



**County of San Diego
Health and Human Services Agency**

**Financial & Support Services Division Business Plan
Fiscal Years 2003/04 and 2004/05**

Financial & Support Services Division

"Services you would chose"

Financial Environment

The Health and Human Services Agency's Proposed Fiscal Year 2003-04 Operational Plan is \$1.4 billion. Ninety-six percent (96%) of this budget comes from State and Federal revenue. Since virtually all State and Federal revenue that HHSA receives is categorical in nature, which means that it can only be used for very specific programs or activities, we have very limited real control over program spending.

The State is facing a dire fiscal crisis, with a budget deficit currently estimated at \$39 billion. State budget problems and the economy, coupled with increased costs of doing business have resulted in the County and the Agency's need to carefully review all programs and to eliminate or reduce some non-core functions in the upcoming year.

Reductions must be taken to address an approximate \$50 million gap between revenues and expenditures.

Other departments in the County are facing similar reductions in programs, and other counties throughout the State are facing massive reductions and closure of programs.

San Diego County residents are in a much better position than other California residents, as our Board of Supervisors has taken a leadership role in ensuring that San Diego makes wise financial decisions. We are better positioned to attempt to manage the reductions that have been imposed upon us by the State's fiscal condition.

Nonetheless, as a County we are required to administer the State's programs, and when the State is unable to adequately fund those programs, San Diego County residents will suffer.

Division Services

The Financial & Support Services Division provides support services within four primary functions: Administration, Budget, Fiscal Services, and Facilities and Support Services.

ADMINISTRATION

General Information: 619-515-6742

The Agency Finance Director provides executive leadership and general management of the Agency's financial affairs. The Finance Director represents the Agency on financial issues with other County groups and departments and acts as an extension of the County Chief Financial Officer (CFO) to carry out the CFO's directives within the Health and Human Services Agency.

Financial & Support Services Division

"Services you would chose"

BUDGET

General Information: 619-338-2981

The Budget Office works closely with managers and budget staff throughout the Agency to centrally coordinate the Agency's budget development and monitoring. The Agency Budget Office coordinates or supports the following functions:

- Budget Preparation and Monitoring
- Budget Reports
- Budget Policies and Procedures
- Budget Training
- Board Letters
- Findings of Economy and Efficiency
- Legislative Review

FISCAL SERVICES

General Information: 619-338-2301

The Fiscal Services Section provides payment and revenue claiming services for the Agency. These services break out as follows:

Claims Preparation

- County Welfare Expense Claim (quarterly)
- Mental Health Short-Doyle Medi-Cal Claim (monthly)

Claims Processing

- Contractor Claims
- Travel and Non-travel Claims
- Child Support Payments

Report Preparation

- Office of Statewide Health Planning & Development Disclosure Report (quarterly and annual)
- State Short-Doyle Medi-Cal Cost Report
- HCFA Medicare Cost Report
- Statement of Aid for the DA's Office for the Child Support Enforcement Program
- State Report of Realignment Revenue Remittances (quarterly)

Financial & Support Services Division

"Services you would chose"

Other Services

- Agency Cashiering Functions
- Trust Fund Accounting
- Money Management Services for Clients
- Accounting and Control of all Public Assistance Warrants including direct deposit and electronic benefit transfer (EBT)

FACILITIES & SUPPORT SERVICES

General Information: 619-692-8078

Facilities and Support Services meets Agency facility needs and operates the Agency Supply Warehouse, Mail Center, Accounts Payable, Purchasing, and Print and Record Services.

Facilities Management

General Information: 619-692-8078

- Capital Improvement Projects
- Major Maintenance Projects
- Building Services
 - Emergency Services
 - Construction
 - Contract Administration
- Office Relocations
- Leases
- Guard Services
- Fleet Services
- Fixed Asset & Minor Equipment Coordination

Print & Record Services

General Information: 858-505-6929

- Printing and Photocopying Services
- Forms Control and Distribution
- Records Management

Financial & Support Services Division

"Services you would chose"

Supply Center

General Information: 619-692-8893

- Accounts Payable
- Mail Center
- Purchasing
- Supply Warehouse

Communities

Promote Safe and Livable Communities

Strategic Goal: Strengthen Regional Security

Operational Objective	Activities	Measure & Target Lead or Lag? Do we need a "sensing" measure?	Target Date	Lead Section	Lead Staff	Report at Chiefs? (yes/no)	Report Period (mo/qtr)	Status Distribution (web-email-other)	Priority (if future cuts)
Improve emergency preparedness, response, recovery, and mitigation capabilities for both natural and man-made disasters	<ul style="list-style-type: none"> ➤ Support the Site Emergency Coordinators at each site occupied by FSSD functions in the preparation of plans and conduct of two drills per year ➤ Each FSSD program in the Agency Programmatic Information document will complete the HHSA Business Continuation Plan – Analysis of Critical Functions 	<ul style="list-style-type: none"> ➤ Completion of plans and number of drills ➤ BCP Critical Functions completion 	<ul style="list-style-type: none"> ➤ Ongoing ➤ 12/03 	All	Section Chiefs	Yes	Quarterly	N/A	High

Required Disciplines Ensuring Operational Excellence

Strategic Goal: Ensure a high level of operational excellence by adhering to County required disciplines

Required Discipline: **FISCAL STABILITY**

Operational Objective	Activities	Measure & Target Lead or Lag? Do we need a "sensing" measure?	Target Date	Lead Section	Lead Staff	Report at Chiefs? (yes/no)	Report Period (mo/qtr)	Status Distribution (web-email-other)	Priority (if future cuts)
Achieve additional revenues and/or decreased expenditures to avoid a deficit	<ul style="list-style-type: none"> ➤ Monitor Agency spending and revenues ➤ Manage Agency staffing levels within funding restraints ➤ Manage year-end closing process with regions & divisions to achieve the target ➤ Monitor state and federal revenue sources for opportunities to increase COSD's share of revenue ➤ Monitor the earning and maximization of revenues ➤ Ensure appropriate mitigation of expenses in relation to revenue shortfalls by regions, divisions and programs ➤ Monitor and manage Financial & Support Services Division expenditures to remain within budget ➤ Mitigate Financial & Support Services Division expenses in relation to revenue shortfalls 	\$0 or positive year-end fund balance	8/04	Budget & Fiscal	Terry Hogan (Mike Van Mouwerik & Pilar Macahilig)	Yes	<ul style="list-style-type: none"> ➤ Year-end: daily 	<ul style="list-style-type: none"> ➤ Year-end: email 	High

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Reduce to zero the cost/revenue gap in the Five-Year Financial Forecast	<ul style="list-style-type: none"> ➤ Develop Five-Year Financial Forecast by February 2004 ➤ Monitor to achieve targets 	<ul style="list-style-type: none"> ➤ Zero cost/revenue gap ➤ Fund balance 	<ul style="list-style-type: none"> ➤ 2/04 ➤ ongoing 	Budget & Fiscal	Terry Hogan (Mike Van Mouwerik & Pilar Macahilig)	Yes	Quarterly	PB Views, BRASS & email	High

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Establish financial accountability at region and division level	<ul style="list-style-type: none"> ➤ Improve allocation of revenues to regions & divisions ➤ Increase region & division understanding of what is funded by the general purpose revenues ➤ Increase region & division understanding HHSA's MOEs, matches & overmatches ➤ Increase region & division understanding what realignment funds ➤ Provide support to program staff in meeting new state reporting requirements on claiming ➤ Provide program managers with more meaningful/timely financial analysis of actuals ➤ Improve program awareness of revenue status ➤ Record all earned revenues on a timely basis ➤ Insure consistency and verification of ISF charges & prepare estimates based on rates ➤ Conduct year-end prep meetings w/auditor and controller & each of the division and regions to ensure successful, smooth year-end closings 	<ul style="list-style-type: none"> ➤ 100% of regions and divisions that have third-quarter fund balance projection within 95% of year-end closing amount <p>Process measures:</p> <ul style="list-style-type: none"> ➤ 230 region and division staff trained in fund balance projections ➤ 12 employee costs reports produced ➤ 3 revenue projects initiated 	8/04	Budget	Mike Van Mouwerik	Yes	Monthly	Web, BRASS & email	High

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Maximize revenues	<ul style="list-style-type: none"> ➤ Increase regions', divisions' & FSSD staff understanding of financing sources, including claiming, program requirements & how revenues are booked ➤ Develop mock claim model to maximize revenues ➤ Decrease revenue recovery time ➤ Provide timely reimbursement to the general fund from trust funds 	<ul style="list-style-type: none"> ➤ Increase in percent of realized revenue from social services allocations compared to available social services allocations ➤ Trust fund payments transferred to general fund within 30 days after month of expenditure (100%) 	<ul style="list-style-type: none"> ➤ 6/04 ➤ Quarterly 	Fiscal	Pilar Macahilig (Debbie Ordonez & Carlo Guzman)	Yes	Quarterly		High
Respond to changes in state budget affecting HHSA in a timely and appropriate fashion to minimize negative impact on Agency's services	<ul style="list-style-type: none"> ➤ Monitor state budget development ➤ Analyze impact of adopted state budget and subsequent trailer bills ➤ Recommend strategies and prepare mitigation plans to address negative impacts of state budget actions ➤ Implement approved mitigation plans 	<ul style="list-style-type: none"> ➤ Zero cost/revenue gap 	Ongoing	Budget & Fiscal	Terry Hogan (Mike Van Mouwerik & Pilar Macahilig)	Yes	Quarterly	Email	High

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Close books monthly and participate in reporting Group Financial Condition	<ul style="list-style-type: none"> ➤ Beginning in first full month after Oracle implementation, assure that HHSA financial books are closed monthly ➤ Beginning in first full month after Oracle implementation, report on Agency Financial Information utilizing Oracle information. 	<ul style="list-style-type: none"> ➤ When Oracle implemented: HHSA Statement of Fund Balance prepared within 30 days after month-end 	3/04	Budget & Fiscal	Mike Van Mouwerik and Pilar Macahilig	Yes	Monthly	Email or Oracle Reports when available	High
Develop funding plans for any capital projects planned, within the context of Five-Year Financial Forecast	Develop funding plan for all new planned HHSA capital projects	<ul style="list-style-type: none"> ➤ FSSD and programs develop funding sources for Agency-approved capital projects 	4/04	Budget & Support Services	Dave Snyder	Yes	Quarterly	Quarterly Facilities Management Meetings w/ Individual Agency Execs	High

Required Disciplines Ensuring Operational Excellence

Strategic Goal: Ensure a high level of operational excellence by adhering to County required disciplines

Required Discipline: CUSTOMER SATISFACTION

Operational Objective	Activities	Measure & Target Lead or Lag? Do we need a "sensing" measure?	Target Date	Lead Section	Lead Staff	Report at Chiefs? (yes/no)	Report Period (mo/qtr)	Status Distribution (web-email-other)	Priority (if future cuts)
Improve internal and external communication	<ul style="list-style-type: none"> ➤ Design customer communication into every major process ➤ Inform agency staff of useful resources available on the internet/intranet ➤ Update and publish FSSD manuals & instructions on the intranet ➤ Establish a dynamic FAQ section on the intranet web site ➤ Make available electronic distribution of documents ➤ Develop FSSD Brochure which includes listing of services w/description, FAQ's, org charts – names/phone #'s, and publish on intranet ➤ Conduct regular formal finance updates with customers (executives & financial staff) ➤ Define roles and responsibilities of FSSD sections and regions/divisions 	<p>Score of 4.0 or above on Internal Customer Satisfaction Survey question concerning communication</p> <p>Score of 40% or above "great degree" or "very great degree" on Employee Satisfaction Survey question concerning workgroups within the division communicating effectively</p>	Quarterly, starting 9/03	All	Chiefs	Yes	Quarterly	Email	High
Provide timely & accurate customer service	<ul style="list-style-type: none"> ➤ Provide initial response to telephone inquiries and e-mail requests no later than 24 hours. ➤ Clarify customer needs ➤ Emphasize accuracy in responding to customer needs ➤ Where appropriate, prepare "how to" guides for FSSD services 	Score of 4.03 or above on both timeliness and accuracy question on Internal Customer Satisfaction Survey	Quarterly	All	Chiefs	Yes	Quarterly	Email	High

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Required Discipline: CUSTOMER SATISFACTION

Operational Objective	Activities	Measure & Target Lead or Lag? Do we need a "sensing" measure?	Target Date	Lead Section	Lead Staff	Report at Chiefs? (yes/no)	Report Period (mo/qtr)	Status Distribution (web-email-other)	Priority (if future cuts)
Increase and support customer satisfaction with FSSD services	<ul style="list-style-type: none"> ➤ Beginning July 2003, develop continuous improvement plans and monitor to achieve targets ➤ Maintain or improve internal customer satisfaction rating established in Fiscal Year 2002-03 	Score of 4.03 or above on both timeliness and accuracy question on Internal Customer Satisfaction Survey	Quarterly	All	Chiefs	Yes	Quarterly	Email	High

Required Disciplines Ensuring Operational Excellence

Strategic Goal: Ensure a high level of operational excellence by adhering to County required disciplines

Required Discipline: **SKILLED, COMPETENT WORKFORCE**

Operational Objective	Activities	Measure & Target Lead or Lag? Do we need a "sensing" measure?	Target Date	Lead Section	Lead Staff	Report at Chiefs? (yes/no)	Report Period (mo/qtr)	Status Distribution (web-email-other)	Priority (if future cuts)
Increase FSSD employees understanding of services provided by our customers	Provide opportunities and encourage employees to participate in Mentor Magic and ride alongs, job shadowing, etc. with line Agency staff	25% of FSSD employees participating in Mentor Magic, ride alongs, job shadowing, etc.	Ongoing	All	Chiefs	Yes	Quarterly	Web (employee feedback)	High
Train FSSD staff in necessary disciplines	<ul style="list-style-type: none"> ➤ Build a video/digital library of trainings so training resources are available year-round ➤ Promote opportunities for Supervisory Training ➤ Continue Management Reading Plan 	<ul style="list-style-type: none"> ➤ 65 FSSD staff trained in a discipline ➤ 10% increase in FSSD response to Employee Satisfaction questions concerning manager or supervisor doing his/her job well 	<ul style="list-style-type: none"> ➤ 6/30/04 ➤ Quarterly 	All	Chiefs	Yes	<ul style="list-style-type: none"> ➤ Monthly ➤ Quarterly 	Web	High
Ensure all employees adhere to County legal and ethical conduct policy	Provide ethics seminars/workshops	50% of FSSD staff attend ethics workshops	Quarterly	All	Chiefs	Yes	Quarterly	Web	High
95% of new employees will receive diversity training within 90 days of employment	Monitor new employee attendance in Diversity Training	95% of new FSSD employees attending Diversity Training	Quarterly	All	Chiefs	Yes	Quarterly	Web	High
Increase the percentage of employees who create a personal development plan by 25%	Monitor employee preparation of Personal Development Plan (PDP)	25% increase in % of FSSD employees who have a PDP	Quarterly	All	Chiefs	Yes	Quarterly	Web	High
Maintain employee satisfaction	<ul style="list-style-type: none"> ➤ By June 2004, distribute results of Employee Satisfaction Survey to all managers and supervisors and develop a continuous improvement plan to address deficiencies ➤ Encourage employees to develop creative ways to streamline processes as workloads shift 	<ul style="list-style-type: none"> ➤ 10% increase in FSSD "no" responses to Employee Satisfaction Survey question "are you overloaded in your work?" ➤ 5 FSSD employee-initiated business processes reengineered 	Quarterly	All	Chiefs	Yes	Quarterly	Web	High

Required Disciplines Ensuring Operational Excellence

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Required Discipline: ESSENTIAL INFRASTRUCTURE

Operational Objective	Activities	Measure & Target Lead or Lag? Do we need a "sensing" measure?	Target Date	Lead Section	Lead Staff	Report at Chiefs? (yes/no)	Report Period (mo/qtr)	Status Distribution (web-email-other)	Priority (if future cuts)
Maximize use of Agency's facilities	Within budget restraints, improve agency-wide work place environment <ul style="list-style-type: none"> ➤ Site analysis ➤ Acquire space needs ➤ Move staff and programs to more effectively use existing space and to streamline operations ➤ Work station standards ➤ Fire drills 	<ul style="list-style-type: none"> ➤ With DGS Real Estate Services, visit 100% of leased sites prior to lease renegotiation to evaluate site and establish upgrade requirements ➤ Fulfill 90% of space needs within project parameters ➤ Attend and monitor an average of 3 Agency evacuation/fire drills per month 	<ul style="list-style-type: none"> ➤ Ongoing ➤ Quarterly 	Facilities Management	Dave Snyder	Yes	Quarterly	<ul style="list-style-type: none"> ➤ Web 	Medium
Maintain Agency facilities to prevent premature deterioration	Facilitate maintenance requirement program in HHS facilities <ul style="list-style-type: none"> ➤ Develop process to request maintenance work order 	<ul style="list-style-type: none"> ➤ Completion of maintenance work order procedure ➤ Completion of training materials ➤ "Train the trainer" on maintenance work order procedure for all Agency regions and programs during FY 03-04 	Quarterly	Facilities Management	Bruce Walker	Yes	Quarterly		Medium

Required Disciplines Ensuring Operational Excellence

Strategic Goal: Ensure a high level of operational excellence by adhering to County required disciplines

Required Discipline: **CONTINUOUS IMPROVEMENT**

Operational Objective	Activities	Measure & Target Lead or Lag? Do we need a "sensing" measure?	Target Date	Lead Section	Lead Staff	Report at Chiefs? (yes/no)	Report Period (mo/qtr)	Status Distribution (web-email-other)	Priority (if future cuts)
Re-engineer to improve business processes throughout FSSD	<ul style="list-style-type: none"> ➤ Re-engineer record retention system ➤ Re-engineer position control procedures ➤ Prepare plan to fully utilize Documentum technology for agency records 	<ul style="list-style-type: none"> ➤ 7 FSSD processes re-engineered ➤ Completed plan for Documentum utilization within Agency 	<ul style="list-style-type: none"> ➤ 6/30/04 ➤ 6/30/04 	All	Chiefs	Yes	Quarterly	Web	High
Improve fiscal competencies among region & division staff	<ul style="list-style-type: none"> ➤ Identify fiscal competencies required of region/division staff ➤ Train region & division staff in fiscal competencies 	50 region & division staff attending training offered by FSSD	Quarterly	All	Chiefs	Yes	Quarterly	Web	High
Implement financial Enterprise Resource Planning [ERP] (Oracle & Kronos) modules within Agency as they are released	<ul style="list-style-type: none"> ➤ Provide assistance to regions/divisions on ERP related tasks ➤ Re-engineer financial processes throughout Agency ➤ Develop policies and procedures to conform to ERP ➤ Train Agency staff on new policies, procedures and processes ➤ Redefine roles and responsibilities under the ERP 	100% of released modules successfully implemented within Agency	Ongoing	Fiscal	Terry Hogan & Pilar Macahilig	Yes	Monthly	Web & email	High

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Required Discipline: **CONTINUOUS IMPROVEMENT**

Operational Objective	Activities	Measure & Target Lead or Lag? Do we need a "sensing" measure?	Target Date	Lead Section	Lead Staff	Report at Chiefs? (yes/no)	Report Period (mo/qtr)	Status Distribution (web-email-other)	Priority (if future cuts)
Reduce information technology application costs by 10% by acquiring knowledge of application costs	<ul style="list-style-type: none"> ➤ Generate Chargeback report of FY 02/03 application costs ➤ Identify areas for reduction ➤ Appoint and train at least one staff lead in each section to maintain division website 	10% reduction	6/30/04	All	Chiefs Renee Sherrill	Yes	Quarterly		High
Monitor and reduce energy consumption to 10% below FY 00/01 baseline	<ul style="list-style-type: none"> ➤ Email reminders with the following: <ul style="list-style-type: none"> ○ Energy conservation flyers ○ 10% reduction target and actual quarterly reductions ○ Labels to post on PCs reminding to turn off PCs ○ Tips on conserving energy 	10% reduction from baseline year of 2000-01	6/30/04	Facilities & Support Services	Bruce Walker	Yes	Quarterly	Web, email	High
Sustain a 95% level of employee performance reports completed on time	Monitor completion of performance evaluation reports	95% or better of performance evaluation reports completed on time	Ongoing	All	Chiefs	Yes	Quarterly	Web	High