

MEMORANDUM
OFFICE OF THE
COUNTY EXECUTIVE
COUNTY OF PLACER

TO: Honorable Board of Supervisors
FROM: Thomas M. Miller, County Executive Officer
DATE: March 16, 2010
SUBJECT: Cost Savings Task Force Recommendations

ACTION REQUESTED:

1. Accept the third set of recommendations of the various subcommittees comprising the Cost Savings Task Force.
2. Authorize the County Executive Office to proceed, as indicated, with the identified cost saving measures and/or productivity improvements reflected in these recommendations.

BACKGROUND:

The Cost Savings Task Force was established in March of last year to review and make recommendations on the over 250 cost saving suggestions provided by management and confidential employees. To date, your Board has approved 16 cost savings solutions to help achieve budgetary savings and productivity enhancements. Today, five subcommittees of the Cost Savings Task Force are presenting an additional 12 recommendations for your Board's approval.

The "Cost Savings Task Force" comprises six subcommittees (Automation and Information Technology, Benefits, Organizational, Purchasing, Receiver, and Transportation) whose members include management and confidential personnel. Your Board's recent election to participate on these subcommittees highlights the importance of this dedicated effort. The subcommittees are meeting routinely and have completed a substantial number of their reviews. They anticipate bringing forth additional recommendations for your Board's consideration several times this year.

Briefly, the process in place to review the cost saving suggestions begins with the separate subcommittee meetings conducting their review and assessment of each submitted suggestion, and, after consulting with subject matter experts as appropriate, submitting completed recommendations to the Cost Savings Clearinghouse Committee for review, feedback and potential approval to forward to your Board.

As they deliberate the various popular and unpopular cost saving suggestions, subcommittees may recommend not implementing some ideas, or they may find that some suggestions are already underway in the County. During their review, the subcommittees calculate cost savings and/or they may identify productivity enhancements. In some instances, subcommittees may recommend that a separate internal workgroup with additional expertise conduct further review and analysis on a cost savings suggestion due to its complexity. Subsequently, the workgroup will bring forward their recommendation.

Notably, some of the items collectively resulting in significant budget savings may not readily be implemented as they are topics subject to meet and confer with County labor organizations.

The Cost Savings Clearinghouse Committee conducts the final review of submitted recommendations. In some instances, similar to the subcommittees' option, the Clearinghouse may recommend not to proceed with the implementation of certain cost saving recommendations.

FISCAL IMPACT:

This set of recommended costs savings consists of suggestions that have the potential to save money as identified in the analysis and/or which could result in productivity enhancements.

Staff Presentation:

Subcommittees reviewed the following *submitted* cost savings suggestions / productivity enhancements, and are presenting their recommendation related to each:

- Purchasing Subcommittee
 - Mandate use of free 411 services.
 - Review of cell phone accounts.
 - Identify a cell phone "Guru."
- Receiver Subcommittee
 - Make sure all county fees reflect current costs and have been recently reviewed for appropriateness.
 - Place Placer "suggestion boxes" in visible locations in all departments and public access areas.
- Automation & Information Technology Subcommittee
 - Encourage departments to lease hosted servers through the Administrative Services Information-Technology Hosted Service Model.
 - Increase the number of core customer services provided to residents via the County's website.

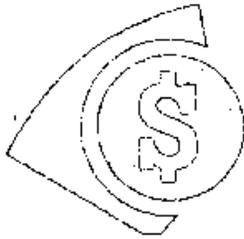
- Organizational Subcommittee
 - Create an interdepartmental, manager-level grant coordinating committee.
 - Utilize county employees as trainers.
 - Increase minimum attendance requirements and focus training more people at a time. Offer fewer classes, more focused on department needs.

- Travel and Transportation Subcommittee
 - Consolidate use of pool cars among departments (e.g. land use departments share vehicle, combine field reviews, etc).
 - Implement vehicle tracking via Global Positioning System (GPS) devices.

TM/HH/AR

ATTACHMENTS

1. BOS Adopted Cost Saving Solutions To Date
2. Recommended Cost Savings / Productivity Enhancements
 - a) Purchasing Subcommittee
 - b) Receiver Subcommittee
 - c) Automation and Information Technology Subcommittee
 - d) Organizational Subcommittee
 - e) Travel and Transportation Subcommittee



**PLACER COUNTY
COST SAVINGS TASK FORCE
BOS ADOPTED COST SAVING SOLUTIONS
2009 / 2010**

Cost Saving Solution	Lead Department
January 12, 2010	
Use the more cost effective method of standard permit mail for large mailing projects while meeting business needs.	Administrative Services
Require employees to use compensatory time off (CTO) rather than cashing it out.	CEO/Personnel
Unpaid time with accrual of paid leave credit for employees not able to participate in mandatory time off. (Recent Court ruling may impact the ability to implement/concerns with FSLA)	CEO/Personnel
Extend vacation cash out moratorium for next fiscal year and add another 40 hours to the accrual limits contained in Placer County Code, Section 3.04.47(C)(1a and 1b).	CEO/Personnel
Increase Public Employee Retirement System (PERS) percentage contribution paid for by employees.	CEO/Personnel
Develop a procedural manual and routine training for appropriate county staff on the Board of Supervisors agenda review process.	County Executive Office / Board of Supervisors
Establish a workgroup to evaluate the use of contract services in the County.	Facility Services
November 3, 2009	
Internal version of Craig's list	Administrative Services
Recycle inkjet cartridges	Administrative Services
Reduce or restrict office supplies purchases	Administrative Services
Utilize available video and web-based conferencing technology in the County as a regular business practice	Administrative Services
Increase printing efficiencies countywide - reduce printing costs	Administrative Services
Utilize the Performance Accounting System/Corporate Express Electronic Invoice business process	Auditor-Controller
Review trust funds for escheatment	Auditor-Controller
Change policy on development security deposits	CDRA - Engineering & Surveying
Develop a template to audit departments' payroll processing to look for internal control issues and possible abuse of leave hours and overtime	County Executive Office / Auditor-Controller's Office

Cost Saving Task Force
Purchasing Subcommittee

Subcommittee Members:

Nancy Aplanalp (Chair), Debbie Bartels (Vice-Chair), Kelly Heikila, Barbara Besana, Virgie Valenzuela, Jim Holmes, Ron Baker (CEO Coordinator)

Subject Matter Experts:

Jim Boggan, Purchasing Manager
Jerry Gamez, Information Technology Manager

Cost Savings Suggestion:

Mandate that, when used, all 411 information requests whether office or mobile-initiated be made through a free service. (One of them is offered by Google by dialing 1-800-GOOG-411. It works as well as traditional 411 and mobile carriers typically charge \$1.25 for each 411 request.)

Recommendation for Action:

1. Educate workforce using iPlacer, Placer's Gold and other media means and opportunities to use free directory service as much as possible.
 2. Require land lines be programmed to dial free 411 service. Require department IT staff to program cell phones to dial free 411 service.
-

Basis:

Mobile and land line phone carriers charge a premium for using 411 (Directory Assistance) that varies from \$1 to \$3. This results in unnecessary costs since free alternatives are available.

Jerry Gamez reports that he can program all County land lines to dial a free directory assistance number when 411 is entered. However, there will be some sort of commercial. Jerry also reports that soon, major cell carriers will have free 411 services.

Recommendation for Implementation:

Departments are responsible for ensuring employees with phones are aware of alternatives. Individual employees are responsible for careful use of resources entrusted to them. The Cost Savings Task Force is responsible for advertising alternatives.

Clearinghouse Recommendation:

Idea is ready for Board consideration. Idea may not have readily quantifiable savings but has the potential to save money as identified in the summary analysis.

Cost Saving Task Force **Purchasing Subcommittee**

Subcommittee Members:

Nancy Aplanalp (Chair), Debbie Bartels (Vice-Chair), Kelly Heikila, Barbara Besana, Virgie Valenzuela, Jim Holmes, Ron Baker (CEO Coordinator)

Subject Matter Experts:

Jim Boggan, Purchasing Manager
Jerry Gamez, Information Technology Manager

Cost Savings Suggestion:

Analyze cell phone bills to obtain optimal plans.

Recommendation for Action:

Obtain the lowest cost cell phone plans that meet the needs of county staff who use cell phones.

Basis:

Departments have cell phone plans that sometimes do not meet the needs of staff in the most cost effective manner. Some plan users regularly exceed their minutes, while others never come close to using their monthly allotment of minutes. Similarly, some plans allow consolidation and roll-over of unused minutes, while others do not.

Recommendation for Implementation:

Departments should continually review cell phone bills to determine whether the plan minutes are appropriate for their users and provide the most cost-effective plan that meets their needs. The Cell Phone Guru will assist departments by providing plan information to meet their needs.

Clearinghouse Recommendation:

Idea is ready for Board consideration. Idea may not have readily quantifiable savings but has the potential to save money as identified in the summary analysis. The Cell Phone Guru will assist departments by providing plan information to meet their needs in a cost effective manner.

Cost Saving Task Force
Purchasing Subcommittee

Subcommittee Members:

Nancy Aplanalp (Chair), Debbie Bartels (Vice-Chair), Kelly Heikila, Barbara Besana, Virgie Valenzuela, Jim Holmes, Ron Baker (CEO Coordinator)

Subject Matter Experts:

Jim Boggan, Purchasing Manager
Jerry Gamez, Information Technology Manager

Cost Savings Suggestion:

Consolidate cell phone accounts to save money.

Recommendation for Action:

Allow departments flexibility to obtain cell phone services that meet their specific needs.

Basis:

It is not feasible at this time to have one or a few vendors because county geography is quite diverse and there is no vendor that can provide coverage county-wide.

Recommendation for Implementation:

Departments should consolidate cell plans to fewer vendors when possible, cheaper, desirable and where county services are not negatively impacted.

Clearinghouse Recommendation:

Idea is ready for Board consideration. Idea may not have readily quantifiable savings but has the potential to save money as identified in the summary analysis. The Cell Phone Guru will assist departments by providing plan information to meet their needs in a cost effective manner.

Cost Saving Task Force
Purchasing Subcommittee

Subcommittee Members:

Nancy Aplanalp (Chair), Debbie Bartels (Vice-Chair), Kelly Heikila, Barbara Besana, Virgie Valenzuela, Jim Holmes, Ron Baker (CEO Coordinator)

Subject Matter Experts:

Jim Boggan, Purchasing Manager
Jerry Gamez, Information Technology Manager

Cost Savings Suggestion:

Identify and provide a Cell Phone Guru to help departments with their cell phone issues.

Recommendation for Action:

Identify cell phone Guru in the Telecommunications division of Administrative Services. The Guru should serve as a technical resource for departments, not as a single point of contact for all cell phone services, equipment or contracts.

Basis:

Departments are responsible for providing appropriate oversight for their cell phone needs, plans, equipment and procedures. It would be helpful if departments had an expert county source to be able to work with when considering cell phone needs.

Recommendation for Implementation:

Administrative Services-Telecommunications Division will identify one or more staff members who will serve as cell phone experts and who will be available to assist departments.

Clearinghouse Recommendation:

Idea is ready for Board consideration. Idea may not have readily quantifiable savings but appears to enhance productivity or otherwise warrant implementation.

Cost Saving Task Force
Receiver Subcommittee

Subcommittee Members:

Paul Thompson, Dan Dottai, Denise Medlin, Karin Bjork, Robert Long, Leslie Hobson

Subject Matter Experts:

Jenine Windeshausen, Treasurer Tax Collector
Kathy Martinis, Auditor Controller
Allison Carlos, Principal Management Analyst CEO

Cost Savings Suggestion:

Make sure all County fees reflect current costs and have been recently reviewed for appropriateness.

Recommendation for Action:

The Receiver Subcommittee supports the action taken by the Placer Administrative Manual Committee (PAM) regarding their work on the County fee process.

Basis:

The Placer Administrative Manual Committee, with the assistance of the Auditor-Controller's Office, has developed the County's fee policy. At the request of CEO, the Auditor-Controller's Office prepared a standard fee methodology or guideline for use by County departments. It is understood that the County fee policy will go to the Board for approval when the Placer Administrative Manual (PAM) is presented to the Board. Furthermore, the following departments reviewed their fee methodology with CEO and the Auditor-Controller's Office: CDRA, DPW, HHS-Animal Services, and Treasurer Tax Collector.

Recommendation for Implementation:

Implementation is in process with the development and approval of the County fee policy included in the PAM. Once adopted by the Board, the CEO and Auditor's Office will update pertinent policies and procedures to reflect the County fee policy, and will communicate changes to departments and meet with them to ensure accurate application.

Clearinghouse Recommendation:

Idea is ready for Board consideration. Idea may not have readily quantifiable savings but appears to enhance productivity or otherwise warrant implementation. This should not be considered as an endorsement of the Placer Administrative Manual per se by the Receiver Committee or the Clearinghouse Committee.

Cost Saving Task Force **Receiver Subcommittee**

Subcommittee Members:

Paul Thompson, Dan Dottai, Denise Medlin, Karin Bjork, Leslie Hobson, and Robert Long

Subject Matter Experts:

Clark Moots, Director of Administrative Services
Kathy Buchanan, Deputy Director of Information Technology

Cost Savings Suggestion:

Place "suggestion boxes" in visible locations in all departments and public access areas.

Recommendation for Action:

- 1) CEO formally requests that Administrative Services-Information Technology develop an Electronic Suggestion Box.
 - 2) CEO designate staff to develop and manage the suggestion box process, and ensure suggestions are reviewed by the Cost Savings Task Force.
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Basis:

At the Receiver Committee's request, Clark Moots and Kathy Buchanan reviewed the possibility of placing an Electronic Suggestion Box on the County's intranet, iPlacer or e-mail. Clark compared this application to the one developed for the combined giving campaign. A flow chart of the electronic suggestion box on iPlacer is attached.

Since the Electronic Suggestion Box will be on the County's intranet, it will not be accessible to the public. Clark stated that if public access was made available through other means, IT could not validate the identity of the person submitting the suggestion. This raises the issue of the validity of the information submitted. The public currently can e-mail suggestions to county employees or the Board. These suggestions could be maintained on a separate data base.

Recommendation for Implementation:

Administrative Services create, review, and test the electronic suggestion box for a nominal cost. This includes building the database in Access, developing online system forms, and addressing security issues. The County Executive Office will manage and develop the Suggestion Box process to also include an option to submit a hard copy version via interoffice mail.

CEO's designated staff to ensure item is forwarded to the appropriate subcommittee of the already established Cost Savings Task Force to review, analyze and make a recommendation for the submitted cost savings suggestion.

Clearinghouse Recommendation:

Idea is ready for Board consideration. Idea may not have readily quantifiable savings but appears to enhance productivity or otherwise warrant implementation.

Cost Saving Task Force
Automation and Information Technology Subcommittee

Subcommittee Members:

Amy Townley, Bob Blaser, Brian Jagger, David Koppin, Jerry Silva, Jill Corral, Lori Boone, Marshall Hopper, Mike Fahey, Mike Fitch, Robert Long, Timothy Wegner, Anita Reis

Subject Matter Experts:

Michael Lewis, Information Tech. Supervisor – Administrative Services, IT Division
Kathy Buchanan, Deputy Director of Information Technology

Cost Savings Suggestion:

Engage in Service Level Agreement with Administrative Services-Information Technology (IT) Division. Encourage departments to lease hosted servers through the IT Hosted Service Model implemented in the IT Enterprise Solutions division in recent months, rather than procuring servers independently from outside vendors and housing them in their departments. Greatest cost savings are realized by departments electing to use a Storage Area Network (SAN)-attached VM (Virtual Machine) within our computing infrastructure."

Recommendation for Action:

When purchasing a new computer system or replacing computer server hardware, the requesting department is to have already discussed the below outlined, hardware options with Administrative Services- IT Division and determined the appropriate server architecture model. A summary of these discussions must be attached to the purchase order request.

Basis:

Over the last decade, functional County departments have in some cases made decisions to house and manage servers that are dedicated to their department's functional applications. Although this model remains a viable option for departments, Central IT is now offering departments and divisions cost-effective alternatives for assisting in the housing and management of servers required for these special County applications.

Administrative Services – IT Division is working diligently to put more cost-effective solutions and newer technologies in place for the overall benefit of Placer County, particularly as we face our current fiscal challenges. To this end, they are embracing virtual server technology for many of the County's Enterprise class solutions because of the return on investment, solution management, and high level of availability that can be achieved with this model.

Information Technology (IT) offers two primary levels of hosting services. These two service options are described briefly below.

Option 1

Traditional physical server hosting is based on a model that incorporates the physical installation of the customer department's server or servers in the centralized County IT Data Center. In this model, customer departments retain full responsibility for the specification and purchase of their physical server/s. Customer departments are also required to make sure their server meets certain standard criteria including the following:

- 1) adherence to the Placer County Server Standards,
- 2) adherence to the Placer County Security Standards,
- 3) purchase and provision of Enterprise Gold Level Support or equivalent from their hardware vendor,
- 4) recommended hardware replacement at the end of three years, and
- 5) mandatory hardware replacement before the end of the fifth year.

Additionally, a functional department must identify and commit adequate staffing resources to manage the system at the solution or application level. Remote access allows these solution administrators to manage their systems from their regular work location. Although data center access for department staff may be arranged if needed, this is rarely necessary as full administration is possible remotely via the Placer County Network.

The advantage to a department of housing their server/s in the IT data center is predominantly the assurance of a clean and adequately cooled environment with conditioned power, UPS support, and a backup generator in the case of a site-wide power outage. Additionally, the department may choose centralized server backup and/or monitoring services as part of this option.

Option 2

In the dedicated virtual server hosting option, the IT department takes responsibility for procuring and providing the server hardware, operating system licensing, and hardware support contract required by the department, based on an assessment of their application or required solution. Although rare, some applications may not be candidates for this service, and Option 2 will not be offered to the department by IT. If feasible, like Option 1, servers within this virtual model will physically reside within the IT Data Center.

When Option 2 is selected, the functional department is not required to procure a server, storage, operating system license, or any separate Enterprise Gold Level Support contract or equivalent support contract for their hardware. Instead, for a yearly service charge and a contract agreement of three years, the requesting department receives usage of one or more centralized IT servers as needed for their application, including full hardware and OS support as part of the service package provided with this option. The servers used in this option are part of the IT Division's overall integrated server infrastructure incorporating VM (Virtual Machine) technology.

The benefit of this option is a significantly lower cost to the department and a much improved fault-tolerant environment with automated failover of their application and database (if applicable) to another server should a hardware failure occur on the system where their application is residing. With this model, there are numerous additional benefits including the

capability to increase storage capacity whenever needed during the three year contract period. This is possible since these servers are attached to a Storage Area Network (SAN). Other benefits include enhanced monitoring and improved backup services that require little or no solution downtime. These features increase the availability of the customer solution.

Comparison of Options

When determining the option of choice, it is important to weigh factors associated with each solution model and select the best option based on customer requirements. Once a full assessment is completed for a specific customer, a full assessment report will be provided that has been tailored to the customer’s requirements. Both a feature comparison and a cost comparison will be included in the full assessment report. Figure 1 below provides a typical comparison of features associated with options 1 and 2.

Hosted Service Feature	Traditional Physical	Dedicated Virtual
Time to Implement	16 Weeks	7 Weeks
Server Replacement Every 3 to 5 Years	YES	NO
Server Failover	NO	YES
Recovery Time	Hours to Days	Minutes
Dynamically Tunable Performance	NO	YES
Flexible Storage Capacity Scalability	NO	YES
Advanced Predictive Monitoring and Alerts	NO	YES
Fast & Easy Replication of Servers	NO	YES
Availability	94%	99.9%
Mirrored Test Environment	NO	YES
Zero Downtime Upgrades	NO	YES
Enhanced Patch Management	NO	YES
Built-in Disaster Recovery Capability	NO	YES
Hardware Leasing & Licensing Paperwork	YES	NO
Advanced Backups: Snapshots & Clones	NO	YES
Rapid Portability Between Hardware	NO	YES
High Speed Fiber Channct Storage	NO	YES
Advanced, Rapid Backups	NO	YES
Improved Data Transfer Between Servers	NO	YES
Centralized Patching	YES	YES
Remote Access	YES	YES
Application Level Administration	YES	YES
Isolated Operating System & IP Address	YES	YES
Robust Security	YES	YES

Figure 1: Hosted Service Features Comparison

In addition to the comparison of features provided above, Figure 2 provides an example cost comparison for a dual-server solution based on current IT pricing. Keep in mind that the actual cost information for Option 1 - Traditional Physical Servers will depend on the third-party vendor price quotes for physical servers and support that are obtained by the customer department.

TRADITIONAL PHYSICAL MODEL

Server Price Quotes To Be Provided by Customer Department
Server Pricing Quotes Must Include Enterprise Gold Service
Per Year Figures Here are Based on Three-Year Lease Model

			Per Year Unit Price	Per Year Total for Line Item
Total of:	<input type="text" value="2"/>	servers are required.		
Server #1	<input type="text" value="250"/>	embedded storage (in GB)	<input type="text" value="\$9,000.00"/>	\$3,000.00
Server #2	<input type="text" value="250"/>	embedded storage (in GB)	<input type="text" value="\$9,000.00"/>	\$3,000.00
Required One Time Setup Per Server:				
Server Specification Review by IT		2	\$100.00	\$200.00
Server Installation		2	\$1,500.00	\$3,000.00
Required (Not Optional) Per Server:				
Replacement of Failed Components		2	\$150.00	\$300.00
Per Server Options:				
SAN-Attach (cost is per GB)		<input type="text" value="0"/>	\$5.00	\$0.00
Centralized Backup		2	\$450.00	\$900.00
Centralized Monitoring and Alerts		2	\$150.00	\$300.00
Total 1st Year Cost including 1st Year IT Charges of \$4,700.00				\$10,700.00
Total 2nd Year Cost including 2nd Year IT Charges of \$1,500.00				\$7,500.00
Total 3rd Year Cost including 3rd Year IT Charges of \$1,500.00				\$7,500.00
Total Cost Over Three Years				\$25,700.00

DEDICATED VIRTUAL MODEL

Per Year Pricing is Based on Three Year Contract With IT

			Per Year Unit Price	Per Year Total for Line Item
Number of Virtual Servers Required		<input type="text" value="2"/>	\$1,750.00	\$3,500.00
Included at No Additional Cost (per server):				
SAN-Attach		2	\$0.00	\$0.00
Centralized Backup		2	\$0.00	\$0.00
Storage Up to 250 GB		2	\$0.00	\$0.00
Centralized Monitoring and Alerts		2	\$0.00	\$0.00
Replacement of Failed Components		2	\$0.00	\$0.00
Hardware/OS Software Licensing/Support		2	\$0.00	\$0.00
Additional Capacity (In GB's) <i>(must be a minimum of and/or multiple of 50)</i>		<input type="text" value="0"/>	Price per GB \$5.00	\$0.00
Total 1st Year IT Charges == Total 1st Year Cost				\$3,500.00
Total 2nd Year IT Charges == Total 2nd Year Cost				\$3,500.00
Total 3rd Year IT Charges == Total 3rd Year Cost				\$3,500.00
Total Cost Over Three Years				\$10,500.00

Figure 2: Example Hosted Service Cost Comparison

Recommendation for Implementation:

When purchasing a new computer system or replacing computer server hardware, departments should first consider utilizing the Virtual Server Hosting option or the traditional Physical Server Hosting option which is based on a model that incorporates the physical installation of the customer department's server or servers in the centralized County IT Data Center.

Departments can contact the Administrative Services, Information Technology Division at (530)889-4357 to discuss and model the effectiveness of the options.

Clearinghouse Recommendation:

Idea is ready for Board consideration. Idea may not have readily quantifiable savings but appears to enhance productivity or otherwise warrant implementation. The Clearinghouse further acknowledged the business necessity of the individual department would influence the selection of the implemented server model.

Cost Saving Task Force
Automation and Information Technology Subcommittee

Subcommittee Members:

Amy Townley, Bob Blaser, Brian Jagger, David Koppin, Jerry Silva, Jill Corral, Lori Boone, Marshall Hopper, Mike Fahey, Mike Fitch, Robert Long, Timothy Wegner, Anita Reis

Subject Matter Experts:

Bob Blaser, Department of Public Works, Placer County
Tim Wegner, Community Development Resource Agency, Placer County

Cost Savings Suggestion:

E-Government--Increase number of core customer services provided to residents via the County's website.

Recommendation for Action:

Departments continue to work with Information Technology in the review and implementation of ways to conduct business on-line.

Basis:

The current quest for taxpayer cost saving measures inspired review of the County's e-government platform. The proposed cost savings recommendation identifies enhanced service, efficiency, and effectiveness opportunities through the creation of a transparent, user-friendly, County website.

Currently, Placer County offers several E-Government platforms including web and telecommunication based solutions. The County services offered today include payment of property taxes, I-Placer (an intranet solution), viewing of live traffic cameras and snow removal processes/schedules, broadcasting of the Board of Supervisor and the Planning Commission meetings, the ability to obtain marriage license applications, the ability to apply for a County job, the ability to obtain land-use records, and the recently added building inspection scheduling system to mention a few.

While the County offers services today, departments have an opportunity to work with County Information Technology to enhance the experience and offerings. Those departments transitioning and providing an enhanced e-government platform are experiencing savings and improved service levels.

The County's Department of Public Works and Building Division's web improvements are recent success stories. The Building Division's web overhaul project has netted positive cost savings and improved service levels to the community. While the current economy has resulted in a decreased demand for Building Division services, website reporting for the same period demonstrates an increased demand for on-line services by as much as 50%.

The County's Department of Public Works has recently completed website enhancements as well. Recent improvements include a snow removal page resulting in related phone inquiry reductions.

Cost saving realization may occur many ways when implementing a transparent, user-friendly, County website. Savings may occur by reducing the paper trail, reducing "live" transactions as hard counters transition to hard wires, reducing waiting periods, possible extension of the business day as electronic services deliver 24/7 service hours, and finally reducing the community carbon footprint as travel to and from County offices become less necessary.

Recommendation for Implementation:

1. Departments review business processes in determining how to conduct business on-line or via electronic formats;
2. Information Technology review of the County website search engine and key word search components to ensure proper search;
3. Create a transparent, user-friendly, County website considering graphical interface via icon or pictorial representation to ease navigation for the user.

Clearinghouse Recommendation:

Idea is ready for Board consideration. Idea may not have readily quantifiable savings but appears to enhance productivity or otherwise warrant implementation.

Cost Saving Task Force
Organizational Subcommittee

Subcommittee Members:

Sandy Hammock, Linda Brown, Donna Kirkpatrick, Allison Carlos, Allison McCrossen, Bekki Riggan, Kathryn Ripley, Troy Held, Joel Swift, Renee Harvey, Joanne Auerbach

Subject Matter Experts:

Barbara Besana – PCSO
Rosie Dreher – PCSO
Kathie Denton – HHS, ASOC
Renee Harvey – Probation
Joanne Auerbach - RDA

Cost Savings Suggestion:

Create an interdepartmental, manager-level grant coordinating committee.

Recommendation for Action:

- Develop temporary committee (one-year with representative from various departments) to establish grant writing policies and procedures as identified in the Basis below.
- Establish a countywide drive (similar to the V./) that contains some grant basic information such as county population, countywide budget, etc.
- Re-establish e-Civis contract
- Improve PAS reporting of grant funding in order to track and maintain better metrics on grants.
- Due to the fluctuating nature of available grant funding, it is difficult to quantify potential cost savings.

Basis:

The committee addressed the following grant issues:

- Grant applications are frequently so time consuming that the County misses opportunity for grant funding.
- Suggestion to establish a base amount of grant funding – to avoid grants that cost more to apply and monitor.
 - ✓ Base amount may depend on department, granting agency and nature (limitations and requirements) of grant.
- Suggestion to look more at interdisciplinary grants – more complicated, but more grants are requiring interdisciplinary approach.
- Research and determine when a grant writing consultant is appropriate (e.g. Communications).
- Develop and communicate information regarding the grant process.
- Re-evaluate use of E-CIVIS.
 - ✓ What is cost/benefit?

- ✓ Grant information generally available from granting agency and found through professional organizations, CSAC, etc.
- Suggestion to have a single coordinated "site", or committee to assist departments in grant preparation and management. A grant coordination committee could be valuable:
 - ✓ A centralized committee may be more cost effective and avoid duplication of efforts by:
 - Assist departments; communicate to all departments – similar to Legislative Platform model?
 - Provide responses to public inquiries (e.g. AB811 inquiries to multiple departments)
 - Develop a "grant writing toolbox" with sample documents, templates, metrics, etc.
 - Assist grant coordination applying to more than one department
 - Provide Background Information
 - Demographics
 - Other County statistics
 - Consistent, accurate
 - Save time for departments in researching
 - Establish best practices
 - Guidelines for when to pursue a grant
 - Guidelines for effectively maintaining grants
 - Evaluation of grant criteria, limitations
 - Audit requirements (work with Auditor), e.g. ARRA Single Audit requirements, DUNS number, etc.
 - Assist in expediting Board of Supervisors action, BOS memo examples, determine what level of Board action, and coordinate with funding agencies.
 - Develop and maintain metrics for grants countywide – what is the historical number and value of grants for departments? Who may have pursued and obtained a previous similar grant? - An online spreadsheet would provide metrics for future grant proposals.
 - Research grants and grant requirements
 - Proof read grants prepared outside of committee
 - Is there a value in having a central grant writer to write grant and complete application?
- There does not appear to be a complete list of all active grant applications, awarded grants, and/or completed grants.

Cost Savings:

This is a productivity enhancement and due to the fluctuating nature of available grant funding, it is difficult to quantify potential or actual cost savings.

Recommendation for Implementation:

- Health and Human Services, Sheriff, Probation, and Redevelopment Agency to staff a temporary core-committee (estimated one-year commitment) to establish grant writing policies and procedures considering bullets identified above.

- Add other Department representatives as appropriate.
- Core-committee to establish a countywide accessible location (similar to the V:/ drive or iPlacer) that contains some grant basic information such as county population, countywide budget, etc.
- Direction for the Core-committee to conduct research determining if re-establishing an e-Civis contract is fiscally prudent.
- Core-committee to establish recommendations to improve PAS reporting of grant funding in order to track and maintain better metrics on grants.
- The Organizational Committee recommends that established grant writing policy and procedures be incorporated into the County Policy and Procedure manuals.
- Core-committee to determine responsibility for updates to the grant writing policy and procedures.

Clearinghouse Recommendation:

Idea is ready for Board consideration. Idea may not have readily quantifiable savings but appears to enhance productivity or otherwise warrant implementation.

Cost Savings Task Force
Organizational Subcommittee

Subcommittee Members:

Sandy Hammock, Linda Brown, Donna Kirkpatrick, Allison Carlos, Allison McCrossen, Bekki Riggan, Kathryn Ripley, Troy Held, Joel Swift, Renee Harvey, Joanne Auerbach

Subject Matter Experts:

Maryellen Peters, Risk Management
Lori Woods, Organizational Development
Cindy Martin, Risk Management
Allison Carlos, CEO's Office

Cost Savings Suggestions:

- 1) "Growing Our Own in Placer County" – Utilize internal county employees as trainers. Investigate the level of budget savings by using internal talent instead of external consultants as trainers. Utilizing Placer County's internal talent is cost-effective, inspiring to other employees, and builds skills and resumes of those who instruct.
- 2) Increase minimum attendance requirements and focus training more people at a time. Current practice is to reschedule trainings to maximize participation. Offer fewer classes, more focused on department needs.

Recommendation for Action:

Organizational Development (OD) made a recommendation to consolidate individual department specific training administration, coordination, management functions into OD to realize budget savings across all departments. This may result in significant savings Countywide.

These recommendations may increase workload for the ODD; however the anticipated increase should be accommodated by existing staff.

Basis:

The committee discussed this suggestion and determined that:

- A centralized "clearing house" to track training (Organizational Development, or OD) has merit. OD has resources and skills to assist departments in maintaining a training plan.
- OD should be the first point of contact for training; they can assist in developing stronger in-house trainers, and for determining best use of in-house vs. consultant trainers.
- OD conducted 2,530 trainings attended by employees in the 08-09 fiscal year but the Committee noted that OD may not be utilized to the maximum potential as a central training resource for the County.
- Need more outreach to Departments, supervisors and employees to communicate how OD can assist in using training more effectively.
- County should make better use of iPlacer for coordinating and implementing training.

- All departments need to develop and maintain a spreadsheet of mandatory training for a department training plan.
- Training use policies should be more consistent county-wide.
- Training should be linked to performance issues as identified in performance evaluation Development Plans, especially to address "needs improvement" issues.
- A countywide survey was rolled-out to all departments. The County Executive Office obtained information from the Departments to clarify mandatory and non mandatory training (performance related, voluntary, etc) by classification.
- Analyses were conducted to identify each classification in the county, what are (a) mandatory training (defined as required by rule or law or to ensure safety) and (b) non-mandatory training, with emphasis on a tiered method for non mandatory training as performance-related training and voluntary or desired training by the department.
- Training was identified in tiers:
 - Mandatory – individual employees
 - Mandatory – Department/division business need
 - Mandatory – funding related – required by Grantees
 - Performance-related training – Development Plan
 - Necessary – adequately perform job requirements
 - Necessary – preparation for filling vacancy due to retirement
 - Voluntary – self improvement
- This survey provided initial information regarding training countywide and further tracking of training needs will provide the ability to track trends and manage training costs.

Cost Savings:

The county-wide FY 08-09 training budget was \$1,131,839; with approximately \$600k actually spent. (FY 08-09 PAS, month 15, OL3 #2844) This is a productivity enhancement and is difficult to quantify potential or actual cost savings.

Recommendation for Implementation:

1. OD to establish a centralized "clearinghouse" to track training.
 2. OD to assist departments in maintaining a training plan.
 3. OD to offer more outreach to Departments, supervisors and employees to communicate how OD can assist in using training more effectively.
 4. County staff should make better use of iPlacer for coordinating and implementing training.
 5. OD to recommend county-wide consistent policies for training.
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Clearinghouse Recommendation:

Idea is ready for Board consideration. Idea may not have readily quantifiable savings but appears to enhance productivity or otherwise warrant implementation. The Clearinghouse also recommended allowing Departments to retain discretion regarding job-specific, mandatory training necessary for state or county compliance to be managed within the Department.

Cost Saving Task Force
Transportation and Travel Subcommittee

Subcommittee Members:

Loren Clark, Mary Herdegen, Graham Knaus, David McManus, Allison Carlos, Troy Held, David Koppin, Chuck Gordon.

Subject Matter Experts Consulted:

Chuck Gordon – Department of Public Works

Cost Savings Suggestion:

Consolidate use of pool cars among departments (e.g. land use departments share vehicle, combine field reviews, etc).

Recommendation for Action:

The Transportation and Travel Subcommittee recommends the use of vehicle mini-pools at various sites by multiple County Departments situated in a single location which could result in improved efficiency and cost savings to Departments and the County.

Basis:

Common practice for departments within the County has been to obtain pool vehicles for use by the department at large, and by designated employees within that department, who need to travel for work purposes.

The Subcommittee consensus defined "Consolidation" as developing a pool of vehicles at one location (The Domes, CDRA, Larry Oddo Building, etc.) where multiple departments at that location could use assigned fleet pool vehicles at that site.

- The Domes/Administration campus utilizes consolidated pool ("mini-pool") vehicles for use by multiple departments at one site.
- Vehicles are on a common calendar in Outlook.
- Email reservations are used to hold the vehicle for use.

The mini-pool improves efficiency and reduces travel for county staff who formerly utilized their personal vehicle (mileage reimbursement due) or traveled to Fleet Services to obtain a county vehicle for business use.

Cost Savings:

The use of mini-pools in conjunction with direction from the Placer County Executive Office on December 2, 2008 could increase efficiency and reduce costs by saving departments on daily use rates for individual vehicles; save the County on reimbursement costs for personal vehicle use for travel to and from the Fleet Services yard; save the County in staff time by providing a shared County vehicle at the work site and eliminating the time needed to reserve and acquire the vehicle. This item does not have readily quantifiable savings, but appears to enhance productivity, improve efficiency, and warrants implementation.

Recommendation for Implementation:

1. Fleet Services to educate Departments on ways to achieve cost saving related to vehicle pools.
 2. The County to develop and adopt a "best practices" for vehicle pool policy. Fleet Services to take the lead in drafting the policy utilized to determine when vehicle pools are appropriate.
 3. Fleet Services to publicize the new vehicle pool program while serving as a resource to Departments to assist them with implementation.
 4. Department(s) contact Fleet Services for assistance and recommendations.
 5. Department(s) implement vehicle pools when potential cost savings evident.
 6. Department(s) use the less costly vehicle pool cars whenever possible.
 7. The Transportation and Travel Subcommittee recommends that a policy be formalized in the County Policy and Procedure Manual, and the Fleet Services Division will be responsible to provide initial cost savings to Departments when applicable.
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Clearinghouse Recommendation:

Idea is ready for Board consideration. Idea does not have readily quantifiable savings but appears to enhance productivity or otherwise warrant implementation.

Cost Saving Task Force
Transportation and Travel Subcommittee

Subcommittee Members:

Loren Clark, Mary Herdegen, Graham Knaus, David McManus, Allison Carlos, Troy Held, David Koppin, Chuck Gordon, Lena Hugi.

Subject Matter Experts Consulted:

Chuck Gordon, Department of Public Works

Cost Savings Suggestion:

Implement vehicle tracking via Global Positioning System (GPS) devices.

Recommendation for Action:

The Transportation and Travel Subcommittee supports the Department of Public Works implementation of an automatic vehicle location system on approximately 40 PCT (Placer County Transit) and TART (Tahoe Area Regional Transit) transit buses. This project is funded through State of California Proposition 1B - Safety and Security program. Results from this system will be used to determine whether additional cost savings could occur if a similar system is applied to all County vehicles.

Basis:

Based on information gathered by Fleet Services the use of Global Positioning System (GPS) vehicle tracking can provide the following benefits:

1. Acquire and analyze data regarding vehicle operation parameters (i.e. excessive speed, excessive idling) and modify use and limit fuel costs.
2. Acquire vehicle route tracking to optimize the best or most economical route of travel.
3. Accident Investigation data (Determine vehicle speed and direction, time of accident and pre-drive inspection).
4. Determine vehicle mileage optimization.

Cost Savings:

While exact cost savings for the County cannot be estimated at this time, the purpose of the pilot program is to understand potential cost savings through the use of a GPS system installed in County vehicles.

Fleet Services provided the subcommittee several findings that lead the subcommittee to believe that information from a GPS system could yield cost savings for the County:

1. For every 15 minutes of idling time reduction daily the annual savings equates to \$500 per vehicle.
2. Fifteen minutes of idling is equal to 35 miles of engine wear.
3. Aberdeen Research Group discovered that companies using GPS fleet technology systems averaged a 10.4% reduction in operating costs.
4. Every mile of speed over 60 mph increases a fleets fuel cost by 4 cents per gallon.

Additional Benefits:

A GPS system will improve the safety and security of Placer County's transit fleet by providing 'real time' information as to the location of any bus (with the system installed) in service, in the event of an accident or passenger emergency. This will enhance the ability of Placer County to respond to an emergency event should buses be necessary for evacuation or locate vehicles in case of an incident or threat to the bus while in passenger service. The pre-trip program will help to ensure that pre-trip vehicle inspections are conducted thoroughly and will document each pre-trip inspection automatically. This will ensure that the bus operator would spot anything irregular on a bus before going into passenger service. This should increase the safety and security of the bus system to the travelling public.

Recommendation for Implementation:

- Timing for the implementation is the summer of 2010.
 - Training would be completed for PCT and TART staff at that time.
 - Review results from the PCT/TART pilot project after implementation.
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Clearinghouse Recommendation:

Idea is ready for Board consideration. Idea may not have readily quantifiable savings but appears to enhance productivity or otherwise warrant implementation.