the children's assessment center*
- *Hosted 3rd Camp Good Grief – to assist children who have experienced a violent death in their family*
- *Placement of Victim Advocate at ARMC*
- *Expanded police based advocacy*
- *Begin to provide advocate services to tribal members*

D.A. Michael A. Ramos works with other law enforcement partners to educate the public on fire and the law.

Victim Witness Advocates preparing to distribute vital information to victims of crime.

D.A. staff of the Community Prosecution program working with the public to reduce crime.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Increase Special Units management staff – ongoing funding	2.0	299,942	-	299,942
2. Increase support staff for case handling – ongoing funding	7.0	323,657	-	323,657
3. Increase Victim Services staff to increase case handling – ongoing funding	2.0	133,716	-	133,716
4. Expand Lifer Prison Parole Unit – ongoing funding	1.0	178,644	-	178,644
5. Increase Bureau of Investigation staff – ongoing funding	1.0	85,000	-	85,000
6. Increase gang unit staff – ongoing funding	6.0	621,000	-	621,000

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Number of Special Units' filings.	253	283	279	291	300
P2. Increase efficiency in case processing resulting in increased cases entered.	68,139	82,271	72,282	84,336	86,866
P3a. Number of victims in serious cases.	5,107	7,185	5,630	11,277	15,787
P3b. Number of cases at the Children's Assessment Center.	569	813	615	837	862
P4. Number of parole hearings where the District Attorney appears on behalf of the victim.	197	252	325	250	255
P5. Percentage increase of identify theft cases filed. Cases for 2006-07 (391).	N/A	N/A	3%	17%	3%
P6. Percentage increase of cases filed by the gang unit. Cases for 2006-07 (1,100).	N/A	N/A	3%	16%	3%

Status

The department continues its effort to promote public safety and assist victims of crime. In 2006-07 the Board of Supervisors funded two management positions in the District Attorney's Special Units, which resulted in a 12% increase in the number of special unit case filings.

In 2006-07 the Board of Supervisors funded 7.0 clerical positions countywide, in an effort to increase efficiency in cases entered. The department increased case processing by 21% over the previous year.

The Board of Supervisors funded two victim services positions to increase the number of victims served. Victims served at the Children's Assessment Center increased 41% over the previous year.

The Board of Supervisors funded an additional attorney position to expand the Lifer Parole Unit. As a result, the number of parole hearings attended increased as expected and in the current fiscal year the number of hearings appears to be leveling off and caseloads are stabilizing.

In 2007-08 the Board of Supervisors funded 1.0 DA Investigator position for the Identity (ID) Theft Unit. The department has experienced an increase in ID theft filings and this investigator position allows the department to more efficiently handle these cases. Based on first quarter ID theft filings, the estimated percentage increase in filings over the prior year is 17%.

Lastly, in 2007-08 the Board of Supervisors funded six positions to assist in gang prosecution efforts: 1.0 Supervising DA Investigator, 1.0 Deputy District Attorney, 3.0 Investigative Technicians and 1.0 supervising victim advocate. The department continues to experience an increase in gang cases and filings. Based on first quarter gang case filing, the estimated percentage increase in filing over the prior year is 16%.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

	Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	Management Enhancement: Increase staff by 1 Chief Deputy District Attorney, 3 Supervising Deputy District Attorneys, 2 Supervising Office Assistants and 1 Supervising Office Specialist. (Policy item)	7.0	1,067,382	-	1,067,382
	Continue to maximize the effectiveness of the District Attorney's operations by increasing the effective and efficient use of personnel. (Ongoing funding – 1,030,107; One-time cost - 37,275)				
2.	Fontana office – increase space by 6,000 sq. ft to accommodate 19.0 expected positions in the next two years. (CIP)	-	242,100	-	242,100
	To address facility issues where all currently available space has been utilized. To accommodate increased staffing due to Judicial increases. (Ongoing funding – 97,100; if modular unit – one time cost – 145,000).				
3.	Witness Relocation and Assistance Program: Increase staff by 1.0 Supervising Deputy District Attorney Investigator and 8.0 Investigative Technicians. (Policy item)	9.0	963,088	-	963,088
	Continue to increase the department's effectiveness in the areas of witness assistance, relocation and maximizing Investigators time by increasing support staff and continued improvement of services to victims and witnesses of crime. Specialized unit devoted full-time to the investigation and prosecution of cold cases. (Ongoing funding – 768,813;One time cost - 194,275)				
4.	Cold Case Unit: Increase staff by 1.0 Deputy District Attorney, 1.0 District Attorney Investigator and 1.0 Office Assistant IV. (Policy item)	3.0	445,154	-	445,154
	Specialized unit devoted full-time to the investigation and prosecution of cold cases. (Ongoing funding – 392,024; One time cost - 53,130)				
5.	Rancho office – increase space by 2,500 sq. ft to accommodate 8.0 expected positions in the next two years. (CIP)	-	157,000	-	157,000
	To address facility issues where all currently available space has been utilized. To accommodate increased staffing due to Judicial increases. Continued funding – 72,000; One time cost - 85,000)				
6.	Victorville office –obtain new space of 30,000 sq. ft for the consolidation of the criminal and juvenile operations and to accommodate 16 expected positions in the next two years. (CIP)	-	1,776,000	-	1,776,000
	To address facility issues where all currently available space has been utilized. To accommodate increased staffing due to Judicial increases. To consolidate staff in three different locations next to the courthouse. (Continued funding – 1,026,000; One time cost - 750,000)				

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Reduction in Supervisory attorneys to line staff ratio. (Base – 1:15)					1:12
P3. Increase number of witness relocations provided. (Base – 35)					61
P3. Increase number of subpoenas served. (Base – 5,359)					5,520
P4. Increase number of cold cases filed. (Base - 2)					10

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

If there are questions about this business plan, please contact Claudia Swing, Chief of Administration, at (909) 382-7689.

LAW & JUSTICE GROUP ADMINISTRATION

Doreen Boxer/
Public Defender

Mission Statement

The Law and Justice Group Executive Committee enhances the quality of life, provides for the safety of all citizens, and promotes the principles of justice within San Bernardino County by coordinating resources and services, including justice facilities and information management.

GOALS

REDUCE THE TIME REQUIRED TO MOVE CASES THROUGH THE CRIMINAL JUSTICE SYSTEM

INCREASE THE AMOUNT OF FUNDING RECEIVED FOR LAW & JUSTICE GROUP PROJECTS

REDUCE THE NEGATIVE EFFECTS OF GANG-RELATED CRIMES ON THE CITIZENS OF THE COUNTY

ORGANIZATIONAL CHART

This group is made up of the following departments: Sheriff/Coroner, District Attorney, Public Defender, Probation and Superior Court.

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.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
Law and Justice Group Administraton	232,951	78,503	154,448		1.0
Total General Fund	232,951	78,503	154,448		1.0
Special Revenue Funds					
2003 US BJA Congressional Mandated Award	150,731	174,695		(23,964)	-
2005 COPS Technology Grant	175,079	175,010		69	-
2006 COPS Technology Grant	493,614	493,614		-	-
2005 Justice Assistance Grant	38,736	500		38,236	-
2006 Justice Assistance Grant	52,100	750		51,350	-
Southwest Border Prosecution Initiative	5,861,949	1,210,000		4,651,949	-
Total Special Revenue Funds	6,772,209	2,054,569		4,717,640	-
Total - All Funds	7,005,160	2,133,072	154,448	4,717,640	1.0

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of cases e-filed.	10%	10%	12%	12%	15%

Status

Ongoing development and expansion of the criminal case e-filing system continues. Expansion of the project includes the incorporation of the Storage Technology Optical Records Management (STORM) project. STORM is conceived as a collection of custom programs, protocols, web services, and enhancements to existing systems including the District Attorney's Star and Court Offense Tracking System (OTS). STORM acts as a secure pass-through system providing a vehicle for various agencies to electronically package large numbers of electronic files, in various formats, and then securely transfer the package to the District Attorney or Court as a new or updated case filing. These packages are then unpacked and processed into various downstream systems including DA Star, OTS, document imaging, redaction, and enhanced discovery and search.

GOAL 2: INCREASE THE AMOUNT OF FUNDING RECEIVED FOR LAW & JUSTICE GROUP PROJECTS

Objective A: Identify new grant opportunities.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of L&J Group expenditures with grant funding sources.	64%	68%	60%	60%	60%

Status

The 2006 Community Oriented Policing Services (COPS) Technology Grant and 2006 Justice Assistance Grant resulted in $1.1 million in grant funding to the Law and Justice Group.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Average gang related arrests per sweep.	11	9	10	10	10
3A. New gang members identified per sweep.	8	5	5	5	5

Status

Proactive enforcement and identification of gang members and their trends continues. Gang units in the Sheriff's Department, District Attorney's Office, and Probation Department work closely to combat gang problems throughout the county. Statistics show that 1,572 cases were filed from all areas (Central Valley, Victorville, Rancho and Fontana) in 2006-07. There were 835 state prison commitments with a combined total of 50 years of state prison, including 4 life terms. In addition, there were fewer new gang members identified per sweep in 2006-07 from 2005-06. This can be attributed to the county's gang database expanding due to the collaborative efforts of county and city law enforcement officials.

If there are questions about this business plan, please contact Sue Morales, Administrative Analyst, at (909) 387-0630.

2006-07 ACCOMPLISHMENTS

- *Completed the requirements and detailed design phases of the Storage Technology Optical Records Management (STORM) Project*
- *Purchased and installed wireless equipment at West Valley and Adelanto Detention Centers for Public Defender Staff*
- *Purchased two teleconferencing units for the Public Defender Homicide Defense and Central Misdemeanor offices*
- *Continued the Juvenile Accountability Program which provides funding for a juvenile court hearing officer and a legal processing assistant*
- *Provided funding for co-occurring treatment services for Superior Court's drug court clients*
- *Provided funding for the creation of a pilot victim/offender mediation program in restorative justice*

STORM Project Equipment

PROBATION DEPARTMENT

Jerry L. Harper,
Chief Probation Officer

Mission Statement

The Probation Department protects 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.

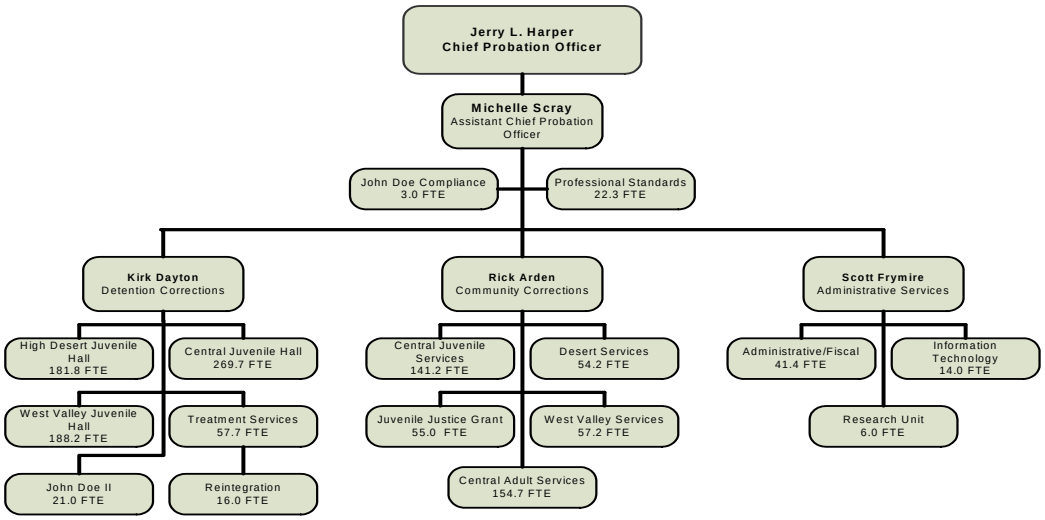
GOALS

ASSESS NEW PROBATIONERS TO ENSURE APPROPRIATE TREATMENT AND SUPERVISION LEVELS

SUPERVISE PROBATIONERS AT A LEVEL CONSISTENT WITH THEIR RISK TO THE COMMUNITY

PROVIDE PROVEN TREATMENT OPTIONS FOR PROBATIONERS ACCORDING TO THEIR RISK LEVEL AND CRIMINOGENIC FACTORS

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

Probation Administration is responsible for overall management of the department. To ensure safe field services and institutions, administration focuses on leadership with integrity and satisfaction of customers and staff.

The Community Corrections Bureau (CCB) provides adult and juvenile court reports, delinquency prevention, assessment, and case management supervision services. The department is moving towards Evidence-Based Practices in all areas of adult and juvenile supervision. As the primary public safety arm for Probation, the CCB focuses on providing efficient and cost-effective strategies, thereby promoting safe communities and quality of life for all 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 legally detained youth. The centers provide for the assessment, medical, educational and other programmatic needs of the minors. The DCB houses an average daily population between 450 and 500 youth.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
Admin, Corrections & Detention	113,707,485	49,355,959	64,351,526		1,233.4
Court-Ordered Placements	3,308,330	-	3,308,330		-
Total General Fund	117,015,815	49,355,959	67,659,856		1,233.4
Special Revenue Funds					
Juvenile Justice Grant Program	8,394,894	6,783,350		1,611,544	55.0
Asset Forfeiture 15%	13,903	450		13,453	-
State Seized Assets	57,660	1,400		56,260	-
Total Special Revenue Funds	8,466,457	6,785,200		1,681,257	55.0
Total - All Funds	125,482,272	56,141,159	67,659,856	1,681,257	1,288.4

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of new probationers assessed with risk instrument within 60 days of release.	59%	76%	80%	80%	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 COMPAS assessment. 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 promote appropriate, yet separate service to both adult and juvenile probationers based on a comprehensive risk and needs assessment.

Massachusetts Youth Screening Inventory – Version 2, MAYSI II, was implemented at each of the Juvenile Detention and Assessment Centers (JDAC) as a screening assessment for 100% of minors booked into the detention centers. This has resulted in 74% being directly referred to Forensic Adolescent Services Team, FAST, for further 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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Quantity of home calls and searches per high-risk caseload per month.	15	33	30	26	25
2A. Percentage of adults successfully completing probation (no recidivism) (19,949 total adult probationers).	N/A	96%	85%	98%	95%
2A. Percentage of juveniles successfully completing probation (no recidivism). (5,604 total juvenile probationers)	N/A	91%	85%	96%	90%

2006-07 ACCOMPLISHMENTS

- *Expanded breadth of assessment tools*
- *Implemented evidence-based treatment options to include Aggression Replacement Therapy, Mental Health, and Gender-Specific programming*
- *Created a Mental Health Intensive Supervision Unit*

Juvenile Diversion Services

Adult Mental Health Home Visit

Juvenile Detention and Assessment Center

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 20,000 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, and 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.

To further the goal of appropriately supervising probationers according to their individual risk to society, the Probation Department has sought to efficiently monitor those probationers considered high risk. High-risk cases are determined to be those probationers who have a highly assessed risk of violence as determined by the Northpoint COMPAS Risk Assessment tool. As a performance measure, it is the Department's goal to have each Probation Officer assigned to a high-risk caseload make at least 25 total probationer home calls and searches per month. Between July 1 and September 30, 2007, the Department has a rate of 26 home calls and searches per high-risk caseload per month.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Percentage of adult offenders referred to treatment programs. (19,949 total adult offenders)	42%	17%	45%	24%	24%
3C. RYEF graduates recidivating during probation. (56 Promotions from RYEF in 2007)	44%	13%	20%	3%	9%

Status
By focusing on criminogenic factors, or environmental influences tending to produce crime, the department 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 has implemented two new evidence-based programs: Thinking for a Change and Aggression Replacement Therapy. The program continues to function meeting targeted goals.

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 program, Integrated New Family Opportunities, INFO, implemented in 2007 significantly enhance evidence-based therapies for probationers. The department continues to increase the number of offenders that satisfy probationary terms involving enhanced treatment and measure outcomes relating to reduce recidivism rates countywide. Further, with continued funding 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.

The percentage of adult offenders referred to treatment programs continues to increase. However, consistent tracking for this statistic has been more difficult to attain than anticipated. In 2005-06, the department collected and reported information on the number of adult offenders referred to treatment programs manually. Due to errors that can occur by tracking this measurement manually, the department believes that the 2005-06 actuals for this measurement may be skewed. In addition, because the department used this data from 2005-06 to project the 2007-08 Target measurement,

this measurement is not estimated to be accomplished. In 2006-07, the department implemented an automated system for capturing this information in 2006-07. The automation of this system, along with implemented procedures, has helped to improve the accuracy of this data, thus allowing for more accurate data collection and reporting.

The percentage of RYEF graduates recidivating during probation has been significantly reduced in large part by increased treatment referrals to and completion of proven, evidence based treatment options. Risk level and criminogenic factors are being accurately defined.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

	Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	In 2006-07, the department established a Mentally Impaired Offender Supervision Unit with ongoing funding of $808,900. This addition comprised of 8 staff, which will provide intensive supervision to approximately 500 mentally impaired offenders in the community.	8.0	808,900	-	808,900
2.	The department received $76,800 in ongoing funding in 2006-07 to expand Morongo Basin office space to provide for increased staffing and programming.	-	76,800	-	76,800

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
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	69%	75%	75%	75%
P2. Percentage increase in the number of probationers that attend counseling or training sessions in the Morongo Valley area. • 0 probationers attended counseling or training sessions in the Morongo Valley area in 2006-07 due to the lack of space for classes. This performance measure will be implemented upon completion of the project.	N/A	0%	30%	0%	0%

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. In fiscal year 2006-07, 69% of all Probationers in the Mental Health Unit were not incarcerated. The department has changed the original target of 25% for 2007-08 to 75%. The original target was based on the assumed measure of “mentally ill offenders that will spend time in county jail”. The 2007-08 target referenced above (75%) more accurately represents the actual measure.

The Morongo Basin expansion has not yet taken place. Negotiations are being conducted toward that end. 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.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

	Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	Expansion of staff space by 1500 square feet required during the CVJDAC rebuild project with a one-time cost of $350,000 for purchase of a Modular Unit to be located at the High Desert Juvenile Detention and Assessment Center (HDJDAC) (CIP Request).	-	350,000	-	350,000
	The HDJDAC was built in the same footprint as the West Valley Juvenile Detention and Assessment Center (WVJDAC). As a result of the John Doe II Settlement Agreement, we have moved Reintegration and Clinical staff on-sight at the JDACs to ensure services are provided. With the pending rebuild of the CVJDAC, it is anticipated that 60 wards will be displaced from CVJDAC to the HDJDAC causing the HDJDAC to fill to capacity, leaving no space for the Reintegration and Clinical staff, which are currently operating out of the supervisors offices. Supervisors are in three of the therapy spaces. The John Doe II Agreement requires that Probation provide reintegration and clinical therapy services at all detention and assessment centers. This staffing requirement breaks down as follows: 10 FAST Staff (1 Supervisor, 1 Clinical Therapist II, 5 Clinical Therapist I's, and 3 support staff); 1 Drug and Alcohol Coordinator; and 6 John Doe Probation Correction Officers equaling 17. At HDJDAC we have manipulated existing space to temporarily accommodate those positions, some of which have already been filled by moving all of our facility supervisors (PCS IIs/PCS Is) into Unit Office Space originally designated for conducting confidential therapy for minors. These moves have compromised the ability to find available space to conduct essential and confidential therapy sessions. The Modular Unit is necessary to provide office space for this staff and will be required as a result of the CVJDAC rebuild project. This space will remain and will continue to be needed for future occupancy after the wards shifted from CVJDAC are returned to the newly completed facility. CVJDAC construction and displacement is estimated to take approximately 4 years. Goals 1 and 3 are directly impacted with this CIP. Assessment of new probationers ensuring treatment and supervision levels based on their criminogenic factors and risk to the community will continue to be ensured with the addition of Reintegration and Clinical Staff space. Providing for the anticipated increase in wards and accompanying staff is also helping to ensure treatment options. The creation and increase in services is the overall intent of the John Doe II Settlement. The estimated cost for this modular unit is $300,000 plus $50,000 in Furniture, Fixtures, & Equipment (FF&E) costs, based on the WVJDAC Modular actual costs. Ongoing maintenance costs are anticipated to be similar to other county buildings, particularly modular buildings. As this facility will be located in the High Desert and is a modular unit, there is potential that utility costs may be a little higher than for standard structures.				
2.	Establish a centralized location for all training courses offered to employees and volunteers of the Department at a one-time local cost of $4,200,000 for approximately 19,760 square feet. (CIP Request)	11.0	4,200,000	-	4,200,000
	Currently, training is offered at multiple, disparate, locations including local universities for a fee at the 175 W. Fifth Street and CVJDAC locations, resulting in a lack of space for operations. The disparate locations cause a fragmented operation that is difficult to manage and implement. Training is a critical element in providing proven treatment options for probationers according to their risk level and criminogenic factors as defined in Goal 3. Well-trained staff and volunteers are more likely to be able to provide correct treatment options and properly assess risk levels. CIP2 is in line with Goal 2 as well. Training staff is a critical element in determining individual risk and effectively managing supervision. Consistent training enhances staff performance resulting in improved department service performance outcomes. Finally, approval of this request will enable the department to continue to meet mandated requirements to provide staff training. A single cohesive facility will allow the department to offer training at a centralized location with dedicated classrooms, parking, and space for outdoor requirements. It has been determined that the needs of the Training Unit will likely not be accommodated within the new government center plan. The Department is requesting $3,900,000 estimated cost for building and $300,000 estimated FF&E costs for this dedicated facility. Ongoing maintenance and operational costs are anticipated to be similar to other County buildings with like building code requirements.				
3.	Establishment and implementation of electronic medical records system for Probation. A one-time start up fee of $2,000,000 with $80,000 ongoing local costs is being requested. (Policy Item)	-	2,080,000	-	2,080,000
	The John Doe II Settlement Agreement requires that the department has immediate access to its medical records system. This system of automation is needed to easily access medical information on a minor in custody from any facility site. Currently, the transfer of medical records from one facility to another is cumbersome and lacks the ability to immediately review any urgent healthcare needs. The electronic system will allow immediate access to critical medical information. The automated system will help with chronic disease management as well as tracking and reporting of various diseases as required by law. If this item is approved, it will be a useful tool in helping to fulfill the John Doe II Settlement Agreement requirement.				
4.	Installation of sanitizer machines throughout the three JDAC's. (one-time cost) (Policy Item)	-	134,000	-	134,000
	This machine kills over 500 deadly infectious diseases including Pandemic Flu (HN1), MRSA, VRE, C-Diff, Hepatitis A, B, and C. It also will kill lice and athletes foot. Due to the close living spaces of minors in custody, wards are more susceptible to the spread of contagious diseases. We have begun tracking infectious disease throughout the detention and assessment centers. We expect the sanitizer machine to decrease the spread of infectious disease in our facilities significantly. Approximated annual numbers put us at 120 cases of infectious disease. This is an estimate based on the current information available to the department. The collection and reporting of this data would be improved with usage of the electronic medical records system referenced above (P1). We anticipate reducing this number by 20% within the first year of sanitizer machine installations.				

	Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
5	Increase staff by two (2) positions in the Automated Systems Unit, Automated Systems Technician (AST) and Applications Specialist (AS) to accommodate the 30% increase in computer related devices currently in use throughout the department and 30% increase in reporting, ad hoc queries, templates and forms generated by this increase. This additional staff request is estimated to be an ongoing local cost of $179,154 for salary and benefits for the two positions. In addition there are one-time set up cost of for Officer furniture, phones, computer, and supplies @ $7,000 each. (Policy Item)	2.0	193,154	-	193,154
	Over the past three (3) years, the department has expanded the number of computer related devices that require additional hours of support by thirty (30) percent. These include, but are not limited to, adding nine (9) new specialized units, a Juvenile and Institutional Case Management system, an Adult and Juvenile Assessment tool, 150 wireless field laptops, and six (6) video conferencing systems in outlying branch offices. During this same period, the Automated Systems unit has only added one (1) Automated Systems Technician (AST) to support this 30% increased infrastructure. The current PC to Technician ratio is 293 to 1. Given the vast geographic region in which we provide services, the ability to provide adequate and timely customer service with a technical staff of seven (7) is limited. Currently one Applications Specialist (AS) supports the three modules of the Case Management System (CE). This includes development and maintenance of reports, ad hoc queries, templates, forms, and a variety of other applications. With the current number of limited staff to perform needed analysis, which would typically be assigned to an Automated Systems Analyst (ASA) and/or an Application Specialist (AS), technicians are being used beyond their abilities. This reduces their availability to perform their necessary technical support duties, therefore reducing timely customer service. This policy item addresses all three goals by providing the technical support necessary to accomplish them.				
4	Addition of one (1) Domestic Violence (DV) Coordinator for the High Desert misdemeanor Domestic Violence Court. Currently there are two DV Coordinators working with the three courts. The third Coordinator is needed to plan, organize, and coordinate programs designed to provide services to offenders and victims for the High Desert court. This staff request is estimated to be an ongoing local cost of $87,345 which includes salary, benefits. A one-time set up cost of $7,000: office furniture, communication equipment and computer. (Policy Item)	1.0	94,345	-	94,345
	Misdemeanor Domestic Violence Court is a specialty court first established in the Central Region in 2005. Currently this court has 881 cases. In March of 2007, the Rancho Domestic Violence Court was opened. Within these seven months, it has already reached 422 cases. The last to open was the High Desert Domestic Violence Court, which opened October 24, 2007. Each DV Court requires one Coordinator. With the opening of the High Desert Domestic Violence Court, a third coordinator is required. Duties of the DV Coordinator include but are not limited to: monitoring compliance of Court-ordered terms of probation, meeting with treatment providers, tracking enrollment in and participation and completion of these treatment programs, evaluation of cases, written disposition reports for Superior Court, coordinator between law enforcement, courts, and Probation Department, and interview probationers/clients to ensure compliance with terms and conditions.				

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Percentage increase in therapeutic and programming services offered to minors in HDJDAC. (currently offering services to 78 minors)					15%
2. Percentage completion as defined by fully functional and occupied facility.					10%
P1. Percentage decrease in the amount of time it takes for medical staff in the intake area to access medical treatment records from the medical records department. (current average time to access files is 30 minutes)					90%
P2. Decrease the total number of infectious disease cases for wards incarcerated within the departments three Juvenile Detention and Assessment Centers. • Using an estimated annual count of 120					96
P3. Percentage decrease in the time it takes to respond to routine helpdesk requests. (It currently takes 4 hours)					10%
P4. Percentage of time misdemeanor Domestic Violence cases are monitored by the DV Coordinator in the High Desert. • To date cases are monitored one day out of five (20%).					80%

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

If there are questions about this business plan, please contact Scott Frymire, Deputy Chief Probation Officer, at (909) 387-5580.

Doreen B. Boxer
Public Defender

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.

GOALS

REDUCE BACKLOG OF OLD CASES

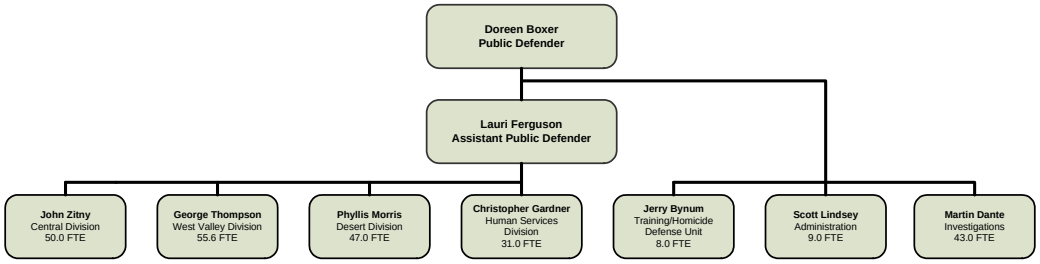
REDUCE CASELOAD OR WORKLOAD PER STAFF MEMBER

PROVIDE CONSTITUTIONALLY MANDATED REPRESENTATION AT ALL CRITICAL PHASES OF CRIMINAL LITIGATION

Public Defender Investigator interviewing witness in court hallway.

PUBLIC DEFENDER

ORGANIZATIONAL CHART



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.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Staffing
General Fund				
Public Defender	33,823,747	1,400,000	32,423,747	252.6

San Bernardino County Board of Supervisors presenting the Law Day 2007 Resolution to the Public Defender and representatives of the San Bernardino County Bar Association.

Sponsored by Sate Senator Gloria Negrete McLeod, the Public Defender received a Senate Proclamation recognizing the department's important work.

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 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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of "old cases" – defined as more than 180 days in felonies	6.15%	6.11%	5.21%	5.78%	5.47%
1B. Percentage of "old cases" – defined as more than 120 days in misdemeanors	9.22%	5.85%	4.98%	4.91%	4.66%

Status

Active caseloads have not decreased despite the department's efforts as case filings have outpaced staff increases.

The 2008-09 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.

GOAL 2: REDUCE CASELOAD OR WORKLOAD PER STAFF MEMBER

Objective A: Reduce caseloads for attorney staff members.

Objective B: Reduce caseloads and workloads for investigator staff members.

Objective C: Reduce workload for clerical staff members.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Supervising attorney staff caseload (2006-07 baseline 5,679)	N/A	N/A	New	5,262	5,559
2B. Attorney staff caseload (2006-07 baseline 560)	N/A	N/A	New	499	527
2C. Supervising Investigator caseload (2006-07 baseline 19,228)	N/A	N/A	New	14,470	15,288
2D. Investigator staff caseload (2006-07 baseline 2,404)	N/A	N/A	New	1,809	1,911
2E. Clerical staff caseload (2006-07 baseline 1,177)	N/A	N/A	New	1,122	1,185

Status

This is a new goal for 2008-09. The American criminal justice system is adversarial, not inquisitorial, and is based upon the guarantee of due process to the parties. Effective legal representation for the parties on each side is fundamental; moreover, systemic inequality results in delay, concomitant costs to the county as well as convictions of innocent people. Where there is a wrongly convicted defendant, a truly guilty person remains at liberty unhindered. In all of this county's criminal cases, the plaintiff party is represented by the District Attorney; and in 75% of the county's criminal cases, the defendant party is represented by the Public Defender. Accordingly, the workload of the

2006-07 ACCOMPLISHMENTS

- *Initiated Arraignment Program*
- *Law Clerk Program*
- *Law Day 2007*
- *New Attorney Training Program*
- *Supervisor Training Program*
- *Investigator Training Program*
- *Office Wide Annual Meeting*
- *Management Roundtable*
- *Speaker's Bureau*
- *Restructured Bureau of Investigation*

Trial attorney examining a witness.

Community Outreach

Public Defender Investigators

litigating Deputy District Attorneys and Deputy Public Defenders need to be in balance to ensure a properly functioning judicial system.

Additionally, our department's attorney workload dwarfs those in other geographically contiguous public defender offices: San Bernardino – 560; Orange – 352; and Riverside – 335. Like Riverside and Orange Deputy Public Defenders, the San Bernardino County Deputy District Attorneys carry approximately 352 cases.

To facilitate a more reasonable caseload and to achieve balance in the county's criminal justice system, the department is submitting a Policy Item Request for an additional 48 Deputy Public Defender positions, 6 Supervising Deputy Public Defenders, 2 Supervising Investigators, 14 Investigators and 20 Office Assistant III's. This requested additional staff will help relieve excessive workloads, facilitate efficient case processing, prevent wrongful convictions and assist the department in achieving its goal of reducing the number of "old" felony and misdemeanor cases.

Our supervising investigators are responsible for management and non-management level administrative duties. Roughly 38% of Supervising Investigators' workload is comprised of duties that could be properly delegated to non-management level staff. Relieved of non-management level administrative duties, the supervising investigators would be able to focus on management level duties. To relieve Supervising Investigators of non-management administrative duties, we are requesting the county create the position of Investigator II. Consistent with Public Defender offices in other California counties including Orange, Los Angeles, Kern, San Diego and Riverside an Investigator II would be responsible for case assignments, field training and working high-level, sensitive cases including those assigned to the Homicide Defense Unit. It is the intention of the department to re-classify six Investigator I positions to the Investigator II-level without back-filling the Investigator I positions.

Goal #2 in 2007-08 was to increase training in all classifications. The department placed a great deal of focus on this issue throughout the year and exceeded the stated goals. Increasing the dollars and hours spent in training is no longer necessary as the department has reached the goal of striking an optimal balance between training and job performance. This was accomplished by creating a training unit which initiated in-house evening and lunch training seminars, supervisor training, and New Deputy Public Defender training classes. As a result, the goal is being removed from the Business Plan.

GOAL 3: 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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Staff Video Arraignments	N/A	2,780	10,000	16,107	17,017
3B. Staff In-Court Arraignments	N/A	12,601	10,000	18,090	19,112

Status

Supporting the department's Goal to provide representation at all critical phases of criminal litigation, in 2006-07 the Board of Supervisors granted the Public Defender two attorneys and one clerical position to help to launch the department's new arraignment program. This program has been very successful and is expected to result in over twice as many arraignments in 2007-08 as compared to 2006-07. Most importantly, the program has resulted in capturing the department's cases up to 10 days earlier than before the program was launched – a significant improvement in customer service. Measure 3B is revised from percentage to using the actual in-court arraignment numbers. It is the department's belief that demonstrating the actual number of in-court arraignment will provide a clearer depiction of the department's accomplishments.

Goal #3 in 2007-08 was to reduce the number of declared conflicts. This goal was put in place to address a previously adopted practice of the Public Defender's Office that resulted in increased costs to the county. The practice has been cured and declared conflicts from this point forward are as the result of client or court action over which the Public Defender's Office has no control. As a result, the goal is being removed from the Business Plan.

2007-08 Business Plan Goals Met & Removed

Goal #4 in 2007-08 was to reduce the number of cases from which the Public Defender's Office is relieved. The department reduced this issue by 95% in 2006-07, thus achieving and exceeding the goals put in place years ahead of time. Further reduction in this area is not under the control of the Public Defender's Office but at the sole discretion of the court. As a result, the goal is being removed from the Business Plan.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
2006-07				
1. Office Support Staff for the Barstow Office	1.0	46,084	-	46,084
2. Writs and Appeals/Training Unit	2.0	230,232	-	230,232
3. Arraignment Staffing	3.0	404,715	-	404,715
4. Central Division Attorneys	2.0	350,026	-	350,026
5. Juvenile Division Attorneys	2.0	350,026	-	350,026
6. Conversion of two extra help positions to regular positions	2.0	83,402	-	83,402
7. Addition of one Supervising Attorney	1.0	187,854	-	187,854
8. Addition of three Investigators	3.0	335,313	-	335,313
2007-08				
1. Design, purchase new case management system, obtain staff to design & support	7.0	576,075	-	576,075
2. Obtain personnel to ensure fair caseloads	7.0	830,741	-	830,741
3. Obtain additional office space in Victorville and Fontana	-	299,400	-	299,400

MEASUREMENT		2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2006-07						
P1.	Percentage reduction of cases the Barstow office is relieved of after appointment (46 cases in 2005-06)	N/A	84.8%	100%	100%	0%
P2a.P4-P7a.P8.	Percentage reduction of cases the department is relieved of after appointment (681in 2005-06)	N/A	9.25%	10%	41%	-37.36%
P2b.P7b.	Percentage increase of training hours in all classifications (1,840 hours in 2005-06)	N/A	1%	2%	17%	0%
P3a.	Average caseload per attorney	N/A	560	525	499	373
P3b.	Number of video arraignments	N/A	2,780	10,000	16,107	17,017
2007-08						
P1.	Design, purchase, and implement a comprehensive case management system	N/A	5%	75%	75%	100%
P2.	Hire additional staff to reduce workloads and increase arraignment staffing	N/A	221.0	262.0	252.6	356.0
P3.	Obtain additional office space in Victorville and Fontana (sq. ft.)	9,300	9,300	14,250	14,250	14,250

Status for 2006-07 Policy Items

The Policy Items granted in the 2006-07 budget have helped to achieve the targeted performance measures.

Policy Item Measurement P1 sought to reduce the number of cases from which the Barstow office was relieved after appointment that were caused by poor customer service due to insufficient office staffing. In 2005-2006 the Barstow office was relieved of 46 cases, at least in part because of insufficient office staffing. With the additional staff members granted in the 2006-07 budget, the department reduced that number to seven and has zero thus far in 2007-08.

Policy Item Measurements P2a, P4, P5, P6, P7a and P8 have all been achieved or exceeded. These Measurements sought to reduce the percentage of cases from which the department is relieved after appointment either countywide or in specified divisions. The 2008-09 target is a negative figure because the department expects a 12% increase in overall caseload.

Performance Measures P3a and P3b have been exceeded. Unfortunately, because the District Attorney will not staff arraignments, this department will be unable to achieve large success in P3a – reducing the average caseload per attorney through staffing arraignments. The District Attorney's decision not to staff arraignments was made after this department set this as an additional measurement for the affected policy items. The 2007-08 target for measure P3a is revised to reflect a lower number from previous 2007-08 target due to the addition of deputy public defenders during the current budget year.

The department also achieved the targeted performance measurements for P2b and P7b by using the additional staff to create a training department that has conducted training for all staff. Examples of the staff training include: New Deputy Training (several days of this course include all classifications of attorney, investigator, administration and clerical staff), supervisor training, monthly lunchtime "Roadshows" and monthly evening seminars. In addition to handouts at lectures and programs, the training department issues written educational materials on a weekly basis to keep attorney staff updated on new law affecting the department's clients.

Status for 2007-08 Policy Items

The Policy Items granted in the 2007-08 Budget have helped to achieve the remaining targeted performance measures. For the 2007-08 Business Plan and budget the department chose the objectives for requested policy items because together they constitute the most essential bases 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 increasing 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.

P1 incorporated 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 $800,000 to implement (including design, implementation, training and updating) and approximately $70,000 annually thereafter for upkeep and licensing.

P1 also granted the addition of 1.0 Automated Systems Analyst I, 1.0 Automated Systems Technician and 5.0 Supervising Office Assistants, to 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. To date, the department has 3.0 of the Supervising Office Assistant positions filled, and is actively recruiting to fill all of the remaining positions granted under this Policy Item.

P2 requested additional staff with which the department hoped to address understaffing and excessive workloads. Extreme caseloads cause high employee turnover, which ultimately leads to increased recruitment and training costs. In 2006-07 the department handled 75% of the felony and misdemeanor cases handled by the District Attorney, with 51% of that office's budgeted trial attorneys. The department requested 2.0 Supervising Public Defenders, 18.0 additional Deputy Public Defenders, 6.0 Investigators, 1.0 Supervising Investigators, and 8.0 Office Assistant II's. For this Policy Item Request, the department received 1.0 Supervising Deputy Public Defenders, 1.0 Deputy Public Defenders and 5.0 Investigators. This goal is revised from 2006-07. Goal #2 of our plan demonstrates the workload for the varied staff in the department and measurement P2 associates the staff the department is seeking in policy items to achieve the goal.

P3 sought to address ongoing facilities issues. To date, the department has identified new leased space for each of the locations for which the CIP's were granted. It is expected that the department will move identified staff into the new location granted for the Fontana CIP by the end of November 2007. The department expects to complete moving identified staff into the new Victorville location by the end of March 2008.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Add forty-eight (48) Deputy Public Defenders	48.0	7,719,359	-	7,719,359
The addition of 48 Deputy Public Defender positions would bring the department's budgeted positions for this classification to 164 – 75% of the budgeted attorneys at the District Attorney's Office. The Public Defender's Office handles 75% of the District Attorney's case filings so this increase in staffing would strike a fair balance in staffing.				
2. Add six (6) Supervising Deputy Public Defenders	6.0	1,202,640	-	1,202,640
The addition of 6 Supervising Deputy Public Defender positions would allow for a 1:10 ratio between supervisors and Deputy Public Defenders once the new 48 Deputy Public Defenders are added to staff. The current staffing ratio is 1:11 causing average caseload sizes per supervisor to be higher than desired.				
3. Add two (2) Supervising Public Defender Investigators	2.0	234,871	-	234,871
Adding two (2) Supervising Public Defender Investigators would maintain the current ratio of Supervising Investigators to Investigators of 8:1 after adding the fourteen (14) Public Defender Investigators requested in Policy Item #6. It would also address the goal of reducing caseload averages for the supervising investigative staff.				
4. Reclassify six (6) Investigator I positions to Investigator II's	-	45,307	-	45,307
The Public Defender's Office is requesting a new classification for an Investigator II position. An Investigator II is a journey-level classification for the Investigative Series and is in alignment with the classification of surrounding counties (Riverside, Orange, Los Angeles, San Diego, and Kern). The position would be responsible for case assignments, field training, and higher-level, sensitive investigations such as homicide.				
5. Barstow Expansion Capital Improvement Project	-	45,307	-	45,307
Continued population growth in the region has resulted in a higher caseload. The current space requires clients to wait in the hallway and staff to work in cramped conditions. Increased space will allow for better customer service while also allowing for growth to staff to handle increasing caseloads.				
6. Needles Expansion Capital Improvement Project	-	66,580	-	66,580
The current space in Needles is over-crowded. Staff is required to use workspace for conferences and no workspace is available for supervisorial visits. Clients are required to wait in the entranceway. Increased space will allow for better working conditions and customer service. It will also allow for the potential growth in the caseload should the proposed casino be built in the Needles area.				
7. Case Management System (Business Process Improvement)	-	815,558	-	815,558
A comprehensive case management system will enable attorneys to access files from the office or the courtroom. It would save clerical staff time, incorporate updated technology and enable multi-department coordination to enhance motion writing, case organization, and staff efficiency. Funding for this project was originally requested in the 2007-08 Business Plan and is being re-submitted only in case, due to the Request for Proposal process, the actual purchase has to be pushed back to 2008-09.				
8. Add one (1) Staff Analyst I position	1.0	66,731	-	66,731
The Public Defender's Office currently has an administrative staff of three to assist with over 250 budgeted staff in the department. These three staff consist of a Payroll Specialist, an Accounting Technician, and Chief of Administration. There are many projects that should be delegated to a lower level than the Chief of Administration but cannot because they are above the other classifications available.				
9. Add two (2) Storekeeper positions	2.0	69,842	-	69,842
The Public Defender's Office has fifteen (15) locations that frequently require furniture, files, and boxes to be moved and/or organized. The department also has a sizeable fleet of vehicles that require preventative maintenance. Currently, higher level staff ranging from Investigators to Attorneys handles these projects at a considerable cost to the county. Hiring Storekeepers would be much more efficient and reduce the need for temporary help.				
10. Add fourteen (14) Public Defender Investigators	14.0	1,409,544	-	1,409,544
Adding fourteen (14) Public Defender Investigators would maintain the current ratio of Investigators to Deputy Public Defenders of 1:3.5 after adding the forty-eight (48) Deputy Public Defenders request in Policy Item #4. It would also address the goal of reducing caseload averages for the investigative staff.				
11. Add twenty (20) Office Assistant III's	20.0	1,067,245	-	1,067,245
Adding twenty (20) Office Assistant III's would maintain the ratio of Office Assistant III's to Deputy Public Defenders of 1:2.4 after adding the Deputy Public Defender positions requested in Policy Item #4. It would also address the goal of reducing caseload averages for the Office Assistant III staff.				

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Add forty-eight (48) Deputy Public Defenders to reduce average caseload size (499 in 2007-08)					373
P2. Add six (6)Supervising Deputy Public Defenders to reduce average caseload size (5,262 in 2007-08)					3,579
P3. Add two (2) Supervising Public Defender Investigators to reduce average caseloads (14,470 in 2007-08)					10,192
P4. Reclassify six (6) Investigator I positions to Investigator II's					6
P5. Completion of the Barstow Expansion					100%
P6. Completion of the Needles Expansion					100%
P7. Case Management System Implementation					100%
P8. Add one (1) Staff Analyst I position					1
P9. Add two (2) Storekeeper positions					2
P10. Add fourteen (14) Public Defender Investigators to reduce average caseload size (1,809 in 2007-08)					1,329
P11. Add twenty (20) Office Assistant III's to reduce average caseload size (1,122 in 2007-08)					854

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

If there are questions about this business plan, please contact Doreen Boxer, Public Defender, at (909) 382-7650.

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SHERIFF - CORONER

GARY PENROD
Sheriff-Coroner

Mission Statement

The Sheriff-Coroner Department provides professional public safety services to residents and visitors of San Bernardino County so they can be safe and secure in their homes and businesses.

GOALS

ENHANCE RESPONSE CAPABILITIES TO DISASTERS/ EMERGENCIES

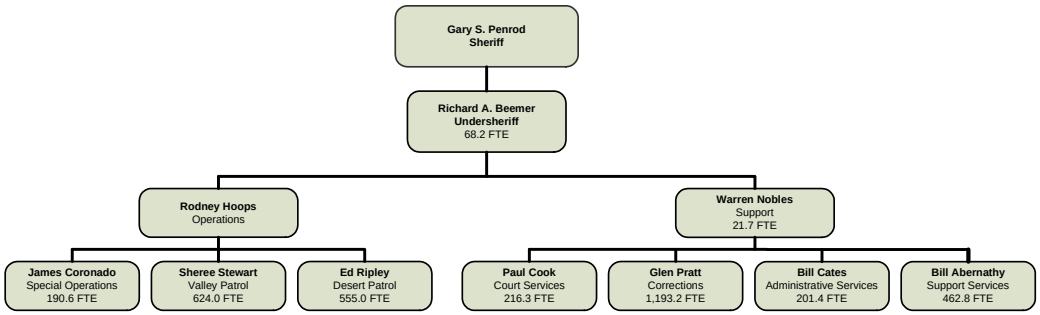
ENHANCE MANDATED DETENTION/ CORRECTION SERVICES

ENHANCE SERVICE CAPABILITY OF CORONER OPERATIONS

ENHANCE FIRST RESPONDER AND INVESTIGATIVE CAPABILITIES TO REPORTED CRIMES

IMPLEMENT THE DEPARTMENT'S ANNUAL STRATEGIC PLAN

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Sheriff acts as the 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, the Sheriff acts as the Coroner of the county since 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.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
Sheriff-Coroner	402,004,318	267,018,421	134,985,897		3,526.2
Total General Fund	402,004,318	267,018,421	134,985,897		3,526.2
Special Revenue Funds					
Contract Training	3,466,919	1,955,657		1,511,262	-
Public Gatherings	1,841,797	1,764,638		77,159	18.0
Aviation	976,475	500,000		476,475	-
IRNET Federal	1,493,734	660,000		833,734	-
IRNET State	122,485	59,600		62,885	-
Federal Seized Assets (DOJ)	983,863	320,000		663,863	-
Federal Seized Assets (Treasury)	7,727	4,170		3,557	-
State Seized Assets	1,249,889	1,120,000		129,889	-
Vehicle Theft Task Force	1,025,556	864,000		161,556	-
Search and Rescue	363,002	107,000		256,002	-
CAL-ID Program	4,373,641	4,255,998		117,643	-
COPSMORE Grant	149,703	-		149,703	-
Capital Project Fund	1,622,416	410,000		1,212,416	-
Court Services Auto	1,156,504	315,000		841,504	-
Court Services Tech	911,137	310,000		601,137	-
Total Special Revenue Funds	19,744,848	12,646,063		7,098,785	18.0
Total - All Funds	421,749,166	279,664,484	134,985,897	7,098,785	3,544.2

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Number of incoming calls per dispatcher.	10,210	10,643	12,021	9,335	8,176

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. All 12 dispatchers have been hired, bringing the total dispatchers to 127.

On November 7, 2006, the Board accepted the FY2006 Homeland Security grant award, in the amount of $3,663,117. This award included funding, in the amount of $300,000, to conduct a needs assessment for a combined Public Safety Operations Center (PSOC), which would include both Sheriff and Fire dispatch centers. On February 13, 2007, the Board approved the release of an RFP to provide a comprehensive assessment of the County's current and future needs and the infrastructure that will be necessary to support a countywide PSOC. On May 15, 2007, the Board awarded the consultant contract, in the amount of $300,000, to DMJMH&N of Orange, California, for the programming/future needs assessment for the PSOC. On July 24, 2007, the Board approved the first amendment to the contract to include a full scale assessment and to increase the amount from $300,000 to $359,000.

GOAL 2: ENHANCE MANDATED DETENTION AND CORRECTION SERVICES

Objective A: Improve inmate and officer safety in detention and correction operations.

Objective B: Assess staffing levels for general and safety personnel in custody settings.

Objective C: Increase and maximize inmate capacity.

Objective D: Improve jail facilities, vehicles and equipment.

Objective E: Improve inmate health care services.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2B. Number of inmate-on-inmate assaults per 1,000 prisoners per month.	11.45	8.86	9.02	7.21	5.77

2006-07 ACCOMPLISHMENTS

- *Added 12 deputy sheriff positions for unincorporated county patrol stations*
- *Purchased Tasers® for all of the department's patrol stations*
- *Created the Specialized Enforcement Division*
- *Created California Multi-jurisdictional Methamphetamine Enforcement Team (Cal-MMET) with $2.36 million in grant funding*
- *Completed relocation of the High Desert morgue facility*
- *Implemented Operation HUD Fraud- identifying fraudulent Section 8 housing residents*
- *Participated in Operation Phoenix with the City of San Bernardino*
- *Appointed new Executive Officer*

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.

Between budget years 2006-07 and 2007-08, the Board approved the purchase of three (3) jail buses. All buses have been ordered with an estimated delivery date of December 2007.

All personnel have been hired and are in place. The addition of the staff and vehicles referenced has helped to ensure that the department is fulfilling the objectives above by providing the department with important services and equipment that will maximize the safety of both the inmates and officers in detention facilities.

This year a new objective was added to improve inmate heath care services due to the ever changing and increasing costs of providing these services. The current level of heath care services will not keep up with the anticipated growth in inmate related health issues.

GOAL 3: ENHANCE THE SERVICE CAPABILITY OF CORONER OPERATIONS

Objective A: Maintain staffing levels to be consistent with rapid population growth.

Objective B: Improve operational efficacy of the Coroner's facilities and equipment.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Percentage of autopsies/ assessments performed per reportable death: 9,566 reportable deaths in 2006 include: hospice, home deaths, hospital in-patient and ER deaths, suicides, accidents, and homicides.	15.37%	16.87%	16%	18.76%	18.76%

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 personnel have been hired and are in place. The actual percentages for 2005-06 & 2006-07 were adjusted from last year due to prior year's insufficient data.

The department completed a four million dollar remodel project at the Coroner's central facility and relocated the High Desert morgue facility. The remodel at the Coroner's central facility in San Bernardino included adding additional cold storage, new work stations and a new air filtration system. The High Desert morgue was moved to a larger facility in Apple Valley.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
4A. Deputy to citizen ratio. • There are currently 233 deputies in unincorporated patrol operations	1:1,409	1:1,326	1:1,876	1:1,270	1:1,270

Status

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. The 12 new deputy sheriff positions were assigned to the following county patrol stations: Barstow, Central, Fontana, Morongo Basin, Twin Peaks, Victor Valley and Yucaipa.

The Board approved funding of the Inland Regional Narcotics Enforcement Team (IRNET) Division (15 FTE) includes one (1) Lieutenant position, two (2) Sergeant positions, six (6) Detective positions, one (1) Deputy Sheriff position, one (1) Systems Support Analyst II position, one (1) Automated Systems Technician positions, one (1) Office Assistant IV position, one (1) Secretary II position, and one (1) Motor Pool Services Assistant for a total appropriation of $1,852,450.

The Board approved funding of one (1) Crime Impact Team (7 FTE) includes one (1) Sergeant position and six (6) Detective positions for a total appropriation of $1,253,740.

The Board approved the department's request to purchase 1,117 Tasers, using the Sheriff's portion of excess Prop 172 revenue and reimbursements from contract cities.

The additional staff and the implementation of Tasers for deputy sheriff positions have increased public safety and officer safety. The Crime Impact team has been able to develop and implement crime prevention strategies.

This year the measurement was changed to "Deputy to Citizen ratio". The old measurement "Annual calls for service per technician" data was found to be less reliable, as every service call made by an automated system technician was not directly related to this goal.

GOAL 5: IMPLEMENT THE DEPARTMENT'S ANNUAL 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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
5a-d. Percentage of the strategic goals implemented.	N/A	N/A	100%	80%	100%

Status

The department's strategic plan provides a roadmap for each of its stations' and divisions' key priorities. Each operation will be striving to build on its past achievements, while establishing new strategies that will help it move into the future. By finding solutions to complex problems facing our growing county, the department hopes to provide continued professional service to the communities. The strategic plan is a product of the collaborative efforts of its employees, stakeholders, and other community partners. While we strive to achieve all goals in our annual target, the department recognizes that changes in priorities, resource availability, and community dynamics routinely impact the outcome of any plan.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Add 12 Sheriff's Deputies for unincorporated patrol operations. (2006-07 ongoing funding)	12.0	1,505,748	-	1,505,748
2. Purchase Tasers® to provide non-lethal weapons to 235 Sheriff's Deputies in unincorporated patrol operations. (2006-07 one-time funding)	-	400,000	-	400,000
3. Lease existing morgue space to house the High Desert Coroner operations and investigations. (2006-07 ongoing funding)	-	120,000	-	120,00
4. Funding of IRNET Division- 15 FTE. (2007-08 ongoing funding)	15.0	1,852,450	1,852,450	-
5. Funding of one (1) Crime Impact Team – 7 FTE. (2007-08 ongoing funding)	7.0	1,253,740	-	1,253,74

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Deputy to citizen ratio in unincorporated areas. • There are currently 233 deputies in unincorporated patrol operations.	1:1,409	1:1,326	1:1,876	1:1,270	1:1,270
P2. Percentage of injuries to suspects in use-of-force incidents.	62.99%	61.50%	60%	29.37%	29.37%
P3. Percentage of acquired leased space.	N/A	N/A	100%	100%	100%
P4. High-level drug trafficker cases per year.	52	123	Amended	173	173
P5. Number of cases investigated annually per Crime Impact Team.	N/A	N/A	New	80	80

Status

P1. 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. The 12 new deputy sheriff positions were assigned to the following county patrol stations: Barstow, Central, Fontana, Morongo Basin, Twin Peaks, Victor Valley and Yucaipa.

P2. 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 (359 Tasers, including the 235 previously approved); 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. In November 2006, the department took delivery of the 1,117 Tasers and the Tasers were issued to all personnel.

P3. Relocation of the High Desert morgue facility was approved, in the amount of $120,000, for an ongoing lease payment. On February 13, 2007, the Board approves a five-year lease agreement with Victor Valley Mortuary, Inc. for 6,835 square feet of mortuary space in Apple Valley for the Sheriff's Coroner from February 1, 2007 to January 31, 2012 in the amount of $649,968. While Coroner Division operations routinely track the ratio of autopsies-to-reportable deaths as a performance and workload indicator, that measurement (from 2006-07) is not of value when considering the impact of relocating the High Desert area operations to a larger and more suitable site. This relocation project is complete and will be eliminated from next year's plan.

P4. Funding of the IRNET Division (15 FTE) includes one (1) Lieutenant position, two (2) Sergeant positions, six (6) Detective positions, one (1) Deputy Sheriff position, one (1) Systems Support Analyst II position, one (1) Automated Systems Technician positions, one (1) Office Assistant IV position, one (1) Secretary II position, and one (1) Motor Pool Services Assistant for a total appropriation of $1,852,450. The prior performance measure for this item was changed from the number of "Drug Traffickers Identified and Convicted Per Year" to the number of "High-Level Drug Trafficker Cases Per Year" because of the inherent problems associated with tracking convictions back to the year listed in the department's target, since we cannot hope to have any impact on the judicial process; nor, can our personnel be expected to measure success by convictions, which is best left up to the District Attorneys Office. All personnel in this team have been hired; the team is active and operational.

P5. Funding of one (1) Crime Impact Team (7 FTE) includes one (1) Sergeant position and six (6) Detective positions for a total appropriation of $1,253,740. The prior performance measure for this item was changed from the number of "High-Risk Events per Investigator" each year to the number of "Cases Investigated per Crime Impact Team", inasmuch officers assigned to this detail work as a team, as opposed to working an individual caseload. All personnel in this team have been hired; the team is active and operational.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

	Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	Relocate Valley Area hanger and air operations of Sheriff's Aviation to San Bernardino International Airport.	-	24,000,000	-	24,000,000*
	The relocation project will consist of moving the Valley Area Sheriff's Aviation operations from Rialto Airport to the San Bernardino International Airport. The relocation is necessitated by the City of Rialto's redevelopment plan for the current Rialto Airport property. The department requests one-time additional general fund financing for the purpose of this CIP. * Portion of local costs to be offset by revenue from the City of Rialto relocation fund, actual revenue unknown at this time.				
2.	Construct additional housing units at Glen Helen Rehabilitation Center	-	56,510,000	-	56,510,000
	The Construction of additional housing units is to minimize overcrowding and classification/available housing conflicts. The additional housing units will add an additional 500 beds to Glen Helen Rehabilitation Center. The construction costs are updated from the Printed Business Plan amount by Architecture and Engineering Department. The department request one-time additional general fund financing of $46.11 million and $10.4 million in additional ongoing financing for the purpose of this CIP.				
3.	Increase Jail Security Staffing	51.0	7,434,538	-	7,434,538
	Four additional Sergeants, forty seven additional Deputies are needed to maintain the current Jail Security staffing level. The distribution of the additional staffing would assign two Sergeants and twenty-one Deputies to West Valley Detention Center, one Sergeant and thirteen Deputies to Central Detention Center and one Sergeant and thirteen Deputies to Glen Helen Rehabilitation Center. The department is currently using overtime to staff unbudgeted positions at all three correctional facilities in response to changing security needs over the past ten years. The fifty one requested positions were gradually phased in over a ten year period as needs increased, but without formal approval and funding. In the future, the department will work with the CAO to add positions as the need arises. The department requests one-time additional general fund financing of $255,000 for start-up costs and $7,179,538 in on-going additional general fund financing for this policy item. * Two of the Sergeant positions were previously funded with monies from the state's Supplemental Law Enforcement Services Fund (SLESF), which has now run out.				
4.	Increase Dental and X-ray services for Inmate Health Care	2.0	338,053	-	338,053
	The dental needs of inmates have increased to the point that one full time Dentist cannot keep up with the workload. Additionally, the need for x-ray services for Tuberculosis (TB) control and other diagnostics has increased. The current arrangement with ARMC for a part-time Radiologic Technician can no longer be maintained by ARMC. The additional requested staffing will consist of one Dentist and one Radiological Technician I. These new positions will solve the current workload issues at the dental clinic and will increase the level of service in the Radiological Clinic by providing a full time technician. The department requests on-going additional general fund financing for the purpose of this policy item.				
5.	Increase funding for External Health Care inmate costs	-	1,373,000	-	1,373,000
	The costs of providing inmate healthcare at external medical facilities have increased significantly because of an increase in inmates requiring external facility health care and ARMC's inability to provide treatment due to lack of available bed space. These services include acute inmate care at local hospitals and medical facilities. The average external health care inmate costs were $1,449,000 for the previous three fiscal years (July 2004 thru June 2007). The department budgeted $1,500,000 for 2007-08. Based on estimated cost of services heretofore not previously billed by a service provider (includes current charges only), the department anticipates an annual payment of $2,873,378. The department is requesting on-going general fund financing for the purpose of this policy item.				
6.	Increase funding for Inmate Specialty Care	-	111,300	-	111,300
	The costs of providing Specialty care for inmates, along with an increase of the number inmates requiring specialty care, have created excessive wait times in the Gastroenterology, Oral Surgery and Orthopedic clinics. The additional funding request is to provide medical professionals on-site at the West Valley Detention Center, and to increase the number of inmates treated per month. The department is requesting on-going general fund financing for the purpose of this policy item.				
7.	Overtime Budget offset	-	3,230,000	-	3,230,000
	The Sheriff's Department by nature of its functions and responsibilities has an increased need for budgeted operational overtime funding. The operational overtime expenditures come from unincorporated patrol and support operations (Homicide, Crimes Against Children, Narcotics, Gang Detail, Crime Lab, Coroner, Dispatch, Volunteer Forces, Internal Affairs etc.). While some of the overtime is staffing related and off-set by vacant positions being relieved, the majority of the incurred costs is due to operational related incidents (investigations, prisoner transport, court testimony, searches etc.). The department has begun to ask that overtime be built into each new county position that is funded by the Board of Supervisors (10% per position). There has been no history of allocating operational overtime into the Sheriff's budget. In the past operational overtime was paid with salary savings from vacant positions, which is no longer possible as the department has strived to maintain a full level of staffing. The department will propose budgeting new county positions with an overtime component and work with the CAO in achieving this goal. The department request on-going additional general fund financing for this policy item.				

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
8. Creation of Cold Case Investigation Team	9.0	1,600,021	-	1,600,021
The number of cold cases outstanding in the county continues to grow each year. The creation of a Cold Case Investigation Team will provide a valuable asset to the department and communities. New technological advances in criminal investigation techniques and a team dedicated to the cold cases are vital to solving these cases. The additional staffing will consist of one Lieutenant, one Sergeant, four Sheriff's Detectives, one Deputy Coroner Investigator, one Criminalist II, and one Office Assistant IV. The department requests one time additional general fund financing of $248,000 and $1,352,021 in on-going additional general fund financing for this policy item.				
9. Sheriff's Training Academy Expansion	-	30,000,000	-	30,000,000
The Training Academy Expansion project will consist of a newly constructed training facility. The new facility should accommodate up to 5,000 students annually, from over 250 agencies. The department requests one-time additional general fund financing for the purpose of this CIP.				
10. Increase Staffing Level in Internal Affairs	6.0	1,003,395	-	1,003,395
The staffing level increase will consists of one Captain, three Sergeants, one Office Assistant III and one Office Assistant II. The increase in staffing is requested to improve the uniformity in Internal Affair investigations by centralizing investigations. The department request one-time general fund financing of $120,000 for start-up costs and $883,395 in on- going additional general fund financing for this policy item.				
11. Additional Detention Review Officer positions	3.0	275,562	-	275,562
Three additional Detention Review Officers are necessary to relieve the current workload of the existing staff. The existing staff currently reviews more than 82,000 cases each year to determine eligibility for release or retention of newly booked prisoners in our jail system. The department requests on- going additional general fund financing for this policy item.				
12. Additional Crime Lab Project funding	-	38,000,000	-	38,000,000
Additional funding for the Crime Lab is needed to complete the project. The Board previously approved $25 million for the Crime Lab project; the total cost will be $63 million. The department requests one- time additional general fund financing for the purpose of this policy item.				
13. Jail Transportation Bus replacement	-	510,000	-	510,000
The department needs one replacement bus for the Transportation Division fleet to replace an older less-reliable model. The department requests one-time additional general fund financing for the purpose of this policy item.				
14. Patrol Boat replacement	-	200,000	-	200,000
The department needs two replacement patrol boats, currently, and one patrol boat each year to replace older less-reliable models. The department requests one-time additional general fund financing of $200,000 and on -going additional general fund financing of $100,000 for this policy item.				
15. Records Data Conversion Project	-	761,000	-	761,000
The Records Data Conversion Project will consist of preparing, scanning and indexing approximately 16.12 million images, converting paper records to computer accessible records. The department requests one-time additional general fund financing for the purpose of this BPI Request. Funding of this item will significantly reduce the amount of time needed to retrieve records from an average of 30 minutes per file to an average of two minutes.				

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Percentage of Valley Area hanger and air operations relocation project completed.					10%
P2. Reduce annual number of non-court disposition (O/R) releases of pre-trial inmates. *This performance measure will be implemented upon completion of the project, which is estimated to be finished by the end of 2011-12 if funding is received.					New
P3. Decrease in staffing- related overtime (actual hours) in correctional facilities per year.					96,288
P4. Percentage of additional inmate diagnostics/ treatments per year.					40%
P5. Percentage of additional funding used to treat inmates at external health care facilities when required beds and services are unavailable at ARMC.					100%
P6. Percentage increase of inmates treated at Specialty Care Clinics per month.					30%
P7. Number of full time equivalent (FTE) Deputy positions held vacant to offset operational overtime costs. (25 positions in 2007-08)					0
P8. Number of solved cold cases per year.					5
P9. Percentage of Training Center project completed.					10%
P10. Percentage of cases directly investigated by Internal Affairs Division. (8.28% in 2007-08)					15%
P11. Caseload per Detention Review Officer per year. (14,879 in 2007-08)					9300
P12. Percentage of Crime Lab construction project completed.					15%
P13. Number of jail transportation buses over 1 million miles. (1 in 2007-08)					0
P14. Number of patrol boats over seven years old. (5 in 2007-08)					3
P15. Percentage of Data Conversion project completed.					20%

2008-09 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
In 2008-09, the department proposes a new fee schedule for an electronic monitoring program for inmates.	This new program will be offered to inmates whom meet strict criteria guidelines. With the proposed fee schedule, the department will be able to recover actual costs and other jail related costs.

If there are questions about this business plan, please contact Captain Dennis Casey at (909) 387-0640.

John Gardner
Agricultural
Commissioner/Sealer

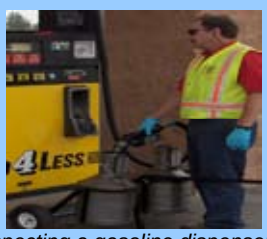
Mission Statement

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.

GOALS

PROTECT PUBLIC HEALTH AND ENVIRONMENT BY PREVENTING FOREIGN PEST INFESTATIONS & MISUSE OF PESTICIDES

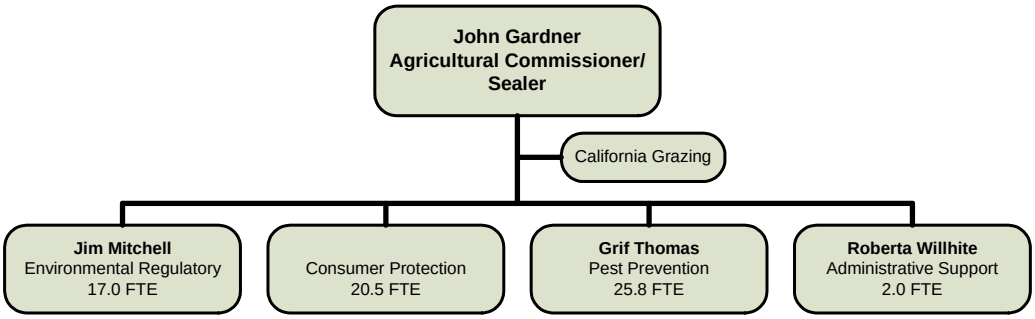
PROTECT COUNTY RESIDENTS FROM BEING OVERCHARGED BY PURCHASE OF MEASURED COMMODITIES & PRICES CHARGED USING BARCODE SCANNING EQUIPMENT



Inspecting a gasoline dispenser

AGRICULTURE/WEIGHTS & MEASURES

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Department of Agriculture/Weights and Measures enforces 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 responsibilities include, inspecting eggs, produce and nursery stock, verifying accuracy of price scanning systems, 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.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
Agriculture/Weights and Measures	6,517,685	3,921,170	2,596,515		69.3
Total General Fund	6,517,685	3,921,170	2,596,515		69.3
Special Revenue Fund					
California Grazing	137,685	3,900		133,785	-
Total Special Revenue Fund	137,685	3,900		133,785	-
Total - All Funds	6,655,370	3,925,070	2,596,515	133,785	69.3

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: CONTINUE TO PROTECT THE PUBLIC'S HEALTH AND THE ENVIRONMENT BY PREVENTING FOREIGN PEST INFESTATIONS AND THE MISUSE OF PESTICIDES IN LIGHT OF INCREASES IN COUNTY POPULATION

Objective A: Inspect all common land and airfreight carriers receiving shipments of plant material for compliance with quarantines and freedom from foreign pests that arrive in the county.

Objective B: Maintain insect detection traps and servicings throughout areas specified by the California Department of Food and Agriculture.

Objective C: Increase inspection activity for general pesticide applications and licensing to improve the level of compliance.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of terminals inspected on a daily basis (number of terminals).	N/A	N/A	N/A	N/A	100% (10)
1B. The average number of trap placements per month.	4,881	5,764	4,850	5,500	6,100
1B. The average number of trap servicing conducted each month.	11,425	12,128	12,440	13,500	14,000
1C. Percentage increase of inspections for pesticide applications that are performed by a variety of companies on multiple occasions (532 inspections in 2007-08).	N/A	N/A	N/A	N/A	3%

Status

The department is revising its performance measures for inspections at plant shipment receivers away from packages to premises. This change will more accurately reflect the existing workload and is a measurement over which we have control.

The department is also revising its objectives to redirect the inspection activities from field and structural fumigation inspections to areas where there is a higher level of violations. There is a high level of violations associated with businesses performing pest control without being licensed. Increased inspection activity in this area will decrease the public health risk associated with improper pesticide use. These changes will not require additional staffing.

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 INCREASES IN COUNTY BUSINESSES

Objective A: Inspect all registered businesses using commercial weighing and measuring devices, price scanners, and packing commodities, to ensure accurate measurement and pricing of goods.

Objective B: Implement a consultation service for businesses experiencing high levels of inaccurate pricing.

2006-07 ACCOMPLISHMENTS

- *Made 2585 premise visits to shipping terminals, inspecting over 57,500 plant shipments and intercepting foreign pests 99 times*
- *Certified over 1,500 shipments of goods for export*
- *Achieved a 99.7% compliance rate for structural and field fumigations*
- *Implemented a reinspection program at businesses failing price scanner inspections*
- *Resolved 1,171 consumer complaints*
- *Verified the quantity of 31,921 lots of packaged goods, rejecting 28,848 packages*
- *Checked the accuracy of prices on 37,129 items, helping businesses maintain an overall error rate under 4%*

Package label inspection

Inspecting a scale

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of all registered businesses inspected	86%	99%	100%	100% (3,600)	100%
2B. Percentage of businesses with pricing errors exceeding 5% offered consultation service.	N/A	N/A	N/A	N/A	100%

Status

The department is meeting its objectives of inspecting registered businesses and devices and is consolidating the prior year related performance measurements into a single measure. Consumer protection will continue to be assured by inspection of registered devices, packaged commodities and businesses using price scanners.

A state law mandated change (2007) in the inspection procedure for price scanner accuracy has resulted in an increase in the overall number of pricing errors encountered. Performance measurement 2B is a new service created to assist businesses having a pricing error rate that exceeds the industry standard. This program will provide a consultation service with an extensive survey of items at a business to help quantify and identify the cause of pricing errors at the business. This new service will help ensure accurate pricing for consumers. These new performance measurements can be accomplished within the current levels of funding and staffing.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

The department is not requesting any additional general fund financing for 2008-09.

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

If there are questions about this business plan, please contact John Gardner, Agricultural Commissioner/Sealer, (909) 387-2115.

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AIRPORTS

James E. Jenkins
Interim Director

Mission Statement

The San Bernardino County Department of Airports plans, organizes and directs 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.

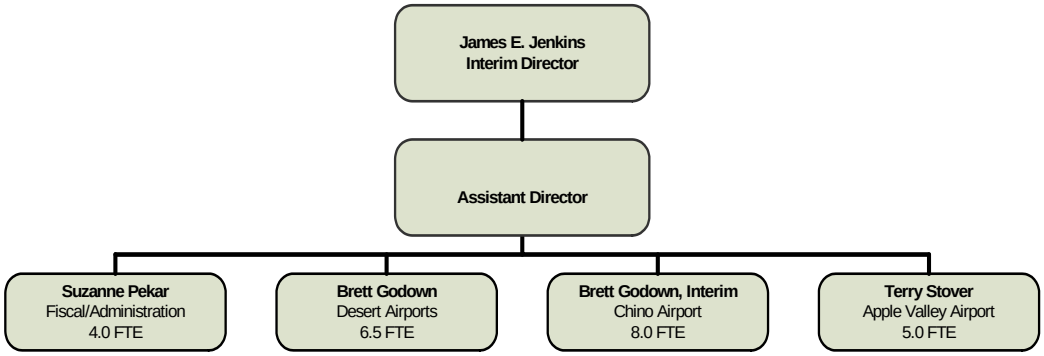
GOALS

IMPROVE ADMINISTRATION OF LEASING ACTIVITY

IMPROVE COORDINATION AND MANAGEMENT OF AIRPORT'S CAPITAL IMPROVEMENT PROGRAM

IMPROVE AIRPORT INFRASTUCTURE

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Department of Airports provides for the management, maintenance and operation of six County airports. 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 800 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 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.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Fund Balance	Staffing
General Fund				
Airports	2,798,296	2,798,296		29.5
Total General Fund	2,798,296	2,798,296		29.5
Special Revenue Fund				
Chino Airport Commercial Hangar	1,177,245	821,347	355,898	-
Total Special Revenue Fund	1,177,245	821,347	355,898	-
Total - All Funds	3,975,541	3,619,643	355,898	29.5

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of lease renewals not executed prior to lease expiration	6%	3%	0%	0%	0%
1B. Percentage of revenue producing land compared to land available for revenue production:					
Chino Airport	36%	39%	41%	41%	45%
Apple Valley Airport	30%	36%	42%	36%	42%

Status

The number of lease renewals not executed prior to expiration of prior lease term has been significantly reduced over the last two years through better coordination with the county's Real Estate Services Department and utilization of existing lease-related software. Executing leases prior to their expiration date provides the benefit of generating additional rent revenues for use in financing airport operations.

Percent of revenue producing land is increasing at Chino Airport due to the addition of new ground leases. Also, an economic incentive fund has been established for Chino Airport with the purpose of attracting new businesses to the airport. The 2007-08 estimated percent of revenue producing land at Apple Valley Airport is less than the target because construction of the Phase II Hangar Project, which was originally expected to be completed by June 2007, will now be finished in March 2008. Construction of the Phase III hangars is anticipated to commence shortly thereafter.

GOAL 2: IMPROVE COORDINATION AND MANAGEMENT OF AIRPORT'S CAPITAL IMPROVEMENT PROGRAM

Objective A: Reduce the average length of time required to complete capital improvement program projects

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Average length of time to complete airport capital improvement projects (in months)	24	16	18	18	16

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. To assist in this effort, Airports staff has developed project tracking systems incorporating the activities of all parties involved from the conception and funding of capital improvements through design and construction with the objective of reducing the length of time it takes to fully complete projects. Although work has been accomplished to achieve this objective, the 2007-08 target and estimate of 18 months exceeds the 16 month actual amount in 2006-07 due to the size and complexity of projects anticipated in 2007-08.

2006-07 ACCOMPLISHMENTS

- *Relocation of Runway 3/21 Thresholds at Chino Airport*
- *Expansion of the Apple Valley Airport Ramp*
- *Secured $1.4 million in grant funding for the Taxiway E Extension Project at Chino Airport*
- *Secured $460,000 in grant funding for airfield signage and electrical upgrades at Apple Valley Airport*

2007 Air fair show at Apple Valley Airport

Recently constructed hangars at Chino Airport

Installation of beacon at Chino Airport

GOAL 3: IMPROVE AIRPORT INFRASTRUCTURE

Objective A: Formulate a plan to address deficiencies in Airport infrastructure; implement plan.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Percentage of pavement rehabilitation completed (total square footage of pavement is 15,700,000).	N/A	N/A	N/A	N/A	15%

Status

The Department of Airports recently conducted a survey for its existing tenants to measure the quality of customer service. The survey revealed that many airport users have concerns related to infrastructure improvements, including new pavement and restroom facilities. Therefore, the department has established a new goal for 2008-09 of improving airport infrastructure, specifically the rehabilitation of existing pavement. The cost of these projects will be funded through the department's Capital Improvement Program budget.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

The department is not requesting any additional general fund financing for 2008-09.

2008-09 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
1. The department will be requesting a change in transient hangar rentals to be more in line with the size of the aircraft rather than the number of engines of the aircraft.	There will be no service impacts.
2. The department will add a gate replacement fee to offset costs due to damaged gate arms caused by individuals entering airport property without authorization.	Projected reduction in the amount of expenses in repairing the gates arms at points of entry to the airport.

If there are questions about this business plan, please contact James E. Jenkins, Interim Director, at (909) 387-7803.

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ARCHITECTURE AND ENGINEERING

Carl R. Alban
Director

Mission Statement

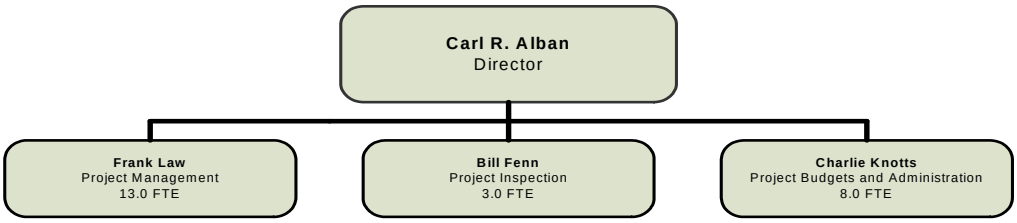
The Architecture and Engineering Department is committed to the timely and cost effective design and construction of projects included in the county's annual Capital Improvement Program (CIP) and providing quality improvements to ensure accessible and safe environments for county departments and the public they serve.

GOALS

IMPROVE THE COST-EFFECTIVENESS OF PROJECT ADMINISTRATION SERVICES

IMPROVE THE TIMELY COMPLETION OF CONSTRUCTION PROJECTS

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

Architecture and Engineering (A&E) is responsible for planning and implementing the design and construction of projects for Airports, Regional Parks, general fund departments, and Community Development and Housing. These projects are included in the annual Capital Improvement Program, as well as added during the year as organizational needs and priorities change. A&E collaborates with county departments, the County Administrative Office, and the Board of Supervisors to develop project scope, schedule and budget. Following concurrence on the project, A&E project managers administer these projects from conceptual design through construction to completion. A&E staff is responsible for issuing requests for proposals to secure consultant services; overseeing the design process; preparing the bid package; obtaining the appropriate jurisdictional approvals; soliciting competitive construction bids; and providing 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 that result in the delivery of 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.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Staffing
General Fund				
Architecture and Engineering	585,320	-	585,320	28.0

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Projects with administration costs less than 10% of the total project budget for projects over $25,000 and less than $500,000	N/A	70%	95%	75%	80%
1B. Projects with administrative costs less than 5% of the total project budget for projects over $500,000	N/A	76%	95%	80%	85%

Status

The initial targets were developed intuitively, and not supported with historical data. Clearly the actual metrics that were developed from completed projects for 2006-07 indicate that our projections were optimistic. On the other hand, the department believes that the project financial tracking system that is being developed in conjunction with the Information Services Department will provide more timely financial data that will improve the project managers ability to effectively control project administrative costs. In addition, the ongoing departmental reorganization studies are specifically targeted to improve the efficiency of the project managers and enable them to manage a greater number of projects and thereby reduce administrative costs.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of projects completed within two years of project approval.	67%	62%	75%	70%	75%

Status

While the department focused on completion of 2005-06 projects within the two year milestone, the department also worked to reduce the backlog of projects by completing over 100 older projects during the same two year period.

The next reporting period includes projects approved in 2006-07, along with the remaining backlog of over 60 projects. The department continues to focus on meeting its goals through the ongoing administrative reorganization and continuing work with the Information Services Department to develop improved access to project data and information.

2008-09 PROPOSED BILLING RATES

	Project Manager III	Project Manager II	Project Manager I	Inspector
Proposed 2008-09 Billing Rates	$121/hr	$113/hr	$106/hr	$100/hr
2007-08 Billing Rates	$110/hr	$103/hr	$ 96/hr	$ 95/hr
Industry Rates	$180/hr	$156/hr	$119/hr	$ 95/hr

If there are questions about this business plan, please contact Carl R. Alban, Director, at (909) 387-5025.

2006-07 ACCOMPLISHMENTS

- *Completed over 80 projects, including:*

  Mentone Senior Center and Library

  303 Building

  Government Center Cafeteria

  Phase II HVAC at ISD

  Improvements to the Chino, Needles, Apple Valley and Barstow-Daggett Airports

  Improvements at the Glen Helen, Lake Gregory, Park Moabi Regional Parks

  Numerous paving, roofing and CDH projects

- *Initiated development of an electronic document management system*
- *In conjunction with the Information Services Department, initiated development of a project financial tracking system and revise and update our intranet site and related links*
- *Initiated technologies to enable project managers and inspectors to work more effectively from the jobsite*

Museum of Redlands

COUNTY LIBRARY

Ed Kieczykowski
County Librarian

Mission Statement

The San Bernardino County Library is to be the community's resource for access to information that promotes knowledge, education, lifelong learning, leisure and cultural enrichment for the people of the County of San Bernardino.

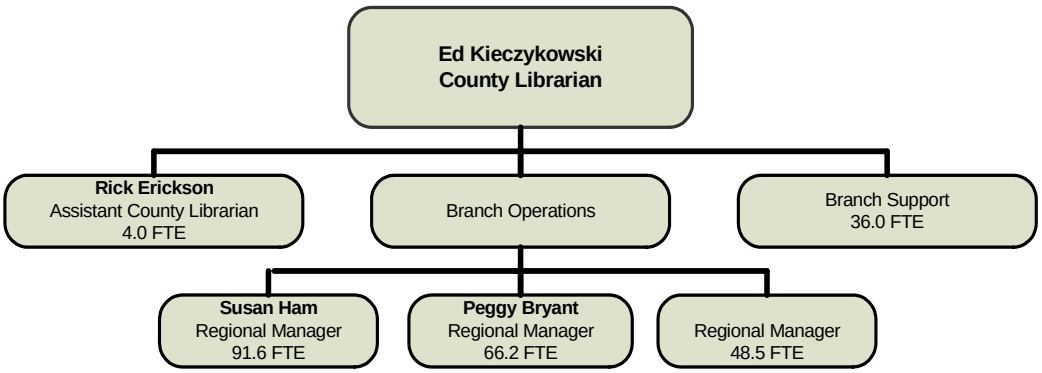
GOALS

INCREASE THE PHYSICAL CAPACITY OF LIBRARY FACILITIES

ENHANCE COMPUTER AND ELECTRONIC RESOURCES FOR THE PUBLIC

CONTINUE IMPLEMENTING PATRON SELF-SUFFICIENCY AT BRANCH LIBRARIES

ORGANIZATIONAL CHART



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 also operates a mobile unit in conjunction with the City of Fontana that serves youth in the Fontana area.

The County Library provides access to information through its materials collection, public computers, online databases and other electronic resources. 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, in cooperation with the 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 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.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Fund Balance	Staffing
Special Revenue Fund				
County Library	18,676,180	17,755,359	920,821	251.3

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage increase of square feet of space available at branch libraries (square footage).	N/A	11% (222,321)	40%	45% (322,365)	12%

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 a measure of success in expanding or replacing some of its facilities as described below.

In 2006-07, the new Summit High School branch library in Fontana opened to the public. In addition, the Hesperia branch relocated into a new, larger facility. However, partially offsetting these additions was the transfer of the Victorville branch operations to the City of Victorville.

In 2007-08, the Mentone, Fontana, and Highland branches are expected to relocate into larger facilities with a total increase of approximately 92,000 square feet. In addition, the Loma Linda branch will add additional space for an increase of 9,500 square feet. Final construction of the Mentone branch was delayed from 2006-07, thus resulting in the estimate for total square footage in 2007-08 being greater than the original target amount.

In 2008-09, it is anticipated that new and expanded facilities will open in Chino Hills, Crestline, Southern Chino (Chino Preserve) and Phelan.

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.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage increase in the number of personal computers dedicated for public usage (number of computers).	N/A	18% (443)	30%	47% (650)	10%
2B. Percentage increase in the amount expensed for electronic resources (expensed amount).	N/A	22% ($117,000)	10%	38% ($161,500)	6%

2006-07 ACCOMPLISHMENTS

- *Opening of the new Summit and Hesperia Branch Libraries*

Summit High School Branch Library in Fontana

Hesperia Branch Library

- *Completed installation of Self-check RFID equipment at the Hesperia, Lake Arrowhead, and Apple Valley branch libraries*

Patron utilizing self-service technology at Hesperia Branch Library

- *Began accepting payments for patron fines and fees via the internet*

PayPal

Status
County Library anticipates a large increase in the number of computers for 2007-08 due to significant expansion of some of its branches. In addition, the 2007-08 estimate is greater than the original target because of the introduction of early learning computers (computers designed for pre-school usage) at a number of branches along with the purchase of more computers for the new branches. These additional computers are being financed through a combination of funding from County Library, local friends of the library organizations, the City of Highland, and the City of Fontana.

The demand for Internet access has also brought with it a demand for electronic resources in lieu of the traditional hard copy reference sources. Online data bases such as full text magazine articles, encyclopedias, test materials, and on-line legal forms provide ease of use from the library, school or home. In addition services such as on-line reference, down-loadable audio books, and tutoring assistance via the Internet are also available. Not only do these services provide convenience access, they also do not require staff intervention; thus freeing up valuable staff time for other activities. The 2007-08 estimated percentage increase in the amount of expenses for electronic databases is significantly greater than the original target amount largely due to the addition of 3 unanticipated databases. County Library also expects to spend more department funds on electronic resources in 2007-08 because of a reduced subsidy from the state for this purpose.

GOAL 3: CONTINUE IMPLEMENTING PATRON SELF-SUFFICIENCY AT BRANCH LIBRARIES TO IMPROVE CUSTOMER SERVICE AND INCREASE DEPARTMENT PRODUCTIVITY

Objective A: Expand electronic payment option for library patrons at all branches.

Objective B: Implement self-charge modules for patron utilization at additional branch libraries.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Amount of fees collected through electronic payments.	N/A	$6,431	$100,000	$25,000	$60,000
3B. Number of items circulated via self-support.	N/A	83,000	200,000	200,000	300,000

Status
In 2006-07, County Library began accepting payments through the Internet using Paypal as the processor of patron payments. It is anticipated that development of this service, which allows customers to pay fees electronically at self check stations in branch locations without benefit of staff involvement, will continue. The Library's 2007-08 target of electronic payments was based on the installation of 2 payment modules – PayPal and an E-commerce module, which would provide patrons a variety of electronic payment options. The target amount was also based on the percentage of electronic funds collected of a similar sized library system (Montgomery County, Maryland) that utilized the same systems. Software development delays with the Library's automation vendor have prevented the installation of the e-commerce module. While the use of PayPal for electronic payments continues to increase incrementally, significant electronic payments cannot occur until the other module is installed, which is now not expected to happen until the end of 2007-08.

Over the last two years, County Library has been in the process of converting from its existing barcode technology to radio frequency identification (RFID). This new technology has allowed for the installation of self-service check-in/check-out areas at various branch libraries that provides patrons with the ability of obtaining or returning materials without the need for staff intervention. Self-service equipment is expected to be available at the following branch libraries by the end of 2007-08: Hesperia, Lake Arrowhead, Apple Valley, Mentone, Highland, Fontana, Big Bear, Chino, Loma Linda, Adelanto, and Montclair. County Library is also planning to add this RFID technology at additional branches in 2008-09.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

	Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	Received ongoing funding for book budget augmentation.	-	500,000	-	500,000
2.	Received Business Process Improvement Reserve funds ($222,000 in 2006-07; $338,000 in 2007-08) for conversion of existing barcode technology to RFID.	-	560,000	-	560,000

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Percentage increase in circulation of materials for the new or expanded branches.	N/A	40%	10%	30%	30%
P2. Percentage of library patrons utilizing self-service modules at those libraries with RFID technology.	N/A	30%	40%	40%	40%

Status

The 2007-08 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. Of the $500,000 received by County Library in 2007-08, $300,000 was allocated for the new Mentone, Highland, Fontana, and Chino Hills libraries. The balance of $200,000 was distributed to the remaining branches.

In 2006-07, County Library used $222,000 of Business Process Improvement Reserve (BPI) funds for the conversion to RFID technology at the Apple Valley and Lake Arrowhead branch libraries. The $338,000 received for 2007-08 will be used to install self-service check-in/check-out areas at the following branches: Big Bear, Chino, Loma Linda, Adelanto, and Montclair. County Library is requesting additional BPI funds for 2008-09 to continue this effort (see below).

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

	Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	Radio Frequency Identification technology (BPI request)	-	324,000	-	324,000
	This request is for additional funding in the amount of $324,000 from the Business Process Improvement Reserves 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 to obtain or return materials without the need for staff intervention. It is anticipated that this conversion process could take as much as 2-3 years. With approval of this request, County Library plans to covert the Bloomington, Rialto, Running Springs, Yucaipa and Yucca Valley branch libraries to RFID technology. However, should tentative facility improvements for Running Springs and Bloomington not come to fruition in the coming year, other branches may become better candidates for conversion.				
2.	Yucaipa Branch Library – HVAC and roof replacement (CIP request)	-	600,000	300,000	300,000
	The Library is requesting $300,000 in CIP funding to support the replacement of the Yucaipa Branch Library's roof and Heating/Air Conditioning units. The original 8,400 sq. ft. building was constructed in 1968-69, with an addition of approximately 3,800 sq. ft. in 1986-87. The original HVAC units were not augmented with the addition, but the existing system was connected to the addition and has not been adequate since. The Architecture and Engineering Department (A&E) has determined that the existing units can no longer be adequately repaired due to their age. They have also indicated that the entire roof needs to be replaced. A&E has estimated that both projects will cost approximately $600,000 to complete. The Library anticipates that it will have $300,000 to contribute towards the project, but does not anticipate sufficient funds to complete the projects; thus it is seeking general fund support.				

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Number of branches converted to RFID technology.	0	3	11	11	18

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

If there are questions about this business plan, please contact Ed Kieczykowski, County Librarian, at (909) 387-5721.

COUNTY MUSEUM

Robert L. McKernan
Director

Mission Statement

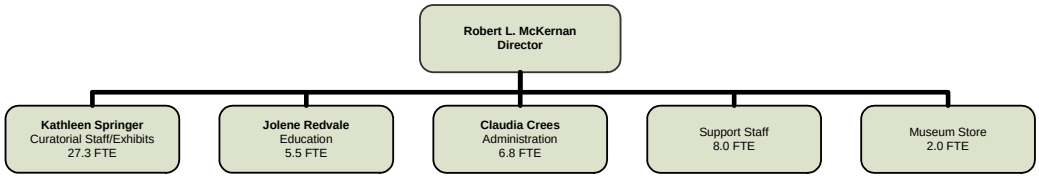
The County Museum develops and maintains unique cultural and natural science collections related to the region and the greater Southwest. Through responsible collection, preservation, exhibition, and education, the County Museum inspires the public to a deeper understanding of their cultural and natural history.

GOALS

ENHANCE PUBLIC AWARENESS OF MUSEUM SERVICES/PROGRAMS AND INCREASE ACCESSIBILITY TO COLLECTIONS & PROGRAMS

EXPANSION AND REFURBISHMENT OF THE MUSEUM'S MAIN FACILITY IN REDLANDS

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Museum provides cultural and natural science educational programs and activities for the public at its main facility in Redlands, as well as the following seven regional sites: Agua Mansa Cemetery in Colton, Casa de Rancho Cucamonga (John Rains House) in Rancho Cucamonga, Daggett Stone Hotel in Barstow, Asistencia Mission in Redlands, Mousley Museum of Natural History in Yucaipa, Yorba-Slaughter Families Adobe in Chino, and Yucaipa Adobe. These programs and activities involve the preservation of cultural and natural heritage collections, display of permanent and special exhibitions, and care and preservation of historical sites depicting the history and culture of San Bernardino County and the greater southwest region.

Museum programs (including school programs, research symposiums, museum internships, special events, and guest lecture series) promote learning and awareness through community outreach, partnerships with educational institutions, and research that enhances both the collections and educational services. Approximately 2.0 million permanent and loaned collections are preserved for the benefit of the public 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 ranks among the top general regional museums in California. It contains an encyclopedic collection of cultural and natural heritage in public trust from the greater Southwest region. 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. Furthermore, all divisions have active discipline related research programs that contribute directly to public benefit by enhancing museum exhibit content through primary information acquired through research activities. In addition, the Biological Science and the Geological Sciences divisions conduct scientific field research and studies for public and private agencies. 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.

2007-08 SUMMARY OF BUDGET UNITS

	Operating Exp/ Appropriation	Revenue	Local Cost	Revenue Over/ (Under) Exp	Staffing
County Museum	3,911,145	1,753,400	2,157,745		51.6
Museum Store	97,207	100,000		2,793	2.0
TOTAL	4,008,352	1,853,400	2,157,745	2,793	53.6

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ENHANCE PUBLIC AWARENESS OF MUSEUM SERVICES/PROGRAMS AND INCREASE ACCESSIBILITY TO MUSEUM COLLECTIONS/PROGRAMS

Objective A: Increase public visitation and use of the main museum and historic sites.

Objective B: Continue to develop community cultivation and outreach events at historic sites and enhance cultural awareness of county heritage.

Objective C: Identify more objectives/artifacts/specimens to be exhibited for museum visitors.

Objective D: Provide greater curriculum based learning of regional paleontological and geological to K-12 students and families through the new Hall of Geological Wonders.

Objective E: Promote usage of 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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage increase of Museum visitors (number of visitors).	(79,500)	3.7% (82,445)	5.0%	8.6% (89,500)	20.7%
1B. Percentage increase of participants at cultivation events (number of participants).	(1,400)	28.6% (1,800)	40.0%	40.0% (2,520)	9.7%
1C. Percentage increase of objects/artifacts accessible to the public (number of objects/artifacts).	(1,500,000)	0% (1,500,000)	5.0%	5.0% (1,575,000)	5.6%
1E. Percentage increase of attendants to gallery/lecture programs (number of attendants).	(800)	29.3% (1,034)	25.0%	25.7% (1,300)	23.1%

Status

County Museum continues to select specific objectives to enhance customer service for county and regional residents as established in the department's Board-adopted five-year Strategic Plan. A prime enhancement to customer service will be the opening of the Hall of Geological Wonders and the continued phased redesign of all the Museum's permanent public exhibit spaces. When completed, the Hall of Geological Wonders will add approximately 12,400 square feet to the existing Museum and will showcase the rich paleontology and geology of the county/region. Predicated on museum industry standards related to facility expansion, an increase in visitation of approximately 20% is anticipated in 2008-09 when the new Hall is opened. There is also a potential for greater visitation with redesign of the Museum's public spaces and improved public programming.

Cultivation events are the benchmark to the success of Museum educational programming to outreach throughout the communities of San Bernardino County and the region. The Museum plans to increase cultivation events by promoting the rich culture of San Bernardino County and publicizing the aforementioned Hall of Geological Wonders. Cultivation events that have been developed for the Museum's main campus include, but are not limited to the following: expansion of the Wildlife Art Festival, Multi-Cultural Day, 1850-1890 Family Day, free admission days (first Sunday of each month), and various Family Fun Days. In addition, cultivations at the Museum's historic sites include Adobe Days and community outreach days.

2006-07 ACCOMPLISHMENTS

- *Commenced construction on the new Hall of Geological Wonders*

Hall of Geological Wonders under construction

- *Installation of compact storage units for the History Division's 3-D objects*
- *Creation of redesign for Hall of History*
- *179,000 monthly visits to Museum Website*
- *Twelve new collection-based exhibits made available for public display*
- *1,400 participants of cultivation events at the Museum historic sites*
- *82,445 visitors to the County Museum*

Children's Fun Day at the County Museum

Twelve new collection-based exhibits were made available for public display in 2006-07 from the Museum's collections. These exhibits are as follows: Living on the Edge, Head to Toe, If These Buckets Could Talk, Native American Traditions, Working for a Living, A textile Odyssey, Underneath It All, Hanging with the Museum, First People, Earthquakes & Disasters, Descanse en Paz, and Through the Looking Glass. Also, Museum collection data has been provided to various federal, state and county agencies for regional and county land use planning purposes.

The Museum Web Site plays an essential role as an educational and program promotion tool to advance Museum programs and services, which is reflected in the continued annual growth in the Website.

The Museum's initiative to expose more visitors to cultural and natural heritage of the region through lecture programs has grown considerably by maintaining compelling lecture topics pertaining to the county's/region's cultural and natural heritage. Through this effort, the Museum anticipates a 25% increase in attendance for these programs during 2008-09.

GOAL 2: EXPANSION/REFURBISHMENT OF THE MUSEUM'S MAIN FACILITY IN REDLANDS

Objective A: Secure contributions to assist with the interior exhibits for the new Hall of Geological Wonders.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Contributions for the interior exhibits of the Hall of Geological Wonders.	N/A	500,000	2,435,000	2,435,000	1,565,000

Status

Construction of the Hall of Geological Wonders, which began in December 2006, is scheduled for completion in June 2008. With the construction phase approaching completion, County Museum has taken the appropriate actions to secure funding for the interior exhibit phase of this project. During 2006-07, the San Bernardino County Museum Association donated $500,000 in matching funds to initiate the Capital Campaign Program for the Museum's new exhibit and programmatic development. In addition, the Museum submitted a California Cultural Heritage Endowment (CCHE) Grant to the State of California securing $1,935,000 in 2007-08 specifically for exhibit fabrication and installations for the Hall of Geological Wonders. Also, during adoption of the county's 2007-08 budget, $500,000 was earmarked to fund fabrication of life-like fauna's (large exhibited fossils) to be exhibited in the new Hall. Museum staff continues to collaborate with the Museum Association to obtain the remaining financing needed for this project. As a result, it is estimated that the Museum Association, as a part of their Museum Capital Campaign, will contribute $1,565,000 in 2008-09 towards this project. The department will also be requesting an additional $500,000 in general fund support for this project in 2008-09 as described in Policy Item No. 1 on the next page.

In addition to the above, the county's 2007-08 budget included $500,000 to initiate redesigning/refurbishment of the 7,200 square foot Hall of History. Additional funds in the amount of $750,000 are being requested for 2008-09 to complete the Hall of History exhibit fabrication and begin Phase I redesign of the Museum Bird Hall. This request is more fully described in Policy Item No. 2 on the next page.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. History compact storage	-	75,000	-	75,000
2. Educational outreach and protection of Museum resource sites	-	70,000	-	70,000

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Installation of compact storage unit.	N/A	100%	N/A	N/A	N/A
P2. Installation of signage and gating for all resource sites.	N/A	100%	N/A	N/A	N/A

Status

These two one-time funding policy items in 2006-07 are in align with the Museum's five-year Strategic Plan adopted by the Board of Supervisors. The installation of compact storage for the History Division was imperative to ensure historic public trust collections are organized and secured in the best modern practices for curation. The compact storage was

purchased in 2006-07, with installation beginning in April and completion in summer of 2007. The one-time general fund financing for educational outreach and protection of Museum Cultural and Natural Resource Sites was instrumental in outreaching to approximately 3,000 students and families in the county regarding cultural and environmental education at these natural landscape locations in the High Desert. This funding was used to install signage and gating that provided a greater level of security for these valuable county resource sites.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. This request is for $500,000 additional CIP funding to allow the Department to continue exhibit fabrication procedures so that the Hall of Geological Wonders will be opened to the public in a timely matter. (CIP Request)	-	500,000	-	500,000
Complete financing for the exhibit fabrication of the Hall of Geological Wonders has not been accomplished. It is estimated that the exhibit fabrication and installation phase of this project will cost approximately $5,000,000. The Museum has already secured funding in the amount of $2,935,000 ($1,935,000 from California Cultural Heritage Endowment Grant; $500,000 gifted by the San Bernardino County Museum Association; and $500,000 from the County General Fund during the 2007-08 budget adoption). It is anticipated that the Museum Association will contribute $1,565,000 in 2008-09 for this project. Thus resulting in an unfunded balance of $500,000. The completion of the Hall of Geological Wonders exhibit fabrication is decisive to improve customer service and visitation through new exhibitions of the county's significant natural heritage. This Policy Item request would significantly help to move the Museum closer towards completion of the exhibits for the new Hall and opening for public use.				
2. This request is for $750,000 one-time additional CIP funding to complete the Hall of History exhibit fabrication and begin redesign of the Museum Bird Hall. (CIP Request)	-	750,000	-	750,000
As the new 12,000 square foot Hall of Geological Wonders opens to the public in 2008-2009, it is critical that the Museum's remaining thirty-year old public exhibit spaces are redesigned to maintain superior customer service. The Board of Supervisors approved a $500,000 policy item in 2007-08 that provided funding to initiate Museum wide refurbishments at all public exhibit spaces, including new design for the Hall of History. The enhancement of customer service at the Museum is a vital Business Plan objective. Since the County Museum is one of the key public access facilities in the county and the region, redesign of its public exhibition is essential. Approval of this request for one-time funding would create greater use of the Museum, thereby building awareness and markedly increasing visitation.				
3. This request is for $350,000 one-time funding for the expansion of the culinary area at the museum. (CIP Request)	-	350,000	-	350,000
The County Museum developed a small food service in 2003. The patio food cart has been a success as visitors have an opportunity to enjoy food and a beverage. With the planned opening of the Hall of Geological Wonders and new exhibit refurbishments, there is a need to expand the food service. The purposed expansion consists of using the existing museum kitchen facility adjoining the patio to expand the food service. The kitchen would be refurbished, as it does not meet public health standards. This is a one-time Capital Improvement Program project (CIP) request. Expansion of the culinary area at the Museum would generate an increase in revenue to support museum general operations. This requested one-time CIP would provide enhanced customer service and establish the Museum as a regional destination in light of the new expansion and refurbishments. Providing better food service is a component of enhancing the visitor experience.				
4. This one-time $350,000 CIP request would allow construction of an additional parking lot on the western portion of the Museum campus. (CIP Request)	-	350,000	-	350,000
As the new Hall of Geological Wonders nears completion, it is essential to provide enough vehicle and school bus parking for patrons visiting the new exhibitions, events, and programs at the Museum. In the original construction bid document for the Hall of Geological Wonders, additional parking was an additive alternate proposal. At the time the construction contract was awarded, there was insufficient County financing to fund the parking additive alternate. , providing sufficient school and tour bus parking and staging, as well as accommodate all increased visitation anticipated with the public opening of the new Hall of Geological Wonders. This one-time CIP request would provide a greater level of enhanced visitor service experience. Furthermore, it would provide a higher degree of safety and security for school groups, tours, and for all customers.				

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Completion of the Hall of Geological Wonders exhibit fabrication/installation.					100%
P2. Completion of the Hall of History refurbishments.					100%
P3. Increase in food service revenues.					25%
P4. Completion of additional parking lot at the Museum.					100%

2008-09 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
1. Increase to Curation Handling and Storage fee from $600/cubic foot to $1,000/cubic foot.	Increase is necessary to be consistent with market rates and recover museum direct/overhead costs.
2. Proposed new fees for the Museum Summer Camp Program. The Board of Supervisors established temporary fees for this pilot program in June 2007. Due to its success, the Museum now wishes to make this program and the fees permanent.	Fees proposed are necessary to recover the Museum's direct and overhead costs associated with the program.

If there are questions about this business plan, please contact Robert McKernan, Museum Director at (909) 307-8427.

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Dave Gibson
Director

Mission Statement

The Facilities Management Department serves the public by providing quality custodial, grounds, and maintenance services that enable departments & staff to effectively meet the expectations of customers.

GOALS

IMPROVE BUSINESS PRACTICES TO ENHANCE CUSTOMER SERVICE AND INCREASE STAFF EFFICIENCY

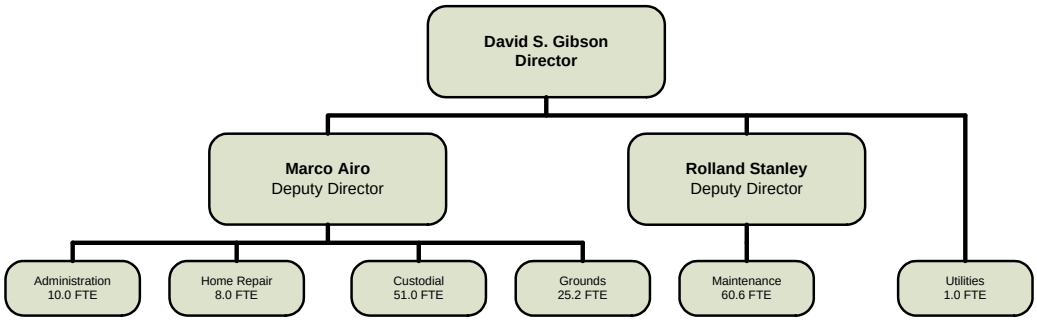
PROVIDE THOROUGH PREVENTIVE MAINTENANCE ASSESSMENTS AND REPORTS ON COUNTY-OWNED FACILITIES

REDUCE UTILITY CONSUMPTION & IMPLEMENT SUSTAINABILITY PROJECTS

SAFEGUARD COUNTY FACILITY ASSETS

FACILITIES MANAGEMENT

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Facilities Management Department is composed of six divisions: Maintenance, Grounds, Custodial, Home Repair, Administration, and Utilities.

Facilities Management provides custodial, grounds, and maintenance services to ensure county facilities are clean and well-maintained, inside and out. The department provides routine maintenance, as well as 24 hours per day – 7 days per week emergency building maintenance. Services also include seasonal planting, repairing, remodeling, and maintaining building structures, equipment, and fixtures. While primarily charged with ensuring a functional county infrastructure, through the Home Repair Program, Facilities Management Department also provides minor repairs and services to eligible residences as designated by the Community Development and Housing Department.

The Utilities Division is responsible for administering the county's utility budget.

The Facilities Management Department, having achieved goals of strengthening administrative support functions, is transitioning to a model of asset protection and sustainability. The refined asset protection focus relies on using the data and support systems in place to maintain the county's valuable facilities, protecting the county's recent multi-million dollar capital investment in facility upgrades and enhancements, and preparing to maintain future facilities. The goals include maintaining facilities and equipment to preserve a high level of functioning now and in the future. Another major initiative is to support sustainability projects and promote responsible and efficient use of resources.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Staffing
General Fund				
Facilities Management	14,465,324	4,827,546	9,637,778	154.9
Utilities	17,238,336	258,043	16,980,293	1.0
Total General Fund	31,703,660	5,085,589	26,618,071	155.9

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.

Objective C: Implement program for handheld PDAs to track work and costs.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Decrease length of time required to provide final cost data to customers by 50%. Current length of time is 90 days	N/A	0%	50%	50%	N/A
1B. Implement capability for county departments to submit work requests on-line through CAFM-enabled interface on department's homepage	N/A	N/A	100%	100%	N/A

Status

A major initiative to improve business processes has been the implementation of the CAFM (Computer Aided Facilities Management) system. Facilities Management plans to utilize more of the modules available to enhance operations and provide further support for field staff.

Objective A: Facilities Management will decrease the length of time required to provide final cost data to customers through use of the CAFM system. More extensive use of the CAFM system will provide a mechanism to bill customers, eliminating the need to use the Job Cost Ledger system by the end of 2007-08.

Objective B: With the help of the Information Services Department, Facilities Management will use WebCentral as an interface to allow county departments to input and track work requests on-line through the Facilities Management website on Countyline by the end of 2007-08.

Objective C: A new objective for 2008-09 is to use rugged hand-held PDAs which will allow field staff to spend more time providing services and less time on paperwork, thus reducing backlog of work requests. This objective relies on the approval of a one-time Business Process Improvement (BPI) request as detailed in that section of this Business Plan.

GOAL 2: PROVIDE THOROUGH PREVENTIVE MAINTENANCE ASSESSMENTS AND REPORTS ON COUNTY-OWNED FACILITIES

Objective A: Provide facility inspections through facility condition assessment contract.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of facility assessments completed (number of assessments completed).	N/A	82% (37)	100%	100% (45)	N/A

2006-07 ACCOMPLISHMENTS

- *Awarded CCFSA Award of Excellence for Facilities Service*
- *Replaced 83,898 square feet of carpet in county owned office space*
- *Implemented scrap metal recycling program*
- *Successfully completed Court Facility transition of historic Central Courthouse*
- *Installed water-conserving irrigation systems*
- *Completed CPR/First Aid Certification for all department employees*
- *Performed 236 repair jobs for low income residents of San Bernardino County through Home Repair program*

Status
Facilities Management has completed facility condition assessments on 37 facilities (1,946,399 square feet) which include both narrative condition assessment reports and equipment inventories. The department plans to complete the remaining 8 facility condition assessments by the end of 2007-08. The data gathered by the condition assessment will be used to aid decision making to achieve Goal 4: Safeguard County Facility Assets.

GOAL 3: REDUCE UTILITY CONSUMPTION /IMPLEMENT SUSTAINABILITY PROJECTS

Objective A: Implement energy efficiency program.

Objective B: Implement water conservation projects.

Objective C: Develop user-centered approach to managing resource consumption.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3B. Percentage decrease in water consumption per project area. Based on meter readings at current time of project implementation.	N/A	N/A	N/A	N/A	25%

Status
Objective A: In support of the Green County San Bernardino initiatives approved by the Board of Supervisors, Facilities Management has been instrumental in the implementation of a number projects that increase efficiency with regard to water conservation and electricity use. Examples of such measures are upgrades to energy management systems, installation of high-efficiency heating and cooling units, the use of cool-roofing materials, replacing manual irrigation controls to irrigation controls with timers, and changing sprinkler irrigation to drip system irrigation.

Objective B: The department's water conservation efforts will feature water-saving irrigation components such as "smart" controls, solar powered irrigation controllers, and the testing of drought resistant landscaping options for the grounds around county facilities. Irrigation equipment and landscaping options will be tested on-site at Facilities Management headquarters to monitor efficacy and aesthetics before being installed at other county facilities.

Objective C: In an effort to support customers with conservation efforts, Facilities Management plans to develop a user-centered approach to managing resource consumption by providing site/facility specific information on energy and resource consumption. This objective relies on the approval of a one-time BPI request as detailed in that section of this Business Plan.

GOAL 4: SAFEGUARD COUNTY FACILITY ASSETS

Objective A: Complete audits on county-maintained facilities.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
4A. Number of audits completed	N/A	N/A	N/A	N/A	45

Status
Beginning in 2008-09, Facilities Management will perform comprehensive building audits in order to create dynamic, preventive, and predictive maintenance plans for county-owned facilities. The maintenance plans will take into account life cycle and routine repairs that will minimize equipment downtime and maximize the equipment's useful life.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. The department received $308,688 in ongoing funding to augment administrative support staff to reduce administration time by field personnel.	4.0	308,688	-	308,688
2. The department received $217,644 in ongoing funding for three specialty trade positions.	3.0	217,644	-	217,644
3. The department received $75,000 in ongoing funding to expand the Community Options contract to additional buildings.		75,000	-	75,000

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Hours freed up from administrative work for field staff	N/A	3,200	6,400	6,400	6,400
P2. Additional productive hours from new specialty trade positions	N/A	2,400	4,800	4,800	4,800
P3. Additional service hours provided via the Community Options contract to additional buildings.	N/A	7,500 hours, 3 crews added	10,000 hours, 1 additional crew	10,000 hours, 1 additional crew	10,000 hours added, 1 additional crew

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. One-time BPI Request – Program to use rugged hand held PDAs to record work and cost data	-	135,000	-	135,000
This enhancement will help the Facilities Management Department to decrease the amount of time for cost data to reach customers and improve staff efficiency. The use of PDAs will help decrease the Work Request backlog by reducing paperwork for both craftspeople and supervisors, and will significantly reduce data entry in both time and cost. Job information and cost data will be captured via the rugged PDA and will be downloaded directly into the CAFM system.				
2. One-time BPI Request – Accountability for utility usage	-	75,000	-	75,000
This initiative will fund a consultant to assess utility usage in multi-occupant buildings. The data from this assessment will provide essential background information for future policy items and programs designed to maximize efficient use of resources.				

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Reduce backlog of Work Requests					10% reduction
P2. Study completed and utility information on resource consumption provided to county departments for which Facilities Management receives and pay utilities invoices.					100%

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments in 2008-09.

If there are questions about this business plan, please contact Dave Gibson, Director, at (909) 387-2230.

FLEET MANAGEMENT DEPARTMENT

Roger Weaver
Director

Mission Statement

The Fleet Management Department provides vehicles, equipment, and related 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.

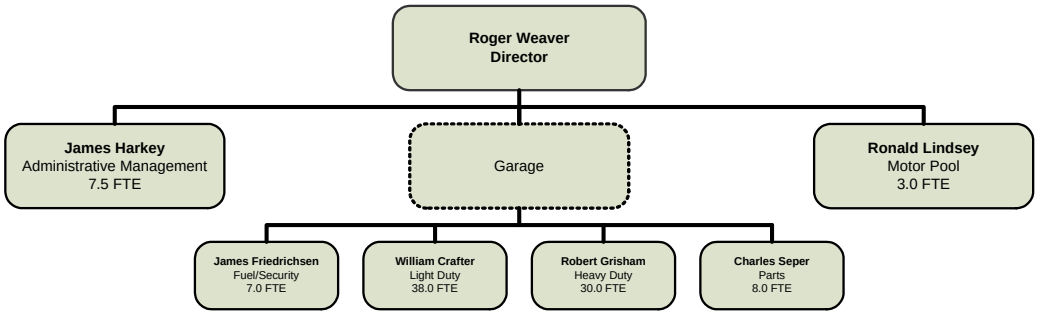
GOALS

MAINTAIN CURRENT HIGH LEVELS OF CUSTOMER SERVICE AND USER SATISFACTION

DECREASE VEHICLE DOWNTIME FOR PREVENTIVE MAINTENANCE AND ROUTINE REPAIRS

SUPPORT "GREEN COUNTY" INITIATIVE BY REDUCING OVERALL MOTOR POOL VEHICLE EMISSIONS

ORGANIZATIONAL CHART



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 (cars and pickup trucks) shop, heavy duty (large trucks and other equipment) shop, welding/metal fabrication shop, emergency vehicle make-ready shop, parts room and a fueling station. The garage regularly services more than 3,000 vehicles and other pieces of equipment. The department also operates five smaller "service centers" in outlying locations and has a total of 22 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.

2007-08 SUMMARY OF BUDGET UNITS

	Operating Exp	Revenue	Revenue Over/ (Under) Exp	Staffing
Internal Service Funds				
Garage	13,808,972	13,588,052	(220,920)	94.5
Motor Pool	11,273,120	12,346,300	1,073,180	4.0
Total Internal Service Funds	25,082,092	25,934,352	852,260	98.5

Fuel

Motor Pool

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: MAINTAIN CURRENT HIGH LEVELS OF CUSTOMER SERVICE & USER SATISFACTION

Objective A: Create and train employees with a Fleet Management customer service video providing good versus bad examples (a spoof DVD).

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of respondents satisfied with Fleet Management services.	91%	95%	95%	95%	95%

Status

To measure customer satisfaction, survey placards are placed in vehicles upon completion of any service. Maintaining high levels of customer service will maximize the department's customer base, which will, in turn, support the lowest possible unit cost distribution (rates) to all customers. In 2006-07, the department completed (100% employee coverage) a customer sensitivity training for its employees to augment the county's Service FIRST training.

To further enhance the customer sensitivity training for employees, the department now proposes its own customer service-first video using employees from Fleet Management to show the correct and incorrect customer service techniques.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of programmed maintenance (PM) services completed the same day the vehicle is delivered to Fleet Management.	50%	72%	75%	74%	76%
2B. Percentage of repairs completed within two days of vehicle delivery to Fleet Management.	69%	84%	75%	84%	85%

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 but without sacrificing quality. Additionally, timely vehicle maintenance/repairs turnaround will improve overall customer satisfaction.

Keeping a full complement of trained technicians is the most effective means of properly maintaining the fleet. All technicians are required to have a commercial driver license, which require ongoing mandatory drug and alcohol testing. Fleet Management continues to work with the Human Resources Department to address recruitment and retention issues affecting various technicians' classifications. The intent of these efforts is to ensure fully training technicians are available to maintain and repair fleet vehicles. Quick turnaround times for vehicle maintenance and repairs in the light-duty shops will also help Fleet Management meet its goal to improve overall customer satisfaction.

2006-07 ACCOMPLISHMENTS

- *Removed underground storage tanks in Barstow to comply with state requirements*
- *Implementing "Casual User" website (vehicle data access capabilities) to better serve our customers*
- *Reorganizing fuel credit card's policies and procedures*
- *Obtained approval and began implementing re-identification of the fleet vehicles*

Parts

Heavy Duty

GOAL 3: SUPPORT THE SAN BERNARDINO "GREEN COUNTY" INITIATIVE BY REDUCING OVERALL MOTOR POOL VEHICLE EMISSIONS

Objective A: Purchase the lowest emission vehicles available.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Percentage of Motor Pool vehicles classified as ULEV or better.	24%	35%	45%	45%	55%

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. During its regular purchasing cycle, Fleet Management will continue replacing the existing fleet with ultra low emission vehicles (ULEV) or better, including hybrids and other low emission technologies. It is estimated that the entire fleet will consist of only ULEV's (or better) by 2009-10 (excluding a small percentage of specialty vehicles).

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. CIP Project – Construction of a building in Barstow Service Center - One Time	-	500,000	500,000	-
One-time cost will be funded by Motor Pool and repaid by the Garage over a 15-year period.				

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

If there are questions about this business plan, please contact Roger Weaver, Director, at (909) 387-7870.

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Julie Rynerson Rock
Director

Mission Statement

The Land Use Services Department 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.

GOALS

ADVANCE PLANNING – DECREASE PROCESSING TIME FOR APPLICATIONS OR PERMITS

CURRENT PLANNING – DECREASE PROCESSING TIME FOR APPLICATIONS

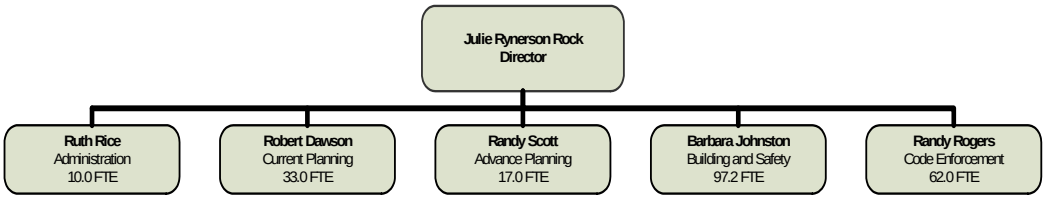
BUILDING & SAFETY – DECREASE PROCESSING TIME FOR PLAN REVIEW

CODE ENFORCEMENT – INCREASE NUMBER OF INITIAL INSPECTIONS PERFORMED WITHIN THREE WEEKS OF RECEIVING COMPLAINT

FIRE HAZARD ABATEMENT – INCREASE NUMBER OF ABATEMENTS PERFORMED WITHIN 5 WEEKS OF NON-COMPLIANT FINAL NOTICE

LAND USE SERVICES DEPARTMENT

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Land Use Services Department (LUSD) provides oversight for land use in the unincorporated areas of the county. This oversight begins with the county's general plan and extends to review of land use applications, adherence to building codes and enforcement of ordinances. LUSD is comprised of the following divisions:

Administration provides centralized budgeting, personnel, and automation services to all of the department's divisions.

Advance Planning oversees the implementation of the General Plan and prepares updates and annual reports as required by law; maintains the Development Code and provides external and internal interpretation of code requirements. The Division oversees the preparation of EIRs for private and capital improvement projects and is recognized as the County lead for CEQA procedures and compliance. The Division also is responsible for the implementation of the State Surface Mining and Reclamation Act (SMARA) requirements and performs annual mine inspections and ensures adequate reclamation financial assurances for mining operations.

Current Planning reviews all land use applications for compliance with county codes and environmental laws, administers short-term implementing measures for land use, housing, and community design, and provides assistance to the Planning Commission and Board of Supervisors for the formation and implementation of plans and ordinances.

Building & Safety 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, by applying county ordinances, state laws, and inspecting the construction, alteration, moving, demolition, repair, occupancy, and use of buildings and structures.

Code Enforcement 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. The Fire Hazard Abatement program 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.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
Administration	-	-	-		12.0
Current Planning	3,406,036	3,406,036	-		34.0
Advance Planning	4,064,230	2,328,829	1,735,401		18.0
Building and Safety	10,218,677	10,218,677	-		98.2
Code Enforcement	5,165,959	560,300	4,605,659		41.0
Fire Hazard Abatement	2,867,674	2,867,674	-		22.0
Total General Fund	25,722,576	19,381,516	6,341,060		225.2
Special Revenue Fund					
General Plan Update	39,908	-		39,908	-
Total Special Revenue Fund	39,908	-		39,908	-
Total - All Funds	25,762,484	19,381,516	6,341,060	39,908	225.2

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 9 months with a Negative Declaration or 15 months with an Environmental Impact Report.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of mining applications and reclamation permits processed through approval or denial within proposed timeframes.	70%	86%	95%	95%	97%

Status

At this time, the division anticipates meeting the target or being very close to doing so. The mining section is now fully staffed with experienced employees who have improved the review and turn around time.

GOAL 2: CURRENT PLANNING - DECREASE THE PROCESSING TIME FOR "APPLICATIONS ACCEPTED" AS COMPLETE OR RETURN TO APPLICANT IN A TIMELY FACTION

Objective A: Process applications within30 days as required by the Development Code.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of applications accepted as complete or returned to applicant with proposed timeframe.	80%	96%	98%	98%	99%

Status

The Current Planning Division has implemented a policy of advising applicants within the 30 day window period if their application is complete; in some instances, the applicant decides to withdraw an incomplete application and subsequently “re-submit” it when all of the information is available.

GOAL 3: BUILDING & SAFETY - DECREASE THE PROCESSING TIME FOR PLAN REVIEW SERVICES TO THE ADOPTED SERVICE STANDARDS

Objective A: Perform reviews in the following time frames:

Residential - 10 working days
Subdivisions and multi-residential - 20 working days
Grading and non-residential - 30 working days

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of plan reviews completed within proposed timeframes.	82%	90%	95%	95%	98%

2006-07 ACCOMPLISHMENTS

- *Adoption of the General Plan Update Program*
- *Expansion of the Permits Plus System to provide better access and retrieval of land use maps*
- *Thirteen hundred Current Planning projects were accepted*
- *Issuance of 28,922 permits for construction valued at $922.5 million*

Land Use Services Department

Code Enforcement

Status
The increase in the number of plan reviews completed within proposed timeframes has reached its target of 95%. This is a result of several measures, which included sending plans to consultants for review, hiring an additional plans examiner, the hiring of additional building inspection field staff who relieved the plans examiners of the responsibility of providing backup inspections in the field, and utilization of building inspectors usually assigned to the field to perform simple plan reviews.

GOAL 4: CODE ENFORCEMENT - INCREASE THE NUMBER OF INITIAL INSPECTIONS PERFORMED FROM THE DATE OF RECEIVING COMPLAINT

Objective A: Perform initial inspections within three weeks of receiving the complaint.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of initial inspections completed within three weeks of receiving complaint. Base is 5,000 estimated complaints per fiscal year.	75%	95%	98%	98%	99%

Status
Code Enforcement has adjusted the way complaints are taken to streamline the process. Complaints are now entered into the complaint tracking system as the clerical staff receives a call and are then forwarded to the technical staff in a shorter time frame. Technical staff now has online access to more information that needs to be researched. Through this new procedure, complaints can be processed and assigned to a Code Enforcement Officer faster, which reduces the amount of time it takes for them to get into the field for the initial inspection.

GOAL 5: FIRE HAZARD ABATEMENT - INCREASE THE NUMBER OF ABATEMENTS PERFORMED FROM THE DATE OF NON-COMPLIANT FINAL NOTICE (NCFN)

Objective A: Perform abatements within five weeks of non-compliant final notice (NCFN).

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of abatements performed within five weeks of Non-Compliant Final Notice (NCFN).	65%	96%	98%	98%	99%

Status
Work distribution has been analyzed and work loads have been adjusted to more evenly distribute abatements so contractors can complete the necessary work in a shorter time period. Improvements are in process to the Fire Hazard Abatement computer system to improve the retrieval of information, which will allow warrants to be processed in a more efficient manner.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. ADVANCE PLANNING - The department received $320,000 of ongoing general fund financing for commercial-area and community plans.	-	320,000	-	320,000
2. CODE ENFORCEMENT - The department received $295,600 of ongoing general fund financing for three positions to enforce the off highway vehicle (OHV) ordinance.	3.0	295,600	-	295,600
3. CODE ENFORCEMENT - The department received $50,000 of ongoing general fund financing for community cleanup projects.	-	50,000	-	50,000
4. CODE ENFORCEMENT - The department received $500,000 of ongoing general fund financing for a countywide graffiti abatement services program.	-	500,000	-	500,000
5. CODE ENFORCEMENT - The department received $104,000 of ongoing general fund financing for one position to enhance the OHV enforcement program.	1.0	104,000	-	104,000

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. 2007/08: Initiate project and hire consultants for the Lake Gregory, Joshua Tree, and Wrightwood Community Plans. 2008/09: Develop project plan.	N/A	0%	100%	100%	100%
P2. Percentage of illegal OHV riders contacted and provided educational material regarding legal OHV areas.	N/A	55%	60%	60%	70%
P3. Percentage increase of waste and recyclable materials collected by Code Enforcement during community cleanup activities.	N/A	18%	25%	25%	30%
P4. Percentage increase in number of graffiti sites abated.	N/A	N/A	100%	100% (12,000)	25%
P5. Percentage increase in number of illegal rider contracts.	N/A	N/A	100%	100% (21,780)	25%

Status

P1. Request for Proposals are in process to select consultants for these projects.

P2. The Code Enforcement Officer positions for this program are fully staffed which allows for the additional contacts to be made.

P3. Code Enforcement continues to increase the amount of recyclable materials collected during each community cleanup event.

P4. Contact has been made with all of the cities to determine their interest in providing graffiti abatement in their sphere of influence.

P5. The additional position has been filled.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Policy Item - West Mojave Plan - One Time	-	75,000	-	75,000
The BLM approved the West Mojave Plan on March 2006. The West Mojave Plan is a multi-agency conservation program in the western Mojave Desert. The plan is intended to establish a regional conservation strategy for federal, state, and local governments, as well as private property owners, industries and public lands users to comply with the requirements of the state and federal Endangered Species Acts (ESAs). The proposed HCP is designed to allow for continued growth of the areas within the High Desert region, the communities of the Morongo Basin easterly to the City of Twenty-nine Palms, as well as the City of Barstow and surrounding areas. Several follow-on actions still must be taken by state agencies and the 11cities and four counties in order for the plan to apply to private and state land. While the Plan is now effective on federal land, the counties and cities must adopt an HCP that meets the requirements of the US Fish and Wildlife Service and the California Department of Fish and Game in order for the plan to apply to private lands. To secure a Section 10 (a)(1)(b) permit from the USFWS and a 2081 permit from the CDFG, a detailed Habitat Conservation Plan (HCP) that complies with the federal and state ESAs is required by the wildlife agencies. While the West Mojave Plan set out a strategy and program for conservation of threatened and endangered species, it did not contain the technical details to allow direct use by local government. Thus, San Bernardino County will assume a lead-coordinating role for local government in preparation of the technical HCP. It is anticipated that this process will take up to an additional two years to complete. Much of the groundwork for the technical HCP is contained within the West Mojave Plan and both the USFWS and the CDFG are committing staff resources and grant funding to assist the County in completing the necessary follow-on work. A mid-year 07-08 Budget request will be submitted seeking $100,000 as part of a local match to an Endangered Species Act Grant of $270,000 to complete the HCP. Kern County is a partner in the plan and will also provide $100,000. In-kind services amounting to $70,000 from both counties will make up the balance of the matching local funds, thus providing $540,000 to prepare the plan. An additional $75,000 in the 08-09 Budget will be required to complete a Supplemental EIR for the HCP.				
2. Policy Item - Cedar Avenue (Bloomington) Specific Plan - One Time	-	300,000	-	300,000
Preparation of a comprehensive guide for quality land development with a viable program for building and financing the infrastructure necessary to support the Cedar Avenue (Bloomington) area.				
3. Policy Item - Helendale-Silver Lakes Specific Plan - One Time	-	400,000	-	400,000
Preparation of a comprehensive guide for quality land development with a viable program for building and financing the infrastructure necessary to support the Helendale-Silver Lakes area.				
4. Policy Item - Snow Drop Road Area Plan - One Time	-	175,000	-	175,000
The Area Plan would provide more specific policy direction and development standards at a level of detail below the Region and Community Plan levels. The Snow Drop Area is in need of more precise development standards that establish residential densities consistent with the topographic, hazard overlay, infrastructure and access constraints that exist in this foothill area of the San Gabriel Mountains.				

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
5. Policy Item - Santa Ana Wash Plan - One Time	-	30,000	-	30,000

In August 2002, the Board approved participation in the Upper Santa Ana River Wash Land Management and Habitat Conservation Plan Task Force. The Task Force is a consortium of public and private entities. The Board also authorized a funding contribution in the amount of $53,117 from the General Fund Budget and an amount of up to $53,117 from the Flood Control Budget for FY2002-03. The contributions represented a 6.061% share for the two County entities in the total plan budget. The cost shares were determined based on a benefit basis. An administrative draft of the plan and the Draft EIR have been prepared to date. However, there have been cost over-runs that have resulted in the need for budget augments to the consultant preparing the plan with corresponding requests for additional contributions from members of the Taskforce. The county and the County Flood Control District have been invoiced $15,095 each to cover the County's share of the increased Wash Plan costs during 2007-08. This policy item is included in the 2008-09 Business Plan to cover anticipated additional costs of up to $30,000 to complete the Final EIR and Habitat Conservation Plan (HCP).

NOTE REGARDING POLICY ITEM REQUESTS: *If all of the above policy items are recommended for funding, Land Use Services will require additional staff to manage the workload. At this time the type and skill level requirements are difficult to establish since it will be dependent on the specific policy items that are approved. Land Use Services will provide additional information through the budget preparation process.*

6. Business Process Improvement - "Project Dox" -	One-Time	-	343,200	-	343,200
	Ongoing		25,200		25,200

In order to show a commitment on the part of the County and the departments involved in the development and construction review process, the Land Use Services Department (LUSD) is proposing the purchase and implementation of "Project Dox". This is a third-party, web-based enhancement which enables a county-wide, end-to-end electronic process for development and construction plan review. This product will be a major step forward in addressing the commitment of the Board Supervisors to become *"Green County San Bernardino"* through the submission of electronic files rather than paper, provides many benefits, and will improve customer service.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Complete the selection of a consultant for a supplemental EIR for the HCP for the West Mojave Plan.					100%
P2. Complete the selection of a consultant to prepare the Cedar Avenue (Bloomington) Specific Plan.					100%
P3. Complete the selection of a consultant to prepare the Cedar Avenue (Bloomington) Specific Plan.					100%
P4. Complete the selection of a consultant to prepare the Mountain Top Planning Area Plan.					100%
P6. Complete Installation and customization of the Project Dox software.					100%

2008-09 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
In 208-09 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 Julie Rynerson Rock, Director, at (909) 387-4141.

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Vana R. Olson
Director

Mission Statement

The Public Works Department provides a broad range of services and infrastructure to help ensure safe and desirable communities for the people of San Bernardino County. Areas of responsibilities include roads, traffic, flood control, storm water quality, water conservation, solid waste services, and County Surveyor functions.

GOALS

IMPROVE FLOOD PROTECTION AND INCREASE WATER RECHARGE

MAINTAIN EFFICIENCY OF LANDFILL SPACE UTILIZATION

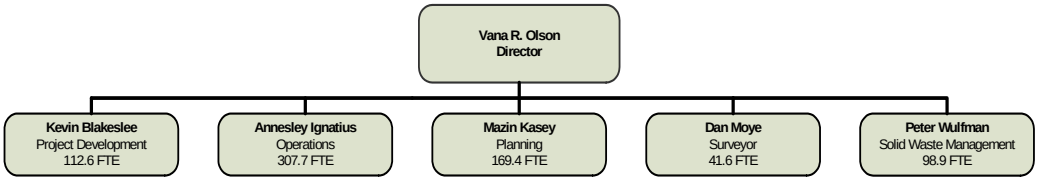
TIMELY MAP AND PLAN CHECK SERVICES

MAINTAIN SAFETY AND MAINTENANCE OF COUNTY ROADS

Fort Irwin Road - Barstow area

DEPARTMENT OF PUBLIC WORKS

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Department of Public Works is comprised of the Flood Control District, Solid Waste Management, Surveyor and Transportation as described below:

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 regional flood control and water conservation facilities, including dams, conservation basins, debris basins, channels and storm drains.

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, five low volume transfer operations/community collection centers and thirty-three closed landfills or disposal sites. The SWMD also administers the county's solid waste franchise program, which authorizes and regulates trash collection by private haulers in the county unincorporated area, and state mandated waste diversion and recycling programs.

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 in compliance with local ordinances and state laws. The Surveyor performs field surveys as requested by county departments and is responsible for perpetuation of controlling survey monuments. The Surveyor also maintains the county GIS Parcel map for 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 2,774 miles of roadways. Additional activities include administration, planning, design, construction, and traffic operations.

Wiggins Basin No. 1 located in the San Bernardino area

Survey Crew - Lytle Creek area

2007-08 SUMMARY OF BUDGET UNITS

	Operating Exp/ Appropriation	Revenue	Local Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
Surveyor Function:						
Surveyor	5,400,409	5,132,271	268,138			42.6
Survey Monument Preservation	513,854	91,509		422,345		-
Transportation Division:						
Road Operations	101,102,388	69,576,157		31,526,231		412.4
Etiwanda Interchange Improvement	60,395	1,000		59,395		-
High Desert Corridor Project	1,363,247	1,181,119		182,128		-
Facilities Development Plans	11,858,260	3,137,604		8,720,656		-
Measure I Program	24,686,328	9,365,850		15,320,478		-
Regional Development Mitigation Plan	8,325,517	8,180,230		145,287		-
Solid Waste Management Division:						
Operations	75,617,539	79,877,603			4,260,064	99.9
Site Closure and Maintenance	1,300,203	15,520,380			14,220,177	-
Site Enhancement, Expansion & Acquistition	10,872,664	12,629,794			1,757,130	-
Environmental Fund	13,261,133	1,630,905			(11,630,228)	-
Environmental Mitigation Fund	3,668,815	3,756,449			87,634	-
Flood Control District:						
Consolidated Funds	177,897,928	116,841,651		61,056,277		181.3
Equipment Fund	1,551,100	2,785,000			1,233,900	
TOTAL	437,479,780	329,707,522	268,138	117,432,797	9,928,677	736.2

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: FLOOD CONTROL DISTRICT – IMPROVE FLOOD PROTECTION AND INCREASE WATER RECHARGE AT FLOOD CONTROL FACILITIES

Objective A: Increase the annual volume of water recharge at District facilities.

Objective B: Continue to reduce risk of flooding from levees within the Flood Control District.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of acre-feet of water recharged at Flood Control District basins (number of acre-feet recharged).	(31,619)	(19,244)	10%	4% (20,000)	10%
1B. Number of District Levee Miles Certified by the FEMA program.	N/A	N/A	N/A	N/A	36

Status

Increasing the annual volume of water recharge remains an important objective for the District due to the area's arid nature and current drought conditions. The District has partnered with a number of water agencies to maximize the use of flood control facilities for water conservation purposes. Water from a variety of manmade transmission sources is spread within the District's basins for dry season groundwater recharge. Also, the District is continuing to permit/install devices that trap and retain storm water for enhanced recharge. The recharge volume for 2006-07 was 19,244 acre-feet, which represented a 39% decline from the previous year. This reduction is due to the current drought conditions and the lack of availability of state project water. Projections for the next few years are lower than the 2005-06 level because of predictions that the state-wide drought conditions may continue. This emphasizes the importance of capturing available storm water runoff.

2006-07 ACCOMPLISHMENTS

Flood Control

- *Completion of San Sevaine Channel from Jurupa St. to Philadelphia Ave. in the Fontana area*
- *Completion of Houston Creek in Crestline*

Solid Waste Management

- *Final Closure Construction Project at the Lenwood-Hinkley Landfill*
- *Final Closure Construction Project at the Apple Valley Landfill*
- *Phase 1A Liner at the Victorville Landfill*
- *Unit 3 Phase 5B Liner at Mid-Valley Landfill*
- *Construction of extraction wells & treatment facilities in Rialto*
- *Phase 1 of the Gas Extraction & Treatment System at Yucaipa Disposal Site*
- *Northern Perimeter Gas Migration Control System at Milliken Landfill*

Surveyor

- *Reduced processing times for map and plan check reviews*
- *Established policies and procedures for private contracting during peak workload periods*
- *Completed the Image Document Management system to assist customers with research and acquisition of electronic images pertaining to maps and documents*

Transportation

- *Completed construction on Ft. Irwin Road project in the Barstow area*
- *Completed paving of the dirt portions of Escondido Road (Oak Hills), Sunny Hill Road (Joshua Tree), Wright Mountain Road (Wrightwood), and Bowles Road (Big Bear area)*
- *Installed nine new traffic signals at various locations throughout the county*

The new Objective B focuses on the current mandates by the Federal Emergency Management Agency (FEMA) to certify numerous levees within the county. The existing levee systems, while having performed adequately during more recent flooding events, must be tested and certified so properties of our citizens can maintain their current flood plain designations and corresponding insurance requirement levels. The Flood Control District has an intensified effort to certify more than approximately 75 miles of levees within the next two years. Ongoing maintenance and reporting to maintain the levels of protection is also required.

GOAL 2: SOLID WASTE MANAGEMENT – MAINTAIN THE LEVEL OF EFFICIENCY CONCERNING LANDFILL SPACE UTILIZATION

Objective A: Maintain the existing volume of trash per cubic yard deposited into the county's solid waste disposal system.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Pounds of trash per cubic yard of capacity:					
Low Volume Sites	1,029	1,000	1,030	1,030	1,030
Medium Volume Sites	1,140	1,200	1,170	1,170	1,170
High Volume Sites	1,140	1,100	1,130	1,130	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 is able to operate each landfill to its maximum life expectancy and provide services to the public at the lowest possible cost. The division has determined that the 2007-08 estimate and 2008-09 target densities are optimal amounts and representative of efficient landfill operations, thus the goal is maintain this level. The density of landfilled trash is an easily measured objective and is one of the performance measures in the county's contract with Burrtec for landfill operations.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Percentage of parcel maps completed within 80 working days (2005-06), 70 working days (2006-07), 65 working days (2007-08), and 60 working days (2008-09).	100%	100%	100%	100%	100%
Percentage of record of surveys completed within 100 days (2005-06), 75 working days (2006-07), 75 working days (2007-08), and 70 working days (2008-09).	85%	70%	100%	100%	100%
Percentage of corner records completed within 100 working days (2005-06), 75 working days (2006-07), 75 working days (2007-08), and 70 working days (2008-09).	92%	80%	100%	100%	100%
Percentage of final maps completed within 60 working days (2005-06), 40 working days (2006-07), 35 working days (2007-08), and 35 working days (2008-09).	100%	100%	100%	100%	100%

Status

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. In the past three years, the Surveyor has significantly reduced the backlog of work resulting from development activity. Processing times have been decreased as a result of organizational changes and the ability to utilize the part time services of private land surveying firms. The Surveyor anticipates that it will successfully meet its goals for completing parcel maps, record of surveys, corner records and final maps within established timeframes during 2007-08. The objective for 2008-09 is to continue the trend of reducing 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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
4A. Average Pavement Condition Index (PCI) of county maintained roads.	75	76	75	75	75

Status

Transportation's primary 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 high-level of safety and maintenance of county maintained roads.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

On July 25, 2006, the Board awarded SWMD $560,000 of general fund contingencies for the Sawtooth Disaster Debris Management Program. The funds provided for asbestos inspection, testing and removal; hazardous waste removal; vehicle abatements; and property clean-ups. There were 179 properties affected by the Sawtooth Fire of which 170 properties were inspected for hazardous waste with 49 requiring removal services; 89 were inspected for asbestos due to being built before 1984 and 16 needed asbestos removal services; 137 properties participated in the Debris Management Program and had fire debris removed; 87 burned vehicles were abated.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
CIP funds to remodel restrooms at S. Wesley Break Center. (CIP Request)	-	360,000	-	360,000

2008-09 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
Flood Control. Increases to certain existing permit and inspection fees for cost associated adjustments over the past two years.	Fee adjustments are needed to offset increased construction costs.
Flood Control. Develop new fee for surplus property requests.	New fee will allow for more thorough and timely reviews by staff of surplus property requests.
Solid Waste. New fee for Radio Frequency Identification Devices (RFID).	Reduced transaction time and errors because the RFID installed on a commercial refuse hauling vehicle will fully automate the gate fee transaction.
Solid Waste. Revised Fees – The division will propose fee increases for waste disposal fees based upon the need to cover operational costs, expansion needs, closure and post-closure liabilities.	With the proposed fee increases, the division will be able to recover operational costs, maintain current levels of service, and meet required financial assurance requirements.
Transportation. Regional Development Mitigation Fee adjustment.	Adjust for increases in design and construction costs of new transportation facilities.
Transportation. Local Area Developer Impact Fee adjustment.	Adjust for increases in design and construction costs of new transportation facilities.
Transportation. Land Development Fee adjustment.	Adjustment needed to offset cost increases experienced in recent years.

If there are questions about this business plan, please contact Mazin Kasey, Assistant Director, at (909) 387-7916.

REAL ESTATE SERVICES

David H. Slaughter
Director

Mission Statement

The Real Estate Services Department partners 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.

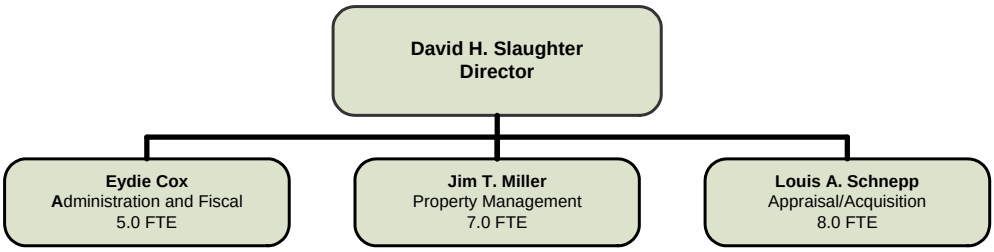
GOALS

IMPROVE THE QUALITY AND PROFESSIONALISM OF SERVICES

IMPROVE FISCAL SERVICES BY AUTOMATING MANUAL FISCAL FUNCTIONS AND SYSTEMS

IMPROVE CUSTOMER SERVICE WITH DEPARTMENTS THAT LEASE NON-COUNTY OWNED SPACE AND/OR LEASE COUNTY-OWNED SPACE TO OTHERS

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Real Estate Service Department (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.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
Real Estate Services	2,647,980	1,542,667	1,105,313		24.0
Rents and Leases	101,179	101,179	-		-
Courts Property Management	437,165	392,165	45,000		-
Total General Fund	3,186,324	2,036,011	1,150,313		24.0
Special Revenue Fund					
Chino Agricultural Preserve	7,105,752	1,160,648		5,945,104	-
Total Special Revenue Fund	7,105,752	1,160,648		5,945,104	-
Total - All Funds	10,292,076	3,196,659	1,150,313	5,945,104	24.0

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of leases in new locations in excess of 5,000 square feet for which architectural and space design plans have been completed.	N/A	N/A	100%	75%	100%
1B. Percentage 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	No Projects	100%	No Projects	100%

Status

The 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 in 2006-07 because no new projects were requested of RESD that fit the criteria for the use of these tools. In 2007-08, an estimated four projects will be requested of RESD that fit the stated criteria, one of which is a project for a department in Human Services (HS) that is a carry-over from the previous year, and for which HS has completed the plans and specifications. Therefore, only 3 of 4 (75%) of projects in 2007-08 will have had architectural programs and space plans prepared by architectural firms. None of the projects has commenced; therefore, no project schedules have been utilized. Once fully initiated, 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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Increase the total percentage of 260 fiscal tasks that are automated. (Number of fiscal tasks automated.)	N/A	N/A	62%	62% (160)	77%
2B. Increase the total percentage of 260 expenditure leases adjusted timely and accurately, in accordance with contract terms. (Number of expenditure leases.)	N/A	N/A	90%	80% (208)	90%

2006-07 ACCOMPLISHMENTS

- *Commenced transfer of Court Facilities and property management to the Administrative Office of the Court*
- *Completed acquisition of Right-of- Way for Pepper Avenue and Valley Blvd. intersection realignment*
- *Assumed property management and planning for County-owned dairies in the Chino Agricultural Preserve*

Right-of-Way Agents working on the State Street Grade Separation Project in San Bernardino

Real Property Agents leasing new office space for Preschool Services Department

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.

In 2007-08, RESD made progress toward this goal by switching to a new Labor reporting system (eTime), and is currently partnering with the Information Services and Architecture and Engineering Departments to develop a new system for charging out services. When implemented, the new system will reduce staff time spent calculating charges and preparing documents to bill customers.

The percentage of expenditure leases expected to be adjusted according to contract terms in 2007-08 was targeted at 90%; however, minor problems were encountered during the transition to a different and improved procedure which resulted in only 80% of adjustments having been done timely. Procedures for identifying and communicating lease adjustments have been reviewed and refined. In 2008-09, the department projects improvement of at least 10% over the previous year.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Percentage of leases, appraisals, and surplus property sales completed within the projected schedule.	N/A	87%	100%	100%	100%
3B. Percentage of amendments submitted for Board approval at least 30 days prior to the scheduled termination date of the existing lease. (Base rate is 10%)	N/A	81%	100%	90%	90%

Status
In 2007-08, goals and objectives to improve customer service by continuing to conduct standing monthly or quarterly meetings with departments in order to promote the exchange of information and initiate the use of project schedules was accomplished, although, no projects were initiated for which a project schedule could be utilized. The monitoring and updating of data and the use of reports developed in the Computer Aided Facilities Management (CAFM) system, was also accomplished; however, a dynamic real estate market caused protracted negotiations for a number of lease renewals, which will result in only 90% of lease renewals being presented to the Board for approval at least 30 days prior to the scheduled termination date. 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.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

The department is not requesting any additional general fund financing for 2008-09.

2008-09 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2008-09.

If there are questions about this business plan, please contact David H. Slaughter, Director, at (909) 387-7813.

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REGIONAL PARKS

Thomas A. Potter
Director

Mission Statement
The Regional Parks Department ensures diversified recreational opportunities for the enrichment of county residents and visitors while protecting the county's natural, cultural, historical and land resources.

GOALS

INCREASE PUBLIC AWARENESS OF PARK ENHANCEMENTS AND AMENITIES

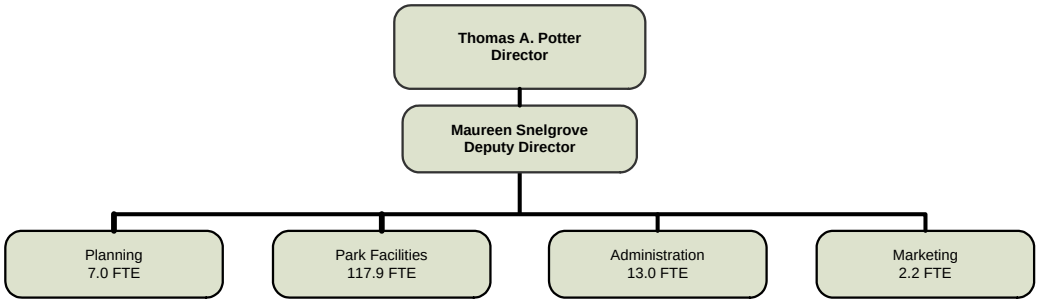
Zero Depth Water Playground at Glen Helen Regional Park

Greeting Tourists at Calico Ghost Town Regional Park

ENSURE PUBLIC SAFETY AND MAINTENANCE OF COUNTY TRAILS

FOCUS ON PROGRAMS PROMOTING AN OUTDOOR RECREATIONAL LIFESTYLE

ORGANIZATIONAL CHART



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. With the recent opening of an additional 3.3 miles of trail along the Santa Ana River and a 0.5 mile segment opened at Glen Helen Regional Park, there are currently 17.1 miles of open, accessible, and usable trails throughout the county being maintained by Regional Parks. Additionally, the department 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.

2007-08 SUMMARY OF BUDGET UNITS

	Operating Exp/ Appropriation	Revenue	Local Cost	Fund Balance	Revenue Over/ (Under) Exp	Staffing
General Fund						
Regional Parks	10,088,762	6,729,800	3,358,962			133.7
Total General Fund	10,088,762	6,729,800	3,358,962			133.7
Special Revenue Funds						
County Trail System	6,053,583	6,017,266		36,317		-
Proposition 12 Projects	718,100	1,062,544		(344,444)		-
Proposition 40 Projects	2,781,037	2,320,368		460,669		-
Glen Helen Amphitheater	1,929,877	1,355,000		574,877		-
Amphitheater Improvements at Glen Helen	255,448	29,024		226,424		-
Park Maintenance/Development	637,418	243,100		394,318		-
Calico Ghost Town Marketing Services	451,979	412,200		39,779		1.2
Off-Highway Vehicle License Fee	763,731	321,000		442,731		-
Total Special Revenue Funds	13,591,173	11,760,502		1,830,671		1.2
Enterprise Funds						
Snack Bars	77,609	82,000			4,391	1.3
Camp Bluff Lake	253,860	205,200			(48,660)	5.9
Total Enterprise Funds	331,469	287,200			(44,269)	7.2
Total - All Funds	24,011,404	18,777,502	3,358,962	1,830,671	(44,269)	142.1

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: INCREASE PUBLIC AWARENESS OF 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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage increase at all regional parks (total attendance).	(2,103,334)	5.0% (2,208,205)	5.0%	4.2% (2,300,000)	2.2%
1B. Percentage of surveys indicating customer service was excellent and that they would continue to visit the park in the future.	N/A	86%	80%	80%	85%

Status

In February 2007, the Regional Parks hired a full-time Media Specialist to help with marketing strategies. Since then, the department has completed the design and implementation of a new department logo and successfully marketed various special events. The campaign included adding a second weekend for the well-attended Calico Ghost Haunt, which increased the number of visitors by more than over 50% but with a less crowded atmosphere. Regional Parks also teamed up with the Inland Empire 66'ers baseball team for a cross-promotion marketing campaign that generated additional visitors to the parks. Additionally, the department held two new events in 2006-07 (the Dragon Boat Races at Lake Gregory and a Fun in the Sun event at Yucaipa Regional Park) that were well-received by the public. Regional Parks has also recently finished printing the first edition of the "PQ", which is the department's quarterly newsletter. The newsletter, which will include informational stories, upcoming events and special park highlights, will be distributed to the public quarterly.

A Superintendent position was established to oversee operations/maintenance and ensure high levels of customer service at Mojave Narrows Regional Park. As a result, Park attendance increased over 10% largely due to the emphasis on customer service. In addition, the staff at this park recently received two letters praising their work during the Grass Valley and Slide fires. Staff accommodated evacuees by keeping the park gates open after hours, providing food, clothes, and camping supplies, as well as entertaining the children.

Continuing to provide excellent customer service and publicizing the excellent park facilities, amenities and events is essential in attracting visitors to the regional parks.

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.

2006-07 ACCOMPLISHMENTS

- *Held first annual "Dragon Boat Races" at Lake Gregory Regional Park and "Fun in the Sun" event at Yucaipa Regional Park*
- *Established a successful Science Day Camp program*
- *Opened an additional 3.3 miles of the Santa Ana River Trail and Parkway to the public*

Ribbon cutting event for the Santa Ana River Trail

- *Completion of new front entry gate at Mojave Narrows Regional Park*
- *Completed 14.5 acres of turf, irrigation and tree renovation at Glen Helen Regional Park*

New front walk at Glen Helen Regional Park

- *Construction of Coyote restroom and shelter replacements at Glen Helen Regional Park*
- *Completion of the skate board park at Lake Gregory Regional Park*
- *Established a dedicated trail maintenance crew*

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage of trail complaints responded within 72 hours of notification.	N/A	100%	100%	100%	100%

Status

The department realizes the importance of providing safe, well-maintained recreational facilities. Development and maintenance of the county's trail system meets the department's goals and objectives. The department employs a dedicated trail maintenance crew consisting of a Park Ranger and 4 part-time employees. This crew patrols and maintains 17.1 miles of open, usable trails, including 3.3 new miles of trail opened along the Santa Ana River in May 2007 and a new 0.5 mile stretch of trail traversing the front of Glen Helen Regional Park that opened to the public during the summer 2007. The crew performs debris and trash removal, graffiti abatement, repairs to fencing and gates, and maintenance of drainage ditches. The crew also works with local law enforcement to ensure a safe, positive trails experience for trail users by reporting vandalism and illegal use of the trail amenities. Establishment of the crew has significantly reduced the number of complaint calls to nearly zero, but staff continues to ensure that any complaints received are responded to within 72 hours. Construction is currently underway for two new trail segments, the Wilson Creek Trail in Yucaipa, which is 1 mile of multi-use trail connecting with the Crafton Hills Trail, and a 0.5 mile nature interpretive trail around the lake at Glen Helen Regional Park. These segments will also be maintained by the trail crew.

GOAL 3: FOCUS ON PROGRAMS THAT PROMOTE AN OUTDOOR RECREATIONAL LIFESTYLE

Objective A: Introduce "Fam Camp" program.

Objective B: Establish a Junior Fishing Program.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
3A. Number of families participating in "Fam Camp".	N/A	N/A	New	10	10
3B. Number of youth participating in Junior Fishing Program.	N/A	N/A	N/A	N/A	100

Status

With a national spotlight on the public's diminishing involvement in outdoor activities, Regional Parks is responding by establishing a goal to implement the following programming intended to promote an outdoor recreational lifestyle:

Fam Camp is designed as a free program to provide low-income families an introduction to tent camping with on-site instruction to learn the basics of "camp life" along with techniques to aid in future outings. A major benefit of the program gives families an opportunity to learn and participate in a low-cost get away while spending time together in the outdoors. Trips will include all necessary camping equipment, group activities, outdoor leadership, and skills training provided by Regional Parks' staff. Family Camp will work in partnership with community organizations, schools, churches, group homes, mentor organizations and youth development organizations.

The Junior Fishing Program is intended to teach young people ages 7-15 how to fish. The program will be free of cost to all registrants. In partnership with the Friends of Regional Parks Foundation, volunteers will be matched with a group of children to teach baiting hooks, proper casting techniques and an understanding of fishing regulations. The program's goal is for its participants to walk away with a new skill. The program will culminate with two children's fishing days during the trout season to encourage participants to display their new skills and learn how to cook what they catch.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. County Trail System Safety and Maintenance Program (ongoing).	2.0	250,000	-	250,000
2. Security system for safety/protection of county assets/facilities (ongoing).	-	25,000	-	25,000
3. Special Projects and Maintenance Crew ($425,000 ongoing; $245,000 of one-time funds).	4.0	670,000	-	670,000

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. See Measurement 2A on previous page.					
P2. Reduction in the number of significant vandalism incidents.	N/A	0%	5%	2%	5%
P3. Large scale/specialized park projects completed.	N/A	N/A	8	9	8

Status

The department received $250,000 in ongoing support in 2006-07 to establish a dedicated trail maintenance crew. As mentioned in Goal 2, the trail crew consists of a Park Ranger and 4 part-time employees who are instrumental of ensuring a safe and well maintained county trail system.

In 2006-07, the department received $25,000 in ongoing funding in conjunction with a one-time approval of $300,000 of Capital Improvement Program funds to enhance existing security measures through the installation of park security cameras. The first security camera system has been installed at the Lake Gregory Regional Park skate board complex. It is anticipated that the camera will reduce graffiti and vandalism that has been occurring at this facility. Costs have also been finalized for installation of additional systems at the other regional parks, beginning with the park gatehouses. This installation is expected to begin by February 2008.

As part of the 2007-08 budget process, Regional Parks received $425,000 in ongoing and $245,000 in one-time funds in to establish a special projects crew to address specialized and large scale park projects. The Board approved the addition of four Ranger II's, which have already been recruited and hired. The special projects crew has completed drainage improvements at Moabi Regional Park, new entranceways on both the Rock and Print shops, plus a park office remodel at Calico Ghost Town. The crew is currently constructing a nature trail at Glen Helen Regional Park, Wilson Creek trail at Yucaipa and entrance improvements at Moabi. The crew is also assisting with trenching for landscape and irrigation improvements to the Killdeer area at Glen Helen. Additionally, the crew is responsible for landscape maintenance of the Mentone Library and watering the new trees along the upper trail at Lake Gregory.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Regional Parks is requesting Business Process Improvement reserve funds for Infrastructure Improvements to the Regional Parks data systems. ISD has recommended the purchase of a file server for the Department and installation of T1 lines at Moabi, Calico Ghost Town and Cucamonga-Guasti Regional Parks. The request is for one-time funding. (BPI Request)	-	55,000	-	55,000
The file server is a necessary improvement recommended by ISD as the growth of Parks' data storage needs has become significant and has the potential to impact critical systems at ISD. The T1 lines are critical to the data connectivity, and are necessary to effectively finish implementing Regional Parks' new reservation system, including centralization and the online reservation portions.				
2. The department is recommending a number of projects for 2008-09 as part of the Capital Improvement Program (CIP). These projects were included in the annual CIP call for projects, and will be assessed by the County Administrative Office as part of that program. (CIP Request)	-	-	-	-

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Purchase file server, complete data transfer and installation of T1 lines.					100%
P2. Completion of CIP projects within 2 years of approval.					50%

2008-09 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
1. Proposed changes to the fee structure for the San Moritz Lodge.	The proposed rates for the lodge will still be below comparative market rates for like amenities in the area. The facility will offer additional enhancements such as separate bride and groom changing rooms, a newly paved parking lot, and new fees for set up and cleaning of the lodge by park staff. With the proposed fee increases, the department will be able to recover actual costs and maintain the enhanced levels of service.
2. Minor fee increases to entrance and weekend fishing fees at Mojave Narrows Regional Park.	Mojave Narrows has been recently transformed due to new amenities and staffing, including a zero depth water play park, a new gatehouse and the addition of an on-site Park Superintendent. The proposed increases will make the fees at Mojave Narrows more consistent with other parks with similar amenities.
3. A holiday entrance fee at Moabi Regional Park. This is the only high volume park in the system (300,000 or more visitors annually) without a holiday rate.	A holiday entrance fee is not currently in place for Moabi, yet the number of visitors at this Colorado River park requires an enhanced level of security by the Sheriff's Department. This increase will allow the department to maintain current levels of service.
4. An increase in soccer use fees at Prado Regional Park as the current fee is not adequately recovering costs to operate and maintain the fields.	With the proposed fee increases, the department will be able to recover actual costs and maintain current levels of service.
5. Enhanced weekend fee for Calico Ghost Town Regional Park.	On August 21, 2007, the Board approved a temporary reduced entrance fee for enhanced weekends at Calico Ghost Town to promote park awareness and increase attendance. The Department is seeking to make this fee permanent. The decrease will encourage additional patronage, which will offset the lower fees collected, thus allowing the park to maintain current levels of service.
6. The department is currently doing an analysis of RV site fees and may propose slight increases for consistency with comparable facilities in the area.	Increases would be used to maintain current levels of service.

If there are questions about this business plan, please contact Thomas A. Potter, Director, at (909) 387-2340.

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REGISTRAR OF VOTERS

Kari Verjil
Registrar

Mission Statement

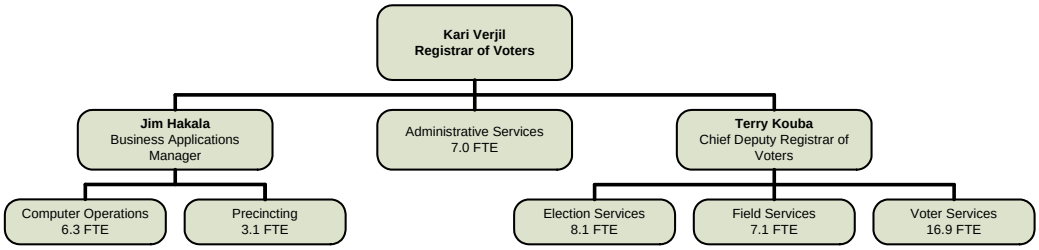
The Registrar of Voters Office upholds the integrity of the electoral process by consistently conducting fair and open elections that are accessible to all and accurately reflects the intent of the electorate, promotes public confidence, increases voter participation, and strengthens democracy while providing the highest quality of customer service.

GOALS

INCREASE VOTER PARTICIPATION IN THE ELECTORAL PROCESS

MAINTAIN AND EXPAND A DIRECTORY OF EXPERIENCED AND DEPENDABLE POLL WORKERS

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Registrar of Voters (ROV) office is responsible for conducting efficient and impartial elections, and to provide the means by which every eligible citizen can exercise their voting rights and privileges, as provided by local ordinances and the Federal and California Elections Codes. To support this function, the department is organized into seven sections: Administrative Services, Computer Operations, Precincting, Polling Place Operations, Election Services, Voter Services, and Poll Worker Recruiting and Training.

In preparation for elections: ROV surveys polling locations for accessibility for all voters; recruits and trains more than 3,000 poll workers for each election; prepares sample and official paper ballots; programs and tests computer software and hardware used in ballot counting and voter file maintenance; and the many various functions of the electoral process that provide service and support to voters, candidates, and the general public.

2007-08 SUMMARY OF BUDGET UNIT

	Appropriation	Revenue	Local Cost	Staffing
Registrar of Voters	11,694,748	8,077,133	3,617,615	51.5

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: INCREASE VOTER PARTICIPATION IN THE ELECTORAL PROCESS

Objective A: Continue to stabilize off-site early voting at various locations, including City Clerk's offices throughout the county.

Objective B: Survey existing 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 the new polling places provide such accessibility.

Objective C: Improve voter participation by developing a marketing plan that is designed to increase voter turnout.

Objective D: Promote Early Voting by developing a marketing plan to educate voters about either voting by mail or early voting prior to Election Day.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Off-site Early Voting Locations.	N/A	10	8	0	N/A
1B. Percentage of completion of existing polling places for compliance with accessibility requirements.	N/A	18%	25%	0%	10%
1C. Percentage of completion of marketing plan.	N/A	N/A	N/A	N/A	75%
1D. Percentage of completion of marketing plan.	N/A	N/A	N/A	N/A	75%

Status

Vote Mobile. Due to the August 3, 2007 decertification of electronic voting systems by the Secretary of State, funds for the Vote Mobile (Objective A in 2007-08) will be substituted to purchase paper based ballot equipment and to pursue a voter education plan to comply with the Secretary of State's decertification order. The original purpose for the Vote Mobile was to provide a mobile voting unit to promote electronic voting.

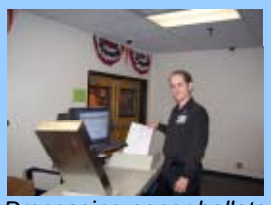
Off-Site Early Voting. As a result of the Secretary of State's electronic voting system decertification order, restrictions have been placed on electronic voting systems statewide. The Registrar of Voters has suspended off-site early voting due to restrictions associated with the decertification order until such time that off-site early voting can comply accordingly.

Survey Polling Places. The Registrar of Voters was faced with the challenge of replacing some existing polling locations and developing new polling locations in preparation for three major elections to be conducted during 2007-08. ROV utilized 407 polling places for the November 2007 election, which was the first of these three elections. Prior to this election, 17 polling place locations became unavailable, which reduced the department's polling place inventory down to 390. It was also determined that 19 polling places were overcrowded. Therefore, the survey teams were required to locate and survey new polling locations, of which approximately 75 potential locations were identified for review. The Registrar of Voters has been greatly impacted by the addition of a Statewide February 5, 2008 Presidential Primary Election, the June 3, 2008 Statewide Primary, and the November 4, 2008 Presidential Election. As a result of conducting three statewide elections in a nine month timeframe, polling place surveys for the remainder of 2007-08 and for 2008-09 will be conducted specifically to address accessibility issues if time is available.

2006-07 ACCOMPLISHMENTS

- *Launched electronic campaign disclosure system enabling the public to view candidate campaign statements online*
- *Deployed 363 county employees as poll workers in two elections*
- *Established six early voting sites throughout the county*
- *Substantially Completed remodel of Registrar of Voters Headquarters in San Bernardino*

Electronic voting



Processing paper ballots

Electronic voting

Marketing Plans. The Registrar of Voters will partner with a public relations/marketing firm to accomplish the objectives of improving public awareness of and participation in the electoral process, increasing public use of the vote-by-mail (absentee) option now available to all voters, and establishing communication methods for effective and ongoing information distribution to residents of San Bernardino County.

GOAL 2: MAINTAIN AND EXPAND A DIRECTORY OF EXPERIENCED AND DEPENDABLE POLL WORKERS

Objective A: Maintain and expand the County Poll Worker Program, whereby county employees have the opportunity to work as Election Officers on Election Day without sacrificing their county wages.

Objective B: Improve the poll worker training program.

Objective C: Increase number of Bilingual Poll Workers

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. County employees (total) serving as poll workers for all major election.	N/A	363 (1 major election)	700 (2 major elections)	1150 (3 major elections)	450 (1 major election)
2B. Number of lead poll workers (Inspectors and ROVers) assessed and granted certificates of competency	N/A	N/A	N/A	N/A	100% (450)
2C. Percentage of polling places that have a Bilingual Poll Worker assigned.	N/A	N/A	N/A	N/A	100% (410)

Status

County Poll Worker Program. This program was successfully developed prior to the June 2006 Election. A recruitment and training plan was developed and implemented, which resulted in over 363 county employees serving as poll workers for the in 2006-07 elections. The Registrar of Voters continues to recruit participants from county departments and expects to expand and maintain the program for future elections. The 2007-08 major election estimates are as follows: 350 (November 2007), 400 (February 2008) and 400 (June 2008).

Poll Worker Training. The new poll worker training center, which was created as part of the Registrar of Voters office remodel project, will accommodate specialized training and assessment. Lead Poll Workers (Inspectors and ROVers) will be assessed and granted certificates of competency.

Bi-lingual Poll Workers. The increase in the number of Bilingual Poll Workers complies with Elections Code 1230, which states that the Registrar of Voters shall make reasonable efforts to recruit poll workers who are fluent in Spanish.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. In 2006-07, an ongoing Business Systems Analyst III position was funded to provide technical support for the electronic voting system.	1.0	104,598	-	104,598
2. In 2007-08, an ongoing Election Services Assistant positions were funded to develop a survey program to ensure compliance with Federal guidelines for polling place accessibility, and develop a repair/maintenance program for the touch-screen voting units.	2.0	63,000	-	63,000
3. In 2007-08, an ongoing Applications Specialist position was funded to assist with the development of an asset-tracking program and voting system security measures.	1.0	86,000	-	86,000

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Percentage of time to provide technical support for the electronic voting system	N/A	5%	100%	100%	100%
P2. Percentage of completion for the development of a repair maintenance program	N/A	N/A	100%	0%	65%
P3. Percentage of completion of asset-tracking programs	N/A	N/A	100%	20%	40%

Status

1.0 Business Systems Analyst III position. This position is responsible for analysis of the Registrar of Voters business processes to increase the efficiency of the electronic reporting of the Supplemental Statement of Voters and the Report of Voter Registration to the Secretary of State, as well as in other election applications including candidate services, petitions, and voter rosters. Additionally, the BSA III is cross-training on the WinEDS election management system to minimize risk by assigning responsibility of voting system technical support to more than one individual.

2.0 Elections Services Assistant positions. These positions support election activities and the Registrar plans to utilize the positions to not only continue to survey existing polling places for compliance with the Americans with Disabilities Act (ADA) requirements for accessibility, but primarily to survey polling locations with respect to replacement and expansion demands that are on-going. The development of a repair maintenance program (for electronic touch-screen voting units) has been hampered in 2007-08 because of recent changes in electronic voting systems. Due to the Secretary of State's August 3, 2007 decertification of electronic voting systems throughout the state, the Registrar of Voters was required to change its voting method to a paper based system in a two month time frame. Changing to a paper based system greatly impacted the operation of the polling place section and the repair and maintenance program. The maintenance and repair program is being held in abeyance pending the conditional re-certification of 41 requirements to be finalized. The 100% goal could not be achieved due to the 41 conditions placed on the electronic voting system. Examples of the new conditions include the reinstallation of firmware, applying serialized security seals to several locations on the electronic voting machines, the development of a chain custody tracking system, and uniquely serialized lockable banker bags for the electronic voting units. The responsibility of the development of the repair maintenance program has been shifted to the Applications Specialist position to make progress during 2008-09.

1.0 Applications Specialist position. The recruitment process for this position has been initiated, and the position will be filled during the first quarter 2008. The Applications Specialist will support the asset-tracking program that enhances chain of custody procedures for the deployment and retrieval of voting equipment, as well as monitor voting system security measures.

2008-09 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
1. The following new fees are proposed: ADA Voting Booths ($40.00), and Traffic Cones ($4.00). 2. The following revised fees are proposed: Standard Voting Booth ($22.00), and Trouble Shooter Kits ($130.00).	The new fees will enable the department to recover costs associated with election-related equipment/supplies. The revised fees will enable the department to recover costs associated with election-related equipment/supplies.

If there are questions about this business plan, please contact Kari Verjil, Registrar, at (909) 387-2083.

SAN BERNARDINO COUNTY FIRE DEPARTMENT

PAT A. DENNEN
Fire Chief/Fire Warden

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.

GOALS

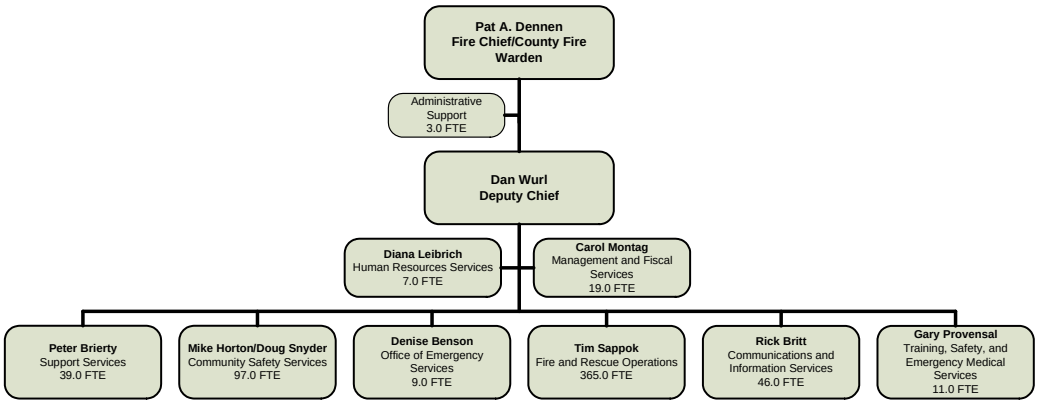
COMPLETE THE LEGAL AND ORGANIZATIONAL RESTRUCTURING OF THE FIRE DEPARTMENT

ENHANCE SERVICE DELIVERY IN RESPONSE TO PROJECTED GROWTH

DEVELOP ALTERNATIVE REVENUE SOURCES

RELOCATE THE SEWELL TRAINING AND SERVICE CENTER

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The County Fire Department is a full service fire department serving San Bernardino County. The County Fire Department operates 68 fire stations throughout the county and protects an area of over 16,000 square miles. The department currently manages and directs the activities of 27 district operations and 5 ambulance enterprise operations, although the Fire Department is awaiting approval from LAFCO to reorganize and consolidate these 32 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.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Staffing
County Fire	139,191,731	125,288,190	13,903,541	607.0

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 organizational changes to reflect the new structure.

Objective C: Implement a new Advisory Commission structure.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of completion of the LAFCO process	N/A	75%	N/A	100%	N/A
1B. Percentage of completion of budgetary and organizational changes to reflect the new structure.	N/A	0%	100%	85%	15%
1C. Percentage of completion of the implementation of the new Advisory Commission structure.	N/A	0%	100%	75%	25%

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) was received and submitted to LAFCO. The Environmental Assessment was completed and was reviewed by staff. The LAFCO hearing and approval process began in September 2007, and expect completion by spring 2008. 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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
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	0%	100%	0%	N/A
2B. Percentage of completion of evaluating internal and external customer needs, which may include a survey	N/A	0%	100%	0%	N/A

Status

This goal is being removed at this time due to the extreme workload and lack of adequate staffing for the Office of Emergency Services.

2006-07 ACCOMPLISHMENTS

- *Reorganization of County Fire Department*
  - *Bureau of Indian Affairs Approval Obtained*
  - *Environmental Assessment Completed*
- *Enhanced Service Delivery*
  - *Baseline measurement completed*
  - *Deficiencies identified and prioritized for future improvement*
- *Enhanced Building Permit Coordination*
  - *Software purchased and installed*
  - *Testing of system to be completed and operational*
- *Develop Alternative Revenue Sources*
  - *Obtained sample ordinance & billing to insurance companies for fire and traffic collision response*

October 2007 Grass Valley Fire

Slash crew in Wrightwood

Lake Arrowhead Fire crew

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
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	20%	100%	65%	80%

Status

The Board adopted Service Levels and Deployment Goals in July 2005, which provided geographical risk areas with subsequent response profiles. A review of the existing delivery system for use as a base period was not completed in 2006-07 as expected, but will be substantially completed in 2007-08 along with the identification of any deficiencies. Although this goal has not been fully completed it has already pointed out specific areas of deficiencies with staffing enhancements being made in selected communities protected by County Fire.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
4A. Percentage of Permit Plus program implementation.	N/A	50%	100%	100%	N/A
4B. Percentage of wireless system implementation.	N/A	0%	100%	100%	N/A

Status

The hardware & software were purchased and installed at Land Use Services (LUS) in 2006-07. Beginning in 2006-07 and into 2007-08 staff has been coordinating with LUS on developing work flow analysis that will result in an end user product. It is anticipated that test data will be input into the system so the software can be alpha tested in parallel with LUS Permits Plus operating system by end of 2007 with the goal of this product being used by both front counter technicians and field inspectors. While this is being accomplished, Mobile Data Computers (MDCs) will be purchased, programmed and deployed into the field and remote data transfer testing will begin early 2008.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
5A. Percentage of completion for the research and analysis of available revenue sources.	N/A	25%	100%	25%	100%
5B. Percentage of completion for recommendations presented to Board of Supervisors	N/A	0%	100%	0%	75%

Status
Due to restrictions imposed in the LAFCO extensive and complex approval process for the County Fire Reorganization, County Fire was not able to fully develop or recommend to the Board any special tax assessment elections or other revenue generating plans during 2007-08. Recognizing that current revenues are not sufficient to meet Board adopted service levels on a long-term basis, County Fire will continue with the research for and recommendation of additional revenue sources in 2008-09.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
6A. Percentage of completion for needs assessment and space allocation.	N/A	25%	100%	100%	N/A
6B. Percentage of completion for research of available real estate.	N/A	25%	100%	50%	100%
6C. Percentage of completion of project cost estimate and potential revenue source identification.	N/A	0%	100%	0%	100%
6D. Percentage of completion for recommendations presented to Board of Supervisors	N/A	0%	100%	0%	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 is planned to be completed in 2007-08. Based the current year-to-date (YTD) needs assessment and YTD research of available real estate, the County currently owns property on Lena Road (San Bernardino), and that is one property area that would be potentially adequate for the needs of this center. Recommendations are anticipated to be presented to the Board during 2008-09 with respect to the multiple aspects of relocating the Sewell Training and Service Center.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
P1. Ongoing funding for a Public Information Officer for the Office of Emergency Services	1.0	90,000	-	90,000
P2. One-time funding for Angelus Oaks Station #15 remodel project	-	500,000	-	500,000
P3. One-time funding for construction of Tri Communities Station #10 (Phelan, Pinon Hills, Baldy Mesa)	-	3,500,000	-	3,500,000

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Percentage of time during the fiscal year dedicated to coordinating information management regarding disaster preparedness and planning programs.	N/A	0%	100%	100%	100%
P2. Percentage of completion of the remodel project	N/A	0%	100%	50%	75%
P3. Percentage of completion of the construction project	N/A	25%	100%	75%	100%

Status
The OES public information officer was filled at the beginning of the 2007-08 budget year and has been instrumental in the dissemination of public information during the Butler 1, Butler 2, and the Grass Valley/Slide Fires.

The expansion of Fire Station #15, Angelus Oaks, is currently on hold pending approval of a policy item request for replacement of this fire station included in this business plan. If the policy item is not approved County Fire will proceed with the remodel of the existing station.

The replacement of Fire Station #10, Phelan, remained in the design stage during 2006-07 due to a request for the expansion of the station's living quarters. The design has been completed, and a contract is anticipated to be awarded in the spring 2008.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

	Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1.	Total Funding for the County Office of Emergency Services (ongoing)	-	319,000	-	319,000
	Currently, the County's General Fund contributes $844,000 for partial funding of this operation (County OES and PIO position). The Fire Department is requesting 100% funding of this program so Fire Department revenues can be used for obtaining other needed programs. Policy Items #2 & #3 can be deleted if this Policy Item is funded; as the additional $319,000 of existing CSA 70 appropriation authority, which covers the remaining portion of the total cost of OES, could be in turn utilized to fund the PIO position and fire dozer program.				
2.	County Fire Department Assistant Public Information Officer (ongoing)	1.0	103,000	-	103,000
	The County Fire Department is in need of an Assistant PIO to help our currently funded PIO. Our PIO has been trying to manage MAST functions, routine FD press releases, Emergency Incident interviews/press releases, and has no relief while being off duty or on vacation.				
3.	Fire Dozer Staffing (ongoing)	2.0	320,000	-	320,000
	The Fire Dozer program is supported by the General Fund's Seasonal Staffing request. This program utilizes mechanics and firefighters to operate the dozer when called out but has huge liability by not having dedicated operators to avoid catastrophic accidents. Dedicated operators and the dozer will be placed in the desert region to assist in a County-wide coverage partnership with Cal Fire and the USFS. Cal Fire covers a dozer in San Bernardino while the USFS covers one for the Mountain areas. The funding of 2 permanent dozer operators to provide seven day a week coverage for 10 hours per day will enhance fire suppression, flood, and disaster preparedness abilities within the County.				
4.	Emergency Services Officers (ESO) for the Office of Emergency Services (ongoing)	2.0	172,000	-	172,000
	The Office of Emergency Services has three ESO positions that are assigned specific programs (i.e.CERT, Disaster Plan update) and oversee a geographical zone/area (includes cities) of the county as a direct link for the Operational Area. The County is divided into five zones and should have one ESO for each area which will help in more contacts and program. Due to current workload, OES will not be able to accomplish all required programs and projects without additional help. In comparison, Riverside County has 7 ESO positions and a grants unit to deal with specialized grant projects. Funding of these positions will help in meeting disaster preparedness goals.				
5.	Fire Station Construction – Angelus Oaks (one-time)	-	3,500,000	500,000	3,000,000
	In the 2006-07 Budget, the Board of Supervisors appropriated $500,000 for an addition to the Angelus Oaks Fire Station to house a new brush patrol that has been purchased. After review with the architect, the department found that the addition would meet the immediate needs but would be short lived and the better use of the $500,000 would used to help construct a new facility. The department feels that this fire station is critical to provide fire and rescue services on Hwy 38 and needs fulltime staffing in the near future and a fire station built to accommodate the fulltime crew would be needed soon after that. Fulfilling this request will help in obtaining the department service levels and goals that the board adopted as a guideline and as identified in this 06/07 Business Plan, Goal #3.				
6.	Fuels Treatment Crew (ongoing)	12.0	1,000,000	500,000	500,000
	The Fuels Treatment Crew (AKA Slash Crew) that has been funded under a USFS grant will be expiring around Sept 2008. Our desire is to continue this program and apply for a future matching grant, thus fully funding the crew that provides fuel reduction around communities (like the one in Deerlodge Park which helped protect the community from the Grass Valley Fire), in neighborhoods (as used in Big Bear Lake curbside chipping) , burned area rehabilitation, and flood fight activities. Furthermore, this crew could help with recruitment goals in hiring a diverse workgroup.				
7.	Telephone Emergency Notification System Continuation (ongoing)	0.5	100,000	-	100,000
	The TENS program was funded by the General Fund and has been beneficial in notifying citizens of emergences, but is due to expire its contract in July 2008. This program consisted of pre-payment of telephone calls and funding of a program GIS coordinator. This request would fund .5 of the program GIS Coordinator and yearly funding for pre-paid telephone calls.				
8.	Citizens Emergency Response Team (CERT) – Background Checks (ongoing)	0.5	70,000	-	70,000
	The CERT program was established to provide and organized response for community members to assist those within their community during an disaster. This program requires a person to organize, train and do background checks for citizens wanting to participate. This request is for the funding to perform the background checks and one half of an Emergency Services Officer position to do the organizing and training of unincorporated citizen groups.				

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
P1. Percentage of General Fund financing of County OES program operating expenses.					100%
P2. Percentage of time covering emergency incidents and increased public information to citizens.					100%
P3. Percentage of time providing fire and emergency incident dozer coverage (seven days a week, ten hrs per day).					100%
P4. Percentage of completion of required Updated County Disaster Plan, participation in Golden Guardian 08, Inventory Tracking of Terrorism Grants and better coordination with cities and unincorporated areas.					50%
P5. Percentage of completion for the construction of a new Fire Station.					50%
P6. Number of tons of fuel removed within the Mountain Communities yearly to protect and maintain at risk communities from wildfires.					100
P7. Percentage of time continuing the TENS program for enhanced public safety notification during emergencies.					100%
P8. Percentage of time continuing training and establishment of community CERT Teams in the unincorporated areas of the county.					100%

2008-09 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 Hazardous Waste Fees.	Maintain current level of service, increased workload due to growth, and implement new state and federal mandated programs.
3. Expand insurance billing for emergency response fee	Recover cost of emergency response
4. 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,
Director

Mission Statement

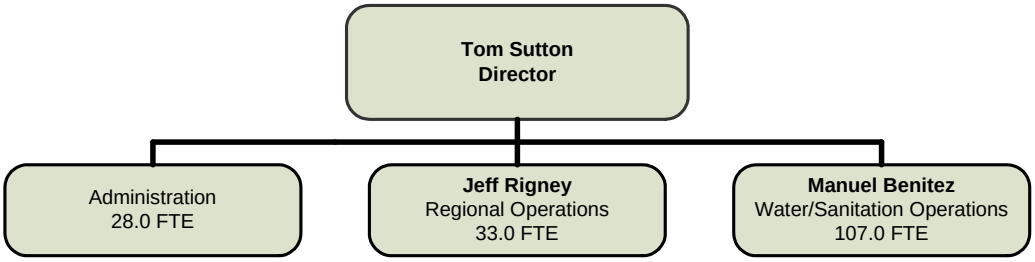
The Special Districts Department promotes safe, healthy, enjoyable and dynamic communities by providing essential programs and municipal services that meet the current and future needs of the communities served.

GOALS

INCREASE CUSTOMER SERVICE LEVELS TO DISTRICT CUSTOMERS

INCREASE STAFF PROFICIENCY TO PROMOTE HEALTH AND SAFETY AND PROGRAM ENHANCEMENTS

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Special Districts Department provides direct administrative oversight to 101 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 streetlight 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.

2007-08 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Fund Balance	Staffing
Special Revenue Fund				
Special Districts	76,832,519	52,294,137	24,538,382	171.0

Curator with Baby Foxes

Sanitation Operations

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: Remove existing Water and Sanitation billing system and implement new system that provides a higher level of accuracy and allows customers ability to make payments electronically (on-line).

Objective C: Enhance internet website for district program information for all districts.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of service order/inquiry reports completed within 7 working days after request for service (water, sewer, roads and street-lighting).	N/A	75% (4,337 out of 5,785 annual orders)	70%	82% (4,194 out of 5,141 annual orders)	80%
1B. Phases to be accomplished: I, II, III, IV I: Remove existing billing and accounting system; plan for phase II. II: Establish a reliable and accurate billing and accounting system to service the Water/Sanitation Division and its customers. III: Integrate the EFT payments from customers to Districts through County Treasurer's Office. IV: Offer full range of web based payment options, to include online credit and debit cards.	I	II	III	III	IV
1C. Percentage increase of service and program related links on the department's internet website.	16 links on home page	50% (8 additional links on home page)	50%	50% (12 additional links on home page	17%

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 seven days exceeds the number/percentage that was originally projected. Service orders in 2008-09 are decreased significantly due to uncertain effect to Water/Sanitation workload if CSA 70 Zone L Water dissolves and Phelan/Pinon Hills Community Services District forms because of the large decrease in customer base.

Special Districts Department experienced billing difficulties during 2005-06 that required a focused effort to bring system operations to a fully functional state. Implementation was set in phases I through IV; Phase IV (final) is projected to be complete in 2008-09.

2006-07 ACCOMPLISHMENTS

- *Purchased new billing hardware & software, updated with district specific rates for water & sanitation customers; implemented full system access/training with advisory support from Auditor/Controller-Recorder's Office*
- *Implemented customer credit card payment option at Big Bear Recreation and Park District*
- *Began publishing quarterly Human Resources newsletter; includes current & upcoming information & events concerning Special District employees*
- *Completed construction of, and placed in service the Glen Helen wastewater treatment plant*
- *Completed $5,352,976 in capitalized construction projects*

CSA 79 Snow-blower

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; however, providing 6 additional links in 2008-09 should complete the web-based program information system.

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 for staff to receive annual training in their respective fields.

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
2A. Percentage increase of dual certifications for water/wastewater field staff.	N/A	9% (7 of 76)	20%	26% (20 of 76)	21%
2B. Percentage of staff participating in continuous training in their respective fields.	N/A	54%	30%	57%	50%

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. 2008-09 target is lower than 2007-08 as the 2006-07 actual results were lower than anticipated.

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.

APPROVED ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS)

Brief Description of Policy Item	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Utilize $100,000 in ongoing funding to offset the cost of department staff or expenditures incurred in assisting with county or public projects. Approved in 2006-07.	-	100,000	-	100,000
2. Utilize $275,000 in one-time funding to provide Water System Improvements in the 2nd Supervisorial District. Approved in 2006-07.	-	275,000	-	275,000
3. Utilize $1,000,000 in one-time funding to upgrade and add facilities in Kessler Park in Bloomington. Approved in 2006-07.	-	1,000,000	-	1,000,000

MEASUREMENT	2005-06 Actual	2006-07 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
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% (5 Projects)	100%	100% (13 Projects)	100%
P2. Percentage of completion for Water System Improvements	N/A	0%	100%	0%	100%
P3. Percentage of completion for the upgrade and addition of the facilities in Kessler Park	N/A	0%	100%	100%	N/A

Status
It is difficult for Special Districts Department to develop targets due to the reactive (as needed) nature of this policy needs; funds are held awaiting jobs/assignments from Board of Supervisors or CAO.

The scope and requirements for the Water System Improvements project within the 2nd Supervisorial District has not been fully determined, so the project will be carried forward to 2008-09.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

The department is not requesting any additional general fund financing for 2008-09.

2008-09 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 to required expenditures, considering operations and maintenance needs and inflationary factors.
2. General park and recreation fees	Added or increased fees are set to match revenues to requirements considering continued needs and inflationary factors.
3. Fees for CFD's	Fees are to be charged to developers or districts requesting County assistance in formation of Community Facilities Districts (CFD's) or assessment districts where debt financing is required.
4. Recycle water wholesaler	The Water/Sanitation Division, County Service Area 70 GH (Glen Helen) is a recycle water wholesaler to commercial and industrial customers. Added fees, relating to various Board-governed water districts, will be set to match expenditure requirements.
5. Potable water wholesaler	The Water/Sanitation Division, County Service Area 70 is gearing up to provide potable water to commercial water haulers as the need arises. Added fees, relating to various Board-governed water districts, will be set to match expenditure requirements.

If there are questions about this business plan, please contact Thomas L. Sutton, Director, at (909) 387-5967.

CAPITAL IMPROVEMENT PROGRAM

Gerry Newcombe
Associate Administrative Officer

Mission Statement

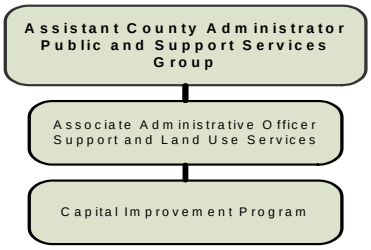
The Capital Improvement Program (CIP) receives and evaluates capital expenditure requests, recommends priorities for the acquisition or improvement of land, facilities and infrastructure, oversees and monitors major capital projects, and guides growth and change of county facilities and infrastructure by anticipating future needs.

GOALS

UPDATE BUILDING CONDITION INFORMATION FOR ALL COUNTY FACILITIES

Central Courthouse

ORGANIZATIONAL CHART



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.

2007-08 SUMMARY OF BUDGET UNITS

Funding for capital projects is included in the Architecture and Engineering CIP funds.

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 Actual	2007-08 Target	2007-08 Estimate	2008-09 Target
1A. Percentage of buildings, and/or building groups, with plumbing condition data compiled and prioritized. (0% in 2005-06)	0%	20%	40%	33%	40%

Status

The evaluation of buildings for plumbing condition data is being completed as part of a building assessment program developed by the CAO in conjunction with the Facilities Management Department (FMD). FMD executed a contract with a vendor for building condition assessments, including plumbing condition data, in November 2006. The contract called for the evaluation of 1.9 million square feet of facilities during the first year with two, one-year options to evaluate an additional 2.0 million square feet each year. The vendor has evaluated the initial 1.9 million square feet representing approximately 33% of the properties to be evaluated. Review of the data collected is expected to be used to identify projects for the 2008-09 CIP process. While the CAO and FMD intend to continue with the evaluation process, translating the consultant's data effectively into the appropriate Computed Aided Facilities Management (CAFM) format has taken longer than first anticipated. Therefore, the projected estimate percent of buildings with plumbing condition data complied and prioritized for 2007-08 was modified from 40% to 33% and the target for 2008-09 has been set at 40%.

2008-09 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING (POLICY ITEMS), INCLUDING NEW CAPITAL IMPROVEMENT PROGRAM (CIP) PROJECTS, OR BUSINESS PROCESS IMPROVEMENT (BPI) RESERVE FUNDS

The program is not requesting any additional general fund financing for 2008-09.

2008-09 PROPOSED FEE ADJUSTMENTS

The program is not requesting any proposed fee adjustments for 2008-09.

If there are questions about this business plan, please contact Janet Lowe, Administrative Analyst III, at (909) 387-5380.

2006-07 ACCOMPLISHMENTS

- *The CAO reviewed 297 CIP requests in the annual budget review process and approved 100 projects for 2006-07 to be administered by A&E with project budgets totaling $65.4 million dollars. An additional 66 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 69 general fund CIP projects with budgets totaling $18 million.*
- *The CAO also monitored and managed the implementation of several major capital improvement program projects during 2006-07, including the seismic retrofit and remodel of the Central Courthouse and remodel and renovation of the 303 Building in San Bernardino.*