### What It Led To

- **Composite Labor Not to Exceed**: 1/12th
- **Fixed Fee and Bundling of Small Services**:
  - Incurred: Device Availability to meet customer expectations and billing methods
  - Changes in billing practices led to budget stability and a
  - Methodological basis: ISD Just used to bill for services on a time and a task basis.

### E&E Recommendation

- **Dependent chloride**:
  - Charging them which have been agreed to by client
  - Present to the Board methods of billing services and
  - The Board of Internal Services to design and
  - The Chief Administrative Officer, the Auditor-Controller
  - We recommend that the Board of Supervisors direct

- **Costs have not been incurred permanently**:
  - Current organizational structure. Doing so not mean the
  - Costs of and department or costs within its
  - Dependent chloride, the Auditor-Controller does not necessarily reduced.
  - Occasional exception may be justified; however, the costs of
  - Costs of resources in ISD

- **Board Policy that says no service can be taken over without**:ув
  - ISD approval and Auditor-Controller requests
  - Board Policy that says no service can be taken over without

- **Avoidance Cost:**
  - 1996 on the Independent of Services, ("drop A" approaches on
  - 1996 on the Independent of Services, ("drop A" approaches on

- **Examples of these:**
  - ISD was a service provider of choice. As a result, many initiatives
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- **What It Led To**: 1991

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**E&E Commission Report August 1991**
<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Action</th>
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<tbody>
<tr>
<td><strong>Eliminating It</strong></td>
<td>Review the Full Cost Recovery Policy and Consider Controller.</td>
</tr>
<tr>
<td>E&amp;E Commission did not concur. The move did not happen.</td>
<td>Move Purchasing and Contracts to the Auditor-Controller.</td>
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<tr>
<td><strong>Established in 1996.</strong> CAO should have it. An independent CIO department was the E&amp;E Commission did not concur.</td>
<td>Establish the CIO in the Auditor-Controller.</td>
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<tr>
<td>The E&amp;E Commission did not concur. It didn't happen.</td>
<td>Move Information Technology to the Auditor-Controller.</td>
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<td>Capital Projects and ISD has been able to focus on other areas. This has worked well as PW is in a better position to support E&amp;E Commission. E&amp;E Commission concurred and the Trustees took place.</td>
<td>Move Capital Projects to Public Works.</td>
</tr>
<tr>
<td><strong>Diagnosics Program.</strong> Lower of management. Today, ISD has an ongoing, overwhelmed to order cars, ISD completed, including the elimination of a E&amp;E Commission concurred saying CAG had the authority</td>
<td>CAO Study Recommendation.</td>
</tr>
<tr>
<td>Master Agreements</td>
<td>Other Departments can use like ISSMA</td>
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<td>-------------------</td>
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<tr>
<td>JOC Contracting</td>
<td>Elimination of Business Machines</td>
</tr>
<tr>
<td>Looked at for Privatization</td>
<td>Shutdown of COMPASS (CFO and E&amp;E said it should be)</td>
</tr>
<tr>
<td>SBC Agreement on the EN</td>
<td>Telecommunications</td>
</tr>
<tr>
<td>Custodial</td>
<td>Printing (Piny-Rowers)</td>
</tr>
</tbody>
</table>

This is totally reversed with the Rate Handbook being Internet accessible. It includes comprehensive information on all of our rates, including all overhead rates. Proprietary to EBD. The Service Line identified that cost information was disagreed with EBD's stance that cost information was
Purchasing and Contracting Web site established
Office of Small Business transferred to ISD.
We are the County Trainers
Purchasing & Contracting leadership has expanded
County CIO and ISD working well together. CIO has the clear leadership role.
New Data Center approved (seen as a solution versus outsourcing IT), integral to ECAPS.
Now like over Power Plant Operations at MLK.
These have been no major losses of business. We've been successful in having DHS join the County Network and will
have been no major losses of business. We've been successful in having DHS join the County Network and will
1 to 5 for the first time in the department's history.
ISD's customer service ratings have steadilly climbed; last year, ISD we received an overall rating of 4 (on a scale of

Overall Results

Overhead Diagnostics
Performance Measures (started more than 6 years ago)
Fiscal Responsibility
Workforce Excellence
Infrastructure
Leadership
Customer Service
Mission Vision and Values
Strategic Planning (Before the County started)
Management and Supervision Academies (Before the County started)
Customer Service Training
Employee Survey & Employee Recognition
Customer Survey (now an ongoing metric)

Initiatives Taken to Improve ISD and Retain Business.