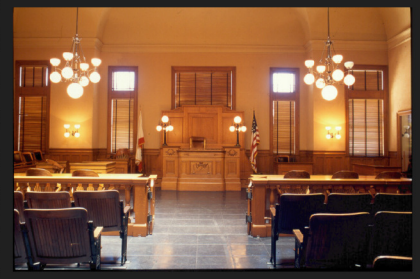


COUNTY EXECUTIVE OFFICE

2010 Business Plan



**Our Community
Our Commitment**
ORANGE COUNTY, CALIFORNIA



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County Executive Officer

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C O U N T Y O F O R A N G E

MISSION STATEMENT

“Making Orange County a safe, healthy, and fulfilling place to live, work, and play, today and for generations to come, by providing outstanding, cost-effective regional public services.”

Vision Statement for
BUSINESS VALUES

We strive to be a high quality model governmental agency that delivers services to the community in ways that demonstrate:

Excellence

Provide responsive and timely services

Leadership

Leverage available resources as we partner with regional businesses and other governmental entities

Stewardship

Seek cost-effective and efficient methods

Innovation

Use leading-edge innovative technology

Vision Statement for
CULTURAL VALUES

We commit to creating a positive, service-oriented culture which:

Attracts and retains the best and the brightest

Fosters a spirit of collaboration and partnership internally and externally

Supports creativity, innovation, and responsiveness

Demonstrates a “can-do” attitude in accomplishing timely results

Creates a fun, fulfilling and rewarding working environment

Models the following core values in everything we do:

Respect • Integrity • Caring
Trust • Excellence

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Executive Summary

The County Executive Office (CEO) is the corporate administrative branch of Orange County government. The CEO is responsible for providing leadership, vision, and knowledge of emerging trends and issues impacting Orange County. The CEO, in turn, supports and implements Board policy and ensures that the County operates in an efficient, accountable, and responsive manner. The County Executive Officer provides direction to all County agency/department heads directly assigned to him and also provides administrative oversight to those department heads who report directly to the Board of Supervisors. CEO staff also oversees elected and non-elected department budgets.

Agency Overview

The complexity and variety of County services, issues facing the County, as well as oversight of a \$5.5 billion budget, warrant an efficient management style.

To assist in the day-to-day operations and oversight of County operations, the CEO has four Deputy County Executive Officers:

- *OC Infrastructure*
- *Government & Public Services*
- *Office of Information Technology*
- *Office of Finance*

The remaining direct reports to the CEO include: *the Assistant to the CEO* and the Directors of the Human Resources Department and John Wayne Airport.

The Deputy CEOs of OC Infrastructure and Government & Public Services provide leadership, oversight, and coordination of 10 departments. This structure enables a focused, proactive approach to policy issues. As issues arise, CEO staff will dedicate key personnel to develop solid policy options and recommendations for the CEO to present to the Board.

The Deputy CEOs of Finance and Information Technology each provide leadership and oversight of the financial and IT functions of the County. The Office of Finance is responsible for the long-range strategic financial plan, public finance, county budget and risk management. The Office of Information Technology's responsibilities include the County IT Strategic Plan, IT Policies & Standards, IT Governance oversight, and management of critical IT applications and infrastructure.

In addition, the CEO continues the following initiatives in operations, budgeting, workforce development and internal communications.

- Strategic Focus Effort: This process created new County mission and vision statements, business and cultural “Guiding Principles”, plus County wide Strategic Initiatives and Goals. This effort guides the delivery of services and projects with the interaction of the Board and County staff.
- City-County Committee: This committee includes various Orange County City Managers and CEO Staff. The committee meets regularly to discuss issues of mutual concern to Cities and the County. This committee serves as a forum for problem solving and communication.
- Succession Planning: The CEO requires each department head to develop a succession plan to prepare and develop future leadership. As the County endures retirements of key staff and normal turn over, succession planning becomes vital.
- The Orange County Leadership Academy (OCLA): This initiative provides a consistent management philosophy and development opportunity for County managers. The twelfth session of OCLA began in September 2009.
- The monthly *County Connection* employee newsletter began in January 2004 and reinforces County goals, informs our employees and enhances morale.
- Various ad-hoc committees, including committees focused on affordable housing and grant funding opportunities.
- Business Continuity Steering Committee: A partnership with agency/department heads to provide policy direction and ensure the continuity of business processes.

2010 MISSION & GOALS

CEO MISSION STATEMENT

The mission of the County Executive Office is to support and implement Board policy and direction through corporate action and leadership, communication and coordination of strategic and regional planning, and to ensure effective service delivery through efficient management of the County's workforce and resources, and to identify and respond to needs in a proactive style focused on customer service.

CORE

To support and implement Board policies and direction...

The CEO supports the Board's decision-making authority by providing comprehensive and timely analysis. Once Board policy direction is established, the CEO formulates, executes and monitors activities adhering to those directives. The CEO continues accomplishing Board direction. Each member of the CEO's Office has an important role in making sure milestones are met on-time.

...through corporate direction and leadership...

Through its divisions of Finance, OC Infrastructure, Government & Public Services, and Information Technology, the CEO works with seven elected, 12 CEO-appointed and five Board-appointed department heads. With CEO direction and oversight, the departments implement Board policy direction, ensure fiscal integrity, and coordinate County operations and services. To fill this role, the CEO reviews and comments on Board agenda items, oversees Countywide funds, coordinates the annual budget process, implements the strategic plan, manages the long-term debt, oversees negotiation and implementation of employee terms and conditions, and evaluates the performance of CEO-appointed department heads.

...communication and coordination of strategic and regional planning...

The CEO plans and establishes effective governance structures to accomplish goals and objectives. Major responsibilities include coordination of all Federal and State legislative advocacy efforts; communication to the public, stakeholders and employees; and oversight of a number of regional issues. The external restructuring of County unincorporated islands is an example of a regional issue that is being addressed by the CEO.

...and to ensure effective service delivery through efficient management of the County's workforce and resources...

The CEO continues to build an environment where employees are encouraged to excel. The CEO is developing an efficient and accountable workforce by creating a learning environment designed to increase productivity and develop future leaders.

...and identify and respond to needs in a proactive style focused on customer service...

The CEO is committed to providing leadership in various policy areas and responding to needs with timely and proactive actions. The CEO pays attention to detail and measures project progress while providing its customers with quality service and acknowledging that each CEO employee has a role in meeting milestones on-time.

2010 OPERATIONAL PLAN

CLIENTS

Board of Supervisors

The County of Orange is a Charter County divided into five districts and governed by a five-member, elected Board of Supervisors. Each Supervisor serves a four-year term of office. As the executive branch of County government, the CEO supports the Board by providing corporate leadership, vision and knowledge of emerging trends needed to develop policy and ensure efficient, accountable and responsive operations.

The Community

Orange County has a diverse community composed of a broad range of interest groups including businesses, non-profit organizations, advocacy groups, special districts, regional service providers, 34 cities, a regional airport and 42 miles of coastline.

Agencies/Departments

The County organizational structure is composed of 24 agencies/departments including seven departments with an elected department head, five with a Board appointed department head, and 12 with CEO appointed department heads. The CEO has budget oversight of all County departments. The CEO is responsible for working with all departments to ensure that Board policy and direction is executed, while ensuring that programs are coordinated and optimized.

Employees

On December 31, 2009 the County had a workforce of 17,702 authorized positions which represents a one year reduction of 1,046 positions. The Board and the CEO recognize employees as the greatest asset to the County. To continuously improve efficiency, accountability and program success, the CEO works with department heads and labor organizations to develop workforce programs that support skill development, reward superior performance and encourage open communication. The CEO also oversees the meet and confer process that governs employment terms and conditions.

Investors

The County relies on investors to purchase bonds that support bankruptcy recovery and long-term project financing. Rating agencies and investors are attentive to an organization's business practices. The CEO leads in maintaining the confidence of Wall Street by providing a stable organization, management systems and financial stability. CEO staff communicates these attributes to investors to demonstrate that the County maintains a system of financial checks, balances and standards relative to financial security, accountability and disclosure.

CHALLENGES

Although a significant challenge faced by County government is the uncertainty of the State budget and its potential impact on County services, the focus is shifting more to the local economy and housing market, which may result in reduced property tax. Property tax comprises 75.2% of the County's General Purpose Revenue.

The CEO has developed strategies to identify alternatives and financial options for the Board to minimize impacts. CEO staff continues to monitor our expenditures and has maintained a limited hiring freeze. The State's fiscal crisis, a \$12 to \$26 billion State Budget deficit, and the impacts of a declining real estate environment, continue to be a major challenge.

In addition, there are a variety of issues and projects that continue to be addressed and ongoing forward. These include continued implementation of the Assessment Tax System, Property Tax Management System, Disaster Recovery and Business Continuity Planning, and County Performance Scorecard Management System; development of the County's IT Sourcing Strategy; CAPS+ Human Resources/Payroll upgrade; establishment of a new facility on Animal Care Services, and the impacts of various legislative items, and CEO staff will support efforts to accelerate the development of Dana Point Harbor. Collaborative efforts aimed at the annexation of County unincorporated areas continues in 2010 where possible. CEO staff continues to analyze and recommend strategies for long-term debt reduction while meeting the County's financing needs.

Despite the budget challenges of 2009-2010, the County continues to progress toward resolving a number of issues. The proposed 2010-2011 State budget will present major challenges as the Legislature and Governor work to close an estimated budget gap of \$12 to \$26 billion. This gap, combined with the prospect of anticipated revenue reductions for both the State and County, will require aggressive action by the CEO in collaboration with all County agencies. This year's State budget process will be both lively and challenging and our efforts will focus on fully supporting the Board of Supervisors during their deliberations and voice County concerns to Sacramento concerning potential impacts to the County budget and services. An outline of last year's accomplishments along with the goals for 2010 is included with this document. Planning and preparation ensure that the CEO's Office will proactively meet challenges and fulfill its mission.

Chair of the Board of Supervisors Janet Nguyen identified her goals for the County in her January 2010 "State of the County" address. The Chair's 2010 goals are available online at <http://bos.ocgov.com/D1/StateOfTheCounty2010.html>. The 2010 goals for the CEO's Office will support the implementation of the Board's policy directives. Each of us has a proactive role in "making things happen" in support of the Board and the County.

Consistent with the goals set by the Board, the County launched the Countywide Strategic Focus process in 2006. The effort focuses on the County's ability to address our customers' service needs and ensure the County is forward-focused to meet new challenges and seize opportunities to better serve County residents. The next steps in this process are to develop meaningful actions that will implement the adopted Strategic Initiatives and Goals. In an effort to develop a meaningful approach to measurement of progress towards goals, the Probation Department, Treasurer-Tax Collector's Office, and OC Parks have piloted a Balanced Scorecard approach, which will be extended this year to the two newly created county departments. The County Executive Office continues its leadership role as the process continues in 2010 and beyond.

COUNTY EXECUTIVE OFFICE RESOURCES

MANAGEMENT TEAM:

County Executive Officer (Thomas G. Mauk): Provides corporate leadership and oversight to assure implementation of Board policies and directions. The CEO has seven direct reports and budget oversight responsibility for all County departments.

Office of Finance (Robert Franz): Provides leadership and oversight of the overall financial operations of the County. Major responsibilities include long-range strategic financial planning, the County's Strategic Focus effort, public finance, risk management, County budget, corporate business planning and corporate purchasing.

Office of Information Technology (Satish Ajmani): Provides leadership in IT strategic planning and implementation of best practices of corporate information technology functions. Major responsibilities include the County IT Strategic Plan, eGovernment initiatives, IT Standards, IT Governance oversight and management, IT policy development, IT HIPAA security, Countywide IT Security, Data Center operations, local and wide area network operations, Countywide IT procurements, IT project management, Countywide IT business continuity, telecommunications and reprographic services.

Office of Government & Public Services (Steve Dunivent): Provides leadership in planning and establishing effective governance structures and relationships to accomplish corporate and regional goals. This office oversees management of the following County agencies/departments: Social Services Agency, Health Care Agency, Probation, Public Defender and Child Support Services. Other responsibilities include coordination of all Federal and State legislative advocacy efforts, HIPAA compliance, trial court matters, the External Restructuring Program and special projects.

Office of OC Infrastructure (Alisa Drakodaidis): Provides leadership and oversees management of the following County agencies/departments: OC Community Resources, OC Public Works, Registrar of Voters, OC Waste and Recycling, and OC Dana Point Harbor. Coordinates service delivery and policy development of key regional services to accomplish corporate and regional goals.

Administration and Community/Media Relations (Rob Richardson): Provides leadership in developing and presenting strategies for communication of County programs; manages and guides internal operations for CEO including department budget, accounting, human resources, building security, agenda reviews, and agency coordination.

2010 STRATEGIC GOALS

The CEO has adopted four goals to achieve its mission. These goals convey the value that the office provides to County government and to the community it serves.

Goal 1: Facilitate, support and ensure the implementation of decisions by the Board of Supervisors in a proactive style focused on customer service

This goal describes the CEO's comprehensive role in providing the Board the assistance needed to make informed decisions on a variety of issues that impact businesses and residents. Upon completion of Board review and direction, CEO staff ensures that implementation is completed in an efficient and cost-effective manner.

Goal 2: Improve County government's effectiveness in addressing community issues and needs

The CEO continues to look for new administrative structures and processes to improve County government's ability to effectively address the issues and needs of the community. In addition, the CEO ensures a consistent approach in addressing community issues through a Corporate Management System, which includes the Strategic Focus effort, Strategic Financial Plan, Department Business Plans, and employee training.

Goal 3: Ensure the financial strength and integrity of the County of Orange

Financial management, to a large extent, includes the use of County resources to effectively operate the County. In addition, prudent financial and operational management helps maintain and enhance the County's credit rating and confidence with Wall Street, resulting in reduced costs for borrowing money to fund Board approved strategic priorities. The County's strategic financial planning efforts over the last 12 years have provided an important hedge against changing economic conditions, and reducing the County's bankruptcy indebtedness.

Goal 4: Preserve and advance the regional services and infrastructure that the Orange County community relies upon by working collaboratively with other levels of government and community-based organizations to ensure that regional issues and needs are addressed

The CEO is responsible for safeguarding community interests, which involves the development of County responses to Federal, State and local issues or mandates. Several of the projects identified in this business plan require favorable legislation for full implementation of the County's position. The County is the main provider and coordinator of regional projects and essential public services. The issues addressed by the Board and implemented by the CEO have considerable impact on residents' quality of life. They also require collaboration from various segments of the community and effective communication with employees, residents, office holders and other stakeholders.

These goals form the basis for the development of the Operational Plan detailed in the following section.

2010 STRATEGIES TO ACCOMPLISH GOALS

The following are the strategies the CEO will implement to achieve the FY 2010-11 Goals:

Goal 1: Facilitate, support and ensure the implementation of decisions by the Board of Supervisors

- Provide comprehensive, proactive and timely analysis and recommendations regarding emerging legislation, funding impacts, trends and issues. Staff will also interact with and develop partnerships with external organizations on matters of common interest and analyze Board agenda items.
- Conduct regular Board briefings to keep each Supervisor apprised of changing events and their impact on County operations and resources.
- Conduct monthly briefings on CEO/IT related items with Board staff.
- Develop and recommend strategies that enable the County to manage the financial impact of State and Federal budget decisions while helping the County achieve its strategic priorities.

- Continue to examine service processes for internal customers to develop and achieve best management practices.
- Develop Countywide IT Sourcing Strategy.
- Continue leading the County's Business Continuity Steering Committee and coordination efforts with Agencies/Departments to perform plan testing and subsequent plan revisions and improvements.
- Continue to implement the strategic recovery of critical IT components and applications.
- Continue to promote the AlertOC Countywide to provide notification to Orange County Citizens in the event of emergencies.
- Prepare the FY 2010-11 recommended budget consistent with the 2009 Strategic Financial Plan.
- Continue to roll-out the County's Performance Scorecard Management System to additional Agencies/Departments.
- Identify and implement specific initiatives in support of the County's Strategic Focus efforts.

Performance Measurement - Goal 1

Outcome Measure	FY 09-10 Plan	FY 09-10 Results	FY 10-11 Plan	How are we Doing?
<p>Board Rating of CEO Support</p> <p>What: Board Members rate quality of support provided by CEO</p> <p>Why: To provide CEO with feedback on quality of support provided to the Board.</p>	<p>The CEO will conduct regular briefings with each Board office.</p>	<p>As a cost-saving measure, the CEO delayed utilizing a consultant to conduct the survey.</p>	<p>The CEO will continue to conduct regular briefings with each Board office.</p>	<p>The Board of Supervisors provides immediate feedback to the CEO and staff at regular briefings.</p>

Goal 2: Improve County government's effectiveness in addressing community issues and needs

- Continue implementation of eGovernment initiatives, which involves leveraging new Internet technology for the County to deliver more effective services 24/7, through an online public portal and transitioning from 30 servers to a single P595 platform.
- Continue to provide oversight of Countywide Project Management practices to ensure projects meet County goals and objectives and are completed on-time and within budget.
- Continue to review the County structure and find more efficient and cost-effective ways of operating and delivering services to the community.
- Develop collaboration with the public and private sectors to enhance services and their delivery.
- Continue refinement and modification as needed for Board agenda process.
- Improve County staff's ability to provide real-time outreach and service delivery to County citizens by supporting mobile workforce initiatives.

Performance Measurement - Goal 2

Outcome Measure	FY 09-10 Plan	FY 09-10 Actual or Anticipated Results	FY 10-11 Plan	How are we doing?
<p>Agency/Department ratings of value of strategic, financial, technology, and communications, provided by CEO</p> <p>What: Provide CEO with feedback on agency/department assessment of the value of the strategic, financial, technology and communications support provided by the CEO in improving their ability to address community issues and needs.</p> <p>Why: To measure the effectiveness of the leadership and services provided by the CEO to agencies/departments.</p>	<p>CEO will identify and conduct additional service surveys.</p>	<p>Surveys in progress or completed include:</p> <p>*CEO Community/Media Relations</p>	<p>CEO will identify and conduct additional service surveys.</p>	<p>CEO Community/Media Relations survey in progress developing policy recommendations.</p>

Goal 3: Ensure the financial strength and integrity of the County of Orange

- Maintain solid working relationships with rating agencies, investors and bond insurers.
- Improve financial ratings and reduce interest rates on County financings.
- Update the Strategic Financial Plan that addresses the current budget issues while protecting core functions by December 2010.
- Continue to provide support to agencies/departments in purchasing functions.
- Continue to refine loss prevention, mitigation and financing strategies, and recommend competitive insurance strategies.
- Mitigate liability exposures, including discussions with department heads and staff experiencing liability claims history to recognize risks, and, when possible, implement mitigation strategies.
- Continue providing insurance / indemnification contract risk assessments to departments and conduct a comprehensive review of insurance requirements and update them as warranted.
- Continue to support the CAPS Financial, CAPS+ HR/Payroll, ATS and PTMS upgrades.
- Continue relationship with Orange County Employee Retirement System and management of the County's pension obligations.
- Continue working with CEO Legislative, Budget and County Counsel staff on the State budget legislation which preserves or enhances the County's financial position.
- Manage and promote technology advances to leverage enterprise solutions, improve efficiencies, and reduce County costs.
- Continue to streamline the communication of Countywide IT projects and costs.
- Develop cost-effective standards, recommendations and priorities for document imaging.

- Utilize zero-based budgeting process for CEO/IT, requiring business justifications for each expenditure line item, in order to effectively meet our fiscal responsibilities and to manage and contain costs.
- Ensure that the County's information systems and infrastructure are secure and that privacy and confidentiality regulations are maintained.
- Develop Countywide IT Sourcing Strategy to prepare for the contract expiration of the County's major IT service provider.
- Develop Countywide strategy to the County's aging voice and data network.
- Continue to implement IT shared components across the County as delineated from the County's IT Strategic Plan.
- Continue to migrate mainframe applications and modules.
- Prepare a balanced FY 2010-11 County Budget for Board consideration and adoption by the end of June 2010.
- Considering financial constraints, implement critical items identified in the County facilities master plan.
- Improve County facilities by addressing critical infrastructure needs impacting the health and safety of employees and clients.

Performance Measurement - Goal 3

Performance Measure	FY 09-10 Plan	FY 09-10 Results	FY 10-11 Plan	How are we doing?
<p>Credit Ratings</p> <p>What: Ratings by major bond rating companies (Moody's, S&P, Fitch)</p> <p>Why: Credit ratings indicate financial creditworthiness and factor into our borrowing cost.</p>	<p>Maintain/ Improve Rating given a changeable economic environment</p>	<p>Moody's and Standard & Poor's continued County's issuer ratings of Aa2 and AA-, respectively. Maintained the highest short-term ratings from Moody's, Standard & Poor's and Fitch; MIG 1, SP1+ and F1+ respectively.</p>	<p>Maintain/Improve Rating</p>	<p>The County has maintained its credit rating with Moody's and Standard & Poor's.</p>
<p>County Proposed Budget consistency to Strategic Financial Plan (SFP).</p> <p>What: Indicates extent departments consider SFP in developing programs/budget.</p> <p>Why: The budget implements the first year SFP and requires consistency.</p>	<p>The 2008 Plan projected \$661.5m available for 09-10. Limits included no growth in FY 09-10, 1% growth in FY 10-11, 2% growth over the next two years and then 3% in thereafter.</p>	<p>The adopted FY 09-10 budget contained \$700.8m in discretionary funding; \$39.3M higher than used in the SFP. Subsequent to adoption, Net County Cost limits were reduced by 5%. Current budget is consistent with the strategic priorities.</p>	<p>The December 2009 Plan projects \$659.9m available for FY 10-11 consistent with reductions taken subsequent to adoption. Net County Cost limits for FY 10-11 were reduced by 5%. SFP and Budget 2009 plan augmentation funding focused on maintaining key services and no strategic priorities were funded.</p>	<p>The SFP continues to be an excellent financial management and strategic planning tool for the Board and County Management. Decisions are made in context of the SFP recommendations.</p>

Goal 4: Preserve and advance the interests of the Orange County community by working with other levels of government and ensuring that regional issues and needs are addressed

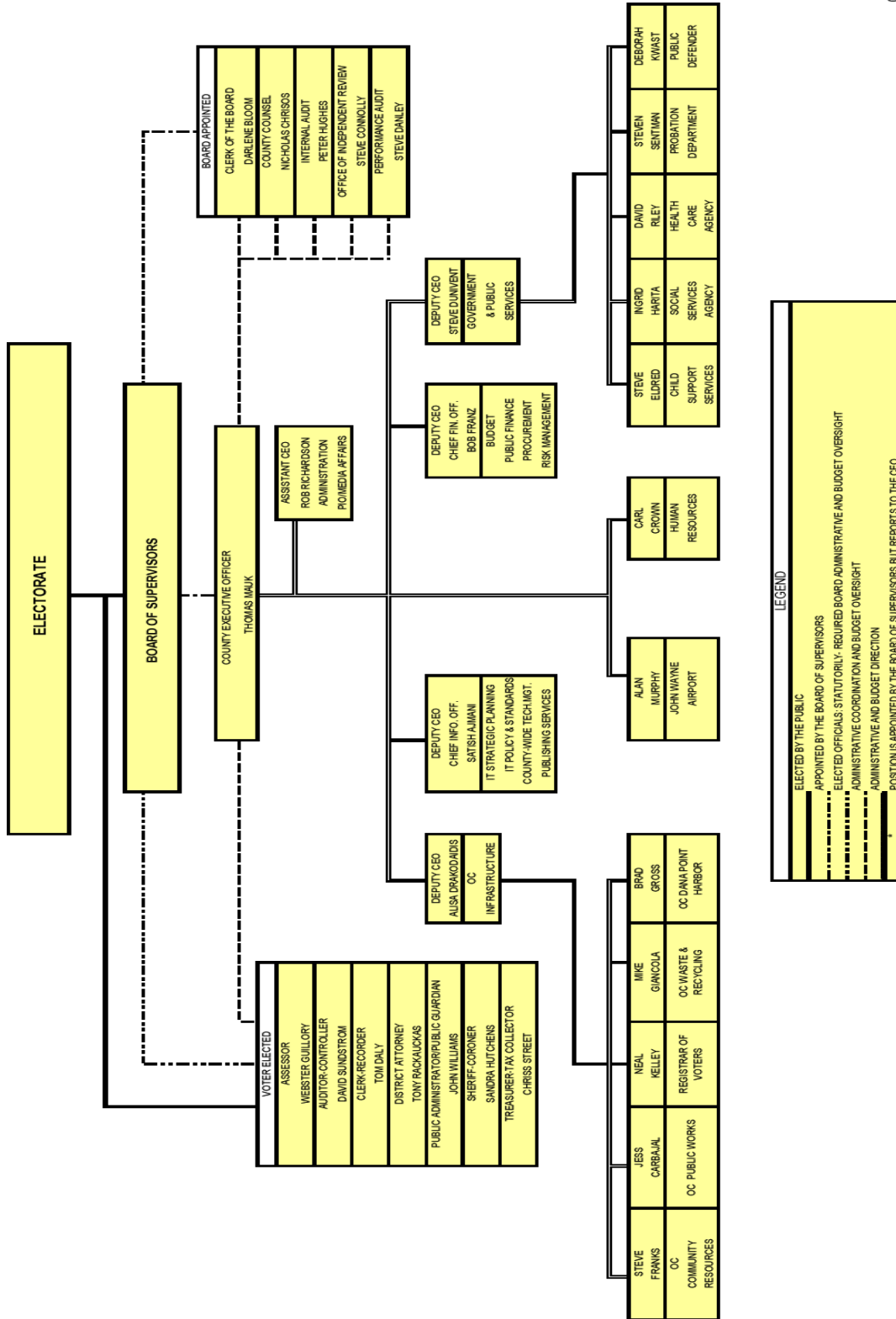
- Continue involvement in regional coordination efforts in the areas of Public Protection, Health Care and Human Services, Environmental Resources and Emergency Services.
- Continue collaborative meetings with City Managers to discuss issues and resolutions.
- Continue support to Board Members serving on regional boards and commissions.
- Advocate interests at State and Federal level guided by the Board's legislative platform.
- Develop opportunities for County Agencies/Departments to receive State and Federal grants through a grant locator service.
- Assist County departments in providing a safe and healthful work environment for its employees and stakeholders through pro-active safety, loss prevention, training and inspection programs.
- Develop quarterly risk metric reports containing injury and illness data, analyze frequency and severity of incidents at agency/department level and recommend risk mitigation strategies.
- Provide control and oversight of Workers' Compensation claims handling, including quality of care, customer service and managed care of the services provided through the Third Party Claims Administrator to ensure prompt delivery of benefits and reduced litigation and claim costs.
- Implement the Return to Work / Transitional Duty Program by working collaboratively with County agencies/departments to assist and enable injured/ill employees to return to work in a timely manner through the provision of modified duty or temporary transitional work assignments.

Performance Measurement - Goal 4

Performance Measure	FY 09-10 Plan	FY 09-10 Actual or Anticipated Results	FY 10-11 Plan	How are we doing?
<p>Legislative Agenda and local government awareness of regional services and coordination provided by the County.</p> <p>What: Provide local Orange County agencies and local business leaders information on the County's leadership positions on current issues and legislation.</p> <p>Why: Provides CEO, local agencies and local business leaders with a measure of the success of the CEO's efforts to define an appropriate legislative agenda and achieve results favorable to Orange County.</p>	<p>Conduct Survey</p>	<p>As a cost-saving measure, the CEO canceled the use of a consultant to conduct survey.</p>	<p>In addition to the regular publication of an annual Legislative Platform and Legislative Bulletins for Board meetings, the CEO will establish a means of incorporating the ideas and concerns of major County stakeholders in this process through working with their legislative staff.</p>	<p>CEO/Legislative Affairs is working with major public agencies and select major employers in Orange County to develop a regular platform for sharing ideas and challenges as well as a means for cooperating on addressing these challenges.</p>

APPENDIX A

COUNTY EXECUTIVE OFFICE



04/23/10

LEGEND

- ELECTED BY THE PUBLIC
- APPOINTED BY THE BOARD OF SUPERVISORS
- ELECTED OFFICIALS: STATUTORILY - REQUIRED BOARD ADMINISTRATIVE AND BUDGET OVERSIGHT
- ADMINISTRATIVE COORDINATION AND BUDGET OVERSIGHT
- ADMINISTRATIVE AND BUDGET DIRECTION
- POSITION IS APPOINTED BY THE BOARD OF SUPERVISORS BUT REPORTS TO THE CEO

APPENDIX B

ACCOMPLISHMENTS in 2009

The following is a list of projects completed in support of 2008 and 2009 goals:

GOAL 1: Facilitate, support and ensure the implementation of decisions by the Board of Supervisors

- CEO Government and Public Services (GPS) facilitated the transfers of County court facilities as required by SB 1732 (2002) and ensuing legislation to the State. A total of eleven facilities were transferred in 2009, and the anticipated savings to the County from the transfer of these court facilities is eighty (80) million dollars over the next thirty-five years. These savings have been incorporated into this year's County Budget and the Strategic Financial Plan.
- Staff completed request by Supervisor Moorlach to do a merger study of the Orange County Vector Control District (OCVCD).
- Staff completed Board-directed review and assessment of Public Administrator/Public Guardian Department.
- Staff serve as liaisons to Center for Demographic Research, and served on the Management Oversight Committee.
- Staff oversaw Tourism efforts and served on the Tourism Advisory Committee.
- Implemented AlertOC, Orange County's established regional public mass notification system. Since public launch in October 2008, AlertOC has received over 25,000 subscriptions.
- Documented 300+ mission critical and mission necessary process continuity plans for 21 agencies and departments.
- Completed PrepareOC which provides internet accessibility to the County's continuity, recovery and response plans and related information.
- Finalized Orange County's Disaster Recovery (DR) solution strategy and selected DR sites for

mainframe and open systems implementation.

- CEO/IT worked with sponsoring agencies to design platform architectures to support the next generation of major County applications, including CAPS+, ATS and PTMS.
- The 2009 Strategic Financial Plan was adopted by the Board on December 15, 2009.
- Monitored and adjusted budget to reflect economic realities.

GOAL 2: Improve County government's effectiveness in addressing community issues and trends

- County Executive Office Media Relations implemented ADA access to Internet Board Meetings through the use of closed captioning. The Online Government Channel was launched, providing a selection of informational videos about the Supervisorial Districts, as well as County Agencies and Departments.
- Legislative Affairs actively pursued legislative and budgetary priorities as determined by the Board of Supervisors. Legislative Affairs, in conjunction with County Executive Office Information and Technology (CEO/IT), developed and implemented the AlertOC Program which includes a regional high-capacity mass notification system, governing policy, County/City agreements, public website and public awareness campaigns.
- CEO/IT implemented a performance scorecard software system for three pilot Agencies/Departments (Probation, Treasurer-Tax Collector, and OC Parks) that enables the tracking, updating, and reporting of performance metrics. CEO/IT designed platform architectures to support the next generation of the CAPS+, ATS, and PTMS systems based on 'SMART' criteria: Security, Maintainability, Availability, Reliability and Total Cost of Ownership.
- CEO Government and Public Services (GPS) participated with other community leaders in the in Working Group for the "Ten Year Plan to End Homelessness". Government and Public Services staff engaged business community, nonprofit organizations and other key stakeholders in participating in this important, federally-mandated project, and continue to work on the implementation plan.

- Staff wrote grants, convened stakeholders and created and implemented Orange County Census 2010 efforts to ensure the most complete and accurate count possible. GPS was successful in obtaining a State grant of \$84,000 for Census promotion for the County's "Hard to Count" population.
- Staff convened stakeholders in creating a comprehensive H1N1 flu pandemic plan for county-wide distribution of vaccines and emergency response.
- Staff assisted CEO Department in emergency planning efforts, including creation of the Disease Outbreak Response Plan (DORA), Business Continuity Plan, SONGS exercise, and ongoing emergency training.
- Staff served as Health Insurance Portability and Accountability Act (HIPAA) Privacy Officer, with responsibilities for training and compliance for covered entities with regard to federal mandates, including 2009 American Reinvestment and Recovery Act (ARRA) changes.
- Partial implementation of Phase II of the eGovernment initiative, which included the re-design of 23 additional Agency websites, providing business staff with on-line information management capabilities.
- Completed merger of CEO/IT Print Services with Publishing Services, resulting in an estimated annual savings of \$380,000 in digital print cost. In addition, one-time savings of \$428,000 was realized by reducing contract staff and hardware and software costs.
- CEO/IT Publishing Services collaborated with Registrar of Voters to provide ballot printing for three State-wide elections and one special election which resulted in producing 2,347,825 vote-by-mail ballots and 4,101,723 precinct ballots.
- In collaboration with various County Agencies/Departments, during the 2008 Freeway Complex Fire, within 12 hours, CEO/IT utilized existing resources to set up a fully operational Local Assistance Center for residents impacted by the fires.
- Implemented wireless access at each of the Superior Court facilities, providing agency personnel the ability to access their respective agency's information securely.

- CEO/IT partnered with the Probation Department and created a centralized 24/7/365 managed environment for the Department's 100 servers, 30 distributed remote servers.
- Developed and deployed a new web-based electronic Fictitious Business Name (FBN) submission process.
- Network upgrades were completed at both the Hall of Administration and OC Data center in order to support user requirements and growing demands from agency and new enterprise applications (CAPS+, ATS, PTMS).
- Completed and presented recommendations to the Board regarding a Regional Wireless Feasibility Study to assess the benefit of implementing a regional wireless access network (Wi-Fi) throughout the geographic boundaries of Orange County.
- Completed the Regional 311 Feasibility Study which assessed the need, interest, opportunities, impact and requirements of establishing a regional government customer service center within Orange County.
- Implemented CEO-IT standardized best practice IT processes.

GOAL 3: Ensure the financial strength and integrity of the County of Orange

- Updated the Strategic Financial Plan in December, including an expanded Capital Improvement Plan.
- Several key projects that were completed in FY 2009-10, funded by Agency 036 Capital Projects budget that is managed by the CEO, include: completion of the Cogeneration project at the Central Utility Facility for electric reliability and final phase of construction on floors 4 & 5 of the multi phased floor by floor HVAC Remodel and ADA access at the central Justice Center.

- Completed transition and transfer of responsibilities for eight court facilities and transfer of title for three court facilities. The transfer of responsibilities for court space includes North Justice Center located in the City of Fullerton, West Justice Center located in the City of Westminster, Harbor Justice Center located in Newport Beach, Lamoreaux Justice Center located in the City of Orange, Community Court in the City of Santa Ana, Computer System/JH trailer in the City of Orange, Irvine Storage lease facility, and Laguna Hills lease facility. The transfer of title for court space includes Central Justice Center, Civil Complex Center, and Flower Street parking lot located in the City of Santa Ana.
- Presented a balanced budget for 2009-10 which was adopted by the Board in June 2009.
- Participated in the executive team discussions with the labor bargaining units for Board approval of the agreements with OCEA, SEIU, and OCMA.
- Produced the quarterly budget report to provide a consolidated look at budgeted vs. actual costs.
- Prepared cost impacts of the projected FY 2009-10 retirement cost increase and prepared macro and detailed plans on how they would be funded.
- Formulated a Master Contract unit within CEO/Purchasing devoted to ensuring that the County leverages its buying power to promote cost savings and a fair and efficient procurement process.
- Established an alternative risk financing program through California State Association of Counties – Excess Insurance Authority (CSAC-EIA).
- Formalized our approach to insurance procurement by establishing a broker of record contract for professional services on a fixed annual fee through a competitive Request for Proposal process.
- Consolidated smaller property and casualty policies no longer purchased independently to achieve additional cost savings in the Property and Casualty Risk Program.
- Updated the yearly actuarial studies for the Workers' Compensation and Property and Casualty Risk Programs.
- Issued the 2009-10 Tax and Revenue Anticipation Notes needed for general fund cash flow purposes in the amount of \$150 million.

- Continued to analyze the Dana Point Harbor Revitalization Project to develop feasible project financing.
- Maintained Moody's and Standard & Poor's credit ratings of Aa2 and AA- respectively.
- Continued to manage the Teeter Plan Commercial Paper Program which contributed \$20 million to the general fund.

Goal 4: Preserve and advance the interest of the Orange County Community by working with other levels of government and ensuring regional issues and needs are addressed

- CEO GPS monitored State and Federal legislative activity closely and assessed potential impacts to the County following the Board adopted Legislative Platform.
- Staff worked with Senator Lou Correa regarding proposed budget language that was specific to Orange County in budget trailer bill SBX3 8 to provide \$35 million in extra property tax dollars for the County of Orange this fiscal year and next and \$50 million for every year thereafter.
- Among the bills signed into law by the State Governor were the following Orange County sponsored bills:
 - SB 752 (Correa) County employees' retirement: Orange County
 - Status: 10/11/2009-Chaptered by the Secretary of State, Chapter Number 362, Statutes of 2009
- In an effort to reduce the County's unfunded liability and ongoing pension costs, the County and OCEA collaborated to create a new tier pension plan, SB 752, by Senator Lou Correa, that is a hybrid of a defined pension and a defined contribution plan. This innovative plan offers a defined benefit of 1.62 percent of final pay at age 65, plus access to a defined contribution plan with an employer match. The new plan offers employees a reduction in the current retirement contribution rate during their years of employment while affording them the opportunity to further invest in their retirement savings through the defined contribution plan. This approach is responsive to the needs of taxpayers, it is fair to public employees, and it enables the County to continue to attract quality employees.

- AB 824 (Harkey) Property taxation: assessment procedures.
Status: 10/11/2009-Chaptered by the Secretary of State, Chapter Number 477, Statutes of 2009.
This legislation amended the law to avoid any possible appearance of conflict or impropriety by improving and streamlining the assessment appeal process to ensure finalization of appeals within the statutory limit.
- SB 40 (Correa) Personal information: social security numbers.
Status: 10/11/2009-Chaptered by the Secretary of State, Chapter Number 552, Statutes of 2009.
With this legislation, counties will be spared the cost burden of redacting full Social Security numbers from recorded documents because they will be recording documents containing only partial SSNs.
- Worked with Congressional Delegation through the Federal Appropriations process to ensure high priority projects in Orange County are funded. Included in H.R. 3183, were the following provisions for Orange County projects: Santa Ana River Mainstem (construction) \$49,310,000; Newport Bay Harbor (O&M) \$1,692,000; Santa Ana River Basin (Operations & Maintenance) \$2,940,000.
- Government and Public Services Staff continue to meet regularly with County Legislative Coordinators.
- Staff continued to train employees on the use of grants locator software to maximize the finding of grants revenue available to the County.
- Staff coordinated with all County Departments the grant approval process for the County through the Grants Report. This is a condensed list of grant requests by County Agencies/Departments that allows the Board of Supervisors to discuss and approve grant submittals in one motion at a Board meeting.
- CEO/IT completed the re-design of 15 additional Agency websites as part of the eGovernment initiative.
- CEO established a local Assistance Center in less than 12 hours to provide assistance to residents impacted by the Triangle Complex Fires.

- CEO/IT completed the Regional Wireless Feasibility Study to assess the benefit of implementing a regional wireless access network throughout the geographic boundaries of the County of Orange.
- CEO/IT completed the regional 311 Feasibility Study which assessed the need, interest, opportunities, impact and requirements of establishing a regional government customer service center within Orange County.

The County Executive Office will carefully monitor all developments concerning the State's budgetary situation and other County revenue trends including sales tax and vehicle license fees. As impacts become known, the CEO will recommend strategies to the Board of Supervisors for potential implementation to minimize or avoid public service impacts. The timely adoption of early actions to address revenue reductions by the Board of Supervisors since 2008 has enabled the County to adjust quickly to the current economic situation.

The CEO will continue to identify and recommend further adjustments for the Board's consideration as we enter the 2010-2011 Budget year. These efforts will secure the foundation for the County's ongoing fiscal success and ability to achieve our mission critical services and projects outlined in this plan.