



Laura H. Welch
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.

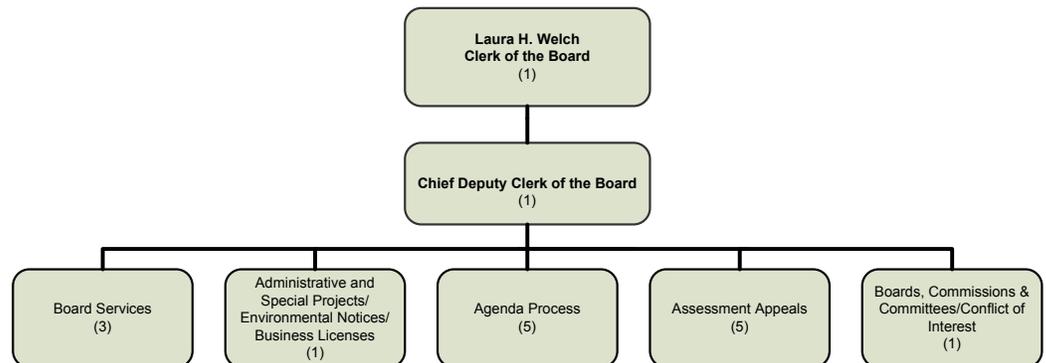
GOALS

IMPLEMENT
TECHNOLOGY
IMPROVEMENTS TO
INCREASE
OPERATIONAL
EFFICIENCY

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 (BOS). The department coordinates, prepares and maintains minutes, ordinances, resolutions, contracts, agreements and other official records and documents related to actions taken by the BOS. In addition, the County has more than 200 advisory boards, commissions and committees (BCC) for which the COB maintains records and membership information. 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. In addition, the COB works with county departments and local agencies to complete state-mandated review 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 BOS 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.

2009-10 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Staffing
General Fund				
Clerk of the Board	2,174,328	115,235	2,059,093	17

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: IMPLEMENT TECHNOLOGY IMPROVEMENTS TO INCREASE OPERATIONAL EFFICIENCY.

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

Objective B: Increase in electronic submission of Assessment Appeal Applications vs. hard copy submission of applications.

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

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
1A. 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	New	10%	15%
1B. Percentage of electronic submission of Assessment Appeal Applications.	N/A	N/A	N/A	N/A	15%
1C. Percentage reduction of staff time required to process agenda items. (Baseline is 30 minutes per item in 2006-07.)	16%	20%	10%	10%	N/A
Percentage of agenda items processed and returned to department within 10 work days of the Board meeting.	75%	94%	95%	75%	N/A
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	10%	30%	30%	N/A

Status

Last year, the Clerk of the Board introduced a new objective and measure related to the handling of Assessment Appeals Applications. With implementation of the new Assessment Appeals System, the COB was able to capture and monitor efficiency measures within this business line. Late in 2008-09, the COB released 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 (Measure 1A). The COB already has and will continue to 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 15% of 2009 applications filed on-line (Measure 1B). Additionally, the COB will strive to improve our technology with the assessment appeals system as we continue to promote the online filing.

Over the previous 18 month period, since the implementation of the Agenda Management System, it is believed that the COB has reached maximum operational efficiency. This process has been streamlined and revised to the extent that any additional improvements would be merely related to the size of the agenda. Given the adopted BOS meeting schedule for the upcoming year, it is anticipated that the agendas will be larger which will offset any further possible improvements. Additionally, the reduction in staff within the department has negatively impacted the agenda item processing turn around time. Previously, the COB realized almost a 100% two week turn around time which is now unrealistic.

2008-09 ACCOMPLISHMENTS

- ❖ *Implementation of new Board Agenda System*



Board Agenda Item Processing

- ❖ *Digitizing of historic (1858 – 1999) Board of Supervisors documents*
- ❖ *Adoption of Local Rules for Assessment Appeals Board*
- ❖ *Implementation of Assessment Appeals Hotline and Online Application Form*



Assessment Appeals Board Hearing

- ❖ *Clerk of the Board Space Redesign Project completed*



Business License Services

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	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
2A. Percentage reduction in turnaround time for processing of new business licenses. (5 weeks turnaround in 2006-07)	15%	10%	5%	20%	10%
Percentage reduction in turnaround time for processing renewal business licenses. (4 weeks in 2007-08)	N/A	25%	5%	15%	10%
2B. Percentage of business license ordinances reviewed and revised.	50%	75%	100%	100%	N/A

Status

As stated in the 2009-10 Business Plan, the COB now requires applications to be complete (with all required department approvals) prior to submission to our office. This change represents a more sound business practice and also allows the COB to more accurately monitor processing time for license applications (Measures 2A1 and 2A2). The COB set a 5% reduction target in the turnaround time for the processing of new business licenses in 2009-10 and the target will be met and exceeded resulting in a 20% reduction or 3.5 week processing time. Additionally, a 5% reduction target in the turnaround time for the processing of renewal business licenses was set for 2009-10 and the target will be met and exceeded resulting in a 2.5 week turnaround.

In late 2008-09, the Clerk of the Board was nearing completion of the comprehensive review and update of the County Code sections governing business licensing, with the goal of having all business license ordinances reviewed and recommendations submitted for final County Counsel review by June of 2009. Essentially, this did not occur until July 2009, thereby, not meeting the goal in 2008-09. With the finalization of the ordinance review given to County Counsel, meetings are to be set in order to gain departmental input regarding the proposed changes. Once input is received, County Counsel will insert appropriate legal language and create a proposed ordinance for consideration and approval by the Board of Supervisors in 2009-10 and implementation in 2010-11. The proposed ordinance will include appropriate department inspection each time a license is renewed and upon approval, the license will be issued. Further, new language will be more consistent and clear across the board with each type of license.

2010-11 REQUESTS FOR GENERAL FUND FINANCING

This department is not requesting any additional general fund financing for 2010-11.

2010-11 PROPOSED FEE/RATE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST

1. The Clerk of the Board is requesting a fee adjustment for Findings of Fact for Assessment Appeals. Currently, the Clerk of the Board charges \$250 per appeal and would propose to add language to include that the applicant pay the balance of transcription and attorney costs for preparation of the Findings.
2. The Clerk of the Board is seeking to implement a non-refundable \$30 administrative processing fee for assessment appeals applications.

SERVICE IMPACTS

In the 2008-09 Grand Jury Report, it was recommended that the Clerk of the Board collect a fee for Findings of Fact. The COB does collect a fee, however, due to the high volume of assessment appeals, the COB must hire a transcriptionist to transcribe hearings for which Findings of Fact have been requested, in addition to the clerical duties required to manage preparation of the Findings. Further, County Counsel can spend several hours preparing the Findings. In order to recover the actual COB and attorney costs, a fee adjustment is being proposed.

In the 2008-09 Grand Jury Report, it was recommended that the Clerk of the Board collect a filing fee for Applications for Changed Assessments. Currently, ten California Counties have approved an assessment appeals administrative processing fee. With the high volume of appeals in San Bernardino County and the workload impacts associated with processing them, the COB is seeking to recover some costs for this expensive operation, yet establish a reasonable fee for the public.

A Public Service Employee position is being requested to handle receipting of the money and duties associated with this task during the peak appeal period.

If there are questions about this business plan, please contact Laura H. Welch, Clerk of the Board, at (909) 387-3848.



Gregory C. Devereaux
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

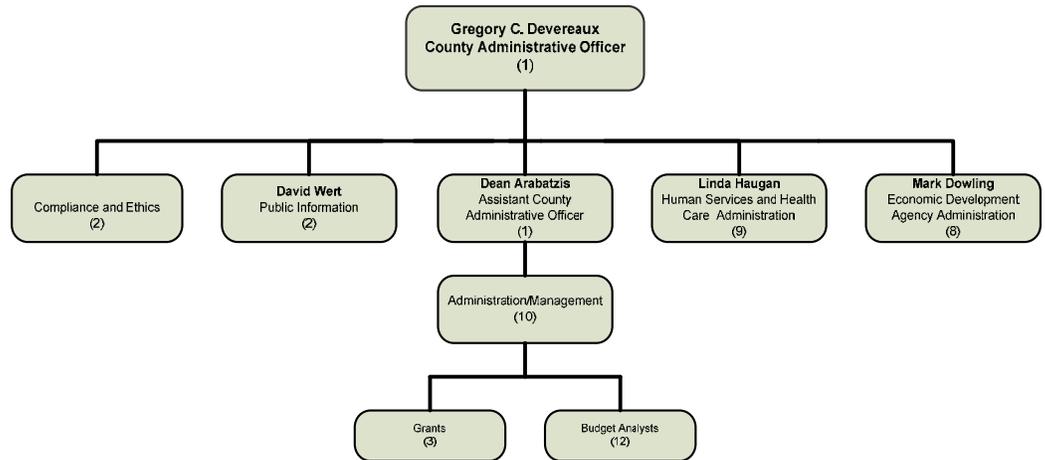
EFFECTIVE AND EFFICIENT DELIVERY OF COUNTYWIDE SERVICES

ENSURE THE OVERALL FINANCIAL HEALTH OF THE COUNTY

COMMUNICATE COUNTYWIDE OPERATIONS IN AN EFFECTIVE MANNER

COUNTY ADMINISTRATIVE OFFICE

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The County Administrative Office (CAO) is responsible to the Board of Supervisors (BOS) 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 all county departments whose department heads are appointed by the BOS or County Administrative Officer, and assists in the coordination of activities of departments headed by elected officials. The CAO oversees the administrative functions of Human Services, Health Care, and the Economic Development Agency.

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.

2009-10 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
County Administrative Office	6,317,628	-	6,317,628		31
Litigation	596,807	-	596,807		-
Joint Powers Leases	23,033,394	-	23,033,394		-
Human Services and Health Care Administration	75,220,933	60,089,642	15,131,291		9
Economic Development Administration	866,228	-	866,228		8
Total General Fund	106,034,990	60,089,642	45,945,348		48
Special Revenue Fund					
Disaster Recovery Fund	434,362	50,000		384,362	-
Total Special Revenue Fund	434,362	50,000		384,362	-
Total - All Funds	106,469,352	60,139,642	45,945,348	384,362	48

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

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

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 BOS by the CAO. As the administrative arm of the BOS, 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 BOS with timely and accurate information that will aid in their decision making process. The CAO adhered to these objectives and provided the BOS 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.

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 were 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 financing approved by the BOS. It is believed that the continued integration of performance measures by each department will help to improve the services of the departments.

2008-09 ACCOMPLISHMENTS

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



- ❖ Provided 200,000 county residents with a Resident Guide providing the most frequently sought information in both English and Spanish



- ❖ Maintained Moody’s and Standard & Poor’s affirmed long-term favorable bond rating

Continually improving delivery of county services is an ongoing mission of the county. The Service F.I.R.S.T. Program is an important step in this mission. First initiated in the spring of 2006, the program was established with the intention of engaging county staff to raise their awareness of the quality of service provided to residents and clients. During 2008-09, 731 employees were trained on the Service F.I.R.S.T. principles through New Employee Orientation. In addition, Service F.I.R.S.T. update sessions were provided for approximately 1,054 supervisors and managers. And lastly, six customer service skills enhancement classes were conducted with 36 employees trained as a result of various corrective actions. Also, the continuation of the rewards and recognition program in 2008-09 recognized 193 employees for their service efforts.

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. Based on the short-term and long-term forecasting of ongoing revenue and expenses, the upcoming and future fiscal years will be very challenging for the county. The County Administrative Office has been strategizing on a variety of options that will enable the county to maintain a balanced budget that is financially stable. Despite the severe economic downturn, both Moody's Investors Service and Standard and Poor's affirmed the county's long-term bond ratings with a stable outlook citing the county's sound financial position, strong management practices, and carefully managed finances. The county has a reputation with rating agencies that the county will make the necessary decisions to ensure the county is not placed in an unstable position.

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		2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
4A1.	Number of county department pages available for email subscription services through GovDelivery, Inc.	156	168	170	173	175
4A2.	Number of pages subscribed by consumers.	26,099	34,570	31,000	40,000	45,000

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 avenue utilized to disseminate information about the county is the e-mail subscription service, GovDelivery, Inc. With oversight provided by the CAO/PIO, 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 growth in the number of pages available and the number of subscriptions registered. Since introduction in 2006, GovDelivery experienced massive subscription growth, exceeding 300%. Growth continues steadily as consumers continue to seek up-to-the-minute availability of county services information.

A second countywide information effort was aimed directly at residents in order to increase their awareness of, and access to, county services. Through contracts approved by the Board, the CAO/PIO led distribution of *At Your Service* Resident Guides directly to 200,000 county households in June 2009. The effort also put thousands of guides on public access counters in buildings throughout the county and the guide is also available online in both English and Spanish. Delivery of the Resident Guide is part of a broader public information and education campaign focused on making information more readily available. The *At Your Service* Resident Guide included introduction of a new toll-free number to reach a live county operator, along with promotion of the toll-free number and promotion of other avenues, to further ease access to services for residents. The *At Your Service* campaign was developed through resident and staff surveys and focus groups and the campaign will conduct post-effort surveys to measure success and for incorporation 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 each subsequent year including the 2009-10 final budget book. The CAO will continue to pursue this award every fiscal year.

2010-11 REQUESTS FOR GENERAL FUND FINANCING

The department is not requesting any additional general fund financing for 2010-11.

2010-11 PROPOSED FEE/RATE ADJUSTMENTS

The department is not requesting any proposed fee/rate adjustments for 2010-11.

If there are questions about this business plan, please contact Dean Arabatzis, Assistant County Administrative Officer, at (909) 387-5412.



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.

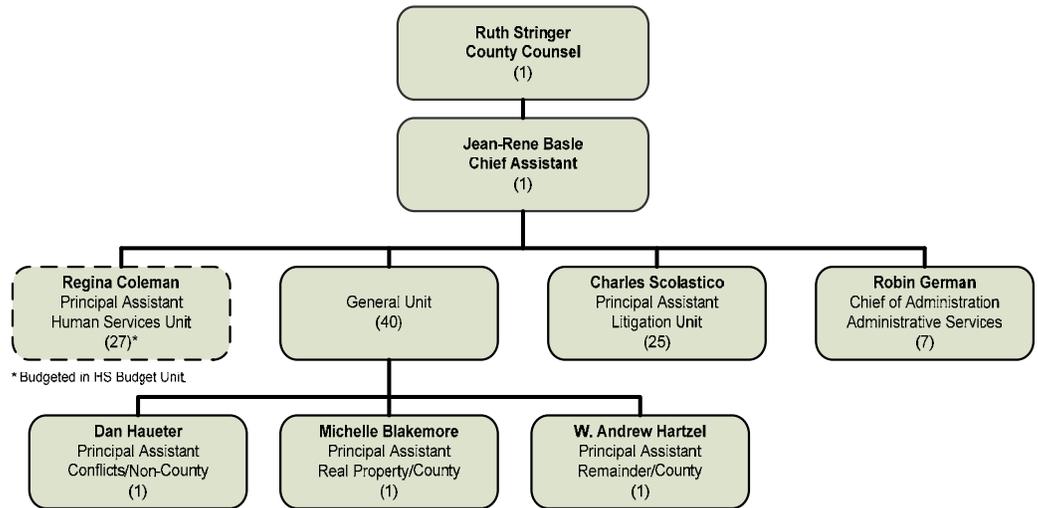


GOAL

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.

2009-10 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Staffing
General Fund				
County Counsel	10,222,650	5,693,368	4,529,282	77

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	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
1A. Percentage of clients who ranked service they receive from County Counsel as satisfactory or above.	99%	97.2%	95%	95%	95%

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.

2010-11 REQUESTS FOR GENERAL FUND FINANCING

Brief Description of Policy Item or CIP request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Remodel third floor County Counsel offices located in the County Government Center (CIP)	-	484,500	284,500	200,000
The remodel of the 3rd floor County Counsel offices will provide a secure entrance as well as up to date filing areas, to ensure compliance with state and federal confidentiality and security requirements, and improved modernized cubicles to withstand current electrical demands and address safety concerns surrounding current workstations. 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.				

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
P1. Provide a more efficient and secure working environment for County Counsel staff.					100%

2010-11 PROPOSED FEE/RATE ADJUSTMENTS

DESCRIPTION OF FEE REQUEST	SERVICE IMPACTS
1. Paralegal Fee	Fee increase will permit the department to maintain service levels and recover actual costs.

The department is also working with the County Administrative Office on a chargeback strategy for services that may potentially reduce the use of general fund financing.

If there are questions about this business plan, please contact Ruth Stringer, County Counsel, at (909) 387-5455.

2008-09 ACCOMPLISHMENTS

- ❖ Resolved 93 Risk Management cases – 75% with no money awarded
- ❖ Continued to develop frame work for greenhouse gas emissions inventories for County's Greenhouse Gas Plan
- ❖ Prepared 83 appellate briefs and writ responses for child welfare and child dependency cases
- ❖ Continued to assist the Statewide Automated Welfare Consortium IV Joint Powers Authority to expand from four counties to 39 counties allosing the C-IV System to serve 27% of all clients statewide, and support 13,050 users
- ❖ Continued to provide 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

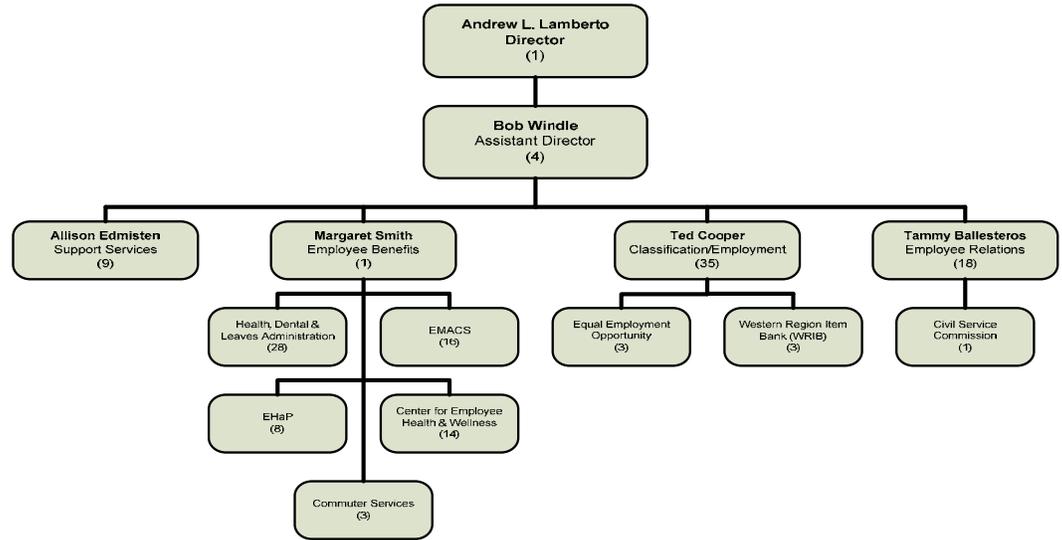
**ATTRACT AND RETAIN
HIGHLY QUALIFIED
STAFF**

**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 currently 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.

2009-10 SUMMARY OF BUDGET UNITS

	Appropriation	Revenue	Local Cost	Fund Balance	Staffing
General Fund					
Human Resources	6,105,255	358,650	5,746,605		98
The Center for Employee Health and Wellness	999,134	999,134	-		14
Unemployment Insurance	4,000,500	-	4,000,500		-
Total General Fund	11,104,889	1,357,784	9,747,105		112
Special Revenue Funds					
Commuter Services	1,268,168	622,110		646,058	3
Employee Benefits and Services	4,309,148	3,220,668		1,088,480	29
Total Special Revenue Funds	5,577,316	3,842,778		1,734,538	32
Total - All Funds	16,682,205	5,200,562	9,747,105	1,734,538	144

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

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

Objective A: Develop and implement an online countywide ethics and compliance training program.

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
1A. Percentage of county employees participating in compliance and ethics training.	N/A	N/A	N/A	N/A	85%
1B. Percentage increase of contacts made due to the marketing efforts of the department (15,000 contacts in 2006-07).	30% (19,485)	56% (30,376)	8%	N/A	N/A
1C. Percentage increase of departments using NEOGOV for the entire certification process.	N/A	0%	12%	0%	N/A

Status

In September 2009, the Office of Compliance and Ethics (OCE) was transferred to the Human Resources Department. The OCE has been aggressively working to complete delivery of the ethics training module that was under development. This mandatory training, designed to reach all county employees, will increase employee awareness of the county's ethics program, address the basic requirements and expectations for ethical behavior, and provide an overview of the resources available to our employees.

The department is unable to meet the 2009-10 objective to implement and expand the marketing plan for the county, as a result of the current economic condition. The number of recruitments open to the general public continues to dwindle. Departmental vacancies, if approved to be filled, are primarily hired from internal county transfers or promotions. Current eligibility lists are being extended to the maximum extent practical which further reduces the need to recruit (attract candidates) and ultimately test/certify. Therefore, this objective will be deleted in 2010-11.

During 2009-10, Human Resources opted to defer further consideration of full implementation of the NEOGOV applicant tracking system in light of the current economic environment and the previously documented data transfer issues. Initial conversations with NEOGOV indicate that the necessary changes are customizations which would affect the entire "application". Since the NEOGOV platform is shared across numerous public sector agencies, individual "user" customizations are not permitted. Pursuing a custom application at this time would not be cost effective given the sharp reduction in recruitment/certification activity. This objective will also be deleted in 2010-11.



The Employee Benefits Advisory Committee (EBAC)

2008-09 ACCOMPLISHMENTS

❖ *Implemented Steps to Success', a free on-line health management tool that provides tools to promote fitness and nutrition to employees.*



❖ *Conducted nine Health Expos for active and retired County employees and provided a panel of free confidential health screenings.*



❖ *Reorganized the short-term and long-term disability programs and protected leaves administration with the goal of decreasing the number and duration of claims.*

❖ *Selected new life insurance to realize premium savings for both the County and employees.*



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

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

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
2A. Percentage of county employees registered in the "Steps to Success" program. (16,000 employees in 2008-09)	N/A	N/A	10% (1,600)	18% (2,900)	22% (3,500)
2B. Percentage of county departments accessing 201 files via computer.	N/A	50% (20)	50% (20)	100%	N/A

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". Launched in 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 of this program is that all forms of exercise can be converted into steps, allowing employees to focus their attention on all forms of exercise both on and off the job. Employees can log in and track their daily activities, monitor their body mass index (BMI), and participate in virtual team activity challenges. The "Steps to Success" portal will also offer a nutritional caloric counter to monitor calorie intake. This program has been developed without extensive investment and will require limited administrative work. By continually encouraging employees to live healthy lifestyles, it is anticipated that Employee Benefits and Services will be able to reduce health benefit premium costs.

In 2009-10, one of the department's objectives was to give at least 50% of county departments the ability to access electronic centralized personnel files. Not only did the department achieve this goal, but now 100% of departments have access to the system through the EMACS application.



The Employee Benefits and Services Division

2010-11 REQUESTS FOR GENERAL FUND FINANCING

Based on the proposed reductions in general fund financing, Human Resources will reduce services and supplies appropriation by \$84,531, and salaries and benefits appropriation by \$631,244 by eliminating 7 vacant positions and 1 upcoming vacancy, resulting in local cost savings of \$610,342. In addition, the following program reductions would have to be implemented to meet the proposed general fund financing budget target:

Brief Description of Policy Item or CIP request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Restore 1 Clerical Position (Policy Item) If not restored, the duties of this position would be allocated to other positions, resulting in a layoff.	1	54,271	-	54,271
2. Restore Employee Health and Productivity (EHaP) Program (Policy Item) If not restored, all modified duty coordination/interactive processes (IAPs) will be performed by the Human Resources Officer or designee. The Perfect Attendance and Healthy Lifestyle programs will be managed by current Employee Benefits and Services Division staff. The elimination of this program will result in a layoff process.	5	651,053	377,259	273,794
3. Restore Flu Shot Program (Policy Item) If not restored, this program could be replaced by requiring employees and their dependents to obtain flu shots from their primary care physicians. The Public Health department or Arrowhead Regional Medical Center may be able to take over the program.		58,000	-	58,000
4. Restore the Mental Health Network (MHN) Contract (Policy Item) Most services provided by MHN are also provided by the county health insurance plans. However, eliminating this contract would require the county to meet and confer with unions; therefore, it cannot be implemented until that process has been completed.		355,000	224,000	131,000
	6	1,118,324	601,259	517,065

The department requests approval of the above policy items to restore reductions that would be necessary to achieve the 2010-11 preliminary general fund financing budget target.

2010-11 PROPOSED FEE/RATE 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.



Testing Services



Employment 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

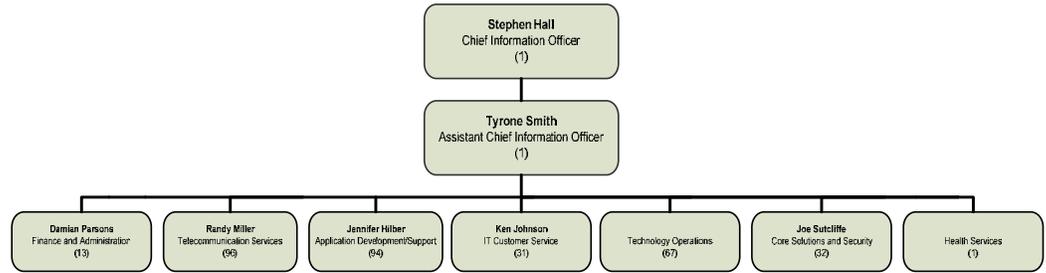
PROVIDE TECHNOLOGY SOLUTIONS THAT ENABLE CUSTOMERS TO BETTER SERVE CITIZENS OF THE COUNTY

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 3,500 pagers, and the Wide Area Network (WAN) that securely joins approximately 18,000 county users for efficient use of technology.

Application Development/Support provides assistance to 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 315 servers, integrated document imaging infrastructure and print operations for bulk printing functions. **Core Solutions and Security** provides the county with global email, technology policies and procedures, security direction and technical services that support desktop communications and functions countywide. **Finance and Administration** supports all divisions by providing consolidated financial management through budget development and administration, service rate development, contract management and accounts payable/receivable.

2009-10 SUMMARY OF BUDGET UNITS

	Operating Exp/ Appropriation	Revenue	Local Cost	Revenue Over/ (Under) Exp	Staffing
General Fund					
Application Development	15,283,139	5,610,195	9,672,944		100
Total General Fund	15,283,139	5,610,195	9,672,944		100
Internal Service Funds					
Computer Operations	21,859,771	22,260,488		400,717	131
Telecommunication Services	26,906,390	34,610,180		7,703,790	105
800 Megahertz - Rebanding Project	25,000	25,000		-	-
Total Internal Service Funds	48,791,161	56,895,668		8,104,507	236
Total - All Funds	64,074,300	62,505,863	9,672,944	8,104,507	336

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: PROVIDE TECHNOLOGY SOLUTIONS THAT ENABLE CUSTOMERS TO BETTER SERVE 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	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
1A. Percentage of all physical servers virtualized.	8%	28%	8%	33%	38%
1B. Percentage of IP based connections established for telephone usage between county's main telephone locations and outlying areas.	0%	10%	75%	65%	N/A
1C. Implement phased WAN backbone redesign to increase throughput capacity and redundancy.	N/A	50%	100%	100%	N/A

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 exceeded its 2008-09 target to have 8% of all physical servers virtualized.

In 2008-09, ISD was able to connect 100% of IP based connections for telephone usage between the county's main telephone locations, despite the late release of the software in 2007-08. The department was only able to complete 10% of the connections between the county's main telephone locations and outlying areas due to the extra year needed to connect the main telephone locations. This project is contingent upon completion of the WAN backbone redesign project, and until it is complete, the department cannot establish the remaining IP connections to outlying locations. To date, the department has established 65% of these connections and this number will hold at the current level due to the uncertainty of the direction of new technology in the industry. The main vendor in these communications is Nortel, who was recently purchased by Avaya. Until Avaya releases a new migration plan, ISD is not willing to incur any more costs.

As the department seeks to reduce costs and increase productivity, more of a burden will fall on the WAN to be the transport for information necessary to achieve departmental goals. To meet the increasing demand for WAN bandwidth, ISD continues to implement the WAN backbone redesign project. The performance target of 50% was met in 2008-09 and the department is on target to complete 100% of the measure by the end of 2009-10. Completion of this project will significantly increase bandwidth capacity which will improve data transmission capabilities. 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 central computer infrastructure rate. These costs are comprised of new telephone company circuit costs and new hardware to replace end-of-life network hardware.

2008-09 ACCOMPLISHMENTS

- ❖ *Completed the design, procurement and construction of the Carbon Canyon Radio Tower to optimize radio communication coverage in the West End*



Carbon Canyon Radio Tower

- ❖ *Implemented a software tracking program for inventory/parts control in ISD's warehouse*
- ❖ *Redesigned the Countyline Portal to allow each individual user the ability to customize their Countyline experience*
- ❖ *Implemented an on-line application for the Clerk of the Board's Assessment Appeals System and introduced a new Assessment Appeals "Hot Line"*
- ❖ *Replaced 10-year-old tape library with the SL3000 (Astro) tape library to ensure up-to-date protection for the storage of County business*



SL3000 (Astro) Tape Library

In 2010-11, ISD is planning to offer Microsoft Office SharePoint (MOSS) “out-of-the-box” product to its internal customers to help improve their organizational effectiveness by providing comprehensive content management and enterprise search, accelerating shared business processes and facilitating information-sharing. ISD has the core capabilities and a strong relationship with Microsoft to successfully provide this offering.

By offering MOSS as an enterprise solution, customers can rely on ISD for the infrastructure, staffing and knowledge needed to administer the application. Additionally, ISD would not have to support and integrate different applications providing the same functionality. The end result will be lower costs for all parties involved.

The estimated five year cost for providing MOSS to County departments is \$1,302,163 (an average of \$260,000 per year). ISD intends to recover these costs via a new MOSS rate, which will be presented to the Board of Supervisors during the annual rate approval process.

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

Objective D: Implement new application source code control system to provide improved manageability of application programs, source code and related documentation.

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
2A. Satisfaction rating from random product and service satisfaction surveys.	79%	81%	75%	77%	75%
2B. Satisfaction rating from annual billing satisfaction surveys.	80%	83%	80%	80%	85%
Evaluation of new rate metrics for WAN and circuits as they relate to cost recovery.	N/A	44%	100%	75%	100%
2C. Success rate of applications deployed to production after review by quality assurance.	98%	99%	99%	99%	N/A
2D. Applications migrated to new Team Foundation Server repository.	N/A	N/A	N/A	N/A	25%

Status

ISD conducted a product and service satisfaction survey using Survey Monkey from July 6, 2009 to July 21, 2009. An email survey was sent to 1,031 randomly selected ISD customers who had contacted ISD’s Technology Support Center during June 2009 for a product/service request. The results of this survey showed ISD received an overall customer service satisfaction rating of 81.4%, meeting the projected performance measure. In 2009-10, ISD will again conduct a random product and service satisfaction survey.

In addition to using Survey Monkey for the product and service satisfaction surveys, ISD utilized this software to conduct a billing survey. Customers who received invoices for ISD for services obtained were asked to report their overall satisfaction with ISD’s billing process. ISD received a satisfaction rate of over 83% for 2008-09, which exceeded the performance target of 75%.

ISD continues to focus on improving business processes and service expectations. The department has successfully implemented procedures to facilitate the use of the quality assurance process for the deployment of applications that utilize the departments imaging enterprise solution. The main function of the Quality Assurance unit is to test and debug specific applications prior to their deployment, minimizing issues and costs associated with deploying new applications. ISD met its performance measure of a 99% success rate for applications deployed to production after quality assurance review. Since the department realized a success rate of 99% for two consecutive years, changes in the deployment process along with movement of proven quality assurance practices into the development environment have been completed. Therefore, the department is eliminating this performance measure for 2010-11.

In 2010-11, the Application Development/Support division of ISD plans to replace the existing source code management system with a new tool called Team Foundation Services (TFS). The existing tool, Visual Source Safe (VSS), has reached capacity limits and is prone to data corruption. The TFS system will provide more capacity and improved recoverability for application source code management, which will in turn reduce the risk of lost or corrupted data. The cost for implementing TFS will be included in the 2010-11 programming rate.

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	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
3A. Implementation of a mobile disaster recovery unit.	N/A	50%	100%	100%	N/A
3B. Implement enhanced 911 calling identification software and hardware.	N/A	5%	100%	80%	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. It was originally estimated that ISD would develop and implement a mobile disaster recovery unit by the end of 2008-09, but due to unanticipated delays for the necessary equipment, deployment is scheduled by the end of 2009-10.

Enhanced 911 services allow emergency personnel to accurately pinpoint where emergency callers are located, improving emergency response times at these locations. ISD had planned to fully implement this service to the county's 22 campus telephone environments by the end of 2008-09, but as a result of significant customer requests for telephone related projects, implementation of the enhanced 911 calling identification project was delayed. Therefore, the percentage completion by the end of 2008-09 only reached 5%. The department selected a vendor to implement this service in May 2009 and legal negotiations for the agreement took longer than anticipated. Therefore, ISD estimates only 80% completion of the project by the end of 2009-10. The remainder of the project will be completed in 2010-11.

2010-11 REQUESTS FOR GENERAL FUND FINANCING

The department is not requesting any additional general fund financing for 2010-11. However, the county's regional public safety radio system that integrates countywide emergency radio dispatch capabilities is approximately 20 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. Since funding for replacement of the system is not included in the current 800 MHz radio access rate, ISD has recommended to the County Administrative Office to establish an ongoing set-aside for future replacement of the system.

2010-11 PROPOSED FEE/RATE ADJUSTMENTS

Although ISD has reduced administrative overhead through staff reductions the department does intend to request an increase in billing rates for 2010-11 to reflect the cost of doing business. The department is also working with the County Administrative Office on a chargeback strategy for services that may potentially reduce the use of general fund financing.

DESCRIPTION OF FEE REQUEST

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

SERVICE IMPACTS

Through necessary fee/rate adjustments the department will be able to recover actual costs and maintain current service levels.

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



Laurie Rozko
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

ASSIST VENDORS WITH OPPORTUNITIES FOR COUNTY BUSINESS

IMPLEMENT THE ENVIRONMENTALLY PREFERABLE PURCHASING POLICY

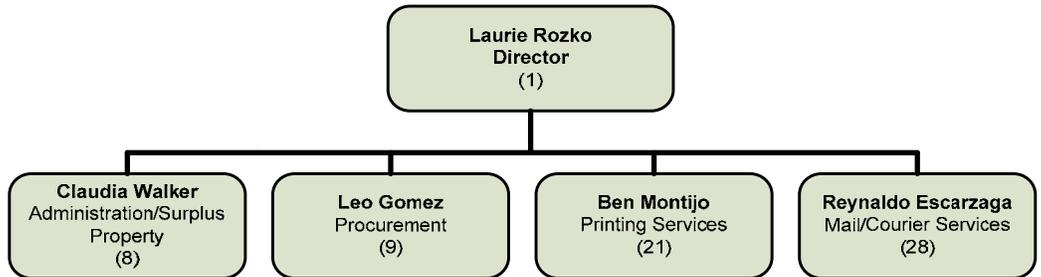
WEBSITE REDESIGN TO EXPAND THE FLOW OF INFORMATION

INCREASE SURPLUS PROPERTY REUSE/SALES

REDUCE COUNTYWIDE FREIGHT CHARGES

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.

2009-10 SUMMARY OF BUDGET UNITS

	Operating Exp/ Appropriation	Revenue	Local Cost	Revenue Over/ (Under) Exp	Staffing
General Fund					
Purchasing	1,443,974	424,725	1,019,249		16
Total General Fund	1,443,974	424,725	1,019,249		16
Internal Service Funds					
Printing Services	4,616,238	4,033,168		(583,070)	21
Surplus Property and Storage Operations	267,199	286,870		19,671	2
Mail/Courier Services	6,902,390	6,887,926		(14,464)	28
Total Internal Service Funds	11,785,827	11,207,964		(577,863)	51
Total - All Funds	13,229,801	11,632,689	1,019,249	(577,863)	67



GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: ASSIST VENDORS IN IDENTIFYING OPPORTUNITIES AND COMPETING FOR COUNTY BUSINESS.

Objective A: Upgrade the automated vendor registration to incorporate uploads of insurance information and certificates.

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

Objective C: Implement online bidding and tabulation.

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

Objective E: Survey vendors to receive qualitative feedback.

Objective F: Implement an online supplier rating system for quality, cost, delivery, and service and make the ratings available to county departments.

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
1A. Percentage of vendors providing survey feedback. (Baseline 3,000).	<1%	4%	15%	15%	20%

Status

This goal emphasizes the Purchasing 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 continually enhancing the vendor registration process and to adding features that facilitate the bidding process.

On December 15, 2009 (#76), a Request for Proposals (RFP) for electronic procurement software was approved by the Board of Supervisors (Board). It is anticipated that a vendor will be chosen for initial electronic procurement applications and that implementation will begin in 2010. This new electronic procurement software will assist the department in achieving the objectives of providing informational modules for on-line viewing which will focus on how to do business with the county as well as online bidding and tabulation. The new system is also expected to provide increase bid notifications to county vendors utilizing commodity codes.

In order to maximize supplier relationships and supplier performance in the county’s diverse workplace, the Purchasing Department will seek to compile feedback regarding suppliers from user departments and through supplier self-assessments. Periodic ratings will include quantitative and qualitative rankings on criteria such as quality of goods and services, adherence to delivery schedules, cost, service or supply capability, and customer service. The results will assist the Purchasing Department in its efforts to keep a quality vendor pool for county departments.

2008-09 ACCOMPLISHMENTS

- ❖ Received the “Achievement of Excellence in Procurement” Award from the National Institute of Governmental Purchasing
- ❖ Developed the Environmentally Preferable Purchasing Policy (11-10)
- ❖ Implemented the automated billing system in Printing Services to improve accuracy, timeliness and reporting for user departments
- ❖ Implemented online ordering of business cards, to create countywide efficiencies
- ❖ Provided vendor training at the Small Business Expo and participated in several economic recovery workshops
- ❖ Initiated external customer service surveys to build vendor relationships and improve procurement
- ❖ Began a quarterly training program for county departments, offering procurement-related subject matter
- ❖ Completed the first CAL-Card Performance Audit in conjunction with the Auditor/Controller
- ❖ Developed comprehensive templates for both product and service RFP’s and contracts
- ❖ Developed standard contract language for best value evaluation and environmental reporting

GOAL 2: IMPLEMENT THE ENVIRONMENTALLY PREFERABLE PURCHASING POLICY, STANDARD PRACTICES AND ACTIVITIES THAT SUPPORT ITS USE.

Objective A: Publish Standard Practices that include target product categories for green purchasing.

- *Identify desirable product service labels for use in the procurement process.*
- *Assist departments in developing evaluation criteria that recognizes environmental factors.*
- *Highlight green products for easy identification within existing county contracts.*

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

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

Objective D: Conduct pilot testing of post-consumer recycled content and remanufactured products

Objective E: Enhance environmental reporting and measurement.

Objective F: Assist in the development of recycling programs for county departments.

Objective G: Establish standards for photocopying and printing equipment.

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
2A. Percentage of Countywide environmentally-preferable office supply purchases. (Baseline \$3,006,413).	N/A	24%	38%	24%	30%

Status

The Environmentally Preferable Purchasing Policy was approved by the Board on October 27, 2009 (#33). A *Green Team*, consisting of members from various county departments, is developing standard practices expected to be completed in January 2010.

This goal acknowledges the county's intent to purchase and use products that are not harmful to the environment whenever fiscally possible. It is essential that the implementation of the Environmentally Preferable Purchasing Policy be cost effective and that the objectives 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 is now incorporating language related to environmental preferences in the bidding and contracting process to encourage organizations that are doing business with the county to demonstrate environmental stewardship and provide data for county reporting purposes.

The 2009-10 estimate is less than the target because the recycled content of the most frequently ordered general purpose paper changed to non-recycled content. In addition, the 2008-09 actual was changed from 35% to 24% to more accurately reflect recycled content resulting from this manufacturing change. The Purchasing Department is working with the vendor to identify and recommend paper and other products with recycled content that departments can use.

GOAL 3: ENHANCE THE PURCHASING DEPARTMENT WEBSITE TO INCREASE INTERACTIVITY AND EXPAND 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.*
- *Facilitate customer and vendor (internal and external) contact with buyers.*

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

- *Consolidate travel procedures in one location.*
- *Negotiate contractual options for travel when possible.*
- *Conduct pilot test of Southwest Airlines' SWABIZ Program; capture segments flown on county business for future county use.*

Objective C: Provide space for growth, to add electronic procurement modules.

- *Link automated billing systems for internal services including web-enabled options.*
- *Improve vendor support as outlined in Goal 1.*
- *Design portals for vendors to input data for departmental reporting (e.g. recycled product content).*

Status

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 online bidding and requisitioning. The emphasis on travel will be to deliver countywide information in one location and incorporate cost-saving contractual travel arrangements whenever possible. Interfaces with automated billing and/or ordering systems in mail and printing services are also 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 4: INCREASE COUNTY SURPLUS PROPERTY REUSE AND SALES.

Objective A: Implement an automated internal reallocation program to reuse surplus property in county departments.

- *Enable online inquiries, viewing and reservation of property.*
- *Conduct a live public auction for surplus property in conjunction with the state of the county*

Objective B: Use internet auctioning for public sales, with online viewing bidding and purchasing.

- *Increase departmental revenue.*
- *Minimize costs associated with live auctions.*
- *Advertise the website and online auctions to potential bidders.*

Objective C: Increase value and return on saleable surplus property.

- *Work with vendors to refurbish and sell surplus office furniture.*
- *When fiscally practicable, perform minor maintenance and repairs to surplus property prior to sale.*
- *Establish relationships with equipment brokers and vendors to sell surplus medical equipment.*
- *Conduct quality auctions to establish and maintain a consistent customer base.*

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
4A. Percentage of auctions resulting in sales on the Public Surplus website. (Baseline 338 auctions).	N/A	76%	55%	75%	75%

Status

This goal reflects an effort to maximize efficiency and revenue from equipment purchased with public funds. In accordance with County Policy 11-09, when items are declared surplus, the department's first priority is to reallocate it to other county departments. The second priority is to allocate it to community-based organizations as part of a program

administered by Human Services. The third priority is to offer it to the general public for sale through live and online auctions.

This year the department has increased internal advertisement of surplus property and will implement a system to make advertising more efficient. The department is also exploring vendor services to refurbish systems furniture to maximize the returns. Lastly, the department plans to establish relationships with medical supply vendors to maximize return on the county's used medical equipment.

When the 2009-10 target for this measurement was developed, the department took into account the declining economy and reduced the percentage of auctions resulting in sales from the estimate of the prior year. Presently, however, the department is experiencing an increase in the number of auction sales and therefore is estimating a higher percentage for 2009-10.

GOAL 5: REDUCE TRANSPORTATION AND FREIGHT CHARGES FOR PROCUREMENTS.

Objective A: Implement a traffic/logistics program to coordinate and reduce cost

- *Separate freight charges on all procurements*
- *Utilize multiple carriers for quotes and shipments.*
- *Reduce liability and losses.*

Objective B: Enhance delivery services to county departments

- *Offer online rate quotes.*
- *Provide shipment tracking and intervention with carriers.*

Status

This is a new goal for 2010-11. Until now most bids solicited by the Purchasing Department have required shipping charges to be included in the commodity pricing. Staff will evaluate freight charges on a sampling of purchase orders for various types of products and evaluate options to consistently obtain the most advantageous pricing and freight modes in an effort to contain countywide costs.

2010-11 REQUESTS FOR GENERAL FUND FINANCING

Brief Description of Policy Item or CIP request	Budgeted Staffing	Appropriation	Dept. Revenue	Local Cost
1. Lease web-based software to automate and track processes, implement online bidding and tabulation and facilitate electronic submittal of requisitions. (Policy Item – One time)		150,000	100,000	50,000
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.				
2. Restore funding for Buyer II position (Policy Item – Ongoing)	1	68,004	-	68,004
Restore the Buyer II position that would be cut to meet the 2010-11 preliminary budget target. Due to the workload, the position is vital to business operations to get purchase orders and bids completed in a timely manner. Without the position, the department will take longer to process purchase orders and bids, negatively impacting county departments' ability to procure services and supplies in a timely manner. This could potentially impact their ability to provide good customer service.				

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
P1. Percentage of bids processed through electronic commerce. (Baseline 110).					30%
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. Of a total of 3,212 requisitions received in 2008-09, approximately 70% were processed within 10 business days. Those that could not be processed immediately were missing information, did not follow county policy, funding was not in place, the vendor had not registered, or the requisition request was withdrawn. Purchasing eliminated a vacant buyer position during last year's budget cycle. The elimination of an additional position will leave a total of seven buyers and one supervising buyer to facilitate a workload that includes approximately 3,000 purchase orders, more than 100 bids for annual contracts, approximately 40 formal requests for proposal, 10-15 countywide contracts and dozens of informal quotes, in addition to assisting county departments with review of their requests for proposal and agenda items, countywide training for staff in all departments, maintaining vendor relationships, conducting evaluation panels, etc. Without restoration of this position, processing time will increase.					70%

2010-11 PROPOSED FEE/RATE ADJUSTMENTS

The department is not requesting fee adjustments in the county fee ordinance, but may request an increase in service rates charged to other county departments. Although the Mail Services division has reduced administrative overhead by cutting vacant positions, it may request an increase in billing rates for 2010-11 to offset increases in the United States Postal Service costs.

If there are questions about this business plan, please contact Laurie Rozko, 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

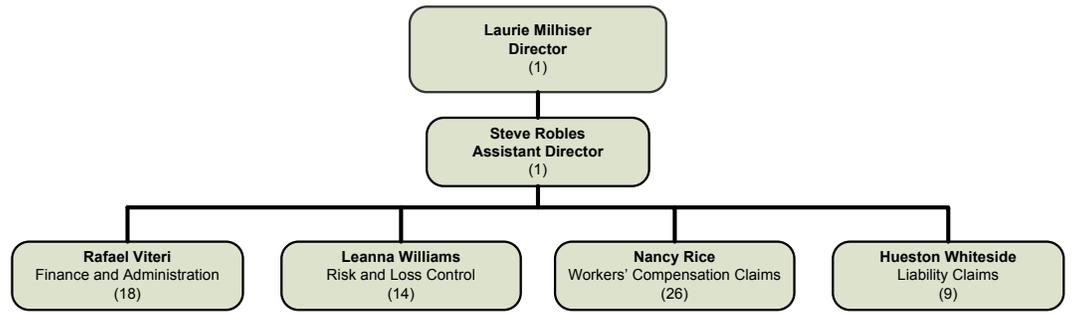
MINIMIZE THE TOTAL COST OF RISK

SUPPORT COUNTYWIDE RISK CONTROL EFFORTS

DEVELOP A MECHANISM FOR LONG-TERM STABILITY OF SELF-INSURANCE FUNDING.

RISK MANAGEMENT

ORGANIZATIONAL CHART



DESCRIPTION OF MAJOR SERVICES

The Risk Management Department is comprised of four divisions: risk and loss control, workers' compensation claims administration, liability claims administration, and finance and administration.

Risk and loss control staff are assigned to support high-risk areas of county operations such as the Arrowhead Regional Medical Center, Sheriff-Coroner, Fire, and Special Districts. Additionally, risk 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 mandated programs. This division also assists departments with the Arrowhead Achievement Program, an incentive program designed to reduce losses.

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 adjusters 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 \$290 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.

2009-10 SUMMARY OF BUDGET UNITS

	Operating Exp	Revenue	Revenue Over/ (Under) Exp	Staffing
Internal Service Funds				
Operations	6,570,156	6,570,156	-	69
Insurance Programs	66,040,123	68,127,100	2,086,977	-
Total Internal Service Funds	72,610,279	74,697,256	2,086,977	69

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

GOAL 1: MINIMIZE THE TOTAL COST OF RISK.

Objective A: Optimize insurance vs. risk retention.

Objective B: Maintain actuarially prudent self-insurance funds.

Objective C: Reduce claims costs through aggressive claims management.

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
1A. Cost of risk as a percent of County budget. Target less than 2%	N/A	1.7%	2%	1.8%	2%
1B. Maintain at least 80% confidence level in self-insurance funds/reserves.	80%	80%	80%	80%	80%
1C. Adjuster compliance with performance standards.	N/A	N/A	N/A	N/A	85%

Status

The cost of risk has three components: commercial insurance premiums, the actuarial value of retained losses, and administrative costs. Over the past three years, 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 and combinations of insurance and various levels of self insurance, the department was able to restructure the insurance programs, taking advantage of conservatively funded self-insurance reserves, thereby reducing the cost of insurance while maintaining coverage at the same levels as previous years. This achieved the department's goal to maintain the cost of risk at less than 2% of the county budget.

Controlling the cost of risk is beneficial to the entire county. Factors that strongly influence these costs are the frequency of loss (number of losses/injuries in a given period), the severity of losses (actual dollars paid once a loss/injury occurs), and the cost of commercial 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. Since June 30, 2009, all reserves have been stabilized at the 80% confidence level, as recommended by actuarial analysis. Maintaining reserves at this level is critical to supporting the restructured insurance program. Insurance funds are financed through premiums paid by all county departments. Risk Management developed departmental premium allocations based upon loss experience and recommended premium allocation adjustments designed to more appropriately allocate risk-financing assessments to departments. As a result of achieving actuarial funding targets, the new cost allocation formulas were able to be fully implemented in 2009-10 thus achieving the objective of more equitably assessing premiums while still reducing total premiums paid by each department.

Reducing the number of accidents, while aggressively managing claims, will lead to a reduction in the total cost of the workers compensation (WC) program. In 2009-10, an aggressive subrogation recovery program was implemented, which resulted in increased loss recoveries from legally liable parties. Additionally, the department focused on reducing regulatory penalties associated with the WC program. For 2010-11, performance standards to facilitate consistency and optimize adjuster performance in managing workers' compensation claims consistent with best practices and regulatory requirements will be developed which will include subrogation recognition and penalty avoidance and therefore these two measures will no longer be reported separately.

2008-09 ACCOMPLISHMENTS

- ❖ Completed transition of most insurance programs from Statewide pool to independent coverage, thereby achieving a total cost of risk below targeted level
- ❖ Maintained self-insurance reserves at 80% confidence level
- ❖ Adjusted premium allocation methodology to reflect experience and appropriate exposure factors
- ❖ Introduced Arrowhead Achievement Program to incentivize risk control
- ❖ Completed Risk Management dashboard and made it available to all departments
- ❖ Improved Risk Management Internet website



Ergo Evaluation



Training Class



Accident Scene Investigation

GOAL 2: SUPPORT COUNTYWIDE RISK CONTROL EFFORTS.

Objective A: Provide formal training courses and informal consultation targeting safety, loss control, and risk transfer needs as identified by departments.

Objective B: Expand participation in Arrowhead Achievement Program.

Objective C: Provide interactive communication of risk management data.

MEASUREMENT	2007-08 Actual	2008-09 Actual	2009-10 Target	2009-10 Estimate	2010-11 Target
2A. Percentage increase in formal training classes offered.	N/A	25%	10%	5%	5%
2B. Number of departments participating in Arrowhead Achievement Program	N/A	N/A	5	7	15
2C. Percentage of departments using risk management dashboard.	0%	10%	100%	50%	100%
Percentage increase of visits to Risk Management intranet website.	0%	N/A	50%	70%	25%

Status

The role of the Risk Control Division is to protect the assets of San Bernardino County (people, property, equipment, funds) from the chance of injury, damage, or loss. This is achieved by providing management a source of consultation, guidance, training and technical support relative to Occupational Safety and Health, Loss Prevention, Regulatory Compliance, and Risk/Hazard Analysis, while improving the conditions in which services are rendered to the public. The division provides both formal training and informal consulting services in support of department needs and objectives. Risk Management intends to continue to expand on its offering of diverse safety and risk management related classes to all departments with classes targeted to high frequency exposures.

Risk Management has an Insurance Certificate Management Program designed to strengthen the risk transfer techniques in county contracts so that litigation resulting from contracts can be appropriately born by the contractor. In 2009-10, a training program was developed targeted to departmental contract administration staff to assist them in understanding the contracts standard practice requirements and in how to use the tracking system. In addition to this training, the department continues to provide support to county departments to assist vendors in maintaining compliance with contractual insurance requirements.

The Risk Management dashboard was created in 2008-09 as a tool customized for each department to provide loss data, workers' compensation claim status, and claim related financial data. The roll-out of the dashboard began with the high experience modification (Ex-Mod) departments. The department's intranet website incorporates this tool, thus making it available to a wider audience and providing access to the information at any time.

In 2009-10, this tool was also incorporated into the Arrowhead Achievement Program which was piloted as a new safety/loss control incentive program. This program was designed to assist and motivate departments to evaluate where and how accidents are happening and implement programs to reduce the frequency and severity of these accidents. The program initially began with departments with the highest Ex-Mod factor and will be expanded in the upcoming year to include other county departments. As a function of Arrowhead Achievement Program, Risk Management provides consultation services to departments to help them determine what actions or programs will be most effective in reducing these targeted losses.

GOAL 3: DEVELOP A MECHANISM FOR LONG-TERM STABILITY OF SELF-INSURANCE FUNDING.

Objective A: Create a Joint Powers Authority (JPA) organization, the San Bernardino County Insurance Authority (SBCIA).

Objective B: Develop the loss portfolio transfer of self-insurance funds to SBCIA or other insurance vehicles.

Status

For many years, the county struggled to maintain actuarially sound funding of the self-insurance reserves. Historical underfunding resulted in premium assessments to departments being surcharged to restore responsible funding levels. This goal and related objectives address the concept of a joint powers authority composed of county departments and Board governed special districts that will become the mechanism to provide long-term stability of the self-insurance funds and provide innovative alternatives to meet departments' insurance and other risk management needs. In 2009-10, Risk Management, working with a consultant, has designed the basic format of the proposed JPA and plans to introduce it to the Board of Supervisors during Business Plan Workshop for possible implementation in 2010-11. The department is also exploring commercial insurance alternatives to transfer long term funding obligations.

2010-11 REQUESTS FOR GENERAL FUND FINANCING

The department is not requesting any additional general fund financing for 2010-11.

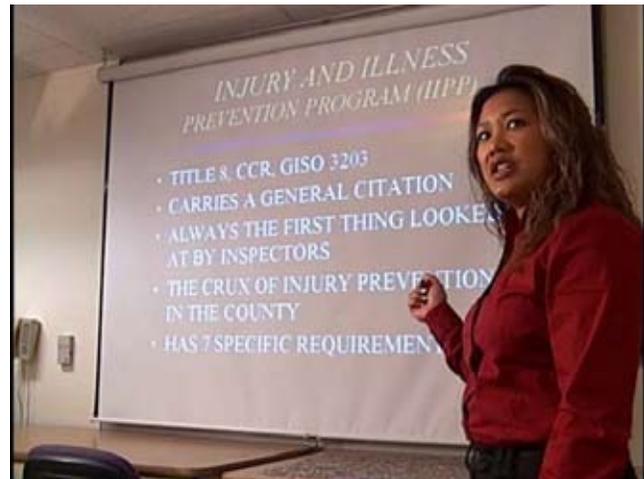
2010-11 PROPOSED FEE/RATE ADJUSTMENTS

The department does not have any fees in the county fee ordinance; however, the department does charge insurance premium rates. These rates are reviewed annually and adjusted based on actuarial reports to maintain 80% confidence levels in the self-insurance funds, and to ensure full cost recovery.

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



Drivers Training Class



Workers Comp Training Class