



Dena M. Smith
Clerk of the Board of Supervisors

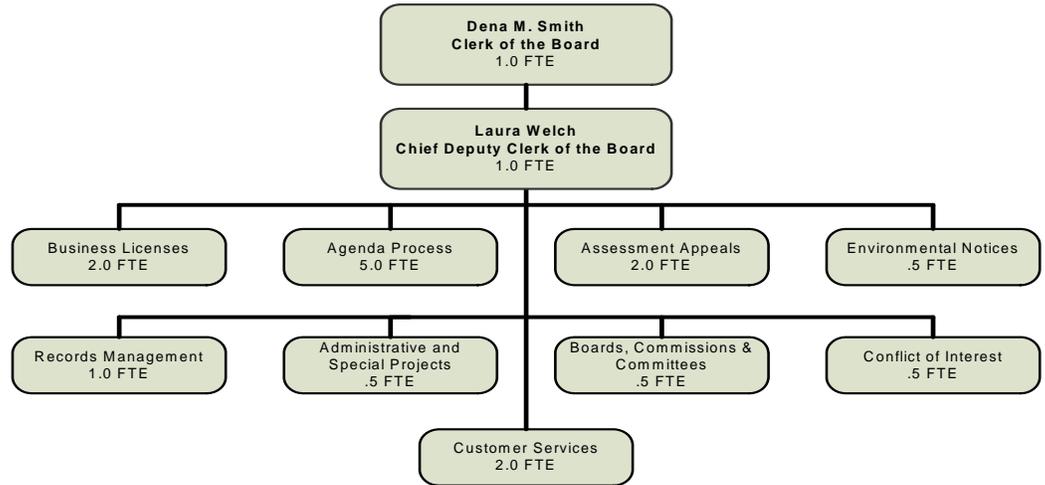
Mission Statement
In support of the County Board of Supervisors, and in service to the public and fellow county staff, the Clerk of the Board of Supervisors: prepares and maintains records of actions taken by the Board of Supervisors; oversees membership of the county's boards, commissions, and committees;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

GOALS

- IMPLEMENT TECHNOLOGY 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

CLERK OF THE BOARD OF SUPERVISORS

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Clerk of the Board of Supervisors (COB) provides legislative support services to the Board of Supervisors. The department coordinates, prepares and maintains minutes, ordinances, resolutions, contracts, agreements and other official records and documents related to actions taken by the Board of Supervisors. In addition, 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 Maddy Act posting of vacancies, processing of appointments, and monitoring of state-mandated ethics training for more than 1,000 BCC members.

The COB coordinates the annual filing of financial disclosure documents by designated County officials, employees, board/commission members and school board members in accordance with state law and local conflict of interest codes. The COB works with County departments and local agencies to complete state-mandated reviews of conflict of interest codes.

In accordance with state law and County policy, 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 of San Bernardino requires that specified types of businesses operating in the unincorporated areas obtain and maintain a valid county business license. The COB is designated by the Board of Supervisors to receive, review and process business license applications and issue 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 requests for information and documents from County staff and the public.

2008-09 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Staffing
<u>General Fund</u>				
Clerk of the Board	1,558,975	126,665	1,432,310	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 amount of staff time needed to prepare and process the Board of Supervisors agenda and related items.

Objective B: Reduction in amount of staff time needed to prepare and process assessment appeals.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
1A. Percentage reduction of staff time required to process agenda items. (Baseline is 30 minutes per item in 2006-07.)	N/A	16%	5%	10%	10%
Percentage of agenda items processed and returned to department within 10 work days of the Board meeting.	N/A	75%	85%	95%	95%
Percentage reduction in staff time required to prepare, process, post and revise the agenda and fair statement of proceedings. (Baseline is 24 hours per meeting in 2007-08.)	N/A	N/A	5%	27%	30%
1B. Percentage reduction in staff time required to input and review Assessment Appeal Applications. (Baseline is 10 minutes per application in 2008-09.)	N/A	N/A	N/A	N/A	10%

Status

In 2008-09, the COB implemented the last two major technology systems approved in 2006. The new Board of Supervisors Automated Agenda Management System (AMS) and the new Assessment Appeals Management System (AAS) both went live in July 2008 and enhancements and corrections to both systems have continued throughout the year.

As anticipated, with implementation of the AMS, the department has realized substantial improvements in operating efficiency related to preparation, revision, processing and retrieval of the Board of Supervisors meeting agenda and related documents. Preparation time for the agenda and fair statement documents has well-exceeded expectations and the COB has gained the equivalent of one full work day per meeting (24 hours/meeting in 2007-08; 17.5 hours/meeting in 2008-09.) At the same time, staff time required to process agenda items has increased from 30 minutes/item to 35 minutes/item. This result seemed contrary to the department's observation and, upon further review, it was determined that the reported increase was attributable to sampling error. The COB has altered the sampling method to increase the sample size and variety, and will continue to monitor and report this measure as an indication of operating efficiency.

In addition to the efficiency measures noted above, the new AMS allows for on-line review of the agenda and materials, as well as on-demand printing. As a result, County staff and the public now enjoy the convenience of on-demand access to the agenda and all materials from any internet-capable computer. In addition, the COB no longer produces hard copies of the agenda for distribution to County staff, which results in staff time savings and reduced printing costs.

2007-08 ACCOMPLISHMENTS

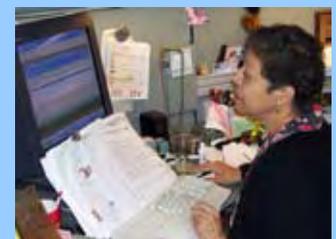
- ❖ *National Association of Counties (NACo) Award for on-line filing and internet posting of Financial Disclosure (700) Forms*
- ❖ *Implementation of Rental Dwelling Business License Program*
- ❖ *Implementation of Boards, Committees and Commissions System providing public access to membership rosters, applications and vacancy listings*



Board of Supervisors Meeting



Business License Services



Researching Agenda Items

This year, the COB is introducing a new objective and measure related to the handling of Assessment Appeal Applications. With implementation of the new AAS, The COB can capture and monitor efficiency measures within this business line. Late in 2008-09, the COB will release an on-line Assessment Appeals Application form. Applications filed using this method will not require the initial data-entry step of processing, therefore, the more on-line applications received, the greater the potential reduction in processing time per application. The department will work with the Assessor and Treasurer-Tax Collector to aggressively promote the public's use of the on-line form with the goal of having 10-15% of 2009 applications filed on-line.

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.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
2A. Percentage reduction in turnaround time for processing of new business licenses. (Baseline: 6 week turnaround in 2005-06.)	15%	10%	20%	10%	5%
Percentage reduction in turnaround time for processing of renewal business licenses. (Baseline: 4 weeks in 2007-08.)	N/A	N/A	25%	15%	5%
2B. Percentage of business license ordinances reviewed and revised.	N/A	50%	100%	100%	N/A

Status

In the past, the business practice for license applications allowed an applicant to submit the application to COB prior to receipt of all required departmental approvals. For renewal applications, this allowed the application to be considered "timely" even though it was incomplete at the time of COB receipt. In 2008-09, the COB changed this practice and now requires that the application be complete (with all required departmental approvals) prior to submission. This change not only represents a more sound business practice, it allows the COB to more accurately monitor processing time for license applications. Although the overall processing time for business license applications has been reduced, the COB has not achieved the reduction levels estimated. One of the contributing factors is increased frequency of repeat testing for massage technicians. Following several incidents of apparent cheating, the examination was reviewed and completely overhauled. As a result, the fail rate for the test has increased from less than 1% to approximately 20%. Applicants who fail the exam must wait several weeks to re-test, resulting in an increase in "processing time." Since this is the COB's highest volume of licenses, these delays have a pronounced effect on performance measures.

In 2008-09, the COB continued with a comprehensive review and update of the County Code sections governing business licensing, with the goal of having all business license ordinances revised and submitted for final County Counsel review by June of 2009. As a result of new legislation, a voluntary state certification process for massage technicians will be implemented in the fall of 2010. This certification will supersede local regulations so our current and proposed ordinances for massage businesses must be considered in this light.

In 2008-09, the COB successfully implemented the first new business license in nearly a decade (Rental Dwellings) using Land Use Services Department's (LUSD) shared database system Permits Plus. Use of the shared database allows LUSD Code Enforcement personnel to have real-time field access to all inspection, citation and license information for rental dwelling properties. More than 400 dwellings have been licensed through the COB's use of Permits Plus.

2009-10 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING

The department is not requesting any additional general fund financing for 2009-10.

2009-10 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST

The COB will propose fee adjustments for business licenses, as all fees are reviewed on an annual basis to ensure adequate cost recovery.

SERVICE IMPACTS

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 Dena M. Smith, Clerk of the Board, at (909) 387-3848.



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.

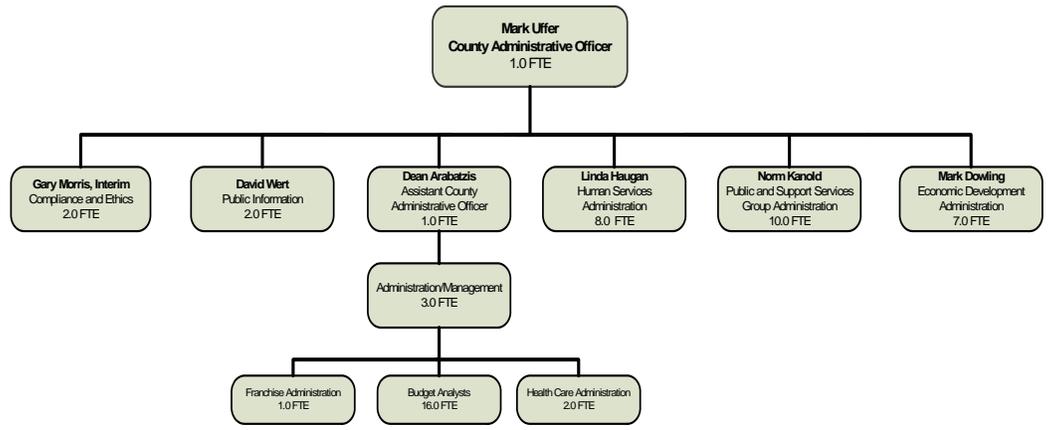


GOALS

- 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

COUNTY ADMINISTRATIVE OFFICE

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. Beginning in 2009-10, the budget unit which accounts for the Public and Support Services Group Administration (PSSG) function will be consolidated with the County Administrative Office in order to achieve greater efficiencies. 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). Additionally, the CAO oversees the administrative functions of Human Services and the Economic Development Agency. 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 and Workforce Development. Additionally, the Redevelopment Agency, which is a separate entity from the county, is overseen by the Economic Development Agency.

Within the CAO resides a Health Care 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 Care 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.

2008-09 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
County Administrative Office	5,608,994	-	5,608,994		26.0
Litigation	388,681	-	388,681		-
Joint Powers Leases	21,812,356	-	21,812,356		-
Health Care Administration	62,463,096	47,463,096	15,000,000		2.0
Public and Support Services Grp Admin	1,977,648	-	1,977,648		10.0
Human Services Administration	1,284,693	1,092,990	191,703		8.0
Economic Development Administration	368,690	-	368,690		7.0
Total General Fund	93,904,158	48,556,086	45,348,072		53.0
Special Revenue Fund					
Federal Forest Reserve	12,622	-		12,622	-
Total Special Revenue Fund	12,622	-		12,622	-
Total - All Funds	93,916,780	48,556,086	45,348,072	12,622	53.0

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

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

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.

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

2007-08 ACCOMPLISHMENTS

- ❖ Received the Government Finance Officers Association's Distinguished Budget Presentation Award for second year in a row



- ❖ Received higher Bond rating of an A+ from Fitch Ratings on the county's 1995 Medical Center certificates of participation
- ❖ Received National Association of Counties award for COUNTY REEL, in partnership with Information Services Department Media Services. The REEL is a public information broadcast aired prior to Board meetings



- ❖ Seeded the community with more than 30,000 reusable and recyclable Green County shopping bags to inspire residents to reduce plastics waste and continue green efforts wherever they can



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. Random audits of departmental performance standards will be conducted by the Auditor/Controller-Recorder beginning with 2008-09 actual results. In addition, departments are 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 continued development of the Service F.I.R.S.T. program is an important step in the ongoing process of improving county services. The program was first initiated in the Spring of 2006 and it 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. During 2007-08, approximately 2,000 employees were trained on the Service F.I.R.S.T. principles through New Employee Orientation. In addition, our CAO provided Service FIRST Update sessions for approximately 1,900 supervisors and managers. As an ongoing part of employee accountability, the Mystery Shoppers continued to capture data on how customers are treated during telephone contacts. Through this program, data from 748 Mystery Phone Shops was collected in 2008. Overall results showed that approximately 85% of employees are doing a good to great job of providing excellent customer service, while approximately 15% need assistance in this area. Also, a formal rewards and recognition program was launched in 2008 and the other Service F.I.R.S.T. program components, such as the Customer Service Skills classes at San Bernardino Valley College, continue to benefit employees.

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

Stability of the county's financial health, especially in these hard economic times, is an important goal of the CAO. By maximizing the use of county resources, being vigilant regarding expenditures, and maintaining adequate reserves the CAO strives to meet this goal. One endeavor is the building program. As the county's population grows, the demand for services grows which then impacts the need for additional work space. Rather than leasing office space, the county pursues opportunities to construct or purchase new office space in high growth areas. Through a purchase rather than a lease building program, the county acquires the necessary office space as an investment rather than an additional county operating cost. The continuation of a \$20.0 million set aside of ongoing financing in its annual budget to cover any debt service relating to the purchase or construction of future buildings is a means to this end. Any unspent portion of this set aside is reserved at year end to enable the county to finance a portion of these projects in cash, ultimately resulting in lower annual borrowing costs. In 2008, the county acquired a 26,000 square foot new office building in Rancho Cucamonga and entered into a contract with the City of Hesperia to construct a 60,000+ square foot new government center building in Hesperia. The county has also planned financially for other major projects that will commence in the future.

Additionally, the Grant Office function in the CAO continues to help departments to aggressively pursue alternate funding sources to support their services.

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		2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
4A1.	Number of county department pages available for email subscription services through GovDelivery, Inc.	34	156	170	170	170
4A2.	Number of pages subscribed by consumers.	9,852	26,099	20,000	30,000	31,000

Status

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 Public Information function within the CAO 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.

One effort utilized for disseminating information about the county is through the 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. The CAO continues to encourage departments providing direct services to the public to utilize this important service. The performance measure above includes subscription growth in order to further ensure their services and web information updates are readily available to the public. The actual number of pages subscribed to by consumers grew by 16,247 pages (representing 164% growth from 2006-07 to 2007-08). This subscription growth clearly indicates consumer's desire for up-to-the-minute information availability.

A second avenue for increasing resident awareness of county services is through the creation and delivery of a resident guide. Through the contractual agreements approved by the Board in March 2008; the CAO, Public Information function, will steer creation of a resident guide for 2009 availability to residents as well as becoming available on public counters throughout the county and online. The resident guide is part of a broader public information and education campaign approved by the Board that will make residents aware of the services provided to them by the county. This campaign will be marked by a logo and slogan developed through focus groups coordinated with the Board, county staff, and members of the public. Additionally, the Public Education and Awareness Campaign intends to conduct audience surveys, the results of which will be incorporated into future public awareness efforts.

Furthermore, beginning with the 2006-07 Final Budget Book, the CAO has looked to improve its effectiveness in communicating its financial affairs by pursuing the Government Finance Officers Association's *Distinguished Budget Presentation Award*. This prestigious budget award was received for that fiscal year as well as for the 2007-08 Final Budget Book. The CAO will continue to pursue this award every fiscal year.

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

Objective A: Expand the ethics and compliance training program to reach every county employee.

Objective B: Improve the communications program to increase county employees' awareness of the compliance and ethics program.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
5A. Number of county employees and officials participating in compliance and ethics training.	1800	5,960	7,500	7,500	12,000
5B. Percentage of county employees receiving compliance and ethics materials.	11%	33.6%	100%	100%	100%

Status

Compliance and ethics training is further proof that the county fosters a culture of compliant and ethical conduct. To that end, ethics and compliance training is provided to all new county employees and AB 1234 and department-specific ethics training is available to officials and existing employees. Ethics training is planned to reach all county employees with computer access beginning in 2009.

Communication materials announcing the compliance and ethics helpline and new website rolled out in 2008. The Compliance and Ethics website provides visitors with access to compliance and ethics rules governing conduct, including the County's Code of Ethics and Commitment to Public Service. The compliance and ethics helpline, launched in 2008, is available to anonymously capture concerns of possible misconduct within the county. Further communication and awareness materials are planned to reach all county employees and officials in 2009.

2009-10 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING

The department is not requesting any additional general fund financing for 2009-10.

2009-10 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2009-10.

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







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.

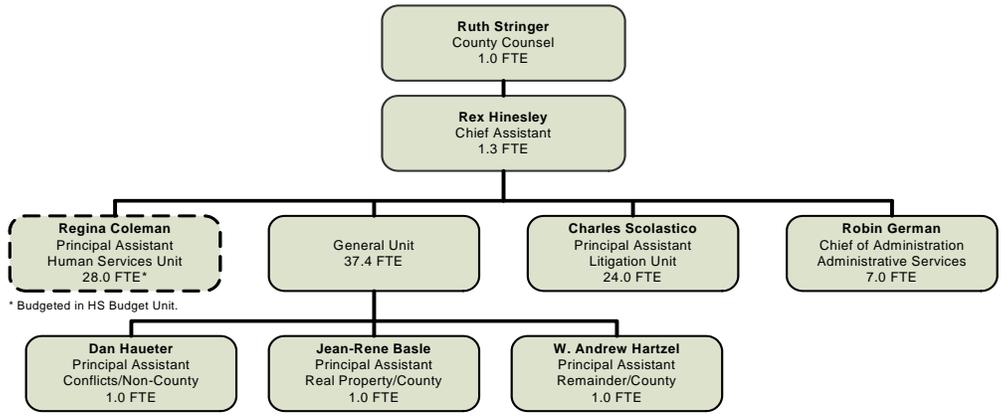


GOAL

PROVIDE ACCURATE, TIMELY AND RELIABLE LEGAL ADVICE TO THE OFFICE'S CLIENTS TO ASSIST THEM TO ACHIEVE THEIR OBJECTIVES

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.

2008-09 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Staffing
<u>General Fund</u>				
County Counsel	10,600,311	5,080,585	5,519,726	73.7

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROVIDE ACCURATE, TIMELY AND RELIABLE LEGAL ADVICE TO THE OFFICE'S CLIENTS TO ASSIST THEM TO ACHIEVE THEIR OBJECTIVES.

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

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
1A. Percentage of clients who ranked service they receive from County Counsel as satisfactory or above.	*	99%	95%	95%	95%

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

Status

County Counsel's goal is to provide accurate and timely responses when the office is called upon to assist its clients in the performance of their obligations. This goal is measured by the satisfaction of our clients as reflected in an annual customer service survey.

As noted above, no annual client satisfaction survey was conducted in 2006-07. A modified client survey was sent out in 2007-08 and the department will be making further revisions for 2008-09.

2009-10 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING

Brief Description of Policy Item, CIP, or BPI reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Remodel 3 rd floor County Counsel offices located in the County Government Center - CIP The remodel of the 3 rd floor County Counsel offices will allow for a secure entrance and a break room. The secure entrance is needed as this section of the office deals with Workers Comp issues and other potentially volatile cases. Employee safety is a great concern as is the security of court documentation. The break room will provide staff a needed area for breaks and lunches. This proposed break room may also be utilized by the other two departments that are housed on the third floor as currently there is only a narrow break room available in Architecture and Engineering. Offices for this location are currently being upgraded and the department intends to upgrade the cubicle furniture. This cubicle change requires an upgrade to the existing electrical system which currently does not support the demands of modern office equipment such as computers, fax machines, printers and copiers.		\$484,500	\$284,500	\$200,000

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
P1. Provide a more efficient and secure working environment for County Counsel staff.					100%

2009-10 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
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.

2007-08 ACCOMPLISHMENTS

- ❖ Resolved 68% of Risk Management cases with no money awarded
- ❖ Reviewed over 3,775 contracts; 98.7% of them in two weeks or less
- ❖ Assisted in development of frame work for greenhouse gas emissions inventories for County's Greenhouse Gas Plan
- ❖ Assisted in the refinancing of existing County debt to avoid excessive rates
- ❖ Drafted special legislation for CSA 70 to forgive interest and penalties on debt owed to allow the continuation of water services to the Cedar Glen community
- ❖ Prepared 99 appellate briefs and writ responses for child welfare and child dependency cases
- ❖ Assisted the Statewide Automated Welfare Consortium IV jpa to expand from four counties to 39 counties allowing the C-IV System to serve 27% of all clients statewide, and support 13,050 users
- ❖ Provided primary legal assistance for the 2007 Slide and Grass Fire Debris Removal Program
- ❖ Implemented the new PerfectLaw case management system
- ❖ Ethics and Public Records Act training to Board members and their staffs and provided Ethics training to Board appointed boards, committees and commissions



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

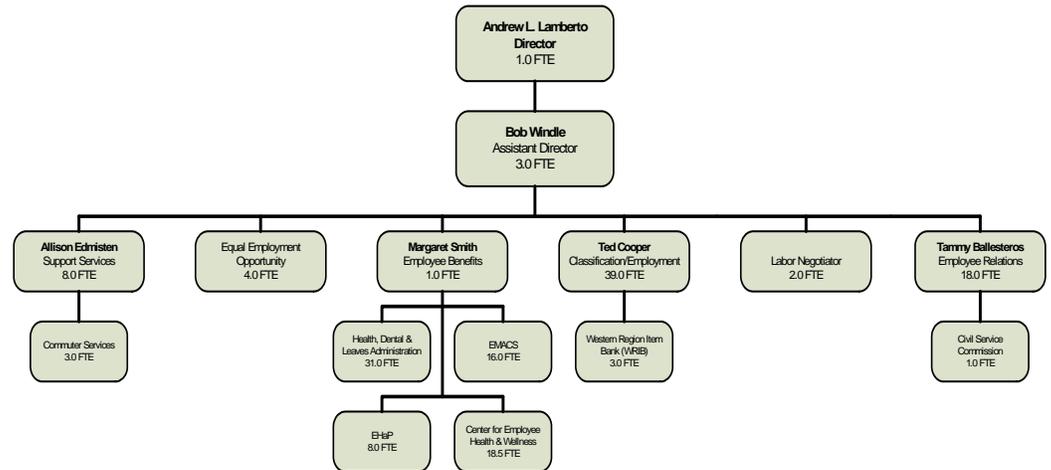
**ATTRACT AND RETAIN
HIGHLY QUALIFIED
STAFF**

**INCREASE AND
IMPROVE DELIVERY OF
HUMAN RESOURCES
SERVICES**



HUMAN RESOURCES

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 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.

2008-09 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
Human Resources	7,311,757	343,750	6,968,007		103.0
The Center for Employee Health and Wellness	1,375,368	1,059,368	316,000		18.5
Unemployment Insurance	4,000,500	-	4,000,500		-
Total General Fund	12,687,625	1,403,118	11,284,507		121.5
Special Revenue Funds					
Commuter Services	1,218,927	548,000		670,927	3.0
Employee Benefits and Services	3,890,523	2,684,008		1,206,515	32.0
Total Special Revenue Funds	5,109,450	3,232,008		1,877,442	35.0
Total - All Funds	17,797,075	4,635,126	11,284,507	1,877,442	156.5

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

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

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

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

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
1A. Percentage increase of contacts made due to the marketing efforts of the department (15,000 contacts in 2006-07).	N/A	30% (19,485)	5% (20,459)	5% (20,459)	8% (22,096)
1B. Percentage increase of departments using NEOGOV for the entire certification process.	N/A	N/A	5%	5%	12% (5 Depts.)

Status

The department realizes that the competition to recruit and hire qualified applicants continues to increase even as the number of available positions has steadily declined. However, the total number of available applicants competing for positions in all fields is increasing. Human Resources will continue to seek and contact the best qualified applicants at schools/universities, job fairs, and other functions.

The department has also implemented a new applicant tracking system (NEGOV). 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. Last year, the certification and selection process used both the EMACS system, as well as NEOGOV. Now, the certification and referral process is accomplished through NEOGOV. The department intends to fully integrate the system to consolidate the certification, referral, and selection processes. An internal and external pilot project is in the planning stages and will include three departments. Upon completion of the pilot project, a comparative process review will be conducted to determine the feasibility of expanding the certification process to include the creation of personnel requisitions in NEOGOV.

In 2008-09, one of the department’s objectives was to expand participation in the Retirement Medical Trust (RMT) fund by 25%. Participation will greatly increase this year as a result of recent Memorandum of Understanding (MOU) negotiations, which include the RMT as a component. Most of these negotiations are complete or in the final stages so this objective will be met, and removed for the upcoming fiscal year.

The department received one-time general fund financing in 2006-07 to develop and implement a marketing plan to promote the county as an “Employer of Choice.” The remaining funds were used to redesign the Human Resources website. This redesign is now complete and in the final stages of review before it will be moved into production. The last phase includes proofing, testing, and editing of the content, links, and other features including coordination with NEOGOV, the online application management system. The website will be available to the public in 2009.

2007-08 ACCOMPLISHMENTS

- ❖ *Opened Center for Employee Health & Wellness satellite clinic in Victorville.*
- ❖ *Implemented Wellness 360, a free health management tool available to employees that provides online tools to promote fitness, nutrition, and medical record portability.*
- ❖ *Conducted First Annual Retiree Health Fair to all retired County employees and provided a free panel of confidential health screenings.*
- ❖ *Established an on-site career counseling program with California State University – San Bernardino that allows students to access appointments with employment analysts to discuss career options, job opportunities, academic preparation, and application processes.*



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

Objective A: Expand participation in the "My Health Matters!" initiative through the on-line "Steps to Success" walking program.

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

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
2A. Percentage of county employees registered in the "Steps to Success" program. (16,000 employees in 2008-09)	N/A	N/A	N/A	N/A	10% (1,600)
2B. Percentage of county departments accessing 201 files via computer.	N/A	N/A	50% (20)	50% (20)	50% (20)

Status

As part of the ongoing "My Health Matters!" initiative, originally developed in August 2007, the Wellness and Cost Containment Strategy Committee has developed a new online walking program entitled, "Steps to Success". This program is available to all county employees and their families effective January 2009. "Steps to Success" is an interactive and exciting tool that motivates employees to become more active, manage weight and live a healthy lifestyle. A key component to this program is that all forms of exercise can be converted into steps thus allowing employees to focus their attention on all forms of exercise both on and off the job. Employees will log in and track their daily activities, monitor their Body Mass Index (BMI), and participate in virtual team activity challenges. This program has been developed without extensive investment and will require limited administrative workload. By continually encouraging employees to live healthy life styles, it is anticipated that the end result will allow Employee Benefits and Services to make every effort to reduce benefit premium costs through negotiation for both active and retired employees.

Also, as part of the "My Health Matters!" initiative, last year the department had a performance measure tied to the completion rate for the Health Risk Assessment (HRA). In 2007-08, the actual completion rate was 15%, meeting the target. In 2008-09, the target was 20%, and the department estimates it will again meet the goal. This measure has been removed for 2009-10, due to the implementation of the "Steps to Success" program.

Last year, the department also rolled out the Wellness360 portable medical records storage program. This program offers the availability for county employees and retirees to store all of their medical history electronically, and access the information via the internet, whether or not the employee or retiree is enrolled in county benefit plans. Because of the department's increased focus on the "Steps to Success" program, the objective related to wellness360 has been deleted; however, Human Resources will continue to offer the Wellness360 program to employees and retirees.

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.

In 2008-09, the department met its objective to increase accessibility to services provided by the Center for Employee Health and Wellness to meet the needs of the county's workforce in the High Desert. The High Desert clinic opened in January of 2008, and allows employees who live and/or work in the Victor Valley area to utilize the new location rather than drive to Colton to complete necessary procedures. This improves accessibility and provides a time savings for both the county and the employee.

In 2006-07, Human Resources received one-time general fund financing to develop and implement a plan to market the benefits of WRIB memberships to public agencies. Remaining funding was carried over into 2007-08 and 2008-09 to complete this effort. The WRIB logo was redesigned and new marketing materials were ordered for future conferences and trainings. WRIB staff attended CALPELRA (California Public Employers Labor Relations Association) as a vendor in 2007, and was sponsored by the Personnel Testing Council (PTC) of Arizona to conduct training in Phoenix, Arizona.

In addition, equipment was purchased for the purpose of developing low-cost marketing strategies. Through the use of technology, WRIB is focusing on targeting both potential and existing customers (retention). The following projects are currently underway:

- Video tutorials of the product (DVD).
- Database of potential contacts from organizations and jurisdictions.
- E-mail campaigns and solicitation.
- Evaluation of WRIB website and forums.
- Item review and clean-up of 58,000 test bank questions.



Applicants receive excellent customer service from Employment Division Staff.



The Employee Benefits and Services Division management team discusses Strategies and initiatives for the New Year.

2009-10 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING

The department is not requesting any additional general fund financing for 2009-10.

2009-10 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST

The department will propose various fee adjustments for the CEHW, as all fees are reviewed on an annual basis to ensure adequate cost recovery.

SERVICE IMPACTS

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.



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

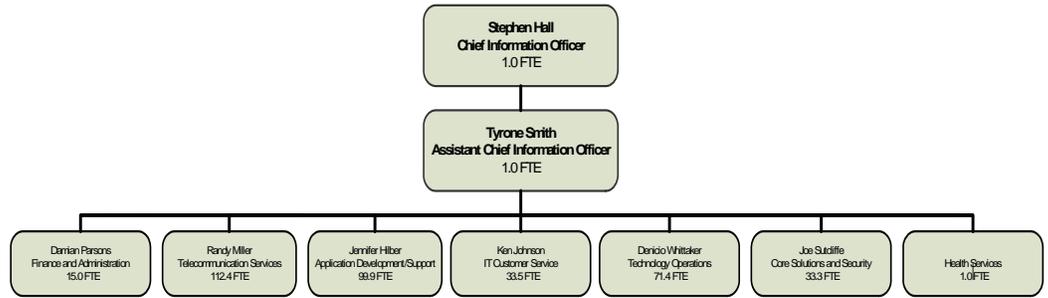
PROVIDE TECHNOLOGY SOLUTIONS THAT ENABLE DEPARTMENTS TO BETTER SERVE COUNTY RESIDENTS

IMPROVE CUSTOMER SATISFACTION BY DELIVERING PRODUCTS AND SERVICES THAT EXCEED EXPECTATIONS

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

INFORMATION SERVICES

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.

Telecommunication 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.

2008-09 SUMMARY OF BUDGET UNITS

	Operating Exp/ Appropriation	Revenue	Local Cost	Revenue Over/ (Under) Exp	Staffing
General Fund					
Application Development	16,518,216	5,089,326	11,428,890		107.7
Total General Fund	16,518,216	5,089,326	11,428,890		107.7
Internal Service Funds					
Computer Operations	21,130,603	21,130,603		-	140.4
Telecommunication Services	26,999,631	27,934,628		934,997	120.4
800 Megahertz -Rebanding Project	25,000	25,000		-	-
Total Internal Service Funds	48,155,234	49,090,231		934,997	260.8
Total - All Funds	64,673,450	54,179,557	11,428,890	934,997	368.5

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

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

Objective A: Build and sustain a robust hardware and software support infrastructure to deploy countywide technology solutions.

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

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

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
1A. Percentage of all physical servers virtualized. (Baseline)	N/A	8%	8%	8%	8%
1B. Percentage of Internet Protocol (IP) based connections established for telephone usage between the county's main telephone locations. Percentage of IP based connections established for telephone usage between county's main telephone locations and outlying areas.	10%	10%	100%	100%	N/A
	N/A	0%	75%	50%	75%
1C. Implement phased WAN backbone redesign to increase throughput capacity and redundancy.	N/A	N/A	50%	50%	100%

Status

To meet the objective of building and sustaining a robust hardware and software support infrastructure to deploy countywide technology solutions, ISD continues utilization of server virtualization technology for server consolidation. This 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 in the department's data center changes regularly. ISD continues to review all new server requests for virtualization options and makes recommendations to customers accordingly.

As part of ISD's efforts to deploy countywide technology solutions, the Application Development division successfully implemented a pilot application to demonstrate capabilities and identify standards for the development and optimization of website applications on mobile devices. Based on the success of this pilot project, the Application Development division plans to fold this technology into future projects.

In addition, the division planned to implement a pilot project to 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. As an alternative to the pilot project, the department was able to collaborate with the Department of Behavioral Health in the development and implementation of their Microsoft Office SharePoint Server solution. This collaboration provided the department with the opportunity to obtain an understanding of this technology to bring it forward as an enterprise solution. For 2009-10 the department plans to implement an enterprise SharePoint Infrastructure for county-wide use. This enterprise solution will enable County departments to quickly create SharePoint sites that support specific content publishing, content management, records management, or business intelligence needs. No additional funding is needed to complete the project.

2007-08 ACCOMPLISHMENTS

- ❖ Received a National Association of Counties (NACo) Award for the implementation of a Disaster Response Mobile Connectivity Solution" (crash cart)
- ❖ Implemented the new Inmate Locator website to allow the public to search for inmates in the County jail system
- ❖ Implemented new web-based Assessment Appeals system to improve tracking capabilities and efficiencies for the assessment appeals process
- ❖ Installed completed communications infrastructure at new Courts building



Receipt of NACo Award



Digital access cross-connect system located in the High Desert, used to transmit public safety radio signals to outlying areas

ISD was unable to meet performance measure 1B., establishing 100% of IP based connections established for telephone usage between the county's main telephone locations in 2007-08 due to the late release of the software. The vendor has since resolved the technical issues and released the software. ISD will be able to establish 100% of the IP connections at the county's main telephone locations as planned in 2008-09. However, the department anticipates completing only 50% of the "Percentage of IP based connections established for telephone usage between county's main telephone locations and outlying areas" performance measure. This project is contingent upon completion of the WAN backbone redesign project and until its completion the department cannot establish the remaining IP connections to outlying locations. The department anticipates establishing 75% IP connections to outlying areas in 2009-10 and finishing the remaining connections the following year. The estimated cost to establish the remaining IP connections is \$100,000 and has been included in the current dialtone rate.

As the department seeks to reduce costs and increase productivity, more of a burden will fall on the WAN to be the transport for the bits of information necessary to achieve these goals. To meet the increasing demand for WAN bandwidth, ISD projects to have 50% of the WAN backbone redesign project completed by the end of the fiscal year. The department anticipates completing the remainder of the project in 2009-10. Completion of this project will significantly increase bandwidth capacity which will improve data transmission capabilities for web-based applications, the internet/intranet, remote back-up of data, mobile devices, desk top and server virtualization, computer based training, online meetings, conferences and trainings, Voice over Internet Protocol (VoIP), and the distribution of multimedia content via the internet. Projects such as the Arrowhead Regional Medical Center's open heart surgery build out and the continued accommodation of their increasing patient load will rely heavily on both the WAN and telecommunications infrastructure. The estimated one-time cost to implement the WAN redesign is \$740,000. Ongoing costs are estimated at approximately \$720,000 per year and have been included in the 2410 infrastructure rate. These costs are comprised of new telephone company circuit costs and new hardware to replace end-of-life network hardware.

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: Improve the success rate of applications deployed to production.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
2A. Satisfaction rating from random product and service satisfaction surveys.	0%	79%	75%	75%	75%
2B. Satisfaction rating from yearly billing satisfaction surveys.	N/A	80%	75%	80%	80%
Evaluation of new rate metrics for WAN and circuit related to cost recovery.	N/A	N/A	100%	50%	100%
2C. Success rate of applications deployed to production after review by quality assurance.	N/A	98%	99%	99%	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. ISD exceeded the 75% satisfaction rating performance measure target for 2007-08. Billing satisfaction survey results showed that 80% of respondents were satisfied overall with ISD's billing processes. As part of the implementation of the new internal IT Operational Support System, the Administrative and Fiscal division is developing easy to understand billing statements and invoices which will incorporate customer feedback. ISD will continue to survey customers regarding billing processes and staff interactions, and expects to meet its performance measure in 2009-10.

In addition, ISD is continuing to review its cost recovery methodologies to improve service rate accuracy. The department has completed the evaluation of new metrics by which the cost for utilization of WAN and circuits can be recovered. The new metrics have been developed to recover costs for these services based on actual usage, as opposed to 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. The department is in the process of collecting usage data per customer to determine actual rates

based on the new metrics. ISD is conducting the same analysis for the remainder of the 2410 services and will present the new metrics and impacts to the County Administrative Office in 2009-10 to determine implementation feasibility and timelines.

ISD continues to focus on improving business processes and service expectations. The department has implemented procedures to facilitate the use of the Quality Control process for the deployment of applications that utilize the departments imaging enterprise solution. The main function of the Quality Control unit is to test and debug specific applications prior to their deployment, minimizing issues and costs associated with deploying new applications. ISD met its 2007-08 performance measure of 98% and will strive to attain a 99% success rate in 2008-09.

GOAL 3: IMPROVE TELECOMMUNICATION AND DATA TRANSMISSION CAPABILITIES TO BETTER 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	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
3A. Implementation of a mobile disaster recovery unit.	N/A	N/A	100%	100%	N/A
3B. Implement enhanced 911 calling identification software and hardware.	N/A	N/A	100%	50%	100%

Status

Due to the fire emergencies in the county 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. ISD anticipates having a mobile disaster recovery unit ready for deployment by the end of 2008-09. No additional funding is needed to complete this project.

ISD had planned to fully implement enhanced 911 calling line identification to the county's 22 campus telephone environments in 2008-09. This feature would enable dispatchers to accurately pinpoint where emergency callers are located, improving emergency response times at these locations. However, due to a significant amount of customer requests for telephone related projects, implementation of the enhanced 911 calling line identification project has been delayed. The department estimates implementing 50% by the end of 2008-09, and the remainder in 2009-10.

STRATEGIC PLANNING:

The county's regional public safety radio system that integrates countywide sheriff, police, and fire emergency radio dispatch capabilities is approximately 19 years old and is no longer supported by the vendor. The current system operates on an analog platform whereas all new system platforms are digital. Moving to a digital platform will ensure future interoperability with both internal and external public safety organizations, and will minimize support issues, costs, and potential service outages. A preliminary estimate to replace the existing system is \$250 million. Because funding for replacement of the system is not included in the current 800 MHz radio access rate, ISD recommends that the County establish an ongoing set-aside to fund the future replacement of the system.

2009-10 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING

The department is not requesting any additional general fund financing for 2009-10.

2009-10 PROPOSED FEE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST

The department will propose various fee adjustments for services as all fees are reviewed on an annual basis to ensure adequate cost recovery.

SERVICE IMPACTS

Through necessary fee adjustments the department will be able to recover actual costs and maintain current levels of services.

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



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

ASSIST VENDORS WITH OPPORTUNITIES TO COMPETE FOR COUNTY BUSINESS

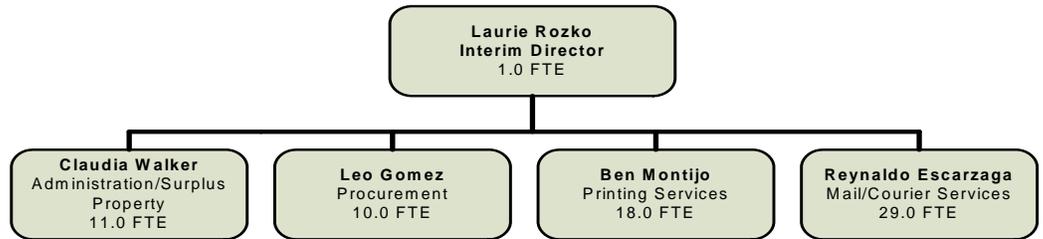
DEVELOP AN ENVIRONMENTALLY PREFERABLE PURCHASING POLICY

WEBSITE REDESIGN TO INCREASE THE FLOW OF INFORMATION

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.

2008-09 SUMMARY OF BUDGET UNITS

	Operating Exp/ Appropriation	Revenue	Local Cost	Revenue Over/ (Under) Exp	Staffing
General Fund					
Purchasing	1,436,783	184,143	1,252,640		18.0
Total General Fund	1,436,783	184,143	1,252,640		18.0
Internal Service Funds					
Printing Services	4,148,499	4,159,689		11,190	19.0
Surplus Property and Storage Operations	367,700	372,700		5,000	3.0
Mail/Courier Services	7,384,760	7,386,411		1,651	29.0
Total Internal Service Funds	11,900,959	11,918,800		17,841	51.0
Total - All Funds	13,337,742	12,102,943	1,252,640	17,841	69.0



Central Mail Logo



Printing Services Logo



Surplus Property & Storage Operations Logo

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: EXPAND TRAINING FOR PROCUREMENT AND INTERNAL SERVICE FUND (ISF) POLICIES AND PROCEDURES.

Objective A: Conduct in-house procedural training at department sites.

Objective B: Offer relevant training regarding contracting and procurement to user departments.

Objective C: Survey user departments to receive feedback.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
1A. Percentage of County departments that receive annual training sessions. (64 departments)	.05%	18.5%	80%	80%	85%

Status

This goal reflects the Purchasing Department's effort to improve service to user departments through efficient procedures, policy compliance, and increased usage of the department's three Internal Service Funds. Training in small groups at the requesting departments' work locations focuses on specific topics that have been identified by users. Through the Single Point of Contact (SPOC), procurement staff is providing training sessions to their assigned departments and establishing a regular training schedule throughout the year. By capturing the percentage of county departments that receive training sessions each year, Purchasing will ensure that all staff, including newly assigned employees, is trained on an ongoing basis.

GOAL 2: ASSIST VENDORS IN IDENTIFYING OPPORTUNITIES AND COMPETING FOR COUNTY BUSINESS.

Objective A: Upgrade the automated vendor registration to be more user friendly and allow for the upload of insurance information and certificates.

Objective B: Provide informational modules for online viewing, focusing on how to do business with the county.

Objective C: Lease web-based software to enable online bidding.

Objective D: Increase bid notifications to vendors based on commodity codes they select during the registration (or update) process.

Objective E: Assist the Auditor/Controller-Recorder (ACR) in registering vendors for Electronic Fund Transfers and ePayables options.

Objective F: Survey vendors to receive feedback.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
2A. Percentage of vendors providing survey feedback.	N/A	N/A	New	4%	15%

Status

This is a new goal for the 2009-10 fiscal year to emphasize the department's focus on finding the most economical solutions for county departments, maintenance of an effective and responsive vendor pool, and success for local businesses in opportunities to secure county business. Staff is committed to in making the vendor registration process as user friendly as possible, continually enhancing the shared information that is available to all users, and adding features that facilitate the bidding process on both sides. It is important that Purchasing works collaboratively with other service departments, such as the ACR to maximize automated processing of various transactions, and that we continually solicit and receive feedback from our county vendors.

2007-08 ACCOMPLISHMENTS

- ❖ Received the "Achievement of Excellence in Procurement" Award from the National Institute of Governmental Purchasing
- ❖ Implemented the automated billing system in Mail Services to improve accuracy, timeliness and reporting for user departments
- ❖ Revised Purchasing Policies to enhance procedures for non-competitive procurements
- ❖ Provided vendor training at the Ontario Convention Center in conjunction with the Small Business Association (SBA) Day and Procurement Fair
- ❖ Continued expansion of the CAL-Card Program, replacing assigned bank cards, and authorizing additional buying categories
- ❖ Initiated surplus property sales on the internet to increase revenue and re-use of computer equipment
- ❖ Standardized purchase order language to reduce errors and change orders

GOAL 3: DEVELOP AN ENVIRONMENTALLY PREFERABLE PURCHASING POLICY.

Objective A: Strengthen the Green County initiative by identifying target product categories for green purchasing.

Objective B: Minimize the use of hazardous and toxic materials in county operations.

Objective B: Conduct vendor shows featuring green products for departmental users.

MEASUREMENT	2006-07	2007-08	2008-09	2008-09	2009-10
	Actual	Actual	Target	Estimate	Target
3A. Percentage of recycled or recyclable-content office supply purchases.	N/A	N/A	New	33%	38%

Status

This is a new goal for the 2009-10 fiscal year to acknowledge the goal of spending taxpayer money on products that are not harmful to the environment, including an effort to minimize the use of hazardous and toxic materials. It is essential that an Environmentally Preferable Purchasing Policy be cost effective and that the goals are fiscally sensible. Such a plan would work in tandem with other county policies and initiatives directed as energy efficiency, fuel efficiency, recycling, water conservation, green building and emissions reduction. The department envisions a policy that is incorporated in the bidding process, contemplates applicable standard contract language, applies to county departments and other organizations doing business with the county, and allows for progress reporting.

GOAL 4: ENHANCE DESIGN OF THE PURCHASING DEPARTMENT WEBSITE TO INCREASE INTERACTIVITY AND BROADEN THE FLOW OF INFORMATION.

Objective A: Provide quick accessibility to purchasing information and services in all divisions.

- *Improve website navigation.*
- *Enable the department to easily maintain its site.*
- *Highlight services provided by the department's internal service divisions.*
- *Facilitate customer and vendor (internal and external) contact with Purchasing staff.*

Objective B: Create a travel portal with information and procedures.

- *Consolidate travel procedures in one location.*
- *Negotiate contractual options for travel when possible.*
- *Work with the County Administrative Office to update travel procedures.*

Objective C: Provide space for growth, to add leased software that can provide desired functionality.

- *Enable online requisitioning for county users.*
- *Link automated billing systems for internal services.*
- *Create interface to submit electronic printing orders.*
- *Improve vendor support as outlined in Goal 2.*
- *Design portals for vendors to input data for departmental reporting (e.g. recyclable products).*
- *Identify future opportunities to upload data collected in the Financial Accounting System (FAS).*

Objective D: Facilitate surplus property sales/re-use.

- *Link to the Public Surplus internet auction site, with online viewing, bidding and purchasing.*
- *Enable online inquiries to the surplus warehouse from county departments.*

Status

This goal has been expanded to encompass the department's overall website. The emphasis on travel will be to deliver countywide information in one location and incorporate cost-saving contractual travel arrangements whenever possible. Due to economic hardships, travel-related businesses are not able to negotiate further reductions at this time. Staff will continue to pursue low-cost travel alternatives for county departments as the business environment improves.

In general, this goal represents a commitment to customer service. Changes to the overall website will include a variety of additional links and search capabilities to locate information and tools such as forms and statements of account. The

site will be designed for easy maintenance and the later addition of electronic procurement functions such as web-based bidding and requisitioning. Interfaces with automated billing and/or ordering systems in mail and printing services are a priority, along with portals to collect needed data from vendors for reporting purposes. The department also envisions streaming video to offer procurement training. In general, the theme of this goal is efficiency through automation.

GOAL 5: INCREASE COUNTY SURPLUS PROPERTY SALES.

Objective: Use the internet auction site Public Surplus for external public sales.

- *Increase departmental revenue.*
- *Increase throughput in the warehouse.*
- *Enable online viewing, bidding, and purchasing.*
- *Minimize labor costs and logistical complications related to live auctions.*
- *Advertise the website and online auctions to potential bidders.*

Status

With regard to the department's mandate to dispose of county surplus property in a cost effective manner, this goal reflects an effort to maximize efficiency and revenue from equipment purchased with public funds. Through this effort, the general public is able to purchase equipment online, and remit payment and claim property at the warehouse.

Surplus property is 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.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
5A. Percentage of auctions resulting in sales on the Public Surplus website (Baseline 400).	N/A	N/A	40%	50%	55%

2009-10 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING

Brief Description of Business Process Improvement reserve funds request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Lease web-based software to automate, track, and expedite bidding and tabulation, submittal of requisitions, and electronic purchase orders. (BPI Request) Currently, Purchasing issues bids manually, user departments submit paper requisitions, and buyers utilize several different systems to track purchase orders. Lease of the software would enable the department to automate and track several processes, and ultimately increase the speed with which requests are completed. No additional staff is needed to implement the software. The selected vendor would host and maintain service on their servers. One-time costs are estimated at \$50,000 for systems development to create necessary interface functions. Lease costs would be funded with departmental revenue or vendor fees.		\$150,000	\$100,000	\$50,000

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
P1. Average number of requisitions processed per buyer.				300	330
P2. Percentage of requisitions processed within 10 business days. Processing is defined as the time period from receipt of the requisition by Purchasing to the date it is mailed to the vendor. Out of a total of 3,000 requisitions received in 2007-08, approximately 30% could not be processed immediately due to missing information, policies not being followed, funding not in place, vendor not registered, or requisition requests withdrawn. Based on procedural improvements designed to reduce the number of incomplete requisitions, and also efficiencies that would be created with a web-based submittal system, the department's goal would be to consistently process 75% of all requisitions within 10 business days.					75%

2009-10 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2009-10.

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



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

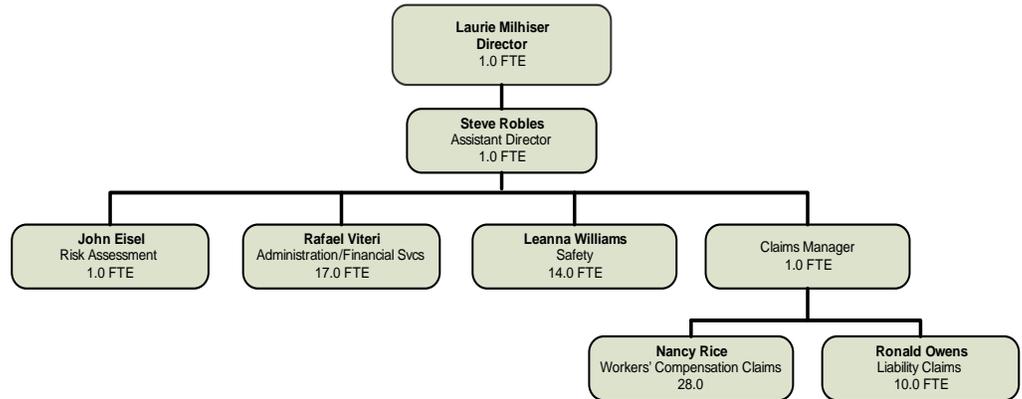
**MINIMIZE RISK
MANAGEMENT COSTS
AND STABILIZE
PREMIUMS CHARGED
TO COUNTY
DEPARTMENTS**

**IMPLEMENT EQUITABLE
ALLOCATION OF RISK
MANAGEMENT COSTS**

**IMPROVE CUSTOMER
SERVICE**

RISK MANAGEMENT

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 \$260 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

2008-09 SUMMARY OF BUDGET UNITS

	Operating Exp	Revenue	Revenue Over/ (Under) Exp	Staffing
Internal Service Funds				
Operations	7,180,783	7,180,783	-	73.0
Insurance Programs	64,286,186	84,075,100	19,788,914	-
Total Internal Service Funds	71,466,969	91,255,883	19,788,914	73.0

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

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

Objective A: Evaluate alternative insurance placements and combinations of insurance and self-insurance.

Objective B: Maintain fiscally prudent self-insurance funds.

Objective C: Aggressively manage claims.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
1A. Cost of risk as a percent of County budget. (baseline)	N/A	N/A	N/A	2%	2%
1B. Maintained confidence level in self-insurance funds/reserves.	N/A	80%	80%	80%	80%
1C. Percentage increase in subrogation recoveries.	N/A	N/A	New	25%	25%
Percentage decrease in workers' compensation regulatory penalties.	N/A	N/A	N/A	N/A	15%
Percentage increase in savings resulting from increase in claims cost containment measures.	N/A	N/A	N/A	N/A	10%

Status

The combination of insurance premiums, the actuarial value of retained losses, and administrative costs make up the cost of risk. Risk Management, in conjunction with two Brokers of Record and a consultant, analyzed the overall structure of the county's insurance programs. After careful evaluation of insurance placements, combinations of insurance, and various levels of self insurance, the department was able to reduce premiums by approximately \$1 million, and increase coverage by approximately \$56 million. This was accomplished while still achieving the department's goal to maintain the cost of risk within 2% of the County budget.

The Risk Management budget is funded through premiums paid by all county departments. Therefore, controlling costs is beneficial to all county departments. Factors that strongly influence Risk Management costs are the frequency of loss (number of losses/injuries in a given period), the severity of loss (actual dollars paid once a loss/injury occurs), and the cost of insurance premiums. In previous years, costs were also influenced by the need to restore reserves used to fund self-insured or retained losses falling below insurance levels. As of June 30, 2008, those reserves have been stabilized at the 80% confidence level as recommended by actuarial analysis.

Claims related expenditures for the Workers' Compensation (WC) program remained under \$20 million for a fourth straight year. This increased the savings for this program to approximately \$17.5 million over the last four years. By controlling the efficiency of WC claims handling procedures, regulatory penalties should be reduced by 15%. For 2008-09, the average cost of WC claims is projected to be higher as a result of inflationary components built in SB899, and liability claims expenditures are projected to have a higher average cost due to experiencing a higher severity during 2007-08.

In 2007-08, the department updated the county Standard Practice for insurance requirements, trained departmental contract staff in the utilization of the Insurance Certificate Management Program, and provided continued support to departments to assist vendors in maintaining compliance with contractual insurance requirements. This effort was designed to strengthen the risk transfer techniques in county contracts so that litigation resulting from contracts can be appropriately born by the contractor. In 2008-09, the department will implement an aggressive subrogation recovery program by contracting with a specialized firm, whose expertise should result in increased loss recoveries from legally liable parties.

2007-08 ACCOMPLISHMENTS

- ❖ Successfully completed the evaluation of the overall structure of the County's insurance programs
- ❖ Reduced insurance premiums by approximately \$1 million
- ❖ Increased insurance coverage by approximately \$56 million
- ❖ Restored insurance reserves to 80% confidence levels
- ❖ Acquired the services of two Brokers of Record
- ❖ Completed the upgrade of the claims system and continued its implementation



Ergo Evaluation



WC File Review



Accident Scene Investigation

GOAL 2: IMPLEMENT EQUITABLE ALLOCATION OF RISK MANAGEMENT COSTS.

Objective A: Adopt premium allocation formulas to include experience modification (Ex-Mod) factors.

Objective B: Market safety/loss control incentive program to departments with high Ex-Mod factors.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
2A. Phased implementation of premium allocation formulas based on Ex-Mod factors.	N/A	N/A	N/A	N/A	50%
2B. Departments with highest ex-mod factor participate in incentive program.	N/A	N/A	N/A	N/A	5

Status

In 2007-08, Risk Management contracted with a consultant to develop premium allocations based upon loss experience and recommend adjustments designed to more appropriately allocate risk-financing assessments to departments. With the restoration of insurance reserves to conservative levels, the department has the opportunity to reduce the amount of insurance purchased, lower insurance premiums, and use new cost allocation formulas to assess premiums in a more equitable manner. Risk Management recommends phasing in the Ex-Mod based allocation, as some departments will be highly impacted. In addition, a new safety/loss control incentive program will be rolled out to the five departments with the highest Ex-Mod factor.

GOAL 3: IMPROVE CUSTOMER SERVICE BY PROVIDING INTERACTIVE COMMUNICATION OF RISK MANAGEMENT DATA.

Objective A: Offer training for County departments in all aspects of risk management.

Objective B: Utilize the Risk Management dashboard to provide real-time loss data and financial information to departments to impact their Ex-Mod.

Objective C: Increase use of the department's intranet website.

MEASUREMENT	2006-07 Actual	2007-08 Actual	2008-09 Target	2008-09 Estimate	2009-10 Target
3A. Percentage increase in training classes offered.	N/A	N/A	N/A	N/A	10%
3B. Percentage completion of dashboard roll-out (starting with high ex-mod depts.)	N/A	0%	100%	50%	100%
3C. Percentage increase of visits to Risk Management intranet website. (Baseline 130)	N/A	0%	50%	50%	50%

Status

This goal and related objectives address the need to provide accurate, timely information to county departments to assist them in meeting their risk management obligations. In 2007-08, Risk Management upgraded the automated claims system to iVOS, and continued the implementation of a risk management dashboard customized for each department. An upgrade to the department's website will incorporate this tool, making it available to a wider audience, and providing access to the information at any time. The dashboard will provide WC claim status, contractual compliance status, and claim related financial data. Risk Management's goal is to increase use of the intranet website by 50%. Also, the department will offer new diverse safety and risk management related classes to all departments.

2009-10 REQUESTS FOR ADDITIONAL GENERAL FUND FINANCING

The department is not requesting any additional general fund financing for 2009-10.

2009-10 PROPOSED FEE ADJUSTMENTS

The department is not requesting any proposed fee adjustments for 2009-10.

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



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