County Executive Office 2008 Business Plan









OC: Our Community / Our Commitment

Orange County, California

This office is responsible for providing leadership, vision and a knowledge of emerging trends and issues for the purpose of supporting and implementing Board policy, and to ensure that the County of Orange is operated in an efficient, accountable and responsive manner.



COUNTY OF ORANGE

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 \$5.9 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.
- Department Management Committee: The committee is composed of eight department heads and one representative of the CEO and meets regularly to address operational and budget issues impacting the organization.
- 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 ninth session of OCLA began in January 2008.
- 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.
- The Countywide IT Working Group: A partnership with Board Members, County Program Managers and IT Managers to provide policy direction.
- Business Continuity Steering Committee: A partnership with agency/department heads to provide policy direction and ensure the continuity of business processes.

2008 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.

<u>CORE</u>

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.

2008 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

The County has a workforce of 18,748 authorized 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 80% of the County's General Purpose Revenue.

The CEO's Office 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 \$14 to \$16 billion State Budget deficit, and the impacts of a declining real estate environment, will provide a major challenge.

In addition, there are a variety of issues and projects that continue to be addressed in 2008. These include software upgrades and hardware replacement for the Assessment Tax System and County Accounting and Personnel Systems, feasibility and business requirements for the 3-1-1 Service Center



project, implementation of eGovernment initiatives, the establishment of a new facility on Animal Care Services, the proposed South Orange County Courthouse, the AB1491 transition of trial court facilities from the County to the State, 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 2008. 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 2007-2008, the County continues to progress toward resolving a number of issues. The proposed 2008-2009 State budget will present major challenges as Legislature and Governor work to close an estimated budget gap of \$14 to \$16 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 2008 is included with this document. Planning and preparation ensure that the CEO's Office will proactively meet challenges and fulfill its mission.

Chairman of the Board of Supervisors John M.W. Moorlach identified his goals for the County in his Jan. 2008 "State of the County" address. The Chairman's 2008 goals are available online at http://egov.ocgov.com/vgnfiles/ocgov/BOS2/doc/State_County08.pdf. The 2008 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.

The Board approved the reorganization of several County departments to break down bureaucracies and improve the delivery of services. The realignment groups similar services by creating two new departments called OC Public Works and OC Community Resources. This structure will improve the financial position of smaller departments through shared administrative resources and elimination of duplicative services. The CEO will work closely with the newly created departments in support of achieving our strategic initiatives and guiding principles. Business plan goals, strategies, and performances will be closely assessed and evaluated with an eye to accelerate management action for operating in the most efficient, accountable, and responsive fashion possible. The estimated cost savings is projected at \$500,000. The new County organizational chart is Appendix A in this report.

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 2008 and beyond.

Early this year, the Orange County Sheriff-Coroner resigned from office. The CEO, in concert with the Human Resources Department, is conducting a recruitment to provide potential applicants for Board of Supervisors consideration. The CEO will continue to closely monitor this situation and other Sheriff-Coroner items to insure that the Board receives the best available information concerning the full range of issues that have affected the Sheriff's Department and the County during 2008. CEO staff will also be advancing the implementation of the newly created Office of Independent Review.

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 (Bob 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.

2008 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 10 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.

2008 STRATEGIES TO ACCOMPLISH GOALS

The following are the strategies the CEO intends to implement to achieve the FY 08-09 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.
- 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 and coordination efforts with Agencies/Departments to perform plan testing and subsequent plan revisions and improvements.
- Continue to partner with the Board on leading the County's IT Working Group.
- Continue to implement a five-year Countywide 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 3-1-1 Service Center.
- Continue to partner with Orange County Cities to assess the benefit of implementing a regional WiFi network to increase Internet access.



- Implement a Countywide Automated Mass Notification System to provide alerts to Orange County Citizens in the event of emergencies.
- Prepare the FY 2008-09 recommended budget consistent with the 2008 Strategic Financial Plan.
- Work with Probation, Treasurer-Tax Collector, OC Parks, along with the two new County
 Departments OC Community Resources and OC Public Works to implement a Countywide
 Balanced Scorecard software solution with dashboard reporting views.
- Identify and implement specific initiatives in support of the County's Strategic Focus efforts.

Performance Measurement - Goal 1

Outcome Measure	FY 07-08 Plan	FY 07-08 Results	FY 08-09 Plan	How are we Doing?
Board Rating of CEO				
Support	The CEO	As a cost- saving	The CEO will continue to	The Board of Supervisors
What: Board Members rate quality of support provided by CEO	conduct regular briefings with each	measure, the CEO delayed utilizing a consultant to	conduct regular briefings with each Board office.	provides immediate feedback to the CEO and staff at
Why: To provide CEO with feedback on quality of support provided to the Board.	Board office.	conduct the survey.		regular briefings.

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

- Implement CEO/IT's new functional organization structure realignment to improve service delivery to the Agencies/Departments and the community.
- Redesign the County's web site.
- 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.
- Continue to provide oversight of Countywide Project Management training and practices to ensure projects meet County goals and objectives and are completed on-time and within budget.
- Continue to provide IT Process Standards training for Countywide IT staff.
- Archival automation of the County's electronic records such as e-mail 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.
- 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 07-08 Plan	FY 07-08 Actual or Anticipated	FY 08-09 Plan	How are we doing?
		Results		
Agency/Department	CEO will	Surveys in	CEO will identify	CEO/IT
ratings of value of	identify	progress or	and conduct	Employee
strategic, financial,	and conduct	completed include:	additional	Survey
technology, and	additional		service surveys.	resulted in
communications,	service	*Countywide		areas to
provided by CEO	surveys.	Employee Survey		improvement
				service to
What: Provide CEO		*CEO/IT Employee		Agencies/
with feedback on		Survey		Departments
agency/department				and residents.
assessment of the		*CEO/Purchasing		These are
value of the strategic,				being
financial, technology,		*CEO Support of		addressed in
and communications		Computerized		CEO/IT's
support provided by		Agenda		organizational
the CEO in improving		Management		realignment
their ability to address		System (CAMS)		initiative and
community issues and				the Strategic
needs.		*CEO		Focus
		Community/Media		initiative.
Why: To measure the		Relations		
effectiveness of the				
leadership and				
services provided by				
the CEO to				
agencies/departments.				

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 2008.
- Continue to provide support to agencies/departments 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 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.
- Integrate Enterprise Portfolio Management modules which allow countywide resource tracking integration for both County and contracted labor to track real costs of projects and initiatives.
- 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 and data center for cost savings.
- Roll out Enterprise Business Process Automation at all levels of the organization.
- Continue to implement IT shared components across the County as delineated from the County's IT Strategic Plan.
- Migrate mainframe applications and modules.
- Implement enterprise eLearning tools that meet the administrative, scheduling and reporting needs for agency/department training and compliance tracking.
- Prepare a balanced FY 2008-09 County Budget for Board consideration and adoption by the end of June 2008.
- Fully implement the County facilities master plan.
- Improve County facilities by addressing critical infrastructure needs impacting the health and safety of employees and clients.

Performance Measure	FY 07-08 Plan	FY 07-08 Results	FY 08-09 Plan	How are we doing?
Credit Ratings What: Ratings by major bond rating companies (Moody's, S&P, Fitch) Why: Credit ratings indicate financial creditworthiness	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 with Moody's, and received an upgrade from Standard & Poor's to AA.
and factor into our borrowing cost.				
County Proposed Budget consistency to Strategic Financial Plan (SFP). What: Indicates extent departments consider SFP in	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	The November 2006 Plan projects \$647m available. Net County Cost limits will be increased by 3%. Augmentations included maintaining key	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
developing programs/budget. Why: The budget implements the first year SFP and requires consistency.		limits included 3% growth. Adopted budget was consistent with the strategic priorities.	services while funding most of the top 10 strategic priorities.	the SFP recommendations.

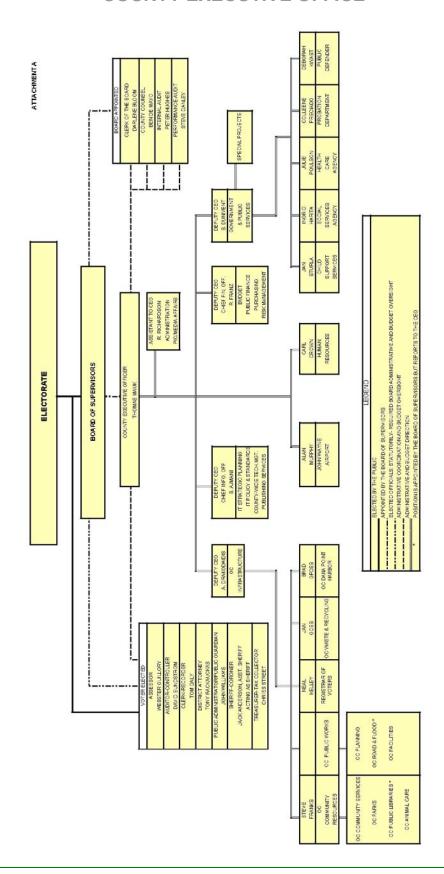
Goal 4: Preserve and advance the interests of the Orange County community by working with other levels of government and ensuring that regional issues and needs are addressed

- Continue involvement in regional coordination 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.
- Continue to ensure Countywide Business Continuity and build out the strategic recovery of critical IT components and applications.
- Develop opportunities for County Agencies/Departments to receive State and Federal grants though a grant locator service.
- Continue assisting County staff 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 used in the industry including cost containment strategies, data management and claims administration.
- Mitigate liability exposures, including discussions with department heads and staff experiencing liability claims history to recognize risks.
- Implement the new liability claims management system which allows staff to access critical information online and support accurate responses to data inquiries.
- Assist the Airport in structuring expansion insurance strategies to minimize risk.
- Continue providing insurance/ indemnification contract risk assessments to departments.

Performance Measure	FY 07-08 Plan	FY 07-08 Actual or Anticipated Results	FY 08-09 Plan	How are we doing?
Legislative Agenda and local government awareness of regional services and coordination provided by the County. What: Provide local Orange County agencies and local business leaders information on the County's leadership positions on current issues and legislation. 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.	Conduct	As a cost-saving measure, the CEO canceled the use of a consultant to conduct survey.	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.	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.

APPENDIX A

COUNTY EXECUTIVE OFFICE



APPENDIX B

ACCOMPLISHMENTS - 2007

The following is a list of projects completed in support of 2007 goals:

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

- Conducted Business Impact Analysis and Risk Assessments for all agencies/departments.
- The 2007 Strategic Financial Plan was adopted by the Board on December 18, 2007.
- 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 Laguna Niguel.
- Completed the Request of Expression of Interest/Request for Proposal process for the parcel
 of land and blimp hanger that the County will 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 Countywide employee survey.

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

- Completed a five-year Countywide IT Strategic Plan and a three-year IT Tactical plan to ensure that all IT initiatives are aligned with the County's goals and objectives.
- Implemented improved citizen Internet access to weekly Board meetings.
- Implemented Phase I of the eGovernment initiative, which included software installation,
 migration of web page content from pilot agencies/departments, and Beta testing of the web site.
- Worked with Probation, Heath Care Agency, OC Parks, and Treasurer-Tax Collector departments to define requirements for a Countywide Balanced Scorecard software solution.
 Released RFP to solicit and review potential software products that may meet the County's needs.
- Performed information security audits on 15 County agencies/departments, departments including internal and external penetration testing on computer networks, server and workstation threat assessments.
- Completed an IT Co-Location Study which assessed the cost benefit of the potential co-location of various County agency/department data centers at the Data Center.
- Completed proof of concept with Garden Grove Police Department for an Automated Public Mass Notification System. The findings document recommended release of an RFP for a countywide solution. An interim Automated Public Mass Notification system has been implemented for the Santiago Canyon post fire response.
- Detailed Business Continuity Plans have been developed for 193 Mission Critical agency processes, with development of 202 Mission Necessary process plans currently in development.

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 06-07, funded by Agency 036 Capital Projects budget that 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 2007-08 which was adopted by the Board in June 2007.
- Participated in the executive team discussions with the labor bargaining units for Board approval of the agreements with OCEA, SEIU, and OCMA.
- Implemented the retiree medical trust.
- 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.
- Maintained Moody's and upgraded Standard & Poor's credit ratings of Aa2 and AA, respectively.
- 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.

- 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.
 - Completed a very active and successful legislative program in Sacramento and Washington, D.C.
 - Facilitated and coordinated, with other public agencies, the annexation of an additional nine County islands into four cities.
 - Worked closely with the Local Agency Formation Commission to develop strategies to address regional issues and regional service delivery.