

County Executive Office  
*County of Orange*



2007  
Business Plan

Thomas G. Mauk  
County Executive Officer

C O U N T Y   O F   O R A N G E

# MISSION STATEMENT

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“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 of Supervisors policy and ensures that the County of Orange 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. In addition, CEO staff has budgetary oversight of all elected department budgets.

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*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.*

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The complexity and variety of services provided by the County of Orange, in addition to oversight of a \$5.56 billion budget, and issues confronting County government warrant a management style that is both efficient and effective.

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

*Infrastructure and Environmental Resources (IES)  
Government and Public Services (GPS)  
Office of Information Technology  
Office of Finance*

The remaining direct report to the County Executive Officer includes: The Directors of the Human Resources Department, John Wayne Airport, the Dana Point Harbor Department, the Public Guardian, and an *Assistant to the County Executive Officer*.

The Deputy CEO of Infrastructure and Environmental Services and Deputy CEO of Government and Public Services, together provide leadership, oversight, and coordination of ten departments. This structure enables a more focused, proactive approach to policy issues facing the County. As issues arise, CEO staff can dedicate key personnel and develop solid policy options and recommendations for the County Executive Officer to present to the Board of Supervisors.



The Deputy CEO of Finance and Deputy CEO of Information and Technology each provide leadership and oversight of the overall financial and IT operations of the County. The Office of Finance is responsible for the long-range strategic financial plan, public finance, and risk management and the Office of Information and Technology's responsibilities include the County IT Strategic Plan, IT Standards, IT Governance oversight and management.

In addition, the CEO has continued the following initiatives to assist in operations, budgeting, workforce development and internal communications with staff.

**Department Management Committee:** The formation of a Management Committee composed of eight department heads and one representative of the CEO that meets on a regular basis to address operational and budget issues impacting the organization.

**Succession Planning:** The CEO has also required that each County department head develop a succession plan in order to prepare and develop future leadership. As the County addresses the end of the baby boom and faces retirements of key staff, in addition to normal turn over, succession planning efforts become more important.

**The Orange County Leadership Academy:** This initiative that began in January 2004 provides a comprehensive and consistent management philosophy, training and development opportunity for managers within County government. The seventh session of OCLA began in January 2007.

The County Connections newsletter (issued monthly) for all County staff began in January 2004 and reinforces County goals, informs our employees, and enhances morale.

Various adhoc committees including committees focused on affordable housing and grant funding opportunities.

The Countywide IT Working Group; a partnership with Board Members and Agency Program and IT Managers to provide policy/structural direction for Countywide Information Technology.

The County's Business Continuity Steering Committee; a partnership with Agency and Department heads to provide policy direction to ensure the continuity of Countywide business processes.

## ISSUES:

Although a significant challenge faced by County government has been, and continues to be, 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 a potential for reduced property tax. Property tax comprises 80% of the General Purpose Revenue for the County.

The County Executive Office, where possible, has developed strategies and approaches to identify alternatives for the Board to minimize local impacts. The County Executive Office



continues to focus on identifying various financial options for the Board of Supervisors to utilize in addressing potential impacts. CEO staff continues to tightly monitor our expenditures and has maintained a limited hiring freeze.

In addition, there are a variety of issues and projects that will continue to be addressed in 2007. These include software upgrades and hardware replacement for the assessment tax system and County Accounting and Personnel Systems (CAPS), the Animal Care Services potential relocation, the proposed new South Orange County Courthouse, the SB1732 transition of trial court facilities from the County to the State, and the impacts of various legislative items during 2006. Additionally, CEO staff will support focused efforts to accelerate the development of Dana Point Harbor, and establish a new equestrian center. Collaborative efforts aimed at encouraging additional annexation by cities of County unincorporated areas will continue in 2007. CEO Staff continues to analyze and recommend strategies for long-term debt reduction while still meeting the County's financing needs.

Despite the budget challenges of 2006, the County continues to progress toward resolving a number of issues. An outline of last year's accomplishments along with the goals for 2007 is included with this document. Last year's success, planning and preparation ensure that the County Executive Office will meet new and continuing challenges proactively and will fulfill its stated mission, "to support and implement Board policy and direction and leadership through corporate direction 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 identify and respond to needs in a proactive style focused on customer service."

Chris Norby, Chairman of the Board of Supervisors identified his goals for the County of Orange in January 2007. He noted that 2006 was a year of transition as two new members were elected to the Board of Supervisors (John Moorlach and Pat Bates). That transition is now complete since the installation of Janet Nguyen as the First District Supervisor. Supervisor Norby noted the key public policy issues for the County in 2007 will include public protection with a special emphasis on cross training of deputies to identify and deport criminal aliens, completing plans for the new Musick jail, and fully developing a local DNA data base to enable speedier prosecutions or exoneration of those falsely accused. Additional efforts for 2007 will also include review of the County's parks system and methods to address the North-South imbalance of park facilities. All of these initiatives will require the Board's vigilance with the public purse to insure that County residents are getting full value from the County's \$5.56 billion budget. The County Executive Office's goals for 2007, including within this business plan, will support the implementation of the Board of Supervisor's policy directives. All of us have a role in 'making things happen' in support of the Board and the County of Orange.

Consistent with the goals set by the Board of Supervisors in 2006, the County has launched the Countywide Strategic Focus process. The effort focuses on sharpening the ability of the county to meet our customers' service needs and make sure the County has a forward focus to meet new challenges and seize opportunities to better serve our County. Stakeholder interviews, the first every County employee survey, and workshops involving the Board, Agency and Department Heads, and OCLA Alumni all took place in late 2006. These efforts led to the development and ultimately the adoption by the Board of Supervisors of a new County of Orange mission statement and vision statements for Business and Cultural Values. The 'Balanced Scorecard' approach was also piloted by the Probation Department and the Treasurer Tax Collector in 2006. Our office will continue its leadership role on behalf of the Board of Supervisors as the process continues in 2007 and beyond.



## **2007 MISSION & GOALS**

### **CEO MISSION STATEMENT**

*To support and implement Board policies 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 identify and respond to needs in a proactive style focused on customer service.*

#### **To support and implement Board policies and direction...**

The CEO is responsible for supporting the Board's decision-making authority by providing comprehensive, quality and timely issue research and analysis. Once Board policy direction is established, the CEO then formulates, executes and monitors programs/activities that adhere to the spirit and intent of those directives. The CEO will continue its role in support of accomplishing Board direction. Each member of the County Executive Office has an important role to play in making sure milestones are being met in a timely fashion.

#### **...through corporate direction and leadership...**

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

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

The CEO provides leadership in planning and establishing effective governance structures and relationships for the accomplishment of County corporate and regional goals and objectives. Major responsibilities include coordination of all Federal and State legislative advocacy efforts, communication to the public, stakeholders and employees, providing oversight and coordination of a number of regional issues. The external restructuring of County unincorporated islands is an example of regional issues that the CEO is addressing.



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

The CEO continues to be committed to building an environment in which employees are encouraged to excel. The CEO is developing an efficient, effective and accountable workforce by creating and equipping a learning environment focused on employee enrichment activities designed to increase productivity and develop a pool of qualified leaders for the future.

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

The CEO reaffirms its commitment to providing leadership in a variety of key policy areas and responding to needs with a bias aimed toward action in a timely, proactive fashion. The CEO pays attention to detail and measures project progress while providing its customers with high quality service and acknowledging that each CEO staff member has a role to play in meeting milestones in a timely fashion.

## **2007 GOALS**

The CEO has adopted four goals to achieve its mission. These goals were developed to 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 is intended to describe the CEO's comprehensive role in providing the Board of Supervisors the assistance needed to make informed decisions on a variety of issues that impact Orange County businesses and residents. Upon completion of Board review and direction, CEO staff ensures that implementation is completed in an efficient, timely 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 and needs through a Corporate Management System, which includes the 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 utilization of the County's resources to effectively and efficiently 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. For the past several years, the County's strategic financial planning efforts have provided an important hedge against changing economic conditions, as well as 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 strategies/projects identified in this business plan require favorable legislation for full implementation of the County's position. The County of Orange is also the main provider and coordinator of regional projects and essential public services. The issues addressed by the Board of Supervisors and implemented by the CEO have considerable impact on County residents' quality of life. They also require collaboration and planning from various segments of the community, and clear, 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.



# **2007 OPERATIONAL PLAN**

## **CLIENTS**

### **Orange County 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 who serve four-year terms of office. As the executive branch of Orange County government, the CEO supports the Board of Supervisors by providing the corporate leadership, vision and knowledge of emerging trends and issues that are needed to develop and implement Board policy and ensure efficient, accountable and responsive County operations.

### **The Community**

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

### **County Agencies/Departments**

The County organizational structure is composed of 24 agencies/departments including seven departments with a voter elected department head, four with a department head appointed by the Board of Supervisors, and fourteen with department heads appointed by the County Executive Officer. The CEO has budget oversight authority over all County departments. The CEO is responsible for working with all departments to ensure that Board policy and direction are fully executed, while ensuring that County programs and resources are coordinated and fully optimized.

### **County Employees**

The County currently has a workforce of 18,406 authorized positions. The Board and the CEO recognize employees as County government's greatest asset. To continuously improve efficiency, accountability and program success, the CEO works with department heads and labor organizations to develop and implement workforce programs that support training and skill development, reward superior performance and encourage open communication throughout the organization. In addition, the CEO oversees the meet and confer process that governs employees' terms and conditions of employment.

### **Investors**

The County relies on investors to purchase County bonds that support bankruptcy recovery and the financing of major long-term projects. Rating agencies and potential and current investors are attentive to an organization's leadership and business practices. The CEO takes the lead in maintaining the confidence of Wall Street by providing a stable organizational structure, management systems and financial stability. CEO staff effectively and regularly communicates these attributes to the investment community to demonstrate that the County maintains a system of financial checks, balances and standards relative to financial security, accountability and disclosure.



## 2007 STRATEGIES

*The following are the strategies the CEO intends to implement to achieve the FY 07-08 Goals:*

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

Provide comprehensive and timely analysis and recommendations regarding emerging legislation, funding impacts, trends and issues. Staff will also interact with and/or develop partnerships with external organizations on matters of common interest and analyze and coordinate Board agenda items.

Conduct regular Board briefings to keep each Supervisor apprised of changing events and their impact on County operations and resources.

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.

Continue leading the County's Business Continuity Steering Committee.

Continue to partner with the Board on leading the County's IT working Group.

Implement a five-year County-wide IT Strategic Plan and a three-year IT Tactical plan.

Improve the ability of our constituents to access county services through the implementation of a County Service Center 311 system.

Partner with Orange County Cities to assess the benefit of implementing a regional WiFi network to bring internet access to all constituents.

Improve the features available on webcasting of weekly Board meetings to include the ability to search for specific agenda items and link directly to that portion of the taped broadcast. The County will also maintain a larger amount of archived video available for access by constituents.

Prepare the FY 2007-08 recommended budget consistent with the November 2007 Strategic Financial Plan.

Execute early payment of the County's Fiscal Year 2007-08 retirement contribution to achieve discount savings allocated over all funding sources.

Work with the Probation Department and Treasure-Tax Collector on a "Balanced Scorecard" pilot project and evaluate its benefits for County-wide application.



Identify and implement specific initiatives in support of the County's Strategic Focus efforts.

**Performance Measurement**

Outcome Measure	FY 06-07 Plan	FY 06-07 Results	FY 07-08 Plan	How are we Doing?
<p><b>Board Rating of CEO Support</b></p> <p><b>What:</b> Board Members rate quality of support provided by CEO</p> <p><b>Why:</b> 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 to refine the CEO/IT organization to improve service delivery to the Agency/Department and general public.

Redesign the County's web-site and public portal.

Leverage internet and intranet access to meet data sharing needs of Agencies/Departments.

Develop new applications to support delivery of County services including expanding the County's Content Management System, through implementations of eGovernment initiatives.

Build out the County's Service Center (311).

Implement tools to support Business Process Modeling.

Implement data repository for Decision Support System and tools to support.

Archival automation of the County's electronic records such as email and electronic documents in accordance with the County's records retention schedule.

Continue to expand and strengthen the County's voice and data network to support new and emerging technologies that will enhance and improve the services we provide.

Expand and leverage existing geographical Information Services (GIS) Applications

Continue to review the County structure and find more efficient and cost effective ways of operating and delivering services to the general public.

Develop collaboratives with the public and private sectors to enhance services and the delivery of those services.

Continue refinement and modification as needed for Board agenda process.

Identify and conduct additional departmental IT assessments.

Improve County staff's ability to provide real-time outreach and service delivery to County citizens by supporting mobile workforce initiatives.

**Performance Measurement**

Outcome Measure	FY 06-07 Plan	FY 06-07 Actual or Anticipated Results	FY 07-08 Plan	How are we doing?
<p><b>Agency/Department ratings of value of strategic, financial, technology, and communications, provided by CEO</b></p> <p><b>What:</b> 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><b>Why:</b> 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> <ul style="list-style-type: none"> <li>*Countywide Employee Survey</li> <li>CEO/IT Employee Survey</li> <li>*CEO/Purchasing</li> <li>*CEO Support of Computerized Agenda Management System (CAMS)</li> <li>*CEO/Media Affairs Services</li> </ul>	<p>CEO will identify and conduct additional service surveys</p>	<p>CEO/IT Employee Survey resulted in potential areas of IT service improvements to better serve the client Agencies and Departments. These are being addressed in CEO/IT's organizational realignment initiative.</p> <p>Countywide Employee Survey resulted in potential area of service improvements for County constituents. These are being addressed in a strategic focus initiative.</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 County functions by December 2007.

Continue to provide support to County agencies in purchasing functions.

Continue to refine loss prevention, mitigation and financing strategies, and recommend competitive insurance strategies.

Continue to support the CAPS and ATS application/upgrade technology requirements.

Continue support of the revised County IT Governance Model.

Continue an effective working relationship with Orange County Employee Retirement System (OCERS) and management of the County's pension obligations.

Continue working with CEO Legislative staff and County Counsel on the State budget implementing legislation which preserves or enhances the County's financial position.

Manage and promote technology advances to leverage enterprise solutions, improve efficiencies (cost avoidance), and reduce costs across the County.

Continue to refine and automate the collection and communication of County-wide Information Technology operation and project costs.

Develop cost effective standards, recommendations and priorities for document imaging and management.

Integrate Enterprise Portfolio Management modules that will allow Countywide resource tracking integration for both County and Contracted labor to track real costs of projects and initiatives; additional modules to include resource demand analysis and strategic initiative planning/alignment.

Ensure that the County's information systems and infrastructure are secure and that privacy and confidentiality regulations are maintained.

Continue to expand and strengthen the County's voice and data network.

Leverage the County's server consolidation opportunities for cost savings.

Leverage the County's Data Center (space and services) for cost savings.

Roll-out Enterprise Business Process Automation at all levels of the organization.



Begin implementation of the county's shared components across the County as delineated from the County's IT Strategic Plan.

Migrate mainframe applications and modules.

Implement enterprise eLearning tools that will greatly benefit the County by meeting departments' administrative, scheduling and reporting needs for training and compliance tracking.

Prepare a balanced FY 2007-08 County Budget for Board consideration and adoption by the end of June 2007.

Fully implement the County facilities master plan.

Continue to improve the quality of County facilities by addressing critical infrastructure needs impacting the health and safety of employees and clients.

### Performance Measurement

Performance Measure	FY 06-07 Plan	FY 06-07 Results	FY 07-08 Plan	How are we doing?
<p><b>County of Orange Credit Ratings</b></p> <p><b>What:</b> Ratings by major bond rating companies (Moody's, S&amp;P, Fitch)</p> <p><b>Why:</b> Credit ratings are indicative of financial creditworthiness and therefore factor into the County's borrowing cost.</p>	Maintain/ Improve Rating given a changeable economic environment	Moody's and Standard & Poor's continued County's issuer ratings of Aa2 and A+, respectively	Maintain/Improve Rating	The County has maintained its credit rating
<p><b>County Proposed Budget consistency, measured in dollars and projects, to Strategic Financial Plan (SFP)</b></p> <p><b>What:</b> Indicates extent to which departments consider SFP in developing programs/budget</p> <p><b>Why:</b> The annual budget implements the first year of the SFP requiring the two to be consistent</p>	The 2005 Plan projected \$637m available for 06-07. Limits include a 3% growth after two years of level budgeting.	The adopted budget contained \$677m in discretionary funding; \$40M higher than used in the SFP. Net County Cost limits included 3% growth. Adopted budget was consistent with the strategic priorities.	The November 2006 Plan projects \$647m available. Net County Cost limits will be increased by 3%. Augmentations included maintaining key services while funding most of the top 10 strategic priorities.	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.



**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, planning and program implementation efforts in the areas of Public Protection, Health Care and Human Services, and Environmental Resources.

Continue meetings with the City Managers on a regular basis to discuss common issues and develop collaborative efforts to address those issues.

Continue to support the Board members who serve on regional boards and commissions as needed.

Advocate County interests at the State and Federal level in concert with the Board of Supervisor's approved legislative platform.

Continue to ensure Countywide Business Continuity and building out the strategic recovery of critical IT components and applications.

Continue to partner with County Agencies and the County's IT Infrastructure vendors to ensure that County IT infrastructure and business processes are prepared in the event of an emergency or a disaster.

Develop opportunities for County Agencies/Departments to receive State and Federal grants through a grant locator service offered through the eCivis program.

Continue assisting managers and staff throughout the County in providing a safe and healthful work environment through ongoing staff training and site inspections to identify and abate hazards.

Implement workers' compensation best practices utilized in the industry including cost containment strategies, data management and claims administration.

Utilize the Workers' Compensation Third Party Administrator's software to obtain data to assist departments in identifying areas where performance can be improved and cost savings recognized.

Continue steps to identify and mitigate liability exposures to the County and its departments including interactive discussions with department heads and staff experiencing liability claims history to assist them in recognizing risks.

Implementation of the new liability claims management system which will allow staff to access critical information on-line and support accurate responses to data inquiries.

Assist John Wayne Airport in structuring insurance strategies for the airport expansion to minimize risk.

Continue providing insurance and indemnification contract risk assessments to County departments.

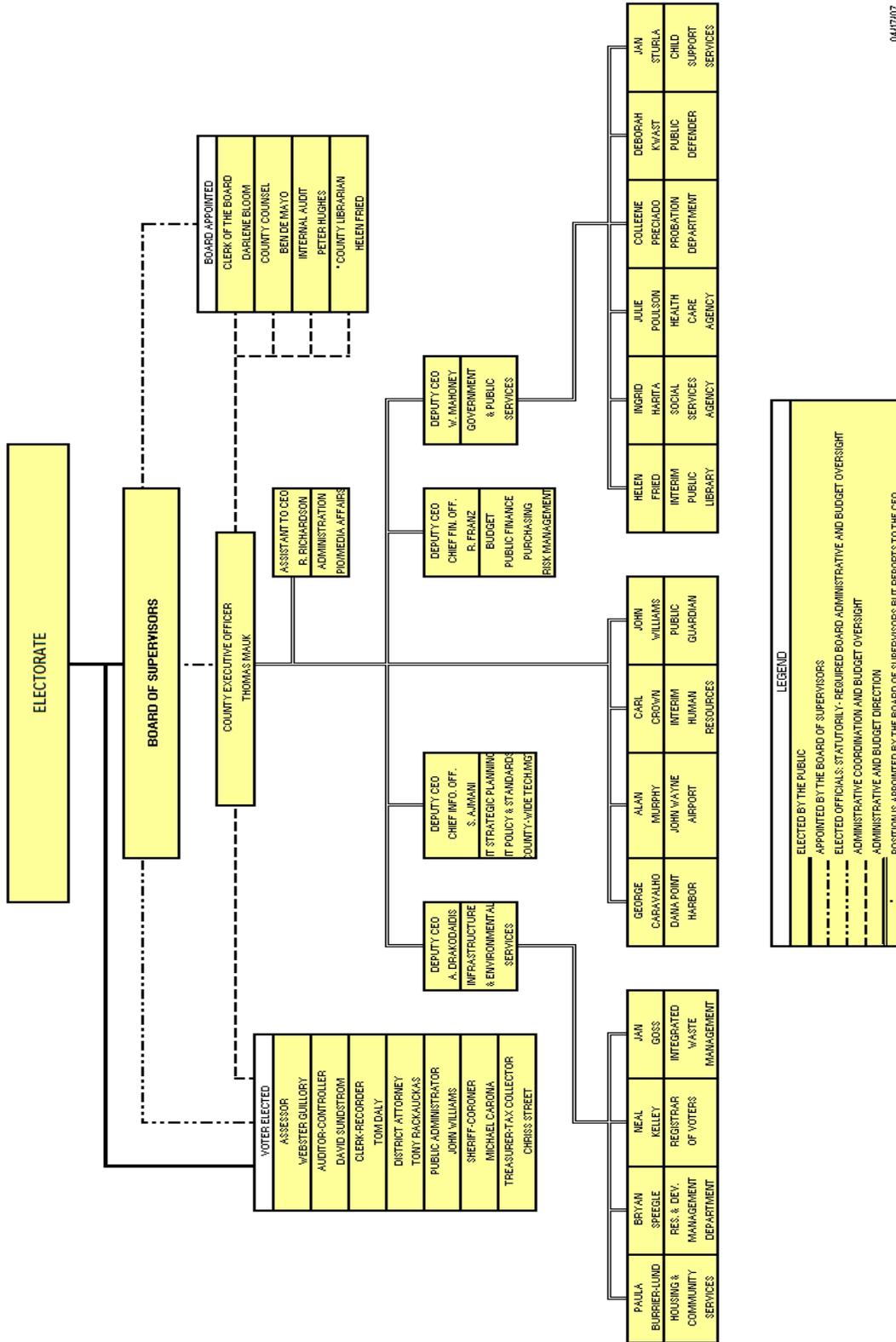
**Performance Measurement**

Performance Measure	FY 06-07 Plan	FY 06-07 Actual or Anticipated Results	FY 07-08 Plan	How are we doing?
<p><b>Legislative Agenda and Local government awareness of regional services and coordination provided by the County</b></p> <p><b>What:</b> Provide local governments within Orange County information on the County of Orange leadership position on current legislation.</p> <p><b>Why:</b> Provides CEO and Local Government with a measure of the success of the CEO's efforts to define and appropriate legislative agenda and achieve results favorable to Orange County</p>	Conduct survey	As a cost-saving measure, the CEO delayed utilizing a consultant to conduct the survey	CEO will publish regular and timely bulletins on current legislative issues	Published 20 Legislative Tracking Reports. 19 Legislative Bulletins and 11 Washington Reports



# APPENDIX A

## COUNTY EXECUTIVE OFFICE



**LEGEND**

- ELECTED BY THE PUBLIC
- - - APPOINTED BY THE BOARD OF SUPERVISORS
- Elected Officials - 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

04/17/07



## APPENDIX B

### COUNTY EXECUTIVE OFFICE

#### MANAGEMENT TEAM:

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

**Office of Finance (Bob Franz)** – Provides leadership and oversight of the overall financial operations of the County. Major responsibilities include long-range strategic financial planning, public finance, risk management, County budget, corporate business planning, and corporate purchasing.

**Office of Information and Technology (Satish Ajmani)** - Provides leadership in the strategic planning, implementation, and overall best practices operations of corporate information technology to achieve County goals and objectives. Major responsibilities include the County IT Strategic Plan, IT Standards, IT Governance oversight and management, IT policy development, IT and HIPAA security, Data Center operations, local and wide area network operations applications development and programming, County-wide IT procurements, IT project management, County-wide IT business continuity and disaster recovery coordination, and telecommunications.

**Office of Government & Public Services (William D. Mahoney)** - Provides leadership in planning and establishing effective governance structures and relationships to accomplish county corporate and regional goals. This office oversees management of the following County agencies/departments: Social Services Agency, Health Care Agency, Probation, Public Defender, Public Library, and Child Support Services. Other major responsibilities include coordination of all Federal and State legislative advocacy efforts, HIPAA compliance, Trial Court matters, and the County's External Restructuring Program.

**Office of Infrastructure and Environmental Services (Alisa Drakodaidis)** - Provides leadership and oversees management of the following county agencies/departments: Housing & Community Services, Resources & Development Management, Registrar of Voters, and Integrated Waste Management Department. Coordinates service delivery and policy development of key countywide regional services to accomplish County corporate and regional goals.

**Administration and Media Relations (Rob Richardson)** - Provides leadership in developing and presenting strategies for communication of County programs; manages and guides internal operations for CEO including departmental budget, building security, agenda reviews, and coordination with County agencies.



## APPENDIX C

### LABOR MANAGEMENT

*The County Executive Office wishes to thank and acknowledge the contributions of the members of the Labor Management Committee.*

	<u>2005/2006 Committee:</u>	<u>2006/2007 Committee:</u>
<b>Sponsor:</b>	Carl Crown (CEO) Darlene Bloom (COB)	Carl Crown (CEO) Darlene Bloom (COB)
<b>Members:</b>	Candy Haggard (CEO) Rosemary Dey (CEO) Susan Thomas (CEO) Pat Martinez (COB) Charlene McNair (COB) Julie Mussche (CEO) Mary Davis (OCEA) Rosie Santiesteban (CEO)	Maritza Fajardo (CEO) Rosemary Dey (CEO) Susan Thomas (CEO) Pat Martinez (COB) Charlene McNair (COB) Julie Mussche (HRD) Mary Davis (OCEA) Rosie Santiesteban (HRD)

### 2007 Goals

Develop a strategy and plan to enhance communication to members of the County Executive Office.

Develop and design a new Labor Management Committee (LMC) website

Maintain the Web site regularly to keep it relevant

Hold regularly scheduled meetings to encourage communication between County management and labor

Expand the membership of the Labor Management Committee



## APPENDIX D

### ACCOMPLISHMENTS - 2006

*The following is a list of projects completed in support of 2006 goals:*

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

Developed and implemented plan for effective Purchasing governance.

Developed and implemented Deputy Purchasing Agent (DPA) Training and Certification Program.

Conducted Business Impact Analysis and Risk Assessments for all agencies and departments.

Established Countywide Business Continuity Steering Committee.

Graduated 25 Project Managers with a County of Orange Information Technology Project Management Certification.

Partnered with Board Members on leading the IT Working Group to provide policy/structural direction for Countywide Information Technology.

The 2006 Strategic Financial Plan was adopted by the Board on December 12, 2006.

The final 2006 Business Plan was submitted to the Board of Supervisors in April 2006.

Conducted Strategic Financial Plan and Budget briefings to provide the Board with up-to-date information and data to assist the Board in becoming familiar with the fiscal challenges facing the County in the up-coming Fiscal Year, and to assist the Board in making the necessary decisions to adopt the FY 2007-08 County Budget.

Provided timely impact analysis of State and Federal Budgets.

Developed and recommended strategies on preserving the County's allocation of Public Safety Sales Tax.

Briefed each Board member and Board Executive Assistants, as needed, regarding future agenda items as well as off-agenda items to assist each Board office in preparing for Board meetings and to keep them apprised of key policy issues.

Conducted weekly Board staff briefings.



Presented the fiscal impact analysis to Board of Supervisors concerning proposed diversion of Proposition 172 funds to the Orange County Fire Authority.

Monitored State and Federal legislative activity closely and assessed potential impacts to the 2005-06 County budget following the Board adopted Legislative Platform and procedures.

Updated and published the Community Indicators Report in February 2006.

Continued to publish monthly the "County Connections" employee newsletter.

Conducted SFP and budget surveys to collect feedback from County agencies/departments to ensure efficient and effective SFP and budget processes.

Updated retirement payment procedures to reflect the 2006 Pension obligation rates and ensured savings are achieved in the appropriate funding sources.

Initiated facilities master plan process.

Completed negotiations with the Superior Court of Orange County and the Administrative Office of the Courts for the financing of a new South Justice Center facility in the City of Laguna Niguel, and obtained Board approval in December of 2006.

Completed the Request of Expression of Interest/Request for Proposal process for the parcel of land and Blimp Hanger with the County is to receive on the closed MCAS Tustin, and obtained Board approval and direction to enter into an exclusive negotiating agreement with the successful bidder, Industrial Realty Group, to complete a reuse plan and submit it to the National Parks Service for approval.

Conducted the first survey of all County employees in 2006.

Supported the Chairman's strategic focus effort through a series of interviews with key stakeholders.

Coordinated process for the development of the County's new Mission Statement and the identification of the County's key business and cultural values.

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

Provided training to County employees in core areas such as executive development and coaching, performance management and EEO.

Graduated the fourth Orange County Leadership Academy class of 30 employees and commenced the fifth class in support of succession planning and development,

Continued timely dissemination of critical purchasing information and policies through the CEO-Purchasing Bulletin format.

Continued meeting regularly with County purchasing/contracting staff through the Human Services Best Practices Group, the Public Works/A-E Contracts Workgroup, and the Purchasing Best Practices Committee.

Continued chairing the Human Services Best Practices Group, setting goals and documenting decisions and achievements.

Continued conducting the Purchasing Best Practices Group meetings with mini training sessions at each meeting and frequent vendor presentations.

Reconvened countywide Purchasing Council for review of purchasing policies and procedures and potential operational areas for standardization.

Improved the features available on webcasting of weekly Board meetings to include the ability to search for specific agenda items and link directly to that portion the taped broadcast. The County will also maintain a larger amount of archived video available for access by constituents.

Established Countywide business process priorities and strategies for recovery in the event of disaster or emergency.

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

Created recovery strategies for the County's business processes to ensure that the County's Agencies and Departments can continue to operate in the event of an emergency or disaster.

Upgrade the County's voice and data network.

Prevented 150,000 attempts of cyber-terrorism against the County each day including 1,000-2,000 new types of virus and 'worms' per month.

Updated the Strategic Financial Plan in December, including an expanded Capital Improvement Plan.

Continued to streamline the Strategic Financial Plan model and process, while effectively using the existing budget system in the process.

Several key projects that were complete in FY 05-06, funded by Agency 036 Capital Projects budget with is managed by the CEO, include: completion of the County Facilities Master Plan Study, 60-bed expansion at Juvenile Hall, and Phase IV of courtroom public seating replacement at Central Justice Center.

Presented a balanced budget for 2006-07 which was adopted by the Board in June 2006.

Participated in the executive team discussions with the labor bargaining units for Board approval of the agreements with OCEA, SEIU, and OCMA.

Planned the establishment of the retiree medical trust which is in progress pursuant to Board directive.

Completed the review and comparison of the actuarial data of the Orange County Employees Retirement System (OCERS) and the California Employee's Retirement System (CalPERS), and the Board approved the recommended action to stay with OCERS.

Held discussions with the Board and ad hoc committee resulting in the Board adoption of the revised Public Financing Advisory Committee (PFAC) Policies and Procedures for public financings.

Completed the Requested for Qualifications Process for PFAC and Board approval of the panels of qualified bond counsel, financial advisor and underwriter firms.

Converted \$11.7 million of bonds to fixed rate of interest and issued \$21.5 million of "new money" variable rate bonds for financing public improvements in the Newport Coast Phase IV Assessment District No. 01-1.

Drafted an initial plan of finance for the Dana Point Harbor Commercial Core Revitalization (landside) improvements which work will be ongoing.

Produced the quarterly budget report to provide a consolidated look at budgeted vs. actual costs.

Prepared cost impacts of the projected FY 2007-08 retirement cost increase and prepared macro and detailed plans on how they would be funded.

Prepared cost analysis of various bargaining unit MOU proposals.

Maintained Moody's and Standard & Poor's credit ratings of Aa2 and A+, respectively.

Updated the formal reserves policy that clarifies purpose, targets, and current balances of reserves

Maintained solid working relationships with OCERS, including coordination with Human Resources Employee Benefits, CEO Employee Relations and CEO Budget Office, to manage the impacts of the new retirement benefit rate, retiree medical costs and other matters relating to the retirement system.

Issued numerous countywide master contracts to secure volume discounts and reduce duplicative procurement solicitations.

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.

Issued the 2006 Pension Obligation Bonds in the amount of \$106 million to prepay a portion of the County's Unfunded Actuarial Accrued Liability (UAAL) to OCERS which would result in estimated savings of nearly \$4 million.

Issued the Orange County Public Financing Authority Lease Revenue Bonds, Series 2066, in the amount of \$32,700,000, to finance the construction of a cogeneration conversion project at the Central Utility Facility of the County.

Complete a Request for Proposals for financial advisors, bond counsels and underwriters to establish Board-approved panels of consultants for Public Finance.

Initiated joint efforts with City of Lake Forest on a proposed financing impacting Community Facilities District Nos. 87-2 (Portola Hills) and 87-6 (Baker Ranch) which work will be ongoing.

Participated in the review of future direction of Orange County Development Agency (OCDA) which will be ongoing, including discussions with City of Newport Beach relative to Santa Ana Heights Project Area and project funding commitments.

Completed 283 worksite facility safety inspections, trained 1,569 employees, 153 ergonomic evaluations, and reviewed and made recommendations on 21 Department safety program evaluations..

Generated Leased Space IT revenue that was used to offset \$2 million in Enterprise Data Center (EDC) operations costs.

Obtained Board approval to increase reserves by \$6.7 M in 2006 to further secure the County financially.

Obtained Board approval in November 2006 to increase reserves by 3.7M to fully fund the CAPS (Countywide Accounting and Personnel System) for a total of 20M.

Obtained Board approval in December 2006 to increase reserves to fully fund the ATS (Assessment Tax System) for a total of 19.8M

***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***

Conducted Infrastructure Pandemic Planning table top exercise with HCA, SSA, Orange County fire Authority and Orange County Emergency Operation Center and AT&T.

Support the integration and update of the appropriate infrastructure to support the successful implementation of Social Services Agency's CALWin project.

Leverage server costs through virtual server consolidation.

Completed a very active and successful legislative program in Sacramento and Washington, D.C.

Testified at a State Assembly committee in support of improved property tax equity for Orange County.

Facilitated and coordinated, with other public agencies, the annexation of an additional 9 County islands into four cities.

Worked closely with the Local Agency Formation Commission (LAFCO) to develop strategies to address regional issues and regional service delivery.

Conducted monthly meetings with Orange County City Managers to address issues of common interest.

Safety staff delivered training to 2,011 employees vs. 1,569 in the last reporting period which represents an increase of approximately 28%.

Initiated program with all department safety representatives to conduct a complete inventory of all chemicals and compounds utilized within County operations to enable staff to update the material safety data sheets.

Successful transition of more than 2,600 open worker's compensation claims from the Gates McDonald Third Party Administrator to the Cambridge Integrated Services Group Third Party Administrator subsequent to contract approval by the Board.

Ongoing process of engaging department heads in discussions to assist in identifying potential liability hazards for the County of Orange.

Provided insurance and indemnification contract risk assessments for Green River Golf Course, Coyote Canyon Landfill, Central Utility Facility CoGeneration Conversion, and Dana Point Harbor.

