

Finance and General

Finance and General Government Group

**Finance and General Government Group
Summary & Executive Office**

Board of Supervisors

Assessor/Recorder/County Clerk

Treasurer - Tax Collector

Chief Administrative Office

Auditor & Controller

County Technology Office

Civil Service Commission

Clerk of the Board of Supervisors

County Counsel

Human Resources

Media & Public Relations

CAC Major Maintenance



Group Description

The Finance and General Government Group provides a broad array of services to a wide range of customers. In general, services fall into three groups. The first is backbone support for County government (legislative, fiscal control, treasury, human resources, legal, telecommunications, and data processing). The second is local public agency support, which includes property assessment, tax collection, and pooled investment services. The third group is direct public services such as document recordings, marriage licenses, birth certificates, passport applications, and County Television Network (CTN) programming.

Mission Statement

To provide timely, accurate, efficient and effective financial, legislative and general government services to County residents, other local public agencies, County departments and individual County employees that are consistent with Federal, State and local requirements.

2000-01 Accomplishments

- **Strategic Plan**—A five-year Strategic Plan was crafted by County leaders under the guidance provided by the Board of Supervisors. This plan is the keystone of the County's General Management System, and seeks to provide long-term direction in terms of attaining a cohesive and unified vision, to concentrate resources on Board priority items, and to improve services to the public at the same cost.
- **Information Technology (IT) Outsourcing**—The County successfully completed the first year of its groundbreaking IT outsourcing contract with the Pennant Alliance.
- **IT Infrastructure Upgrades**—The County completed significant IT infrastructure upgrades as a part of the outsourcing contract, including a new telecommunications network, a new Wide Area Network, and the replacement of several thousand desktop computers.
- **CAC Major Maintenance**—All backlogged major maintenance projects at the County Administration Center (CAC) have been completed or started, as the culmination of a two-year effort to bring all deferred maintenance up to date.
- **Technology Improvements**—Customer service has been improved through the use of technology in the areas of e-commerce, interactive voice recognition, and automated call distribution.
- **Credit/Investment Rating**—The County maintained its highly favorable credit rating of AA-, maintained the AAA/V1+ rating of the County Treasurer's investment pool, and increased the yield on the Treasurer's Pooled Money Fund by 100 basis points.
- **Enterprise Resource Planning**—The County successfully completed the first phase of the Enterprise Resource Planning project. The end result of this multi-year effort will be the installation and use of much improved systems to administer the financial, human resource, and performance management systems.
- **Diversity**—The County promoted the value of having a diverse work force by completing the training of 100% of employees in the concepts of diversity, and by actively seeking employees with diverse backgrounds by contacting thousands of prospective employees at numerous job fairs.



2001-03 Objectives

Fiscal Stability

- Maintain or improve the current favorable ratings for credit and the Treasurer's Investment Pool.
- Develop a comprehensive plan for improved asset and liabilities management.
- Implement the new Government Accounting Standards Board 34 financial reporting model that includes detailed identification and inventory of material assets.

Technology

- Explore alternatives for a new Property Tax System.
- Continue to expand the information and services available over the Internet.
- Upgrade the IT infrastructure by the implementation of Windows 2000 as the standard operating system, by installing Microsoft Exchange as the standard e-mail system, and by completing the upgrade replacement of all County desktop PC's.
- Implement Enterprise Resource Planning systems in the areas of human resources, financial and performance management.
- Analyze all County telephone processes and reengineer as appropriate to utilize the features of the new telephone system, including Automatic Call Distribution, Interactive Voice Response, and Auto Attendants.

Human Resources Modernization

- Identify business practices that may be streamlined to provide faster service to departments requesting recruitment and/or classification studies.
- Implement a Supervisory and Management/Leadership Academy.

Workplace Improvement

- Assist in the process to investigate, develop, and adopt County-wide workstation and workplace standards.
- Complete a Needs Assessment, based on the above standards.
- Utilize energy conservation measures in County facilities to reduce demand by 10%.

Continuous Improvement

- Continue to foster trust and open communications with employees.
- Utilize employee process improvement teams to assist in achieving the County's strategic initiatives.
- Ensure Operational Incentive Plan and Quality First goals are aligned with the Strategic Plan.
- Continue to monitor and improve customer service by using customer satisfaction surveys, Mystery Shoppers, and other forms of customer feedback.

Regional Leadership

- Educate government representatives, local stakeholders, and opinion leaders on the Strategic Plan.
- Form partnerships with other governments or agencies, to leverage resources for improved regional services.
- Maximize opportunities to expand the County role and influence in statewide forums, to promote the Strategic Plan and other County policies.
- Provide a leadership role in addressing the energy crisis, and lead by example in energy conservation efforts.

Changes from 2000-01 Adopted

Expenditures:



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- IT funding of \$4.4 million was included at the Group level for potential cost increases associated with applications, application porting, application remediation and funding to backfill for personnel working full-time on ERP's.
 - Reduced budgeted management reserves by \$5.8 million. The reserve will be increased in FY 2001-02, based on actual FY 2000-2001 savings that are available to supplement management reserves.
 - In Fiscal Year 2000-2001 \$4.4 million in fund balance was designated for the North Embarcadero Planning Project. An additional \$3.2 million will be added to the existing designation for this project for a total designation of \$7.6 million. The \$7.6 million will meet the County's total obligation for this project.

Revenues:

- The reduction of \$4.8 million is primarily related to a reduction in one-time funding for the North Embarcadero Planning Project and reduced management reserves.



Staffing by Department

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Board of Supervisors	62.00	62.00	62.00
Assessor/Recorder/County Clerk	446.50	449.00	449.00
Treasurer - Tax Collector	120.00	123.00	123.00
Chief Administrative Office	19.00	19.00	19.00
Auditor & Controller	291.25	299.00	299.75
County Technology Office	19.00	21.00	19.00
Civil Service Commission	4.00	4.00	4.00
Clerk of the Board of Supervisors	37.00	37.00	37.00
County Counsel	130.00	133.00	133.00
Human Resources	114.00	124.00	120.00
Media & Public Relations	21.00	22.00	22.00
Total	1,263.75	1,293.00	1,287.75

Expenditures by Department

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Executive Offices	14,401,114	4,931,709	8,654,447	4,195,326
Board of Supervisors	4,303,290	4,043,923	4,574,234	4,574,234
Assessor/Recorder/County Clerk	34,291,143	31,995,592	36,276,379	37,022,079
Treasurer - Tax Collector	11,607,849	9,158,812	12,521,633	12,019,453
Chief Administrative Office	3,484,366	2,860,169	3,651,004	3,662,969
Auditor & Controller	27,446,822	25,916,721	31,250,294	31,048,393
County Technology Office	118,686,911	113,065,854	143,375,476	111,015,938
Civil Service Commission	341,523	319,564	374,359	388,359
Clerk of the Board of Supervisors	4,580,201	5,608,685	4,783,240	4,956,545
County Counsel	12,859,063	12,565,173	14,080,371	14,379,598
Human Resources	13,376,781	11,031,268	15,042,304	13,939,521
Media & Public Relations	1,841,761	1,723,845	2,381,090	2,048,003
CAC Major Maintenance	1,585,453	1,696,598	2,133,800	2,133,800
Total	\$ 248,806,277	\$ 224,917,921	\$ 279,098,631	\$ 241,384,218



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Total	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Executive Offices	\$ 14,401,114	\$ 4,931,709	\$ 8,654,447	\$ 4,195,326
Total	\$ 14,401,114	\$ 4,931,709	\$ 8,654,447	\$ 4,195,326

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Services & Supplies	266,114	454,336	4,639,705	2,279,445
Other Charges	3,200,000	—	—	—
Fixed Assets - Equipment	35,000	27,372	—	—
Reserve/Designation Increase	4,400,000	4,400,000	3,200,000	—
Operating Transfers	—	50,000	64,742	67,153
Management Reserves	6,500,000	—	750,000	1,848,728
Total	\$ 14,401,114	\$ 4,931,709	\$ 8,654,447	\$ 4,195,326

Budget by Categories of Revenue

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	10,935,000	10,935,000	6,125,000	—
Miscellaneous Revenues	—	131,402	—	—
General Revenue Allocation	3,466,114	(6,134,693)	2,529,447	4,195,326
Total	\$ 14,401,114	\$ 4,931,709	\$ 8,654,447	\$ 4,195,326



Department Description

The County is governed by a five-member Board of Supervisors elected to four-year terms. Each Board member represents a specific geographic area (Supervisory District) of the County.

Board General Office

The Board General Office, under direction from the Clerk of the Board of Supervisors, provides support to the main reception area of the Board of Supervisors

District 1

Supervisor Greg Cox represents more than 500,000 residents of San Diego County's First District on the Board of Supervisors. The First Supervisorial District extends from the Pacific Ocean east to the Otay and San Miguel mountains and from our international border with Mexico north to the communities of Pont Loma and Ocean Beach. At the heart of the district is San Diego Bay, a 23-square mile resource for commerce, ecology and recreation. The First Supervisorial District includes the incorporated cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Golden Hill, La Playa, Barrio Logan, Nestor, Ocean Beach, Palm City, Point Loma, San Ysidro and Downtown San Diego. The district also includes the unincorporated communities of Bonita, Lincoln Acres, Otay Mesa and Sunnyside. Supervisor Cox directs a highly experienced professional staff whose fundamental mission is to make County government effective, responsible and visionary and to ensure its accessibility and responsiveness to the citizens of the First Supervisorial District. Supervisor Cox's staff assist him in policy development, research, analysis and review of County budget and operations. The District 1 budget reflects the appropriate professional staffing level for policy analysis and constituent services as well as the operation of an active student intern opportunity program. Since

joining the Board of Supervisors, Supervisor Cox has been strongly committed to increasing public safety resources, reforming San Diego County's welfare system, promoting the interests of children, youth and families, supporting the County's foster teens through projects like the San Pasqual Academy, protecting San Diego's beaches and bays, preserving open space and providing recreational opportunities through the creation of Otay Valley Regional Park, and the expansion of Sweetwater Regional Park, Tijuana River Valley Regional Park and the Bayshore Bikeway.

District 2

The Second Supervisorial District, represented by Dianne Jacob, contains the bulk of the remaining unincorporated areas within the County of San Diego, covering more than 2,000 square miles, geographically the largest of the five supervisorial districts with 550,000 residents. The district includes the cities of Poway, El Cajon, La Mesa, Lemon Grove, Santee and the communities of Allied Gardens, Del Cerro, Grantville and Rolando in the City of San Diego; the unincorporated communities of Alpine, Boulevard, Campo, Casa de Oro, Crest, Cuyamaca, Dehesa, Descanso, Dulzura, Granite Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Julian, Lake Morena, Lakeside, Mount Laguna, Mount Helix, Pine Hills, Pine Valley, Potrero, Ramona, Rancho San Diego, San Pasqual, Santa Ysabel, Shelter Valley, Spring Valley, Tecate and Vallecitos; as well as the Indian Reservations of Barona, Campo, Cosmit, Cuyapaipe, Inaja, Jamul, LaPosta, Manzanita, Mesa Grande, Santa Ysabel, Sycuan and Viejas. Because of the large unincorporated areas in the Second District



where residents rely on County Government for most or all local government services, residents have more contact and request more services from their County Supervisor than in more urbanized districts.

District 3

District Three Supervisor Pam Slater represents more than 650,000 residents. The district extends from Mission Beach to Carlsbad, to Rancho Santa Fe, Olivenhein and Tierrasanta. The office budget reflects staffing commensurate with the size of the district, its population growth and the myriad of services provided to the constituents. The budget also reflects a quality service relationship with the Third District's population. District Three requires diverse services and professional skills by the members of the Third District staff. The district is molded by a multitude of factors, including a wide variety of industry, education, environmental issues and research facilities, retail, farming, the highest concentration of tourism, five city governments and the unincorporated area. The district office reflects the business, education, environmental concerns and population diversity of the district. District Three is a growing, vibrant area. Population growth can be attributed to not only climate and lifestyle, but to the many economic opportunities available. County government must do its share to promote quality of life through economic prosperity, environmental protection and appropriate services such as parks and libraries.

District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically-diverse district in San Diego County. More than 500,000 people reside in the district, which encompasses a majority of the City of San Diego. Since his election to the Board of Supervisors in 1994, Supervisor Roberts has focused on a wide variety of issues — from improving the plight of foster children and protecting the public's

safety, to making sure that the County remains one of the best managed counties in the nation. Because most of the Fourth Supervisorial District is located within the City of San Diego, the bulk of municipal services, like street improvements, trash collection and tree trimming fall under the jurisdiction of the San Diego City Council. The Board of Supervisors is responsible for services that are more regional in nature, such as public health, public assistance, air quality, water quality, probation, and operating the jail system. The County's Fourth Supervisorial District spans almost 70 square miles, extending north to Clairemont, west to Pt. Loma, east to Spring Valley, and south to Paradise Hills. The district also includes the neighborhoods of Bay Park, Chollas View, City Heights, East San Diego, Encanto, Hillcrest, Kearny Mesa, Kensington, La Presa, Linda Vista, Loma Portal, Midway, Mission Hills, Mission Valley, Montgomery Field, Morena, Normal Heights, North Park, Oak Park, Old Town, Serra Mesa, Skyline, South Park, Talmadge Park, and University Heights. Points of interest within the district include Old Town State Historic Park, Balboa Park and the world-famous San Diego Zoo.

District 5

The Fifth District is represented by Supervisor Bill Horn. The district covers the northern most area of San Diego County and stretches from the wave-swept sands of the Oceanside Coast to the pine-topped hills of the Palomar Mountain Range and beyond to the expanses of the Borrego Desert. The district, with more than 1,860 square miles, is a vast resource of nature, industry and agriculture. More than 615,226 people reside in the Fifth District and efficient service is top priority for Supervisor Horn. Staff assist with research, development and analysis of the County budget, operations and policies in addition to responding to the needs of constituents. Within the Fifth District are the cities of Carlsbad (north of Palomar Airport Road), Escondido, Oceanside, San Marcos, and Vista as well as having the



unincorporated communities of Bonsall, Borrego Springs, DeLuz, Eden Valley, Fallbrook, part of Harmony Grove, Hidden Meadows, Jesmond Dene, Lake Hodges, Lake San Marcos, Lake Wohlford, Lilac, Morrettis, Oak Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley, Rainbow, Ranchita, San Luis Rey, San Pasqual, Sunshine Summit, Twin Oaks Valley, Valley Center, Warner Springs and Winterwarm. In addition to the unincorporated areas, the district also has

the Indian Reservations of LaJolla, Los Coyotes, Mesa Grande, Pala, Pauma, Rincon, San Pasqual, and Santa Ysabel. Also within the district boundaries are vast areas of National Forest, State Park lands, the United States Naval Weapons Station at Fallbrook and the San Diego Wild Animal Park.



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Board of Supervisors Dist. #1	11.00	11.00	11.00
Board of Supervisors Dist. #2	12.00	12.00	12.00
Board of Supervisors Dist. #3	12.00	12.00	12.00
Board of Supervisors Dist. #4	12.00	12.00	12.00
Board of Supervisors Dist. #5	13.00	13.00	13.00
Board of Supervisors General Office	2.00	2.00	2.00
Total	62.00	62.00	62.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Board of Supervisors Dist. #1	\$ 754,615	\$ 675,865	\$ 784,799	\$ 784,799
Board of Supervisors Dist. #2	765,000	745,273	810,000	810,000
Board of Supervisors Dist. #3	765,000	712,644	820,000	820,000
Board of Supervisors Dist. #4	727,848	679,380	784,799	784,799
Board of Supervisors Dist. #5	854,465	769,678	854,465	854,465
Board of Supervisors General Office	436,362	461,081	520,171	520,171
Total	\$ 4,303,290	\$ 4,043,923	\$ 4,574,234	\$ 4,574,234

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 3,870,617	\$ 3,524,189	\$ 4,105,332	\$ 4,105,332
Services & Supplies	432,673	519,734	468,902	468,902
Total	\$ 4,303,290	\$ 4,043,923	\$ 4,574,234	\$ 4,574,234

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	—	—	50,000	50,000
General Revenue Allocation	4,303,290	4,043,923	4,524,234	4,524,234
Total	\$ 4,303,290	\$ 4,043,923	\$ 4,574,234	\$ 4,574,234



Department Description

The Assessor is mandated by the Constitution of the State of California to establish values and maintain records on all taxable property within the boundaries of the County of San Diego, including maintaining maps of all real property parcels. The Recorder is mandated by the Government Code to examine, record, index, and archive records submitted for recordation or filing and to make available to the public all records in the custody of the Recorder. The Clerk is mandated by the Government Code to issue and maintain a record of fictitious business names, to issue marriage licenses, offer civil marriage ceremonies, and to provide certified copies of vital records including birth certificates.

Mission Statement

To have fair and uniform assessments of all property, to obey and fully implement all property tax laws and to provide prompt and courteous service to the public. To provide for the orderly and expeditious recordation, archiving and retrieval of all records submitted using automation, wherever appropriate, to increase productivity and efficiency and to provide for the efficient distribution of copies of vital records immediately upon receiving a request from a member of the public.

2000-01 Accomplishments

- With the continuing boom in the real estate market, coupled with timely appraisals, the assessed valuation for property within the County of San Diego is expected to increase by nearly 9% this fiscal year.
- As a measure of success of the marriage rooms at the branch offices and Saturday services at the Kearny Mesa office, the number of marriage ceremonies performed continues to rise. Approximately 7,600 ceremonies are expected to be performed this fiscal year, an 18% increase over last year.
- Implemented a new E-commerce function that permits the public to search and order recorded documents over the Internet.

- Acquired a building and relocated the El Cajon branch office from a leased office into a County owned office building.
- Began construction of a new Chula Vista branch office on the South Bay Regional Center property to enable the branch office to move from a leased office into a County owned office building.

2001-03 Objectives

Fiscal Stability

- Complete construction of and relocate the Chula Vista branch office.
- Eliminate office leases by acquiring buildings for the Kearny Mesa and San Marcos branch offices.
- Continue to maintain a high level of customer satisfaction.
- Expand services by offering document recording services at the El Cajon and Chula Vista branch offices.

Technology

- Assist in the process to obtain a new integrated Property Tax system.
- Implement a seamless on-line electronic recording system by 2003.



- Continue converting various microfilm and hard-copy documents into digital images. An estimated four million images will be converted during 2001-2002.
- Implement 'weddings on the web' at the CAC with possible future expansion to other branch offices.
- Expand services and information available to the public over the Internet.

Changes from 2000-01 Adopted

Expenditures and Revenue

- Includes a \$500,000 in one time costs for the development of a new recording system funded by the Recorder's Modernization trust fund.

- The cost for leased space has been reduced by \$207,000 due to the purchase of a building for the El Cajon branch office and the planned completion by the fall of 2001 of a new building for the Chula Vista branch office.
- Includes additional funds to cover an expected 150% increase that has occurred in gas and electric costs over the last ten months.
- Includes a projected 6% increase in document recording revenues due mainly to an expected increase in the refinancing of home mortgages.

Staffing

- Adds one Audit-Appraiser Specialist and one Audit Supervisor funded by AB-719 State/County Property Tax Administration Program to handle an increased work load.

Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Assessment Appeals Cases Completed	7,000	2,900	3,000	3,000
Business Audits Performed	850	731	875	900
Number of Documents Recorded/Examined	775,000	818,028	780,000	775,000
Recorded Documents and Vital Records copied	180,000	280,276	200,000	200,000
Fictitious Business Name Filings	34,500	34,236	34,500	34,000



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Property Valuation ID	291.50	293.50	293.50
Recorder/Clerk	117.50	119.00	119.00
Public Information Services	19.50	19.50	19.50
Management Support	18.00	17.00	17.00
Total	446.50	449.00	449.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Property Valuation ID	\$ 22,643,083	\$ 20,000,885	\$ 23,093,782	\$ 23,695,925
Recorder/Clerk	8,354,276	8,513,258	9,404,727	9,590,357
Public Information Services	1,055,854	960,759	1,442,786	1,363,189
Management Support	2,237,930	2,520,688	2,335,084	2,372,608
Total	\$ 34,291,143	\$ 31,995,592	\$ 36,276,379	\$ 37,022,079

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 22,968,499	\$ 22,301,691	\$ 24,331,021	\$ 25,446,721
Services & Supplies	11,107,644	9,433,659	11,405,358	11,250,358
Fixed Assets - Equipment	215,000	260,241	540,000	325,000
Total	\$ 34,291,143	\$ 31,995,592	\$ 36,276,379	\$ 37,022,079

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Licenses Permits & Franchises	415,000	462,795	435,000	440,000
Charges For Current Services	23,897,908	25,666,841	24,629,085	24,443,785
Miscellaneous Revenues	25,000	11,948	25,000	25,000
General Revenue Allocation	9,953,235	5,854,008	11,187,294	12,113,294
Total	\$ 34,291,143	\$ 31,995,592	\$ 36,276,379	\$ 37,022,079



Department Description

The Treasurer-Tax Collector provides investment, banking, and other financial services to public agencies located within the County of San Diego and collects all local property taxes. The office manages the Treasurer's \$2.7 billion investment fund, bills and collects \$2 billion in property taxes annually, establishes and maintains all banking relationships for the County, administers the County's Deferred Compensation Plans, and serves as Paying Agent and Fiscal Agent for various local agency bond issues. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the County's Retirement System Board.

Mission Statement

To provide the citizens, agencies and employees of San Diego County with superior financial services in terms of quality, timeliness, efficiency and value while maintaining the highest levels of customer service and satisfaction.

2000-01 Accomplishments

- Collected 98.47% of secured taxes and 99.01% of unsecured taxes.
- Maintained an AAA/V1+ rating from Fitch for the Treasurer's Investment Pool.
- Obtained an additional AAAs/S1 rating from Standard & Poor's for the Treasurer's Investment Pool.
- Increased the yield on the Treasurer's Pooled Money Fund by 100 basis points.
- Issued the first pooled Tax and Revenue Anticipation Notes (TRANS) with local K-12 school districts saving school districts over \$133,000.
- Obtained one of the lowest TRANS borrowing rates in California.
- Increased revenue for the County, cities, schools and special districts by mailing tax bills early.
- Increased customer counts and property tax collections at all three branch offices.
- Upgraded the automated phone system.
- Provided on-line access to Housing and Community Development mobile home titles.
- Implemented the first phase of the mail extraction system upgrade dramatically increasing the speed of processing tax payments.
- Re-engineered the Assessment Appeal Board approved refund process reducing manual labor and increasing the speed of processing refunds.
- Designated selected libraries as last minute drop off points for property tax payments during the April collection period.
- Provided the Tax Tent and credit card payment stations at the CAC.
- Completed the reorganization of the Department providing a one-stop shop with no wrong door and world-class customer service.
- Maintained position as the largest Discover Card property tax processor in the United States.
- Conducted San Diego's first tax sale e-auction on-line.
- Became the first County in the United States to offer a 401(a) Deferred Compensation Plan to employees opening over 7,500 new accounts.
- Increased participation in the 457 Deferred Compensation Plan adding over 850 accounts.



- Raised \$700 for the Polinsky Children's Center and \$500 for St. Vincent de Paul selling popcorn and from employee donations during the December collection period.
- Completed a baseline Activity Based Cost analysis to support process improvement.
- Implemented a Performance Measurement System with Key Performance Indicators supporting continuous improvement and innovation.
- Obtained a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.
- Add a Spanish option to the Integrated Voice Response System.
- Redesign the Department website to provide expanded information and ease of use.
- Upgrade the SUNGARD Financial System as part of the Financial Enterprise Resource Plan implementation.
- Respond to customer e-mails within 24 hours.

2001-03 Objectives

Fiscal Stability

- Provide world-class customer service while continuing to collect over \$2 billion in property taxes for the County, cities, schools and local agencies.
- Collect 98% of secured taxes and 99% of unsecured taxes.
- Mail tax bills sooner to facilitate earlier payments.
- Continue automation of mail extraction and remittance processing systems to process payments faster.
- Continue to expand payment options for citizens.
- Open a fourth Branch Office in Kearny Mesa to improve customer service and convenience.
- Increase bankruptcy collections through improved processes and increased legal filings.
- Increase Uniform Tourist Tax collections by using random audits.
- Maintain the current AAf/S1 rating from Standard & Poor's for the Investment Pool.

Technology

- Expand the capabilities of the automated cashiering system at branch offices.

Human Resources Modernization

- Increase the participation of employees in the 457 and 401(a) Deferred Compensation Plans by 500 accounts.
- Prepare and distribute a Deferred Compensation Handbook to all employees.
- Expand Deferred Compensation information on the Web.
- Expand investment educational opportunities for employees.

Changes from 2000-01 Adopted

Expenditure and Revenue

- Adds \$180,000 in one time costs fully funded with management reserves for the conversion of the Department website to meet the new County Standard.
- Adds \$125,000 in one time costs fully funded with management reserves for General Services Internal Service Fund support for document imaging.
- Adds \$15,000 to support the Department Employee Recognition Program.

Staffing

- Adds \$38,330 for one Senior Specialist in Treasury Accounting fully funded with increased program revenue and reduced services and supplies expenditures to handle increased work volume related to customer service processes in a timely manner.



- Adds \$76,660 for two Senior Specialists in Tax Collection fully funded with increased program revenue to open a fourth Branch Office in Kearny Mesa with the Assessor.

Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Secured Taxes Collected (\$ Millions)	2,131	2,265	2,303	2,489
Unsecured Taxes Collected (\$ Millions)	110	123	117	124
Rate of Return on Investment Pool (%)	6.00%	6.37%	4.50%	5.00%
Deferred Compensation Accounts	18,500	19,538	20,000	20,500
Customer Satisfaction Ratings (1-5)	4.4	4.8	4.5	4.6

Taxes collected and rate of return on the Investment Pool are key performance indicators for the Tax Collection and Treasury programs respectively. These measures are strongly affected by economic conditions. The County receives about 14% of taxes collected with the majority going to schools, cities, and special districts.



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Treasury	39.00	40.00	40.00
Tax Collection	73.00	75.00	75.00
Administration - Treasurer / Tax Collector	8.00	8.00	8.00
Total	120.00	123.00	123.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Treasury	\$ 4,697,400	\$ 3,133,128	\$ 4,903,953	\$ 4,292,944
Tax Collection	6,133,489	5,339,426	6,830,150	6,917,203
Administration - Treasurer / Tax Collector	776,960	686,256	787,530	809,306
Total	\$ 11,607,849	\$ 9,158,812	\$ 12,521,633	\$ 12,019,453

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 5,737,373	\$ 5,084,077	\$ 6,277,633	\$ 6,546,037
Services & Supplies	5,737,756	3,988,651	6,111,280	5,340,696
Fixed Assets - Equipment	132,720	86,083	132,720	30,000
Management Reserves	—	—	—	102,720
Total	\$ 11,607,849	\$ 9,158,812	\$ 12,521,633	\$ 12,019,453

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	160,000	160,000	474,200	299,200
Fines Forfeitures & Penalties	609,000	763,165	649,246	664,525
Charges For Current Services	5,696,299	6,465,504	5,733,864	5,050,405
Intergovernmental Revenue	—	22,371	—	—
Miscellaneous Revenues	35,512	101,419	35,512	35,512
General Revenue Allocation	5,107,038	1,646,353	5,628,811	5,969,811
Total	\$ 11,607,849	\$ 9,158,812	\$ 12,521,633	\$ 12,019,453



Department Description

The Chief Administrative Office is responsible for implementing the policy directives of the Board of Supervisors and managing the day-to-day operations and functions of County Government. The Chief Administrative Office includes the Chief Administrative Officer, Assistant Chief Administrative Officer, and a small support staff. The Offices of Strategy and Intergovernmental Affairs and Internal Affairs are included within this Office.

Mission Statement

Through implementing the Board of Supervisors' policy directives and effectively managing the day-to-day operations and functions of County Government, provide the residents of San Diego County with superior services in terms of quality, timeliness and value in order to improve the region's Quality of Life.

2000-01 Accomplishments

Sustained Business Principles

- Balanced prudent cash reserves with operational needs.
- Maintained the County's favorable credit rating of AA-, maintained the AAA/V1+ rating of the County's investment pool, and increased the yield on the Treasurer's Pooled Money Fund by 100 basis points.
- Developed a five-year Strategic Plan to define long-term goals under the structure of the strategic initiatives.
- Strengthened operational and project management risk identification.
- Eliminated the County's deferred major maintenance backlog.

Focused On Employees

- Worked diligently towards reestablishing trust and open communications with employees.

- Engaged employees in process improvement efforts at all levels of the County.
- Expanded the Countywide training and benefits program.
- Developed a Management/Leadership Academy.
- Completed training of all employees in the concepts of diversity and focused recruitment efforts towards under-represented groups of our workforce.
- Modernized workplace environments to enhance employee safety, comfort, and productivity.

Promoted Healthy Communities

- Linked 50,000 uninsured children to comprehensive primary and preventive health care.
- Implemented a new chronic disease management program for County Medical Services patients with diabetes and a centralized toll-free phone number for patient eligibility appointments.
- Achieved an 11% increase in foster care retention rates as a result of aggressive and proactive training of social workers and foster parents.
- Expanded alcohol and drug treatment services throughout the county.
- Completed the facility and program design for San Pasqual Academy for foster youth and prepared for the scheduled September 2001 opening.
- Provided job retention services for Welfare to Work participants and worked towards removing barriers that discourage CalWORKs clients to obtain gainful employment.



- Implemented the Children's Mental Health Services Initiative for Seriously Emotionally Disturbed children and adolescents and expanded school-based mental health services.
- Completed childcare system Managed Competition and transitioned administration to the County workforce.

Addressed Major Public Safety Issues

- Provided exceptional, comprehensive services for the victims of the Viejas Fire and Santana and Granite Hills High School shootings.
- Finalized the transition plan for the District Attorney's Child Support Enforcement Program to become an independent County Department.
- Coordinated the implementation of the Drug Offender Accountability and Treatment Project to expand drug court principles throughout the Criminal Justice system and prepared for the implementation of Proposition 36, a voter approved drug treatment initiative.
- Developed plans to close the Camp West Fork Probation facility and directed the estimated \$2.2 million annual savings to the operation of the East Mesa Juvenile Hall upon opening in Fiscal Year 2003-2004.
- Completed the development of INFOTECH to integrate criminal justice databases.

Enhanced Community Quality of Life

- Completed one branch library, began construction on four additional branch libraries and established pre-teen and teen programs in five branch libraries.
- Continued work on General Plan 2020 planning process.
- Developed an expenditure plan for Water and Park Bond Act funds.

- Purchased land to expand the County's Multiple Species and Open Space Preserve programs and expanded local recreation opportunities by completing 14 additional park improvement projects.
- Improved relations with Indian tribal bands and negotiated agreements to obtain \$14.6 million for road improvements to mitigate casino traffic impacts.
- Enhanced stormwater quality efforts.
- Completed the Regional Clean Water Strategic Plan.
- Did not exceed the federal one-hour ozone standard during 2000.

Focused on Strategy and Intergovernmental Affairs

- Worked with local legislators to aggressively pursue the County's legislative priorities.
- Expanded outreach efforts to cities, local agencies and organizations to address regional problems such as clean water, access to healthcare and energy.

Continued Customer Service Enhancements

- Improved customer service through the use of technology in the areas of e-commerce, interactive voice recognition and automated call distribution.
- Implemented a customer-focused redesign of the County's web site.
- Included customer service goals in all employees' Quality First plans.
- Conducted Countywide Customer Satisfaction Surveys, Mystery and Telephone Shopper Surveys, and interactive surveys on the County's web site and monitored results and continuous improvement strategies.

Improved General Administration

- Successfully implemented Proposition A (Full Disclosure in County Contracting Charter Amendment).



- Implemented an AutoCallDistribution at the Registrar of Voters providing improved election information to candidates and the public.
- Supported the Board of Supervisors in implementing policy directives and responding to citizen inquiries.
- Implemented a revised schedule for operational deliverables to better reflect and institutionalize the General Management System.

Continuous Improvement

- Diligently monitored energy crisis related industry and legislative developments, implemented County-wide conservation educational programs and expanded lighting retrofits.
- Managed the Redistricting process based on 2000 census data.
- Completed significant Information Technology infrastructure upgrades as part of the outsourcing contract with Pennant Alliance.
- Concluded the first phase of the Enterprise Resource Planning (ERP) projects for financial, human resource, and performance management systems.
- Established the Department of Purchasing and Contracting to focus on supplying the services and material necessary for e-government to successfully develop within the County's business model.

2001-03 Objectives

Fiscal Stability

- Balance prudent cash reserves with operational needs to preserve the County's stability and fiscal health.
- Maintain or improve the County's favorable bond ratings for credit and the Treasurer's Investment Pool.
- Complete Tobacco Securitization to limit the long-term risk and ensure enhancements to health and wellness programs.

- Reduce departmental overhead and reinvest savings into front-line services.
- Develop a comprehensive plan for improved asset and liabilities management.
- Implement the new Government Accounting Standards Board 34 financial reporting model that includes detailed identification and inventory of material assets.

Crime Prevention

- Expand the Drug Court system and fully implement Proposition 36.
- Establish a creative funding strategy for alcohol and drug treatment resources for adolescents, including residential treatment.
- Expand domestic violence response teams and provide timely assistance to elder abuse victims through emergency call centers.
- Strengthen the links between the juvenile correctional system and Children's Mental Health services.
- Promote more cohesive communities and neighborhood revitalization through the Building Blocks for Better Neighborhood programs.
- Ensure a smooth transition of the Child Support Function from the District Attorney to a separate department within the Public Safety Group.
- Begin construction on the new East Mesa Juvenile Hall and develop a staffing plan.

Environment

- Implement the Regional Clean Water Strategy to improve the county's water quality.
- Work towards completion of General Plan 2020 and a new Zoning Ordinance.
- Continue work on an inclusive County Transportation Strategy that is coordinated with General Plan 2020.



- Continue habitat preservation efforts to protect endangered species including property acquisition in the MSCP approved area and maintenance in the MSCP preserves.
- Ensure compliance with emission control programs.
- Form strategic alliances with corporations and businesses to achieve a business friendly environment and create and retain jobs in the region.
- Pursue enabling legislation so that a regional entity may provide gas and utility services directly to the residents of San Diego County via a Municipal Utility District.
- Stabilize the County's agricultural economic element by maximizing state and federal funding opportunities for emergency and catastrophic losses.

Self Sufficiency

- Open the San Pasqual Academy as a stable, nurturing environment for foster youth starting in September 2001.
- Initiate a legislative strategy to increase State financial participation to ensure a level of care provided to seniors and disabled individuals.
- Implement the Public Authority for the Employee of Record for In-Home Supportive Services.
- Enhance child welfare services to meet the emotional and developmental needs of abused and neglected children.
- Strengthen and sustain County and community sponsored efforts to fully immunize children by age two.
- Expand services for working families who are making the transition from welfare to work.
- Develop additional transitional housing opportunities and services for emancipated foster youth, reunifying parents, seniors, victims of domestic violence and Section 8 population.

- Promote Internet access through the Futures Foundation and supervised programs at County Libraries as tools to improve learning and literacy.

Health and Wellness

- Streamline the eligibility process for Medi-Cal and Healthy Families programs with web-based technology to ensure eligibility residents can access these programs.
- Implement the Board approved expansion of County Medical Services to provide additional county residents with access to healthcare.
- Develop incentives for small business owners to provide health benefits to employees and their families.
- Expand mental health services for children and adolescents.
- Continue to support organized Labor representatives in efforts to secure necessary one-time and ongoing funding for Edgemoor Hospital.
- Collaborate with community partners to promote wellness including teen smoking prevention, better nutrition and early detection of chronic diseases.
- Collaborate with community partners and government to strengthen protection against bio-terrorism and other biological threats to health.

Technology

- Leverage the County's new technology infrastructure and capability to implement e-commerce and web-based solutions (i.e. Jail Information Management Systems, Probation Case Management System, replacement of the Buy-net system and on-line surplus property auction).
- Successfully implement the Performance Management, Human Resources and Financial Enterprise Resource Planning tools.
- Implement a single, integrated e-mail system throughout the County.



- Explore and utilize new technologies such as wireless and document imaging to provide cost effective business solutions.
- Explore feasibility of new electronic voting system.
- Investigate alternatives for a new Property Tax System.
- Analyze all County department telephone processes and reengineer where appropriate to take advantage of new telephone system functionality to include Automatic Call Distribution, Interactive Voice Response and Auto Attendants.

Human Resources Modernization

- Perform a comprehensive review of the County's classification system and develop an implementation plan.
- Continue and refine the Management Leadership Academy.
- Coordinate the development of Personal Development Plans and Executive Development Plans for all employees with the County's diversity initiatives and employee development catalog.

Workplace Improvement

- Finalize plans for the conversion of the County Administration Center parking lots into scenic parkland.
- Continue to explore funding alternatives for building a new North County Animal Shelter and complete rebuilding of the new Central Shelter which was destroyed by fire.
- Complete construction on the Valley Center, Rancho San Diego, Spring Valley and Cardiff branch libraries.
- Implement a structured major maintenance program for all County facilities to prevent future backlogs.
- Employ energy conservation measures in County facilities to reduce demand by 10%.

- Investigate best practices, develop and adopt ergonomically correct employee workstation and workplace standards.
- Emphasize employee workplace injury prevention education and improvements.

Regional Leadership

- Work cooperatively with other local governments and agencies to address regional issues such as transportation, land use planning and affordable housing.
- Maximize opportunities to expand San Diego County's role and influence in statewide forums to promote Board policies.
- Provide a leadership role in addressing the region's energy crisis and lead by example in energy conservation efforts.
- Successfully conduct the March 5, 2002 Gubernatorial Primary Election incorporating the new federal, state and local electoral district boundaries to be established by the redistricting process.

Continuous Improvement

- Continue to foster trust and open communications with employees.
- Work with our local legislators to aggressively pursue additional discretionary revenue for service enhancements and project existing State and federal revenue sources.
- Develop performance measurements to assess performance in the delivery of County services.
- Ensure Quality First and Operational Incentive Plan goals are aligned with the County's Strategic Plan.
- Utilize employee process improvement teams to achieve the County's strategic initiatives.
- Continue to monitor and improve customer service using customer satisfaction surveys, Mystery Shoppers, phone surveys and other means.



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- Expand County Television Network access and programming to better communicate County services.
 - Continue to monitor the results of the Pet Project 2000 and promote responsible pet ownership.



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Executive Office	10.00	10.00	10.00
Office of Intergovernmental Affairs	5.00	5.00	5.00
Internal Affairs	4.00	4.00	4.00
Total	19.00	19.00	19.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Executive Office	\$ 1,418,505	\$ 1,372,233	\$ 1,503,119	\$ 1,508,592
Office of Intergovernmental Affairs	1,086,860	998,595	1,156,104	1,160,748
County Memberships and Audit	683,201	489,340	683,201	683,201
Internal Affairs	295,800	—	308,580	310,428
Total	\$ 3,484,366	\$ 2,860,169	\$ 3,651,004	\$ 3,662,969

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 1,665,740	\$ 1,444,617	\$ 1,766,419	\$ 1,778,384
Services & Supplies	1,782,999	1,415,509	1,848,958	1,848,958
Other Charges	8,000	42	8,000	8,000
Management Reserves	27,627	—	27,627	27,627
Total	\$ 3,484,366	\$ 2,860,169	\$ 3,651,004	\$ 3,662,969

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Charges For Current Services	49,826	37,013	49,826	49,826
Intergovernmental Revenue	19,200	—	19,200	19,200
Miscellaneous Revenues	—	632	—	—
General Revenue Allocation	3,415,340	2,822,524	3,581,978	3,593,943
Total	\$ 3,484,366	\$ 2,860,169	\$ 3,651,004	\$ 3,662,969



Department Description

With the twin overriding principles of fiscal integrity and customer service, the Auditor and Controller Department has four primary responsibilities. First, in accordance with the County Charter and generally accepted accounting principles, the department maintains accounts for the financial transactions of all departments and of those agencies or special districts whose funds are kept in the County Treasury. The department performs independent, objective, and cost-effective audit services. Also, the department furnishes customer focused financial decision-making support to the Board of Supervisors and the Chief Administrative Officer, and advances the goals and visions of the Board utilizing the County's Strategic Plan and the General Management System. Finally, the department provides cost effective and efficient professional collections and accounts receivable management services to maximize recovery of monies due the County. We are the leading financial management resource of the County, and our long-term objective is to widen our role of controller into provider of value-added financial services.

Mission Statement

To achieve our vision that we are a national leader in providing government financial services, we will provide our customers with superior financial service in terms of quality, timeliness, value, and fiscal integrity to enable them to plan for and achieve their goals.

2000-01 Accomplishments

- Facilitated the development and implementation of the Countywide five-year Strategic Plan.
- Prepared and communicated the audit work plan to the Chief Administrative Office and Board of Supervisors Audit Sub-Committee.
- Fully participated in the Enterprise Resource Planning (ERP) system development projects as sponsor, project team members, and subject matter experts.
- Commenced the Operations Readiness initiatives in anticipation of the ERP systems implementation.
- Closed Fiscal Year-end books on August 10, 2000.
- Increased on-line information available to the public/taxpayer, taxing agencies, and the business community.

- Fostered trust and open communications with Department employees.
- Implemented and refined the Countywide Information Technology Chargeback System

2001- 03 Objectives

Fiscal Stability

- Provide value-added information and services to meet operational, regulatory, and business requirements of our customers.
- In collaboration with the Agency/Groups, balance prudent cash reserves with operational needs to preserve the County's stability and fiscal health.
- Maintain the County's favorable bond rating.
- Reduce departmental overhead and reinvest savings into front-line services.
- In collaboration with the Agency/Groups, develop a comprehensive plan for improved asset and liabilities management.
- Implement the new GASB 34 financial reporting model that includes detailed identification and inventory of material assets.

Technology



- Successfully implement the Financial, Human Resources, and Performance Management Enterprise Resource Planning tools.
- Explore and utilize new technologies such as document imaging to provide cost effective business solutions.

Human Resources Modernization

- Work with the Department of Human Resources to recruit and retain the highest caliber employees (the best and brightest).
- Develop the knowledge base and guide the orientation of Department employees to meet future needs, including review of job classifications, diversity, and employee and executive development.
- Achieve an overall improvement in employee satisfaction.

Continuous Improvement

- Develop performance measurements to assess performance in the delivery of Auditor & Controller services.
- Continue to monitor and improve customer service using customer satisfaction surveys, Mystery Shoppers, telephone surveys, and other means.

Changes from 2000-01 Adopted

Staffing:

- The responsibility for Countywide Position Control will move to the Department of Human Resources with the implementation of the new HR system. Two staff years that are involved in Position Control maintenance were transferred to the Department of Human Resources for these duties.
- Four staff years are deleted from Accounting and Fiscal Control in anticipation of the Oracle implementation.
- Five positions (4.25 staff years) are added to provide support, ongoing maintenance and accounting for the Oracle Financial System.
- Three staff years of Cashiers were added to provide cashiering, payment identification and processing services at each of the Revenue and Recovery branch and satellite locations.
- One staff year of System Administrator and two staff years of support staff were added for the implementation and support of Performance Measurement Countywide.
- One staff year for Department website Administrator was added.
- One staff year for Countywide Payroll processing and time collection duties associated with the PeopleSoft implementation was added.



Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Implement GASB 34	N/A	N/A	Implemented	Implemented
Complete 100% of Mandated Audits	100%	100%	100%	100%
Implement ERP's	N/A	N/A	Implemented	Implemented
Achieve An Accuracy Rate of 100% for Property Tax Bills, Roll and Tax Apportionments	100%	100%	100%	100%
Maintain County Bond Rating	AA-	AA-	AA-	AA-



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Audits	22.00	22.00	22.00
Office of Financial Planning	15.00	19.00	19.00
Accounting and Fiscal Control	113.00	110.00	110.00
Revenue & Recovery	111.00	114.00	114.00
Administration	30.25	34.00	34.75
Total	291.25	299.00	299.75

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Audits	\$ 1,923,935	\$ 1,620,419	\$ 2,071,726	\$ 2,143,553
Office of Financial Planning	1,268,593	2,108,663	1,981,720	1,811,577
Accounting and Fiscal Control	5,569,512	8,936,757	5,464,663	5,734,966
Revenue & Recovery	5,626,834	6,890,678	7,533,042	7,675,097
Administration	13,057,948	6,360,203	14,199,143	13,683,200
Total	\$ 27,446,822	\$ 25,916,721	\$ 31,250,294	\$ 31,048,393

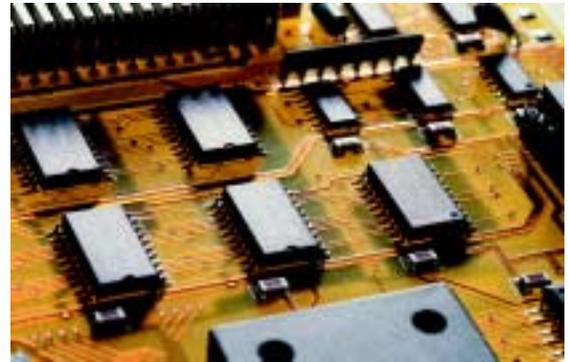
Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 14,041,683	\$ 14,224,643	\$ 16,300,281	\$ 16,646,328
Services & Supplies	12,392,910	11,628,497	13,937,784	13,389,836
Other Charges	149,900	94,309	149,900	149,900
Expend. Transfers & Reimbursements	—	(30,729)	—	—
Management Reserves	862,329	—	862,329	862,329
Total	\$ 27,446,822	\$ 25,916,721	\$ 31,250,294	\$ 31,048,393



Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	945,000	945,000	2,098,550	795,000
Revenue Use of Money & Property	—	12	—	—
Charges For Current Services	4,645,175	4,921,335	5,475,175	5,475,175
Intergovernmental Revenue	125,000	262,770	125,000	125,000
Miscellaneous Revenues	395,500	642,735	395,500	395,500
Other Financing Sources	25,000	—	25,000	25,000
General Revenue Allocation	21,311,147	19,144,869	23,131,069	24,232,718
Total	\$ 27,446,822	\$ 25,916,721	\$ 31,250,294	\$ 31,048,393



Department Description

The County Technology Office ensures the County's Information Technology (IT) and telecommunications needs are met by overseeing the Pennant Alliance contract and provides strategic direction, operational planning, and support to user departments.

Mission Statement

Ensure that technology drives the County's continuing move to better, faster, cheaper government

2000-01 Accomplishments

- Provided IT and telecommunications support to County business operations.
- Implemented the Chargeback System to assist in providing departments with Pennant Alliance contract billing information.
- Over 5,000 new computers were installed at County workstations.
- Over 18,000 phones were replaced, and a new telephone network established.
- By mid-year, Pennant Alliance was meeting all 14 critical service levels set by the County.
- Over 1,500 old County computers were donated to the San Diego Futures Foundation.
- A new high speed Wide Area Network was established, and all major County sites connected.
- Several new business applications throughout the county were implemented.
- The first phases of all three Enterprise Resource Planning systems were completed.
- Established new IT and e-mail policies and procedures.
- Completed detailed security and application assessments.

2001-03 Objectives

- Accelerate residents' access to County information and services by implementing a world-class website and capability by December 2001.
- Oversee and provide direction on the implementation of the Microsoft Windows 2000 enterprise operating system and the migration to the Microsoft Exchange e-mail system by December 2002.
- Oversee implementation of all three Enterprise Resource Planning systems.
- Oversee and provide direction on the completion of the wide area network and telecommunications system by December 2001.
- Oversee and provide direction on the refresh of all County desktops by December 2002
- Oversee implementation of major new applications, including those in Probation, Housing and Community Development, Public Defender, Alternative Public Defender, Health and Human Services, Superior Court, Public Works, General Services, Assessor, and Revenue and Recovery
- Establish a Countywide Document Management standard and master service agreement with a major Document Management vendor.
- Continue to develop and recommend strategic technical plans, application and system requirements, and architectural and security plans.
- Contribute to the success of the Health and Human Services Agency's San Pasqual Academy by ensuring technology is appropriately deployed.

Technology



- Successfully transition the Department of Child Support Enforcement to the IT Outsourcing vendor.
- Work with the IT Provider to reengineer business processes and perform change management activities to maximize efficiencies and cost savings.
- By December 2001, ensure all departments have reviewed and implemented IVR and call distribution capabilities available in the new telephone system.
- Monitor IT Provider's compliance with contract provisions and Minimum Acceptable Service Levels (MASLs), with all Minimum Service Levels being regularly met by July 2001.
- Provide leadership within California and the US by helping other governments benefit from San Diego County's IT outsourcing experience.

Changes from 2000-01 Adopted

- **Staffing**—Two Administrative Analyst positions will provide administrative support to the County Technology Office including the IT Internal Service Fund.
- **Expenditures/Revenues**—The IT Internal Service Fund reflects an increase of approximately \$25 million. This increase reflects changes that have been requested by County departments for IT services such as application maintenance and development, telecommunications, desktop computing, mainframe computing power, and other costs associated with implementing the Enterprise Resource Planning systems. In addition, the increase includes costs related to the development of a “Web Portal”, which will provide constituents with a complete view of all County Web services through a single “gateway”.



Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
APAR rating green or better	N/A	74%	80%	90%
Percentage of Critical MASLs met	N/A	89%	90%	95%
Percentage of MASLs met	N/A	75%	80%	90%
CTO Office customer survey average rating	N/A	N/A	3.5	4.0
Number of telephones replaced	18,000	18,000	1,000	0
Number of conversions to Outlook e-mail	10,000	1,000	7,500	500
Number of desktop PCs replaced	3,000	5,000	4,000	4,000
Percent of network migrated to new technology	100%	90%	100%	100%

* APAR = monthly customer evaluation by department representatives

* MASL = Minimum Acceptable Service Level



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
CTO Office	19.00	21.00	19.00
Total	19.00	21.00	19.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
CTO Office	\$ 7,630,486	\$ 7,228,001	\$ 6,849,225	\$ 6,806,187
Information Technology Internal Service Fund	111,056,425	105,837,853	136,526,251	104,209,751
Total	\$ 118,686,911	\$ 113,065,854	\$ 143,375,476	\$ 111,015,938

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 1,854,296	\$ 1,867,863	\$ 2,390,779	\$ 2,216,076
Services & Supplies	116,332,615	111,197,991	140,638,697	108,453,862
Management Reserves	500,000	—	346,000	346,000
Total	\$ 118,686,911	\$ 113,065,854	\$ 143,375,476	\$ 111,015,938

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	4,424,793	1,663,233	5,033,000	418,000
Charges For Current Services	68,968,708	69,346,882	92,313,536	92,313,536
Intergovernmental Revenue	10,664,917	13,171,698	11,332,215	10,744,215
Miscellaneous Revenues	—	71,247	—	—
Other Financing Sources	28,920,800	23,497,100	28,790,500	1,527,000
General Revenue Allocation	5,707,693	5,315,694	5,906,225	6,013,187
Total	\$ 118,686,911	\$ 113,065,854	\$ 143,375,476	\$ 111,015,938



Department Description

The Civil Service Commission (CSC) is designated by the County Charter as the administrative appeals body for the County in personnel matters. The CSC is comprised of five citizens appointed by the Board of Supervisors and is supported by a small staff.

Mission Statement

To protect the merit basis of the personnel system through the exercise of the Commission's Charter-mandated appellate and investigative authority.

2000-01 Accomplishments

- Followed specific Court orders regarding disciplinary transfers.
- Followed specific Court orders regarding disputes between law enforcement officers and the Citizens' Law Enforcement Review Board.
- Conducted Countywide workshop on performance appraisals.
- As the County's judicial body for personnel matters, the Civil Service Commission is responsible for causing all County entities to comply with legal and ethical matters. All of the Commission's orders were enforced in 2000-2001.
- Before, during, and after each hearing or investigation the fairness, efficiency, and effectiveness of the process were assessed in order to make better decisions.
- The Commission prepared detailed and precise decisions which were thoroughly reviewed by individual Commissioners, Commission staff, and County Counsel resulting in the production of accurate and legally sound decisions, thereby significantly reducing potential litigation against the County. All decisions were made taking into consideration County liability, due process, and

fairness. During 2000-2001 fewer than 5% of Commission decisions were litigated. This aggressive approach resulted in the Courts' affirmation of 90% of the Commission's decisions.

- The Commission was accessible to provide immediate services to its customers via modern technology as well as having an open door for customers to be received as their needs required. Results of a customer survey indicate that 99% of customers are very pleased with the Commission and staff.
- The Executive Officer communicated effectively and regularly with Civil Service Commissioners as well as with all customers and organizations served by the Commission.
- The Commission continued to automate while at the same time delivering personal service to its customers.
- Expanded distribution of agendas and minutes electronically.

2001-03 Objectives

Fiscal Stability

- All decisions made by the Commission will take into consideration County liability, due process, and fairness. During 2001-2003 fewer than 5% of Commission decisions will be litigated. This aggressive approach will result in the Courts' affirmation of 90% of the Commission's decisions.

Human Resources Modernization



- Work with the Department of Human Resources and County Counsel to improve policies and procedures relating to the Civil Service Commission.
- Schedule mandated hearings within a month after receiving appeals.
- Process findings and proposed decisions for public meeting within three weeks of hearing.
- Same day response to public, department, or employees' inquiries.

Regional Leadership

- The Executive Officer will communicate effectively and regularly with the Civil Service Commissioners.

Technology

- The Commission will be accessible to provide immediate services to its customers via modern technology as well as having an open door for customers to be received as their needs require. A customer survey will be distributed to monitor and maintain customer satisfaction.

Changes from 2000-01 Adopted

- Salaries and Benefits reflect an increase of 8% primarily because of increases in salary ranges.
- Services and Supplies increase 18% because of previous under-funding.

Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Mandated Commission Hearings	45	35	40	40
Investigations	10	10	11	11
Staff Review / Recommendations	330	407	332	332



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Civil Service Commission	4.00	4.00	4.00
Total	4.00	4.00	4.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Civil Service Commission	\$ 341,523	\$ 319,564	\$ 374,359	\$ 388,359
Total	\$ 341,523	\$ 319,564	\$ 374,359	\$ 388,359

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 286,891	\$ 260,438	\$ 311,021	\$ 320,102
Services & Supplies	48,399	59,125	57,105	62,024
Management Reserves	6,233	—	6,233	6,233
Total	\$ 341,523	\$ 319,564	\$ 374,359	\$ 388,359

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Charges For Current Services	31,031	24,647	31,031	31,031
General Revenue Allocation	310,492	294,917	343,328	357,328
Total	\$ 341,523	\$ 319,564	\$ 374,359	\$ 388,359



Clerk of the Board of Supervisors



Department Description

The Executive Officer acts as the administrative head of the Department, serves as the Clerk of the Board of Supervisors and performs duties as provided in the Government Code and formal orders of the Board of Supervisors. He serves as the administrative officer of four Assessment Appeals Boards, as filing officer for economic disclosure statements, Deputy Secretary of the County Housing Authority, Clerk of the Air Pollution Control Board, and various other special districts and committees. The Department administers the Board General Office and manages over \$12 million of budgets and trust accounts as well as the 18-acre County Administration Center, a designated Federal historic landmark, which includes over 360,600 square feet of building space. Four program areas are included within the Department: Executive Office, Public Services, Legislative Services and CAC Facilities Services. The department's commitment to continuous improvement is reflective of a team that welcomes challenges, works toward a common goal, maintains a positive attitude toward everyone's ideas, builds morale internally, communicates openly, develops its members' skills while teaching and learning from one another, embraces the diversity of its members, uses resources wisely and shares pride in its accomplishments as well as celebrating its successes.

Mission Statement

To provide consistently excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner.

2000-01 Accomplishments

Improved service by maximizing automation:

- Developed automatic salary expenditure and leave balance report for Board Offices;
- Provided timely input and responsive review of IT application deployment and transition milestones;
- Organized office space to accommodate new equipment and procedures;
- Implemented the Document Management System;
- Electronically distributed Board Minute Orders;
- Reformatted section procedures and published on the Intranet;
- Enhanced automation for the Board of Supervisors Land Use Agenda;

- Provided standardized Assessment Appeals application form and informational booklet on the Internet;
- Linked the Assessment Appeals application to the County web page;
- Installed facilities maintenance software.

Improved training, communication, and customer service:

- Reorganized staffing structure to provide more effective and efficient service to customers;
- Career Development Management and Tracking Program developed;
- Leadership Program developed;
- Handbook developed for Board staff; resources of the Department promoted in a public relations outreach project;
- Implemented new employee orientation;
- Surveyed County department heads regarding their use of Clerk of the Board Intranet/Internet sites and suggestions for improvement;
- Conducted employee satisfaction survey;



- Updated AAB Rules of Procedure;
- Increased Notary Public agents and passport acceptance training to provide better customer service;
- Implemented public relations outreach project;
- Provided advanced technical and safety training for facilities' staff, accomplished emergency safety planning for County Administration Center;
- Upgraded microfiche viewing equipment.
- The only County department to receive a 100 percent satisfaction rating for three surveys in a row for the CAO's Countywide customer surveys.

Improved and maintained the County Administration Center:

- Refurbished and improved HVAC systems in various mechanical rooms;
- Refurbished restrooms, elevator interiors, outdoor planter beds, East Plaza fountain, terrazzo in stairwell risers, and other public areas;
- Supported and coordinated Capital Improvement Projects and office renovation projects;
- Completed various mechanical, plumbing, and electrical projects;
- Installed projection screens, security cameras, and sidewalk in northwest lawn.

2001-03 Objectives

Fiscal Stability

- Reduce maintenance related costs of the Clerk of the Board Assessment Appeals system.
- Reduce ongoing maintenance costs of hard copy public records.
- Increase revenue through additional notaries public.
- Expand advertising campaign to increase the volume of passport applications and notary public services provided.

Technology

- Make the agenda more easily accessible prior to Board Meeting.
- Expand use of the Document Management System to make official documents available to the Public electronically.
- Develop automated database of customer service activities.
- Implement procedure to electronically distribute agenda backup to General Services.
- Develop Document Management System "Marketing Brochure" and "Quick Reference Guide".
- Develop plan for acceptance of Assessment Appeals applications filed electronically, utilizing electronic signatures.
- Utilize the Document Management System to store electronic departmental documents that require additional security and publish the room reservation schedule for the County Administration Center.
- Develop plan for the Tax Collector to update property tax notice forms with Clerk of the Board web information.
- Place Department's Employee Policy Manual on Intranet.
- Publish Quarterly Newsletter on Intranet.
- Improve communications equipment and standardize equipment operation procedures.

Workplace Improvement

- Expand the employee Resource Library.
- Improve the physical layout of clerical and records area.
- Complete office space refurbish project.
- Improve the physical layout of the Board General Office.
- Complete maintenance and upgrade projects as planned for the County Administration Center and gardens.

Continuous Improvement



-
- Develop a directory for Clerk of the Board staff and Board staff.
 - Ensure program processes are consistent with the Department's 2000 reorganization
 - Increase staff technical and safety training
 - Increase cross training to assure staff exposure to all departmental functions

Regional Leadership

- Promote the historical significance of the County Administration Center through sales of memorabilia.
- Produce a "Department Public Information Guide".
- Advertise art displays in the County Administration Center.

- Sponsor training event for County departmental volunteer coordinators.
- Implement an Outreach Program throughout all County departments.

Changes from 2000-01 Adopted

- As part of the Department's continuous improvement process, the separately identified Assessment Appeals section was merged into the Legislative Services section.
- The increase in cost of salaries is linked to the cost of living increase provided to employees Countywide.
- Projected revenues are higher due to the success of the Department's Passport acceptance and Notary Public programs.



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Legislative Services	7.00	10.00	10.00
CAC Facilities Services	10.00	12.00	12.00
Assessment Appeals	5.00	—	—
Public Services	10.00	10.00	10.00
Executive Services	5.00	5.00	5.00
Total	37.00	37.00	37.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Legislative Services	\$ 426,297	\$ 440,384	\$ 765,103	\$ 812,389
CAC Facilities Services	2,550,889	3,412,288	2,739,911	2,831,300
Assessment Appeals	256,250	208,758	—	—
Public Services	512,469	678,377	711,402	739,338
Executive Services	834,296	868,877	566,824	573,518
Total	\$ 4,580,201	\$ 5,608,685	\$ 4,783,240	\$ 4,956,545

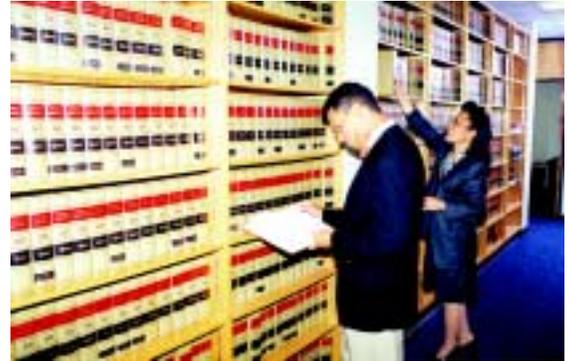
Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 1,867,162	\$ 1,673,077	\$ 1,939,142	\$ 2,029,221
Services & Supplies	2,691,788	3,946,610	2,822,847	2,906,073
Fixed Assets - Equipment	—	16,565	—	—
Expend. Transfers & Reimbursements	(25,000)	(27,567)	(25,000)	(25,000)
Management Reserves	46,251	—	46,251	46,251
Total	\$ 4,580,201	\$ 5,608,685	\$ 4,783,240	\$ 4,956,545



Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Charges For Current Services	45,650	184,869	72,750	72,750
Miscellaneous Revenues	40,170	44,075	40,170	40,170
General Revenue Allocation	4,494,381	5,379,741	4,670,320	4,843,625
Total	\$ 4,580,201	\$ 5,608,685	\$ 4,783,240	\$ 4,956,545



Department Description

The San Diego County Charter provides that the County Counsel serves as the civil legal advisor for the County and represents the County in all civil actions by and against the County, its officers, boards, commissions, and employees. County Counsel also provides legal advice and other legal services to the Board of Supervisors, County officers, departments, boards, commissions, courts, and certain county school districts and special districts. Services to school and special districts, including litigation are provided on a fee basis. Through its Claims Division, the Office of County Counsel administers public liability claims and employees' lost property claims. County Counsel also represents the Health and Human Services Agency in juvenile dependency matters.

Mission Statement

To deliver the highest quality legal services to our clients as efficiently and economically as possible in order to facilitate the achievement of the goal of County government to better serve the residents of San Diego County.

2000-01 Accomplishments

- Prevailed in over 95% of all cases filed against the County that have been decided by a court or jury (not including cases on appeal).
- Prevailed in 12 out of 13 Court of Appeal cases.
- Prevailed in over 99% of all juvenile dependency petitions that were subjected to a contested hearing.
- Prevailed in over 92% of juvenile dependency cases in the Court of Appeal.
- Arranged for the County to receive free legal services valued at over \$100,000 through the Pro Bono Conservatorship Program in which private law firms contribute their services to handle conservatorship trials for the County.
- Obtained over \$2 million from insurance carriers to cover various liabilities facing the County where the issue of coverage was in dispute with the insurance companies.
- Updated the "County Counsel Legal Guide for County Departments," which provides a comprehensive guide to County Officials on how to best utilize the legal services of County Counsel, and how to avoid certain legal risks. The Legal Guide also provides helpful legal tips on selected subjects of significant interest to County Officials.
- Distributed bulletins to appropriate County officials under the "County Counsel Special Bulletin Program" that informs and advises County officials of new laws or court rulings that have a significant impact on County operations.
- Provided monthly Training Programs to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate against legal risk.
- Provided quarterly trainings to Health and Human Services Agency Social Workers to assist them in the performance of their duties in working with children and families.



2001-03 Objectives

Fiscal Stability

- Continue providing the monthly County Counsel Training Program to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate against legal risk.
- Provide quarterly training to Social Workers to assist them in the performance of their duties in accordance with state law.
- Provide contract risk management assistance through increased participation in the County's Contract Business Plan Review/Project Management Review (CBPR/PMR) process.
- Continue to identify and aggressively pursue insurance coverage where applicable to cover County liability.

Environment

- Continue to work closely with the Department of Environmental Health to insure full compliance with the State and federal requirements governing the County's Stormwater program.

Continuous Improvement

- Update County Counsel Legal Guide for County departments to assist them in responding to a variety of selected legal issues.
- Continue County Counsel Special Bulletin Program to inform County officials of new developments involving court rulings and new legislation.

Changes from 2000-01 Adopted

- The increase in Salary & Benefit expenditures is due to cost of living adjustments and the addition of one Special Assistant County Counsel position and two new Senior Deputy County Counsel positions to provide exclusive legal services to the Health and Human Services Agency and to the Land Use & Environment Group. These positions are offset by cost applied and revenue reallocations from these departments. There is also an additional paralegal position to provide exclusive legal services for the Inactive Waste Site Program which will provide offsetting revenue in FY01/02 and FY02/03.



Performance Measures

	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
Percent of Board of Supervisors short term assignments that will be completed by the established due date	100%	100%	100%	100%
Percentage of County departments short term assignments that will be completed in 30 days and long term assignments that will be completed by the established due date	85%	90%	90%	90%
Percentage of all draft Environmental Impact Reports (EIRs) that will be reviewed within 30 days	100%	100%	100%	100%
Percent of Juvenile Dependency petitions in which County Counsel will prevail	96%	99%	96%	96%
Percent of Juvenile Dependency appeals and writs in which County Counsel will prevail	94%	94%	94%	94%



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
County Counsel	130.00	133.00	133.00
Total	130.00	133.00	133.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
County Counsel	\$ 12,859,063	\$ 12,565,173	\$ 14,080,371	\$ 14,379,598
Total	\$ 12,859,063	\$ 12,565,173	\$ 14,080,371	\$ 14,379,598

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 11,193,883	\$ 11,159,736	\$ 12,189,811	\$ 12,543,069
Services & Supplies	1,528,462	1,432,087	1,727,599	1,672,368
Fixed Assets - Equipment	—	33,878	30,000	31,200
Expend. Transfers & Reimbursements	(117,215)	(60,529)	(120,972)	(120,972)
Management Reserves	253,933	—	253,933	253,933
Total	\$ 12,859,063	\$ 12,565,173	\$ 14,080,371	\$ 14,379,598

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	—	—	450,972	333,811
Charges For Current Services	3,087,560	3,184,627	3,001,620	3,220,461
Intergovernmental Revenue	131,290	131,334	150,700	134,457
Miscellaneous Revenues	110,000	384,591	100,750	113,300
General Revenue Allocation	9,530,213	8,864,621	10,376,329	10,577,569
Total	\$ 12,859,063	\$ 12,565,173	\$ 14,080,371	\$ 14,379,598



Department Description

The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. The DHR serves as the in-house human resource consultant to the Chief Administrative Officer, executive staff, and County departments. Activities are diverse, including classification, compensation, recruitment, and selection for all County jobs. Additional responsibilities include: administration of employee benefits programs; workers' compensation and unemployment insurance programs; employee training programs; negotiation of labor contracts; administration of employee incentive and career development programs.

Mission Statement

To provide strategic human resource services that are effective, efficient and professional.

2000-01 Accomplishments

- Finalized the Human Resources Modernization Initiative, which is one of the nine Countywide interrelated initiatives in the Strategic Plan.
- Successfully negotiated 5-year contracts covering over 12,000 County employees and 4-year contract extension for the Deputy Sheriffs and District Attorney Investigators covering an additional 2,500 employees.
- Completed the following aspects of the ERP PeopleSoft Implementation: (A) Concluded Solution Demonstration Labs; (B) Designed and documented new business practices, processes and procedures, including: (1) consolidation of forms, (2) enhanced reporting tools and reports, (3) class title naming conventions, (4) enhanced leave tracking capability, and, (5) enhanced position management tools and procedures; and, (C) Initiated user acceptance testing and end-user training.
- Streamlined and enhanced the County's business practices in the area of position management. Made changes to the County's Compensation Ordinance and established PeopleSoft as the system of record for all funded positions, thereby eliminating redundant systems and reducing duplicative effort.
- Developed business rules for modifications, variable entry and other personnel rules to comply with PeopleSoft implementation.
- Transferred all recruitments and employment lists to SIGMA Applicant Tracking System to provide departments with lists of qualified applicants in a more timely manner.
- Actively contributed to the County's internet strategy development plan and published several PeopleSoft HR forms available for Countywide use on the internet.
- Developed the prototype database tracking system for a future electronic Classification Activity Request (CAR) submittal system.
- Implemented a variety of voluntary benefit programs such as long term care and group auto/home insurance that will give employees a number of options to meet their specific needs.
- Provided flu shots to County employees at no cost.
- Opened a full-service human resources satellite office in Escondido.
- In accordance with Countywide and departmental goals, coordinated the training of 100% of the employee population in diversity concepts.



- Implemented a “Leadership Academy” pilot program and graduated 24 participants on June 1, 2001.
- Extended the contract for Countywide Project Management Training. Increased class size from 20 to 25 and offered this training on a full cost recovery basis.
- Updated the Countywide Injury, Illness Prevention Program and distributed to departments.
- Redesigned the County’s dental program to increase services and value.
- Provided training on revised forms related to pre-employment and fitness for duty medical examinations.
- Developed and implemented tools to assist departments in the assessment of medical restrictions for job accommodation consideration.
- Enhanced the County’s diversity efforts by speaking to over 5,000 applicants in over 35 job fairs.
- Implemented a “hiring hall” concept to assist with filling clerical vacancies.
- Established a web-based Countywide training catalog by coordinating and standardizing non-technical program offerings and developing processes for ongoing program development.
- Increased Employee Development Division career development workshop participation by 295% to 943 participants from 239 participants in FY 99-00.
- Purchased and installed video-conferencing equipment to enable employees to participate in job related trainings, seminars, hearings and interviews located elsewhere.
- Completed implementation, review and finalization of fiscal year 2000-01 Operational Incentive Plan.
- Successfully implemented the second year of the Quality First Program.
- Administered the fourth annual Countywide Employee Satisfaction Survey.
- Reconfigured Open Enrollment forms and mailed materials to employees’ homes.
- Reduced evaluation time and backlog in the Do It Better By Suggestion (DIBBS) program.

2001-03 Objectives

Human Resources Modernization

- Complete and implement the PeopleSoft system and the HR/Payroll ERP Countywide, including user acceptance testing and end-user training.
- Identify business practices that may be streamlined to provide faster service to departments requesting recruitment and/or classification studies.
- Initiate a comprehensive classification study.
- Issue a Request for Proposals (RFP) to develop and implement Countywide executive leadership development training programs. Conduct two leadership academies per fiscal year.
- Develop and identify resources to support a Supervisory Academy.
- Begin the implementation of Personal Development Plans Countywide.
- Increase efficiency in recruitment and selection processing through SIGMA/PeopleSoft.
- Implement on-line, downloadable job applications.
- Develop an electronic Classification Activity Request (CAR) submittal system, which will include the attachments normally required with CAR.
- Schedule and implement a “Clerical Hiring Hall” in Fall 2001 and Spring 2002.
- Develop a recruitment CD/web card to promote the County of San Diego and direct potential employees to our web page.
- Continue diversity recruitment strategies by participating in Job Fairs and college, university and military outreach.
- Ensure Quality First and Operational Incentive Plan goals are aligned with the County’s Strategic Plan.



- Continue to monitor and improve customer service.
- Identify return on investment savings achieved through use of video-conferencing equipment.
- Continue Leveraging Diversity training for new employees.
- Continue new employee orientation training.
- Issue additional Request for Proposals (RFP) to develop and implement comprehensive Countywide management/supervision training, business skill training, and group and personal effectiveness training.
- Remodel DHR Room 207 to enhance customer service and improve work flow.
- Two additional positions to support the on-going oversight and maintenance of PeopleSoft and to provide enterprise-wide support.
- Two positions transferred from the Auditor and Controller to the Department of Human Resources associated with the transfer of responsibility for Position Management.
- One new position for the Labor Relations Division to address a workload increase associated with the United Domestic Workers contract.
- One new position for the Recruitment and Selection Division to support Countywide recruitment.

Workplace Improvement

- Develop and implement strategies to reduce work-related injuries to include presentations on risk mitigation and ergonomic and/or repetitive motion injury prevention.

Fiscal Stability

- Establish a baseline of information regarding office-related injuries to measure the impact of office modernization on the rate and nature of workers' compensation claims.

Changes from 2000-01 Adopted

Staffing:

In order to meet current demand for services and to assume new responsibilities associated with the strategic initiative of modernizing human resources, additional staff were added as follows:

- Four backfill positions, for one year only, to implement PeopleSoft HR/Payroll ERP.

These increases will bring the County's HR staffing ratio closer to the national average for similar sized counties, thereby enabling the Department of Human Resources to better meet customer needs.

Expenditures:

- Budgeted expenditure increases reflect staffing and salary changes, one time costs associated with the ERP Countywide end-user training, workplace improvements, and additional one time and on-going resources needed to achieve Human Resources modernization in the area of recruitment.

Revenue:

- Increased revenues from the Employee Benefits Internal Service Fund and from Flex Forfeitures are associated with increased costs in Employee Benefits and Risk Administration.
- General Fund fund balance savings were used to fund the ERP Countywide end-user training (\$300,000).



Performance Measures	2000-01 Adopted	2000-01 Actual	2001-02 Projected	2002-03 Projected
% Of Recruitments Promulgated Within Targeted Time Frame	*	67%	80%	85%
% Of Classification Activity Requests Completed Within Prescribed Time Frame	*	78%	80%	85%
Overall Satisfaction Rating with Training Programs Offered by Employee Development	94%	93.02%	95%	95%
The Ratio of Workers' Compensation Cases Closed Per Number of Cases Open	1.05:1	1.06:1	1:1	1:1
% Of Grievances Appealed to Arbitration Without Recourse to Hearings	0%	0%	10%	10%

*New measure. Data not available.



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Department of Human Resources	114.00	124.00	120.00
Total	114.00	124.00	120.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Department of Human Resources	\$ 13,376,781	\$ 11,031,268	\$ 15,042,304	\$ 13,939,521
Total	\$ 13,376,781	\$ 11,031,268	\$ 15,042,304	\$ 13,939,521

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 7,102,194	\$ 6,826,245	\$ 7,995,299	\$ 7,828,878
Services & Supplies	6,119,827	4,050,937	6,553,053	5,926,691
Fixed Assets - Equipment	308,000	182,666	340,000	30,000
Expend. Transfers & Reimbursements	(461,144)	(28,580)	—	—
Management Reserves	307,904	—	153,952	153,952
Total	\$ 13,376,781	\$ 11,031,268	\$ 15,042,304	\$ 13,939,521

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	1,041,952	1,041,952	1,588,904	79,480
Charges For Current Services	352,000	349,682	383,817	383,817
Intergovernmental Revenue	—	880	—	—
Miscellaneous Revenues	5,652,499	4,641,389	6,052,439	6,199,080
General Revenue Allocation	6,330,330	4,997,365	7,017,144	7,277,144
Total	\$ 13,376,781	\$ 11,031,268	\$ 15,042,304	\$ 13,939,521



Department Description

The Department of Media and Public Relations (DMPR) was established by the Board of Supervisors in 1997. Funded by cable television franchise fees, the department ensures that information about County issues, programs, and services moves quickly and accurately to the public, employees, and news organizations. The department is responsible for oversight of all County communications, including media relations, news releases, newsletters, publications, and special events, as well as operation and programming for the County’s government access cable television channel, CTN – County Television Network. The Department also administers the County’s franchise agreements with cable television companies operating within unincorporated communities.

Mission Statement

To increase public awareness of and confidence in County government by using all mediums to provide clear, accurate, timely information on County issues, programs and services.

2000-01 Accomplishments

- Expanded information available to the public on CTN – County Television Network with new innovative, award-winning programs focused on County programs, services, issues and the unique communities and diverse population of San Diego County.
- Obtained significant free publicity for CTN resulting in a 300% increase in web site hits and corresponding increase in viewers.
- Updated and expanded the content on the Department and CTN web sites & obtained a new web address, www.ctn.org, to make the web sites easier to find and use.
- Negotiated the County’s first new cable television franchise agreement in over ten years. Benefits include increased choices and marketplace competition for customers; revenue in the form of a

four-year, \$300,000 technology grant; and a newly-revised, up-to-date ordinance and rate structure for use in future franchise negotiations.

- Worked with the County Technology Office and Pennant Alliance to offer Internet streaming of Board of Supervisors’ meetings, using audio and video feed from CTN – County Television Network broadcasts.
- Provided communication support to ERP program, producing materials that keep County employees informed of the program’s benefits and status.
- Provided communications and media relations support to multiple county departments during local emergencies.
- Continued to educate the public and employees about County programs through media relations support & media training; through the award of five video grants to non-profit groups; through production of special events and conferences; and the publishing of 12 issues of County News newsletter.
- Streamlined two internal support services (Service Awards & TV news clips) using Process Improvement Teams to increase efficiency and improve service to customers.



- Modernized the Board of Supervisors' Chambers Multimedia system, allowing the public, Supervisors, and staff to better view multimedia presentations.

2001-03 Objectives

Regional Leadership

- Using all mediums (cable television, web, media relations, and publications), ensure that information is available to the public on the County's regional leadership efforts.
- Continue to develop best-in-class programming and operational policies for CTN – County Television Network, to further establish CTN as a leader in the field of government access cable television.

Self Sufficiency

- Work in partnership with County departments, managers, and the Board of Supervisors to ensure that information is available to the public via CTN, media outreach, publications, and the Internet on County programs and efforts that promote self-sufficiency

Health and Wellness

- Work in partnership with County departments, managers, and the Board of Supervisors to ensure that information is available to the public via CTN, media outreach, publications, and the Internet on County programs and efforts that promote health and wellness.

Crime Prevention

- Work in partnership with County departments, managers, and the Board of Supervisors to ensure that information is available to the public via CTN, media outreach, publications, and the Internet on County programs and efforts that promote crime prevention.

Technology

- Work in partnership with County departments, managers, and the Board of Supervisors to ensure that information is available to the public on County efforts to use technology and the Internet to improve efficiency and enhance government services.
- Identify opportunities for automation within CTN and Department operations and use new technology, wherever possible, to streamline and upgrade services.

Environment

- Work in partnership with County departments, managers, and the Board of Supervisors to ensure that information is available to the public via CTN, media outreach, publications, and the Internet on County programs and efforts that protect and enhance the environment.

Workplace Improvement

- Reevaluate all Department work sites and remodel where necessary to improve efficiency, productivity, and safety.
- Increase training and cross-training opportunities for Department staff in areas that enhance product quality and customer service.
- Ensure that employees have access to the equipment they need to produce high-quality products that meet customer needs.

Human Resources Modernization

- Work in partnership with County departments, managers, and the Board of Supervisors to ensure that information is available to the public via CTN, media outreach, publications, and the Internet regarding the County's fiscal disciplines, programs and efforts to modernize human resources systems.



Changes

- The addition of one staff year will provide audio-visual and presentation support at meetings held at the County Administration Center. This level of service is now required to support the increasing use of new communication technology and to minimize the risk associated with multiple parties operating expensive equipment.
- Fixed assets include an automated playback system for County Television Network (CTN). By automating this function, the department will be

able to reduce the amount of staff time required for programming and redirect these resources to front-line services. By taking advantage of new technology in this area, CTN will also have increased programming flexibility and will be able to change or add programming more quickly, resulting in better service to the public. This one-time purchase will be funded with one-time technology grant revenue from Western Integrated Network (WIN) provided for in their franchise agreement with the County.



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Media & Public Relations	21.00	22.00	22.00
Total	21.00	22.00	22.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Media & Public Relations	\$ 1,841,761	\$ 1,723,845	\$ 2,381,090	\$ 2,048,003
Total	\$ 1,841,761	\$ 1,723,845	\$ 2,381,090	\$ 2,048,003

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Salaries & Employee Benefits	\$ 1,388,921	\$ 1,374,757	\$ 1,554,647	\$ 1,586,353
Services & Supplies	392,866	347,882	426,969	437,176
Fixed Assets - Equipment	35,500	1,205	187,500	—
Operating Transfers	—	—	187,500	—
Management Reserves	24,474	—	24,474	24,474
Total	\$ 1,841,761	\$ 1,723,845	\$ 2,381,090	\$ 2,048,003

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	24,474	(247,060)	211,974	24,474
Licenses Permits & Franchises	1,817,287	1,866,537	1,916,874	1,956,376
Revenue Use of Money & Property	—	97,140	—	—
Charges For Current Services	—	624	—	—
Miscellaneous Revenues	—	6,604	—	—
Other Financing Sources	—	—	252,242	67,153
General Revenue Allocation	—	—	—	—
Total	\$ 1,841,761	\$ 1,723,845	\$ 2,381,090	\$ 2,048,003



County Administration Center Major Maintenance



Department Description

Established by the Board of Supervisors in December 1997, this program supports major maintenance projects at the County Administration Center. Under direction of the Clerk of the Board of Supervisors and in consultation with CAC tenant departments, projects are established to maintain the infrastructure of this historic building and grounds

Mission Statement

To provide major maintenance services to common areas of the County Administration Center.

2000-01 Accomplishments

- Service elevator mechanical upgrade
- Fire alarm system replaced
- Repair / replace broken sidewalk areas around the CAC
- Creation of additional conference room space within the CAC
- Replacement of electrical ground fault relays
- Replace loading dock driveway

2001-03 Objectives

Fiscal Stability

- Replace outdated air handling units with energy efficient units
- Complete energy efficiency lighting sensor / timer project

Workplace Improvement

- Repair / replace exterior perimeter drainage system
- Repair west entrance stairway
- Complete hallways / restrooms refresh project

Changes from 2000-01 Adopted

- The major maintenance program at the CAC reflects an increase of \$548,000.



Staffing by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Total	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
CAC Major Maintenance	\$ 1,585,453	\$ 1,696,598	\$ 2,133,800	\$ 2,133,800
Total	\$ 1,585,453	\$ 1,696,598	\$ 2,133,800	\$ 2,133,800

Budget by Categories of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Services & Supplies	1,585,453	1,696,598	2,133,800	2,133,800
Total	\$ 1,585,453	\$ 1,696,598	\$ 2,133,800	\$ 2,133,800

Budget by Categories of Revenues

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Fund Balance	1,451,653	1,451,653	—	—
Revenue Use of Money & Property	13,800	14,162	13,800	13,800
General Revenue Allocation	120,000	230,783	2,120,000	2,120,000
Total	\$ 1,585,453	\$ 1,696,598	\$ 2,133,800	\$ 2,133,800

Capital Program

Capital Program

Capital Program Summary



Capital Program



The Capital Program consists of five funds. The first two funds, the County Health Complex and the Criminal Justice Facilities, contain budgets for lease-payments, land acquisitions, and capital projects related to the Rosecrans Health Complex, and Criminal and Justice related facilities.

The third fund, the Capital Outlay Fund, includes lease purchases, land acquisitions, and capital projects, which do not fall into the previous two program categories.

The fourth fund, the Library Project Fund, was established in Fiscal Year 1999–2000 for the acquisition and construction of libraries throughout San Diego County. The County Board of Supervisors committed funding for this program with \$7.5 million per year of General Fund revenue over a two year period.

The fifth fund, the Edgemoor Development Fund, was established in 1979 for the use, development, and disposition of the 325 acre Edgemoor site property.

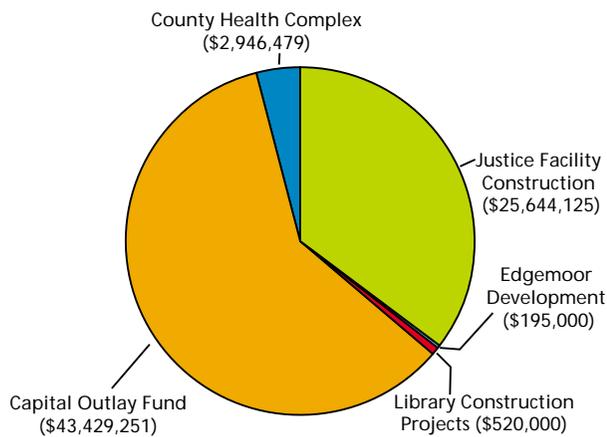
Revenues from leases and future sale of land are intended to assist in the planning process for the Edgemoor property and the financing of needed public facilities.

The Community Services Group, Department of General Services, annually prepares a Capital Improvement Plan (CIP) that includes a comprehensive listing of all capital projects, leases, major maintenance, and public works projects over the next five years.

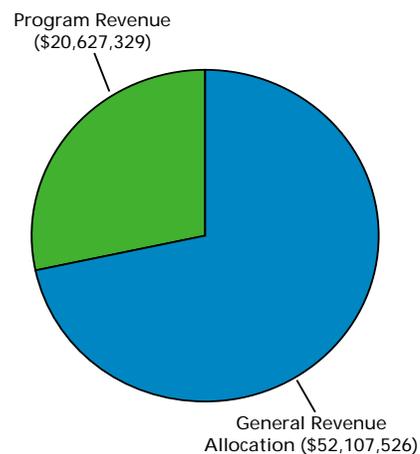
Using the CIP as the starting point for the capital program, new capital projects are budgeted in the year they are initiated. Any amounts remaining at the end of the fiscal year are encumbered and automatically rolled over into the next fiscal year until the project is completed.

The following tables provide information for the five Capital Programs followed with a list of the current outstanding Capital Projects.

FY 2001–2002 Capital Program



FY 2001–2002 Revenue Source





Capital Program

Budget by Fund

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Capital Outlay Fund	\$ 36,560,414	\$ 43,429,257	\$ 32,912,240
Justice Facility Construction	28,994,523	25,644,125	26,323,847
County Health Complex	13,437,423	2,946,479	3,898,215
Library Projects	10,862,030	520,000	—
Edgemoor Development	185,000	195,000	195,000
Total	\$ 90,039,390	\$ 72,734,855	\$ 63,329,302

Budget by Category of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Lease Payments	\$ 68,077,370	\$ 58,774,029	\$ 60,434,302
Capital Projects	19,077,020	11,065,826	—
Land Acquisition	2,700,000	2,700,000	2,700,000
Services and Supplies	185,000	195,000	195,000
Total	\$ 90,039,390	\$ 72,734,855	\$ 63,329,302



Budget by Category of Revenue

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
AB189	\$ 6,333,644	\$ 6,632,196	\$ 6,425,689
Aid from Redevelopment Agency	800,000	800,000	800,000
Rent	634,006	616,363	625,848
Charges to Other Districts	1,103,373	1,094,169	1,103,373
Interest Earnings	7,000	10,000	10,000
Fund Balance	104,268	137,314	136,361
General Revenue Allocation	75,743,784	52,107,526	52,888,420
Fed Aid-HUD Ctr/CDT-TFSC (CDBG)	320,000	765,000	—
Micrographics Fee	118,000	—	—
Op Transfer from Parkland Dedication	76,000	200,000	—
St Aid Tobacco Settlmnt	879,313	387,461	1,339,611
St Aid Public Safety Srvc Prop 172	3,870,000	—	—
Other Miscellaneous	2	—	—
Operating Transfer From Library Fund	50,000	—	—
Prop 12	—	7,000,000	—
Groups Fund Balance	—	2,984,826	—
Total	\$ 90,039,390	\$ 72,734,855	\$ 63,329,302



Capital Outlay Fund

Budget by Category of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Lease Payments	\$ 29,715,424	\$ 30,183,425	\$ 30,212,240
Capital Projects	4,144,990	10,545,826	—
Land Acquisition	2,700,000	2,700,000	2,700,000
Total	\$ 36,560,414	\$ 43,429,251	\$ 32,912,240

Projects by Category Detail

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Lease Payments			
1991 MTS Tower	\$ 2,504,770	\$ 2,589,285	\$ 2,585,194
1993 A- Starbuilders	111,943	118,770	118,638
1993 Master Refunding- South County	3,819,279	3,820,637	3,820,018
1993 Master Refunding –East County	5,080,362	5,082,170	5,081,346
1993 Master Refunding – Topaz	470,920	471,086	471,010
1993 Vista Refunding	2,850,145	2,848,345	2,848,235
1996 Motorola	3,809,204	3,986,090	3,986,090
1996 Regional Communication System	5,964,906	5,877,794	5,949,181
1997 Master Refunding	5,103,895	5,389,248	5,352,525
Capital Projects			
KK9500 Multiple Species Conservation Program	2,700,000	2,816,000	2,700,000
KN1561 Julian Jesse Martin Park	180,000	—	—
KN0553 Fallbrook Comm Ctr	70,000	—	—
KN6109 Assessor's Public Information	118,000	—	—
KN8430 No.County Kennel & Cattery	2,000,000	—	—
KN0787 Cottonwood Park Dev. Ph. 3	76,000	600,000	—
KN0788 Family Friendly Restrooms	907,665	—	—



Projects by Category Detail

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
KN8013 Jess Martin Park	50,000	—	—
KN8017 Guajome Adobe Improvements	10,000	—	—
KN0867 Agua Caliente Park Restr. m.	38,325	—	—
KN0880 Spring Valley Teen Center	30,000	190,000	—
KN0884 Lakeside Teen Ctr	275,000	—	—
KN1885 SV Comm Ctr Playgrnd Impr.	100,000	75,000	—
KN1886 Julian Memorial Park Impr.	50,000	—	—
KN1910 Old Ironsides Walkway	40,000	—	—
KN9016 Rainbow Park Phase 1	50,000	600,000	—
KN9032 Collier Park Facility Design	150,000	—	—
KA2564 Otay River Valley Acq.	—	1,000,000	—
KK1709 No. County Animal Shelter	—	1,500,000	—
KK0865 Spring Valley Teen Gym	—	400,000	—
KN0868 Collier Park Walk/Picnic Area	—	89,520	—
KN0870 Pine Valley Basketball/ Tennis	—	336,590	—
KN0873 Tijuana River Valley Sports Park	—	1,500,000	—
KN1954 Dos Picos Picnic Area	—	570,000	—
KN2955 Agua Caliente Park	—	1,100,000	—
KN2956 El Monte Park Playground	—	300,000	—
KN2957 Flinn Springs Park	—	250,000	—
KN2958 Lake Jennings Park	—	185,000	—
KN2960 Lake Morena Equipment	—	350,000	—
KN2961 Lindo Lake Park Lights	—	80,000	—
KN2962 Stelzer Park Playground	—	170,000	—
KN2963 Wm. Heise Playground	—	250,000	—



Projects by Category Detail

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
KN2965 Fallbrook Sport Park	—	500,000	—
KK2966 NCRC Fire Sprinkler System	—	136,165	—
KK2967 SCRC Fire Sprinkler System	—	122,551	—
KK2968 Cactus Park Sportfield	—	110,000	—
KN2969 Pine Valley Park Ballfield	—	15,000	—
Total	\$ 36,560,414	\$ 43,429,251	\$ 32,912,237



Justice Facility Construction Fund

Budget by Category of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Lease Payments	\$ 24,924,523	\$ 25,644,125	\$ 26,323,847
Capital Projects	4,070,000	—	—
Total	\$ 28,994,523	\$ 25,644,125	\$ 26,323,847

Projects by Category Detail

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Lease Payments			
1991 JR Burnham Buildg	\$ 704,052	\$ 651,166	\$ 732,834
1991 JR East Mesa	2,072,188	1,915,798	2,157,301
1991 JR Juvenile Hall	723,567	669,205	753,153
1993 Ridgheaven	455,052	478,783	478,228
1993 Master Refunding - East Mesa	740,046	740,307	740,188
1993 Master Refunding - Juvenile Hall	437,519	437,672	437,602
1993 Master Refunding - Clairemont Hospital	1,841,000	1,841,654	1,841,356
1993 Master Refunding - East Mesa Land	2,403,167	2,404,020	2,403,631
1993 Master Refunding - SD Muni Building	766,318	766,588	766,464
1996 North & East County Regional Center Project	1,939,606	2,847,377	2,941,430
1996 Ohio Street Lease Purchase	171,744	160,172	172,745
1997 Central Jail	5,388,343	5,381,965	5,530,558
1998 Hall of Justice	5,354,998	5,487,397	5,495,798
1999 East Mesa Refunding	1,926,923	1,862,016	1,872,559



Projects by Category Detail

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Capital Projects			
KK8044 ASTREA Pad Gillespie Field	3,870,000	—	—
KK1904 East Mesa Vehicle Impound Lot	150,000	—	—
KK1943 George Bailey Med. Exam Room	50,000	—	—
Total	\$ 28,994,523	\$ 25,644,125	\$ 26,323,847



County Health Complex Fund

Budget by Category of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Lease Payments	\$ 13,437,423	\$ 2,946,479	\$ 3,898,215
Total	\$ 13,437,423	\$ 2,946,479	\$ 3,898,215

Projects by Category Detail

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Lease Payments			
1993 Master Refunding – Health Complex	\$ 2,558,109	\$ 2,559,018	2,558,604
2000 San Pasqual Academy	\$ 10,879,314	387,461	1,339,611
Total	\$ 13,437,423	\$ 2,946,479	\$ 3,898,215



Edgemoor Development Fund

Budget by Category of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Services & Supplies	\$ 185,000	\$ 195,000	\$ 195,000
Total	\$ 185,000	\$ 195,000	\$ 195,000

Budget by Category Detail

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Professional Services	\$ 185,000	\$ 195,000	195,000
Total	\$ 185,000	\$ 195,000	195,000



Library Projects COF

Budget by Category of Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Capital Projects	\$ 10,862,030	520,000	—
Total	\$ 10,862,030	520,000	—

Budget by Category Detail

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
KL1600 Campo Library	\$ 50,000	120,000	—
KL9540 Bonita Library Construction	1,121,450	400,000	—
KL9544 Potrero Library Replacement	50,000	—	—
KL9542 Cardiff Library Construction	1,070,500	—	—
KL9022 Rancho San Diego Library	4,689,800	—	—
KL9023 Valley Center Library	3,880,280	—	—
Total	\$ 10,862,030	520,000	—



Outstanding Capital Projects By Group/ Agency

Public Safety Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4933 VISTA DF DENTAL OP	KK9033	98/99	\$ 32,000	\$ 40
4791 VISTA JAIL CHAP RMDL	KK0791	99/00	42,000	118
4856 JULIAN SUBST LND ACQ	KA0686	99/00	291,000	228
4864 SD CRTHS RPR AIR	KK1031	95/96	776,730	302
4572 MARSH-PRISONER ENCIO	KK9505	98/99	115,000	498
4601 PRETRIAL DETENTION	KK0108	95/96	82,526,789	1,988
4691 TOPAZ BLDG-FRT LOBBY	KK0691	98/99	40,000	2,000
4578 SHRF SUPPLY UNIT-REL	KK9511	98/99	9,614	3,382
4570 SDMC EXTERIOR LTG	KK9503	98/99	6,000	6,000
4671 RCS RADIO SITE UPGR	KK5015	95/96	74,743,608	7,897
4799 LAW LIBRARY ETHERNET	KK8904	97/98	97,900	12,562
4573 JUV CRT LOCK RM DIV	KK9506	98/99	21,080	21,080
4574 JUV PROB CTR KEY ACC	KK9508	98/99	24,000	23,235
4943 GRGE BAILY MED EX RM	KK1943	00/01	50,000	23,725
4798 CAMP BARRET SEC LTNG	KK8903	97/98	106,800	40,235
4913 RANCHO DEL CAMPO WW	KK9013	98/99	80,000	43,994
4740 EAST MESA RETROFIT	KK7015	96/97	300,000	46,056
4796 DESCANSO DORM 9	KK8901	97/98	66,500	46,151
4708 NO CO EXPANSION	KK0708	98/99	55,097	55,097
4571 ECMC ELECTRONIC DOOR	KK9504	98/99	60,000	60,000
4690 SBRC RELOC MOD FAC	KK0690	98/99	182,076	60,109
4634 ADULT SUPV OFC OHIO	KK6115	95/96	820,000	62,119
4698 JV HALL CLINIC MOD	KK0698	98/99	64,960	64,960
4911 JV HALL MECH RETROFT	KK9011	98/99	1,723,261	70,767
4820 EMESA PRIV DET FAC	KK8020	97/98	3,933,000	96,967
4579 SHRF FALLBROOK SUBST	KK9512	98/99	2,641,800	109,959
4576 SHRF CRIME LAB SECTY	KK9509	98/99	142,000	139,935
4904 EAST MESA VEH IMP LT	KK1904	99/00	150,000	144,603
4831 NC JUV JUSTICE HALL	KK8031	97/98	912,000	165,938
4935 CAMPO SEWER SYSTEM	KK9035	98/99	180,000	178,300
4672 RCS COMM CNTR	KK5016	95/96	10,105,461	180,729



Public Safety Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4718 DWNTN SD LAW LIB RMD	KK1718	00/01	294,578	202,705
4925 JF DUFFY ADMIN CTR	KK9025	98/99	3,935,272	457,361
4834 TRAFFIC COURT	KK8034	97/98	800,000	578,411
4830 DOWNTOWN CRT HOUSE	KK8030	97/98	1,320,000	595,599
4917 DESCANSO DET FACILTY	KK9017	98/99	1,125,000	610,166
4685 LCDF IMPROVEMENTS	KK0685	98/99	640,000	633,600
4686 JULIAN SUBSTATION RP	KK0686	98/99	959,000	834,581
4651 DWNTWN CRTHS REMDL	KK4901	95/96	2,158,514	1,002,607
4548 DWNTOWN CRTHSE ACQ	KA8030	99/00	1,180,000	1,088,000
4687 PINE VALLEY SUBST RP	KK0687	98/99	1,200,000	1,183,163
4647 FIREARMS TRAINING	KK6116	95/96	4,062,933	1,409,593
4832 LAS COLINAS WOM D F	KK8032	97/98	1,600,000	1,457,120
4758 VALLEY CNTR SHF STA	KK9545	98/99	1,667,000	1,471,346
4717 E MESA JUV FAC AC RD	KK1717	00/01	2,704,693	2,391,447
4854 SHERIFF ASTREA PRJ	KK8044	97/98	4,156,552	3,862,709
4715 NCRC CRTHSE/ANX RMOD	KK1715	00/01	5,307,500	4,712,490
4781 E MESA JV DET FACLTY	KK0781	98/99	52,952,000	47,859,376
Public Safety Total			\$ 266,361,719	\$ 72,019,244



Health & Human Services Agency

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4771 ESCONDIDO DIST RSTRM	KK0771	98/99	\$ 50,000	\$ 1,764
4697 HEALTH COMPLEX CF RM	KK0697	98/99	23,104	3,181
4688 EDGEMOOR INSTALL A/C	KK0688	98/99	9,415	6,015
4833 POLINSKY CARD SECRTY	KK8023	97/98	120,000	9,099
4776 NCOASTAL REG RSTRM	KK0776	98/99	100,000	12,402
4903 HEALTH SEC TEMP ASKE	KK9550	98/99	58,000	13,122
EDGEMOOR HOSPITAL RECON	KK0866	00/01	25,000	25,000
4909 ENV HLTH-FIRE ALM HW	KK9555	98/99	45,750	45,750
4772 NORTHEAST DIST RSTRM	KK0772	98/99	50,000	46,202
4746 ESCONDIDO ADDL SPACE	KK0746	99/00	57,472	57,472
4699 SE HLTH CTR FIRE UPG	KK0699	98/99	60,000	60,000
4707 OCEANSIDE OFC EXPNSN	KK0707	98/99	100,000	100,000
4689 TOPAZ BLDG-NEW TRUNK	KK0689	98/99	165,000	121,598
4789 BRDNG SCH-SN PASQUAL	KK0789	99/00	13,071,146	5,019,711
Health & Human Services Total			\$ 13,934,887	\$ 5,521,315



Land Use & Environment Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4555 LINDO LK PAVILN RECN	KN1884	99/00	\$ 130,000	\$ 2
4553 BORREGO SP LOC PK AQ	KA0553	99/00	105,500	12
4569 PAUMA SCH DIST JPA	KN3033	95/96	115,850	422
4706 LINDO LAKE PKNG LOT	KN7024	96/97	210,000	620
4920 TJRV/EFFIE MAE FARM	KN9020	98/99	26,629	1,135
4860 COLLIER PK SCOUT HUT	KN8040	97/98	42,308	1,735
4733 OLD IRONSIDE PARK	KN7012	96/97	474,000	3,745
4934 LINDO LKAE NE PK LOT	KN9034	98/99	253,000	3,810
4696 FALLBROOK COMM RSTR	KN1313	95/96	911,257	4,032
4823 SAN ELIJO L VISITORS	KN5023	95/96	160,280	4,301
4818 RIDING & HIKING TRL	KN8018	97/98	69,157	5,604
4921 VLCN MT REST/ERSN	KN9021	98/99	17,000	5,669
4716 LKESDE COMM CTR IMPV	KN1716	00/01	100,000	8,568
4836 HERITAGE PK PKNG LOT	KN2104	95/96	288,400	12,550
4619 HERITAGE PK BANDSTND	KN6019	95/96	15,000	14,700
4908 WILDERNESS GDN WELL	KN9554	98/99	15,000	14,730
4878 WH HEISE PK TRAIL IM	KN0878	99/00	16,544	15,260
4910 OLD IRONSIDE WALKWAY	KN1910	99/00	40,000	16,108
4536 SPG VLY TRANSIT CTR	KA0071	98/99	50,000	16,688
4747 SWEETWATER GRADE PH4	KN0747	99/00	795,000	16,791
4855 SAN DIEGO PK RESTRM	KN0855	99/00	157,000	17,636
4714 RIOS CYN BALLFLD/PLY	KN1714	00/01	150,000	22,178
4877 VLCN MTN PSERV TRAIL	KN0877	99/00	23,210	23,210
4537 SWEETWATER SUMIT ACQ	KA2217	98/99	29,800	25,252
4674 COMM SVCS DIST JPA	KN5018	95/96	540,350	25,681
4790 GUAJOME RESTOR	KN7915	95/96	1,715,300	25,711
4787 COTTONWOOD III PARK	KN0787	99/00	193,605	28,350
4813 JESS MARTIN PARK	KN8013	97/98	70,150	30,000
4936 LOUIS STELZER PAVIL	KN9036	98/99	50,000	37,430
4754 LAMAR PARK DEVELOP	KN0754	99/00	491,015	48,772
4886 JULIAN MEM PK IMPRV	KN1886	99/00	50,000	49,500
4851 CARDIFF LIB LAND ACQ	KA9542	99/00	989,000	50,658
4868 COLLIER PK WLK WLK/P	KN0868	99/00	134,000	54,703



Land Use & Environment Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4916 RAINBOW PARK PHASE I	KN9016	98/99	158,000	54,989
4870 PINE VLY BSKT/TENNIS	KN0870	99/00	70,828	55,123
4880 SPRING VLY TEEN CTR	KK0880	99/00	130,000	63,766
4563 FALLBRK COMM CTR PLY	KN1533	99/00	70,000	65,000
4873 TJ RVR VLY SPORTS PK	KN0873	99/00	148,950	72,020
4931 SWTWTR-MORRISON POND	KN9031	98/99	114,250	81,864
4817 GUAJOME ADOBE IMPV	KN8017	97/98	221,381	87,792
4885 SV COMM CTR PLY IMPR	KN1885	99/00	100,000	90,000
4783 JULIAN SKATEBOARD PK	KN0783	98/99	125,000	119,062
4871 SO BAY BIO AREA ENHC	KN0871	99/00	150,000	140,000
4786 LINCOLN ACRES PARK	KN0786	99/00	157,180	141,715
4792 VLY CTR LIB LAND ACQ	KA9023	99/00	245,000	175,258
4815 GUAJOME SPORTFIELD	KN8015	97/98	265,000	193,900
4549 VLCN MTPRSER VI ACQ	KA0549	99/00	744,081	196,087
4551 ESCONDIDO CREEK ACQ	KA0551	99/00	2,260,000	208,412
4884 LAKESIDE TEEN CENTER	KN0884	99/00	225,000	220,700
4561 JUL JESS MAR COM CTR	KN1561	99/00	230,000	222,005
4587 SPRING VLLY TRAN CTR	KH0071	95/96	1,092,486	246,236
4867 AGUA CALIENTE PK RST	KN0867	99/00	308,720	258,178
4872 SWTWR LAKEVIEW	KN3106	95/96	2,471,283	280,112
4550 OTY VLY REG PK II AQ	KA0550	99/00	420,645	334,133
4932 COLLIER PK FAC DSGN	KN9032	98/99	490,000	342,293
4865 SPRING VLY GYM	KK0865	99/00	742,500	468,360
4741 OTAY LAKE PARK RESTO	KN7022	96/97	2,033,574	598,022
4788 FAM FRIENDLY RESTRM	KN0788	99/00	1,907,665	742,607
4556 OCNSDE TRST CT PARKG	KH1556	00/01	1,261,000	1,260,000
4545 MULT SPECIES CON PRG	KA9500	98/99	8,725,250	2,100,699
4546 TJ RIVER VALLEY ACQ	KA9730	98/99	13,059,339	4,704,272
4540 WASTESITE LAND ACQ	KA8950	98/99	8,238,400	6,422,999
Land Use & Environment Total			\$ 54,593,886	\$ 20,531,165



Community Services Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4821 COC ANX/DAY CARE ADA	KK8021	97/98	\$ 204,000	\$ 2,409
4869 UNGROUND STORAGE TNK	KK6100	95/96	2,887,750	29,311
4757 PROTRERO LIBRARY-REP	KL9544	98/99	501,000	65,037
4806 NC INLAND ANIM SHLTR	KK8026	97/98	200,000	191,279
4756 ENCINITAS LIBR-CONST	KL9543	98/99	250,000	250,000
4539 CAC TROLLEY LAND	KA8764	98/99	1,270,000	289,586
4922 RANCHO SD LIBRARY	KL9022	98/99	5,154,800	607,856
4778 CARDIFF LIBRARY	KL9542	98/99	1,494,500	1,188,565
4753 BONITA LIBR-CONSTR	KL9540	98/99	1,817,450	1,782,301
4882 SPRING VLY LIBRARY	KL7020	99/00	2,985,217	2,533,190
4750 NO.CO.KENNEL/CATTERY	KK8430	97/98	3,057,690	2,886,060
4923 VALLEY CTR LIBRARY	KL9023	98/99	4,421,280	3,903,555
Community Services Total			\$ 24,243,687	\$ 13,729,150

Finance & General Government Group

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
4665 CAC CLK MARR FUNC	KK5011	95/96	\$ 226,770	\$ 1
4682 CAC RAMP ACCESS WEST	KK0682	98/99	20,654	20,654
4681 BS CHAMBER MODIFY	KK0681	98/99	84,336	84,336
4723 ASSRS PUB INFO CTR	KK6109	95/96	1,417,000	92,477
4801 CAC RENOVATION	KK8025	97/98	6,105,990	218,374
4711 EL CAJ ARCC BLDG IMP	KK1710	00/01	356,000	355,250
4883 SO BAY REG CTR ARCC	KK0883	99/00	2,136,000	1,480,776
Finance & General Government Total			\$ 10,346,750	\$ 2,251,868

Grand Total

Project Name	Activity	Project Established	Total Appropriations	Remaining Balance
			\$ 369,480,930	\$ 114,052,742

Finance-Other

Finance-Other

Finance-Other Summary



Description

This group of programs includes miscellaneous funds and programs that are predominately Countywide in nature, have no staffing associated with them, or exist for proper accounting purposes. Responsibility for these funds and programs rests primarily with departments in the Finance and General Government Group.

The following provides a brief description of the purpose of these organizational units along with supporting and explanatory information:

Cash Borrowing

These appropriations fund the cost of financing the County's cash borrowing program. In Fiscal Year 2001–2002, the estimate reflects total borrowing needs of \$150 million for Tax and Revenue Anticipation Notes (TRANS) at an interest rate of approximately 3.25%. The estimated cost of the TRANS borrowing is \$5.0 million. Additionally, these appropriations include approximately \$2.2 million for an estimated \$50 million Teeter Borrowing Program, for a total cost of \$7.3 million.

Community Enhancement

Community Enhancement funds are appropriated to fund cultural activities, museums, visitor and convention bureaus, economic development councils, and other similar institutions which promote and generate tourism and/or economic development at the regional and community levels throughout San Diego County. The amount of funding from General Revenues proposed by the CAO for Community Enhancement approximately equals the amount of Transient Occupancy Tax (TOT) revenues estimated to be collected in the Proposed Operational Plan. Applications for funding are submitted to the Board of Supervisors, with approval of projects given through the budget adoption process.

Community Projects

Community Projects funds are appropriated to fund community organizations for furtherance of public purposes at the regional and community levels throughout San Diego County. The amount of funding from fund balance proposed by the CAO for Community Projects is consistent with amounts available for this program in prior years. Previously, funds were appropriated to Community Projects as they were allocated to specific community organizations. In Fiscal Year 2001–2002, full funding is included in the Proposed Operational Plan. Future funding will be contingent on the availability of fund balance. Requests for funding are made to the Board of Supervisors.

Contributions to the County Library System

These General Fund appropriations are provided based on Board of Supervisors' policy to augment the County Library Fund.

Contingency Reserve—General Fund

A Contingency Reserve appropriation of \$11.0 million is proposed for Fiscal Years 2001–2002 and 2002–2003. These appropriations are a source of funding for unanticipated needs or events that may occur during the fiscal year. Examples of potential needs include emergency repairs, projects, or costs for Countywide appropriation and revenue shortfalls.



Contributions to Capital Outlay

These appropriations represent the General Fund cost for the Capital Program. See the Capital Program section for a listing of projects and related funding sources.

Countywide General Expenses

The primary objective of these appropriations is to fund Countywide projects and other Countywide needs. The major components of the Countywide General Expenses are:

- Payment on Enterprise Resource Planning System Bonds.
- Reserve for periods of recession and economic slowdown.
- Contribution to the Information Technology (IT) Internal Service Fund to support the transformation services component of the IT outsourcing contract.
- Countywide General Reserve enhancement.
- Establishment of a fund balance designation for future replacement of the Property Tax System.

Employee Benefits Internal Service Fund (ISF)

In Fiscal Year 1994–1995, the County established an Employee Benefits Internal Service Fund (ISF) to report all of its uninsured employee-risk management activities. This fund accounts for claim payments and administrative costs of the County's self-insured Workers' Compensation program, Unemployment, and Medical and Dental benefit reserves.

The rates for Workers' Compensation are based 70% on the last five years' actual loss experience and 30% based on California Insurance Rating Bureau (CIRB) rates. A reserve requirement for Workers' Compensation was established by an actuarial study and will be funded over a ten-year period as part of the rate structure. As of Fiscal Year 2000–2001, the County

has funded \$24.0 million of an estimated \$47.5 million liability. In Fiscal Year 2001–2002 the County plans to fund an additional \$4 million and will continue to do so until the total liability is funded.

Unemployment rates are determined based on historical costs and apportioned based on departmental staff hours.

The medical and dental reserve requirements rates are determined by Aetna Life and Health Plans and Standard Insurance Company of Oregon, respectively, which act as paying agents for the County. The Medical and Dental reserves are held as required of a self-insured program.

Local Agency Formation Commission Administration

These appropriations are allocated to the San Diego Local Agency Formation Commission (LAFCo) in accordance with provisions in State Law (Government Code Section 56381). LAFCo is an independent government agency with countywide authority. LAFCo performs studies and renders jurisdictional decisions affecting the boundaries and government structure of cities and special districts. Through Fiscal Year 2000–2001, LAFCo was funded exclusively by the County and user fees. Beginning with Fiscal Year 2001–2002, funding for LAFCo will be shared by the County, the 18 cities, and 65 independent special districts in San Diego County.

Public Liability Insurance Internal Service Fund (ISF)

In Fiscal Year 1994–1995, the County established the Public Liability Insurance Internal Service Fund (ISF) to report all of its uninsured public-risk management activities. The County is self-insured through this ISF for premise liability at medical facilities, medical malpractice, errors and omissions, false arrest, forgery,



and general liability.

The cost of insurance to General Fund departments, other funds, and special districts is distributed based on a weighted risk factor: 90% allocated based on the last five years loss experience, and 10% based on staff hours of exposure.

A reserve requirement was established through an actuarial study and was to be funded over a ten-year period. During Fiscal Year 2000–2001, however, a new actuarial study was done and concluded that the targeted reserve amount could be reduced from \$24.5 million to \$18.1 million. With the reserve amount currently at \$15.5 million, the \$4 million contribution

to the reserve included in the Fiscal Year 2001–2002 Operational Plan will bring the reserve to a prudent \$19.5 million.

Pension Obligation Bonds

The County is obligated to make annual payments to the Retirement Association for County employees and to fund accrued actuarial liabilities. On February 15, 1994 the County issued \$430.4 million of taxable bonds to satisfy this obligation. As of June 2001 bonds in the amount of \$317.3 million were outstanding. These appropriations support bond principal and interest payments as well as administrative expenses.

Expenditures

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Cash Borrowing Program	\$ 13,830,000	\$ 12,581,220	\$ 7,625,000	\$ 7,625,000
Community Enhancement	3,330,000	3,321,819	3,330,000	\$ 3,330,000
Community Projects & Services	761,781	5,301,131	\$ 9,870,000	—
Contributions to County Library	2,800,000	2,840,000	\$ 2,400,000	\$ 2,400,000
Contingency Reserve—General Fund	11,000,000	—	11,000,000	\$ 11,000,000
Contributions to Capital Outlay Fund	76,743,784	82,493,833	\$ 79,680,352	\$ 59,788,420
Countywide General Expense	23,377,000	17,434,317	\$ 34,599,216	\$ 30,708,399
Employee Benefits ISF	22,288,005	43,771,211	\$ 25,702,723	\$ 25,986,400
Local Agency Formation Comm.	478,325	478,325	\$ 202,346	\$ 202,346
Public Liability Insurance ISF	12,395,882	11,821,674	\$ 13,004,129	\$ 13,004,129
Pension Obligation Bonds	51,209,883	51,198,433	\$ 53,757,981	\$ 56,452,504
Total	\$ 218,214,660	\$ 235,241,963	\$ 241,171,747	\$ 210,497,198

Appendix

Appendix

Appropriations by Fund

Glossary



Appropriations by Fund



County Funds by Type

County Funds by Type

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
General Fund	\$ 2,305,539,649	\$ 2,148,119,677	\$ 2,515,757,524	\$ 2,456,148,645
Air Pollution Control District	14,167,180	17,013,903	17,580,000	17,499,750
County Proprietary Enterprise Funds	43,232,005	23,573,109	54,192,396	44,507,019
County Proprietary Internal Service Funds	321,605,908	317,894,597	371,424,723	334,016,058
County Service Areas	10,258,677	8,733,186	11,389,655	11,617,791
Miscellaneous Local Agencies	5,223,022	2,390,640	3,903,236	3,414,122
Miscellaneous Special Districts	9,040,399	5,186,754	10,898,269	8,715,407
Permanent Road Divisions	298,276	190,432	293,022	293,022
Sanitation Districts	18,008,503	13,599,090	28,345,074	19,904,819
Special Revenue Funds	308,244,734	285,746,839	753,721,693	803,016,772
Total - All County Funds	\$ 3,035,618,353	\$ 2,822,448,227	\$ 3,767,505,592	\$ 3,699,133,405



County Funds by Group

Public Safety Group

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Public Safety Group General Fund	\$ 707,705,116	\$ 696,188,195	\$ 767,349,184	774,392,027
Proposition 172 Special Revenue Fund	—	—	181,563,768	187,320,398
Asset Forfeiture Funds	967,228	766,712	858,566	805,000
Inmate Welfare Funds	7,056,300	4,524,533	7,219,900	7,230,400
Institutional Internal Service Funds	2,505,800	2,184,458	2,246,300	2,246,300
800 MHZ Project-CSA #135	1,598,278	1,362,198	1,873,023	1,873,023
Subtotal	\$ 719,832,722	\$ 705,026,096	\$ 961,110,741	\$ 973,867,148

Health and Human Services Agency

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Health and Human Services Agency General Fund	\$ 1,207,134,204	\$ 1,115,195,612	\$ 1,340,568,942	\$ 1,315,422,552
Realignment Special Revenue Funds	—	—	263,466,200	279,968,500
Institutional Internal Service Funds	1,000	—	—	—
Ambulance Districts	3,658,332	4,175,092	3,910,942	3,910,942
Subtotal	\$ 1,210,793,536	\$ 1,119,370,704	\$ 1,607,946,084	\$ 1,599,301,994

Land Use & Environment Group

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Land Use & Environment Group General Fund	\$ 93,202,822	\$ 64,391,215	\$ 84,716,999	\$ 83,306,466
Alpine Sanitation District	1,655,827	780,843	2,685,982	1,511,497
Aviation Funds	4,085,198	554,272	4,618,209	423,500
Detention Basin District	48,533	15,841	31,838	31,838
Environment Control Dist.	14,167,180	17,013,903	17,580,000	17,499,750
Facilities Planning District	96,794	38,025	96,794	96,794
Fire Protection Districts	656,383	558,310	611,826	560,909
Flood Control District	4,931,600	2,597,480	5,786,542	4,831,679



Land Use & Environment Group

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Grazing / Fish & Game	39,500	64,662	69,500	39,500
Inactive Waste Site Program	13,266,254	12,008,675	12,264,035	29,291,290
Julian Sanitation District	212,609	248,256	618,959	474,236
Lakeside Sanitation District	5,016,797	4,754,185	7,402,071	4,857,541
Landscape Maintenance Districts	343,656	230,784	371,164	371,164
Parkland Dedication Funds	4,041,817	1,131,496	7,474,682	6,247,747
Parks & Recreation Districts	2,004,287	1,315,508	2,546,255	2,875,568
Pine Valley Sanitation District	76,603	71,408	96,557	93,915
PRD 1001 Capra Way	45,006	23,318	36,519	36,519
PRD 1002 Sunny Acres	22,994	15,092	5,922	5,922
PRD 1003 Alamo Way	36,084	23,810	10,768	10,768
PRD 1004 Butterfly Lane	33,744	20,663	9,474	9,474
PRD 1005 Eden Valley Lane	118,103	96,154	29,295	29,295
PRD 1006 North View Lane	7,000	6,136	—	—
PRD 1007 Tumble Creek	35,345	5,260	47,205	47,205
PRD 1008 Canter Road	—	—	118,625	118,625
PRD 1009 Golf Drive	—	—	35,214	35,214
Public Works Roads	84,998,014	80,679,634	97,109,650	122,587,679
Public Works Enterprise Funds	43,232,005	23,573,109	54,192,396	44,507,019
Public Works Equipment ISF	15,370,543	10,674,182	12,978,604	10,410,234
Road Maintenance Districts	1,849,574	1,037,326	1,944,633	1,894,373
Sewer Construction District	2,840	101	3,180	3,180
Sewer Maintenance District	2,244,799	1,338,831	3,181,827	1,953,828
Spring Valley Sanitation District	11,046,667	7,744,397	17,541,505	12,967,630
Street Lighting Districts	1,864,000	1,250,442	1,929,900	1,929,900
Subtotal	\$ 304,752,578	\$ 232,263,318	\$ 336,146,130	349,060,259



Community Services Group

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Community Services Group General Fund	\$ 29,268,526	\$ 30,537,788	\$ 34,224,195	\$ 32,846,971
County Library Funds	20,652,608	18,863,084	24,965,808	24,781,519
Facilities Management Internal Svc. Fund	66,149,536	70,627,357	85,664,413	82,634,404
Fleet Services Internal Service Fund	35,133,178	26,725,676	36,449,601	36,538,548
Housing Funds	30,046,781	7,595,110	25,149,449	22,491,430
Purchasing Internal Service Fund	46,476,907	32,369,555	47,418,094	47,760,512
Redevelopment Agencies	5,196,022	2,364,390	3,876,236	3,387,872
Reprographics Internal Service Fund	10,228,632	9,882,630	11,434,707	11,225,780
Subtotal	\$ 243,152,190	\$ 198,965,590	\$ 269,182,404	\$ 261,667,036

Finance and General Government Group

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Finance and General Government Group General Fund	\$ 135,908,091	\$ 117,356,222	\$ 140,191,290	\$ 135,126,464
Cable TV Program	1,841,761	1,723,846	2,381,090	2,048,003
IT Internal Service Fund	111,056,425	105,837,853	136,526,251	104,209,751
Subtotal	\$ 248,806,277	\$ 224,917,921	\$ 279,098,631	\$ 241,384,218

Capital

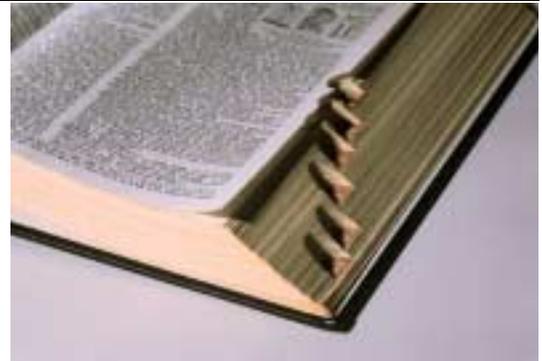
	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Capital Outlay Program	\$ 90,039,390	\$ 106,636,383	\$ 72,822,855	\$ 63,329,302
Subtotal	\$ 90,039,390	\$ 106,636,383	\$ 72,822,855	\$ 63,329,302

Finance Other

	Fiscal Year 2000-2001 Adopted Budget	Fiscal Year 2000-2001 Adjusted Actuals	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Approved Budget
Finance-Other General Fund	\$ 132,320,890	\$ 124,450,645	\$ 148,706,914	\$ 115,054,165
Retirement Unfunded Liability	51,209,883	51,198,433	53,757,981	56,452,504
Risk Management Programs	34,683,887	59,592,886	38,706,852	38,990,529
Subtotal	\$ 218,214,660	\$ 235,241,964	\$ 241,171,747	\$ 210,497,198



Glossary of Budget Terms



ABC – Activity-Based Costing.

Account – A separate financial reporting unit for budgeting, management, or accounting purposes. All budgetary transactions, whether revenue or expenditure, are recorded in accounts.

Accounting Standards – The generally accepted accounting principles (GAAP) promulgated by the Governmental Accounting Standards Board (GASB), which guide the recording and reporting of financial information by state and local governments. The standards establish such guidelines as when transactions are recognized, the types and purposes of funds, and the content and organization of the annual financial report.

Accrual Basis Of Accounting – A method of accounting in which revenues are recorded when measurable and earned, and expenses are recognized when a good or service is used.

Activity – A departmental effort that contributes to the accomplishment of specific, identified program objectives.

Activity-Based Costing (ABC) – Costs based on activities rather than accounting data. Purpose of current effort is to establish baseline of today's activities.

ADA – Americans with Disabilities Act. This law requires modification of public buildings to ensure access for people with disabilities.

Adopted Budget – An annual spending plan that is adopted by the Board of Supervisors pursuant to Government Code that balances revenues and expenditures.

AFDC – Aid to Families with Dependent Children. A federal public assistance program that was replaced by Temporary Assistance to Needy Families (TANF).

Agency/Groups – The basic organizational structure of the County. General Managers of Agency/Groups report directly to the Chief Administrative Officer.

APCD – Air Pollution Control District. A department within the Land Use and Environment Group.

APIP – Agricultural Parcel Inspection Program.

Appropriation – Legal authorization to make expenditures or enter into obligations for specific purposes.

Assessed Property Value – The value of property for the purpose of levying property taxes.

Assessed Valuation – A valuation set on real estate as a basis for levying taxes. Real estate in San Diego County is assessed at 100% of full market value.

Balanced Scorecard (BSC) – Performance Management system based on linked financial and non-financial measurements in the areas of employees, process, financial, and customer.

Balanced Operational Plan – An Operational Plan budget in which current revenues equal current expenditures. The legal requirements for a balanced annual budget are required by the State of California per Section 29000 et. al. of the Government Code.

BIT – Bi-annual Inspection of Terminals. A state inspection program for commercial truck/vehicle maintenance facilities.

Bond – A promise to repay borrowed money on a particular date, often ten or twenty years in the future; most bonds also involve a promise to pay a specified dollar amount of interest at predetermined intervals. Bonds are a mechanism used to obtain long-term financing.

Bond Covenant – A legally enforceable agreement with bondholders that requires the governmental agency selling the bond to meet certain conditions in the repayment of the debt.

BPR – Business Process Reengineering

BSC – Balanced Scorecard.



Business Process Reengineering (BPR) – Approach for transforming the County’s management processes into a customer-oriented, quality focused, technology-enabled, and efficient service provider. The purpose is to implement new and more effective processes rather than re-implementing the same processes using new tools. One of the goals is to generate budgetary savings to permit reinvestment in higher priority needs & services.

BuyNet – An on-line internet system that documents solicitation requirements of the procurement of goods and services for the County.

CAC – County Administration Center. The County facility located at 1600 Pacific Highway, San Diego.

CAFR – Comprehensive Annual Financial Report.

CalWORKs – California Work Opportunities and Responsibilities to Kids Program. A Federal Public Assistance Program which aids individuals in finding permanent employment and getting off of Public Assistance.

CAO – Chief Administrative Officer of the County of San Diego.

Capital Assets – Property the County owns. Capital items cost \$5,000 or more and are intended to last a long time—e.g., buildings, land, roads, bridges, and water treatment plants. Also known as fixed assets.

Capital Budget – A spending plan for improvements to or acquisition of land, facilities, and infrastructure. The capital budget: balances revenues and expenditures; specifies the sources of revenues; lists each project or acquisition.

Capital Improvements Plan (CIP) – A list of capital projects for a five-year period developed by the Community Services Group (Department of General Services).

Capital Outlay Fund (COF) – This fund includes lease purchases, land acquisitions, and capital projects that are not included in the County Health Complex, County Library Projects, or Criminal Justice Facilities funds.

Capital Projects Funds – Governmental funds established to account for resources used for the acquisition of large capital improvements other than those accounted for in proprietary funds. Examples include the Capital Outlay Fund and the Redevelopment Agency Funds.

Cash Basis Of Accounting – A method of accounting in which revenues are recorded only when cash is received and expenditures are recorded only when payment is made. Since payments for goods and services can be delayed to the next fiscal year, cash on hand can result in an inaccurate picture of the financial condition of a fund. To be in conformance with generally accepted accounting principles, local governments must use the accrual basis, rather than the cash basis of accounting. See also “Accrual Basis Of Accounting.”

Cash Flow – The net cash balance at any given point. The Auditor and Controller prepares cash flow reports that project the inflow, outflow, and net balance of cash on a monthly and quarterly basis.

CBPR/PMR – Contract Business Plan Review. Review of contract/program prior to initiation.

CDBG – Community Development Block Grant. A Federal grant administered by the County of San Diego to be used for improvements within a community that has been designated a “blight” area.

CFO – Chief Financial Officer of the County of San Diego.

CHDP – Child Health Disability Prevention. A Federal program that performs preventative health screenings for children in low income families.



CIP – Capital Improvements Plan

CLERB – Citizens’ Law Enforcement Review Board. A department within the Public Safety Group.

COF – Capital Outlay Fund.

COLA – Cost Of Living Adjustment.

Comprehensive Annual Financial Report (CAFR) – The audited report of annual financial data for the County of San Diego. This report is prepared by the Auditor and Controller. It is usually referred to by its abbreviation, and summarizes financial data for the previous fiscal year in a standardized format. The CAFR is organized by fund and contains two basic types of information: a balance sheet that compares assets with liabilities and fund balance; an operating statement that compares revenues with expenditures.

Contingency Reserve – A reserve of Fund Balance that is set aside to meet unforeseen circumstances; this protects the County from having to issue short-term debt to cover such needs.

Continuous Processes Improvement (CPI) – The application of tools designed to achieve incremental, continuous improvement in process cycle-times and added-value contributions, with emphasis on the elimination of waste and bureaucratic elements—the over-riding objective being to streamline processes in the pursuance of continuous customer satisfaction.

CSC – Civil Service Commission. A department in the Finance and General Government Group.

CTN – County Television Network – the County’s television station broadcasting Board meetings and programs of community interest.

CWS – Child Welfare Services. California’s program for providing Child Protective Services.

DA – District Attorney. An elected official in the Public Safety Group.

DDSL – Discretionary Programs/Discretionary Service Level

Debt Service – Annual principal and interest payments that the local government owes on money that it has borrowed.

Debt Service Funds – One or more funds established to account for expenditures used to repay the principal and interest on debt.

DIBBS – Do It Better By Suggestion. The County’s incentive plan for employees to suggest ways to operate that will increase productivity and efficiency.

Direct Expenses – Those expenses which can be charged directly as a part of the cost of a product or service, or of a department or operating unit, as distinguished from overhead and other indirect costs which must be prorated among several products or services, departments or operating units.

Discretionary Programs/Discretionary Service Level (DDSL) – These programs are voluntary, without service level requirements, although many of these programs support mandated programs.

Discretionary Programs/Mandated Service Level (DMSL) – These are programs which the County voluntarily operates; however, service levels are specified by law, usually as a condition of funding.

DMSL – Discretionary Programs/Mandated Service Level

DPW – Department of Public Works; A department in the Planning and Land Use Group.

Early and Periodic Screening, Diagnosis and Treatment Program (EPSDT) – A comprehensive package of benefits available to Medicaid eligible children up to age 21.

EFNEP – Expanded Food and Nutrition Education Program.



Encumbrance – Budget authority that is set aside when a purchase order or contract is approved. The encumbrance assures suppliers that sufficient funds will be available once the order is filled. Encumbrances are also known as obligations.

Enterprise Fund – A separate fund used to account for services supported primarily by service charges; examples include the Airport; Liquid Waste; Transit; and Sanitation District Funds.

Enterprise Resource Planning (ERP)/Enterprise Systems (ES) – New applications to replace, enhance, and integrate existing Financial and Human Resources systems.

Entitlement Program – A program in which funding is allocated according to eligibility criteria; all persons or governments that meet the criteria specified by Federal or State laws to receive the benefit.

EPA – Environmental Protection Agency.

EPSDT – Early and Periodic Screening, Diagnosis and Treatment Program.

Equipment Replacement Reserves – Reserves designated for the purchase of new vehicles or operating equipment as existing equipment becomes obsolete or unusable.

ERP – Enterprise Resource Planning.

Estimated Revenue – The amount of revenue expected to accrue or to be collected during a fiscal year.

Expenditure – An appropriation used for goods and services ordered and received whether paid or unpaid, including provisions for debt retirement (if not reported as a liability of the fund from which retired) and capital outlays.

Fiduciary Funds – Funds that account for resources that governments hold in trust for individuals or other governments.

Fiscal Year (FY) – The fiscal year is the period during which obligations are incurred, encumbrances are made, appropriations are expended, and revenues received. The County's fiscal year is July 1 through June 30.

FTE – Full-Time Equivalent

Full-Time Equivalent (FTE)/Staff Year – The number of hours per year that a full-time employee is expected to work. If there are two workers, each of whom works half that number of hours per year, the two workers together equal one full-time equivalent or one staff year.

Fund – A self-balancing set of accounts. Governmental accounting information is organized into funds, each with separate revenues, expenditures, and fund balances.

Fund Balance – The difference between a fund's assets and its liabilities. Portions of the fund balance may be reserved for various purposes, such as contingencies or encumbrances.

FY – Fiscal Year

GAAP – Generally Accepted Accounting Principles.

GASB – Governmental Accounting Standards Board

General Fund – The major fund in most governmental units, the general fund accounts for all activities not accounted for in other funds. Most functions—such as public safety or health and human services are accounted for in the General Fund.

General Management System (GMS) – A performance-based financial plan that includes goals and objectives tied to operational incentive plans. A key goal of the GMS is the integration of a five-year Strategic Plan and a two-year Operational Plan.

General Purpose Revenues – Locally generated revenues derived from property taxes, sales taxes, vehicle license fees, court fines, and fund balance. General



Purpose Revenues may be used for any purpose which is a legal expenditure of County funds. They generally reflect the degree of flexibility the County has to finance programs and projects. Since they are locally generated, General Purpose Revenues are also affected by local economic conditions. Their usage is controlled by the Board of Supervisors.

General Revenue Allocation – The operational distribution of General Purpose Revenues to various County departments and programs through the Agency/Groups and subject to Board approval.

Generally Accepted Accounting Principles (GAAP) – Uniform minimum standards used by state and local governments for financial recording and reporting which have been established by the accounting profession through the Governmental Accounting Standards Board (GASB).

Geographical Information System (GIS) – provides electronic geographic data and maps for County and City departments and other users.

GIS – Geographical Information System

GMS – General Management System

Governmental Accounting Standards Board (GASB) – The body that sets accounting standards specifically for governmental entities at the state and local levels.

Grant – A payment of money from one governmental unit to another or from a governmental unit to a not-for-profit agency. Grants are often earmarked for a specific purpose or program.

HCD – Housing and Community Development. A department in the Community Services Group.

HHSA – Health and Human Services Agency.

Housing and Urban Development, Department of (HUD) – A Federal department that administers grants

that address the needs of housing for low income families.

HRMS – Human Resource Management System.

ICR – Intelligent Character Recognition Technology.

IAR – Information, Assessment and Referral

Information, Assessment and Referral (IAR) – A technology-enabled intake and referral process designed to improve client access to services and operationalizing the “no wrong door” customer service goals of the Health and Human Services Agency.

Indirect Expenses – Those elements of cost necessary in the production of an article or the performance of a service but not an integral part of the finished product or service such as rent, heat, light, supplies, management, supervision, etc.

Internal Service Funds (ISF) – One or more funds that account for the goods and services provided by one department to another within government on a cost-reimbursement basis. Departments that use internal services (e.g., General Services – Facilities Services ISF) will budget for such services.

ISF – Internal Service Funds

IT – Information Technology.

JPA – Joint Powers Authority.

Kids Health Assurance Network (KHAN) – A Health and Human Services Agency administered, community collaborative established to insure that every child in San Diego has a medical home, primary care provider and health care coverage.

Line-Item Budget – A budget format prescribed by the State Controller. The County’s line-item budget shows activities grouped by an organizational unit such as a department. The term line-item refers to account and sub-account detail typically provided for revenue by source (e.g., property taxes), and objects of expenditure



(e.g., Salary & Benefit, Services & Supplies, fixed assets, etc.).

LPS – Lanterman-Petris-Short Conservatorship.

LUEG – Land Use and Environment Group.

Managed Competition – County departments compete with private sector to deliver services. Re-direct overhead expense to front-line services.

Mandate – A requirement from the State or Federal government that the County perform a task, perform a task in a particular way, or perform a task to meet a particular standard, often without compensation from the higher level of government.

Mandated Programs/Discretionary Service Level (MDSL) – This is a category for programs that are required by law, but the level of service is optional. An example of a program in this category is the General Relief Program. The Board sets the aid payment rate and has total freedom of choice in deciding how this program is administered. Some programs have discretionary service levels because the minimum service level requirement is not expressly stated in the mandate.

Mandated Programs/Mandated Service Level (MMSL) – This is a category for programs over which the Board has no discretion. CalWORKs is an example. The County is required to operate this program; this service is targeted to a population meeting eligibility standards set by the State; time deadlines are imposed; and the aid payment schedule and County participation rate is set by the State.

MDSL – Mandated Programs/Discretionary Service Level.

Mission – The business, general assignment of the organization. What we are striving to do over a continuous period of time.

MMSL – Mandated Programs/Mandated Service Level.

MSCP – Multiple Species Conservation Plan.

Objects (Line Items) – A sub classification of expenditures based on type of goods or services including– Salary & Benefit, Services & Supplies, Other Charges, and Fixed Assets. Each object contains sub-object classifications as well.

OCR – Optical Character Recognition.

Operational Incentive Plan (OIP) – Executive pay-for-performance, substantially revised 12/99 to be a goal-setting plan aligned with CAO/BOS annual goals. Incorporated into QFP FY2000.

Operational Plan Amendment – A revision of the Adopted Operational Plan. A recommendation to increase appropriations requires a four-fifths vote by the Board of Supervisors. Budget amendments occur frequently throughout the fiscal year, as spending priorities shift.

Operational Plan Calendar – A timetable showing when particular tasks are completed during the financial planning cycle.

Operational Plan Document – The County's Operational Plan Document is a two-year financial plan. It is prepared for use by the Board of Supervisors to facilitate the decision making process.

Organizational Development (OD) – Use of behavioral science to improve organization effectiveness including quality of work life and increased productivity. Change to total system.

Parkland Dedication Ordinance (PLDO) – A mechanism for funding local parks.

Performance Management (PM) – System that utilizes key performance indicators in the BSC format.

Performance Measures – Indicators used in the Operational Plan to show, for example: the amount of work accomplished; the efficiency with which tasks



were completed; and the effectiveness of a program which is often expressed as the extent to which objectives were accomplished.

PLDO – Parkland Dedication Ordinance.

PM – Performance Management.

PMR – Project Management Review.

Position – A position is an approved job for a person or persons working full-time or part-time. A position is usually listed in terms of its classification.

Program Revenues – Revenues generated by programs and/or dedicated to offset the program's costs.

Public Hearings – Open Board of Supervisors meeting regarding the CAO's Proposed Operational Plan that provides citizens an opportunity to voice their views on the merits of the County's Agency/Group proposals.

Real Property Transfer Tax (RPPT) – A tax assessed on property when ownership is transferred.

Regional Justice Information System (REJIS) – A San Diego Regional shared computer database.

REJIS – Regional Justice Information System.

Request for Bid (RFB) – A formal procurement document used to invite vendors to submit pricing in response to a clearly defined set of requirements.

Request for Proposal (RFP) – An official request for proposals to be submitted to the County to perform specified services.

Reserves For Unforeseen Contingencies – Funding for nonrecurring, unanticipated expenditures; the fund protects the local government from having to issue short-term debt to cover such needs.

RFB – Request for Bid.

RFP – Request for Proposal.

RoV – Registrar of Voters. A department in the Community Services Group.

RPPT – Real Property Transfer Tax.

SanDAG – San Diego Association of Governments.

San Diego Association of Governments (SANDAG) – A regional association of elected representatives from the County, cities, and special districts who develop policies relating to growth and development in the County.

San Diego Geographic Information System (SanGIS) – focusing on ensuring that geographic data is maintained and accessible to County and City departments as well as the public.

SanGIS – San Diego Geographic Information System.

SBI – Screening and Brief Intervention.

SDCERA – San Diego County Employees Retirement Association.

Service Level Agreements (SLA) – An agreement between one of the Department of General Services Internal Service Funds and a customer department that specifies the types and level of services to be provided by General Services staff and/or contractors.

SLA – Service Level Agreements.

SPAN-FM – an integrated suite of solutions to automate infrastructure management encompassing Property (Land and Buildings), Leasing, Space Occupancy, and Facility Maintenance and Operations.

SPEC – Strategic Planning Executive Committee.

Special Revenue Fund – A fund used to account for revenues legally earmarked for a particular purpose (e.g., County's Road Fund).

SPST – Strategic Planning Support Team.



Staff Year/FTE – In concept, one person working full-time for one year. In the County, Salary and Benefit costs are based on the number of staff-years of various classifications required to provide a certain level of service. A normal fiscal year is equal to 2088 staff hours, although occasionally there are years with full time equivalent hours of 2080 or 2096.

Strategic – Dealing with creation of overall plans and sets of tactics to determine how best to achieve general goal of an entity. Usually refers to multi-entity planning, a time horizon greater than 2 years, and cost of more than \$1 million.

Strategic Enablers – Key tools and concepts that are critical to achieve Strategic Initiatives.

Strategic Initiatives – Major Projects that move the County and partners toward achievement of some part of a particular goal. Generally, they involve multiple entities and exceed \$1M in cost.

Strategic Intent – High level objectives, purposes, aims that direct actions....guide Strategic Initiatives.

Strategic Planning Executive Committee (SPEC) – Executive group consisting of County GMs and other County staff responsible for validating the County's Vision, Mission and Intent; identifying the initiatives; championing business operations' Strategic direction. SPEC includes CAO, ACAO, DCAOs & other GMs.

Strategic Planning Support Team (SPST) – Manages the planning process; facilitates and enables program review, development, implementation and measurement; supports operational program managements. SPST includes administrative and program staff from the 5 groups/agencies.

Tactics – The techniques, maneuvers, and procedures used to attain strategic goals, objectives, intents, etc.

TANF – Temporary Assistance to Needy Families.

Tax and Revenue Anticipation Notes (TRANS) – Notes sold by the County of San Diego that stabilize cash flow during the year.

Teeter Borrowing Program -- Short-term obligation notes, secured by future collections of delinquent property taxes, used to provide taxing agencies the amount of their property taxes without regard to such delinquencies.

Temporary Assistance to Needy Families (TANF) – The principal Federal Welfare program; formerly Aid to Families with Dependent Children.

TOT – Transient Occupancy Tax.

Total Appropriations and Total Revenues – The consolidation of all revenues and expenditures for all funds. The purpose is to report accurately the full amount of governmental revenues and expenditures for the Operational Plan period.

TRANS – Tax and Revenue Anticipation Notes.

Transient Occupancy Tax (TOT) – A tax of 9% of the rental receipts charged for temporary lodging in a hotel or other similar facility.

Trust Fund – A fund established by the County to receive money on behalf of individuals or other governments; the County has little or no discretion over these monies. Examples include Employees' Pension Fund and Property Tax Allocation Funds.

USDA – United States Department of Agriculture.

USD RIP – Upper San Diego River Improvement Project.

Vehicle License Fee (VLF) – Annual registration fee imposed on vehicles at a rate equal to two percent of the vehicle's market value and distributed to cities and counties.



Vision – The image of what we might be and want to be at some point in the future. A picture of future desired outcomes.