

COUNTY OF SAN DIEGO, CALIFORNIA
BOARD OF SUPERVISORS POLICY

Subject

Competitive Determination of Optimum Service Delivery Method

**Policy
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Purpose

To establish a Board of Supervisors' Policy that the County's goals in providing a service, whatever the method of delivery, are quality, economy and productivity.

Policy

It is the policy of the Board of Supervisors that:

1. The County's goals in providing a service, whatever the method of service delivery, are quality, economy and productivity.
2. During the budget development process for each fiscal year, selected departments may be asked to analyze services, either County operated or contracted, to determine if the quality, economy and productivity are equal to that of an alternative delivery method, including other government agencies, and to determine how the revenues can be maximized so the highest level or volume of services can be provided. Government functions, functions inherently governmental in nature and not in competition with the private sector, and services which the County is legally and specifically prohibited from contracting, will not be considered for analysis.
3. Services to be analyzed must involve a minimum of five (5) staff years and \$500,000 direct cost.
4. All new services, services not currently provided by the County, will first be considered for contracting, the minimums in paragraph 3 not being applicable.
5. Whenever a service is considered for contracting, the General Managers and department heads concerned may consider whether managed competition is feasible given the scope of operations involved with providing the particular service.
6. In the case of County operated services contracted as a result of the foregoing analysis, some of the actual cost savings resulting from contracting may be allocated for use in other high priority areas as determined by the Chief Administrative Officer.
7. If contracted services are changed to County operated as a result of any analysis, the savings will be handled in the same manner as described in paragraph 6 above.
8. The impact of contracting on County employees will be minimized by:
 - Requiring contractors, to the extent permitted by law and the particular circumstances of the service, to give first preference in hiring to displaced County employees.

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-Departments' use of attrition where contracting is anticipated by holding positions vacant or filling them with temporary employees until a function can be contracted.

-Departments' use of transfers or reassignment within the department or to another department.

-Strict compliance with the County's layoff policy.

9. The Chief Administrative Officer will provide the necessary detailed guidance to ensure compliance with the foregoing.

Sunset Date

This policy will be reviewed for continuance by 12-31-22.

Board Action

7-28-87 (110)

12-12-89 (49)

6-5-90 (43)

10-23-90 (45)

2-26-91 (24)

4-30-91 (32)

7-30-91 (35)

03-14-06 (11)

12-09-08 (33)

09-15-09 (16)

11-17-15 (26)

CAO Reference

Chief Administrative Office