County of San Diego

Finance and General Government Group

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Finance and General Government Group & Executive Office

Group Description

The Finance and General Government Group provides essential support services and infrastructure to external customers and the County organization that enables achievement of the goals laid out in the County's Strategic Plan and adherence to the General Management System (GMS). The Finance and General Government Group maintains and continually strengthens the financial backbone of County operations and bears responsibility for human resources, technology, communications, legal, legislative and other key government functions. Services are provided to internal and external customers based on the following principles that align with the Required Disciplines for Excellence:

- *Consistent and fair administration of laws, regulations and policies.*
- *Targeted and effective training and support to ensure that employees are informed of laws and regulations.*
- *Genuine respect for fiduciary duties as stewards of taxpayer resources.*
- *Maintenance of a skilled, adaptable and diverse workforce focused on employee development and growth as knowledge workers prepared to serve the needs of today and tomorrow.*
- *Use of enabling technologies to improve business processes and operational excellence.*
- *Commitment to demonstrating the value of the services provided to County departments and the public, through performance monitoring and management.*
- *Active efforts to identify significant needs, challenges and risks through long-range strategic planning.*

Finance and General Government Group Departments

- Assessor/Recorder/County Clerk
- Treasurer-Tax Collector
- Chief Administrative Office
- Auditor and Controller
- County Technology Office
- Civil Service Commission

- Clerk of the Board of Supervisors
- County Counsel
- Grand Jury
- Human Resources
- County Communications Office

Mission Statement

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

2012-13 Anticipated Accomplishments

Required Discipline for Excellence – Fiscal Stability

- Engaged 23 of 25 existing bargaining units within 8 of 9 existing employee organizations in the collective bargaining process. Continuing negotiations toward resolution of the bargaining process.
- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector invested public monies held in the Treasury and maximized cash resources, without sacrificing the principles of safety or liquidity, for a yield of 0.45% in Fiscal Year 2012-13.
- Arranged financing for the construction of a parking facility at the intersection of Cedar Street and Kettner Boulevard, including the sale of $27.8 million in long-term obligations. The parking facility has been planned in conjunction with the County Administration Center (CAC) Waterfront Park.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Submitted 100% (1,700) of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- Provided open access to County business by making 42 audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

Required Discipline for Excellence – Information Services

- Implemented the Mobile Applications Development Platform (MADP) to facilitate the development and deployment of mobile applications. The full production release was completed in February 2013 and is currently under County Technology Office (CTO) Platform Support.
- The transition to a new web-based office practice management system (Tymetrix's T360), which manages all case and advisory information, has calendaring capabilities, retains client and contract information, stores supporting legal documents, and tracks time and billing information was delayed due to a system design change initiated by the vendor. Delaying the project minimized the additional costs that would have been incurred from the necessity to re-train staff on the new user-interface design once it was implemented.

2013-15 Objectives

Strategic Initiative – Healthy Families

- County Counsel will provide effective legal services to the Health and Human Service Agency (HHSA) in matters relating to children who have been dependents of the Juvenile Court.
  - Prevail in 98% or more of Juvenile Dependency petitions filed in Superior Court.
  - Prevail in 95% or more of Juvenile Dependency appeals and writs filed.

Strategic Initiative – Safe Communities

- County Communications Office will participate in at least two drills each fiscal year to prepare for and respond to major natural or man-made disasters impacting the San Diego County region. Provide accurate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County's new emergency website, social media, news releases, video and mobile technology.

Required Discipline for Excellence – Information Services

- Full system implementation of the new integrated recording and vital records system is scheduled to occur by June 2014. This will allow the Assessor/Recorder/County Clerk to leverage necessary new technologies in order to maintain a high level of fiscal stability and service to citizens.
- Develop and implement an upgrade to the County's core Human Resources software application to improve operational efficiency in personnel record management, by December 2014.

Required Discipline for Excellence – Fiscal Stability

- Maintain the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investors Service), AAA (Standard & Poor's) and AAA (Fitch Ratings) to ensure lower debt interest costs.
- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector will invest public monies held in the Treasury and maximize cash resources, without sacrificing the principles of safety or liquidity, for an anticipated weighted average rate of return of 0.60% in Fiscal Year 2013-14 and 0.70% in Fiscal Year 2014-15.
- Accurately identify current and future revenue, as cost and cash flow trends, in a timely manner in order to facilitate allocation of limited resources to County groups and departments.

Related Links

For more information on the Finance and General Government Group, refer to the website at www.sdcounty.ca.gov/fg3.

Executive Office Budget Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Increase of 14.00 staff years to reflect the transfer of existing positions from the Auditor & Controller to the Executive Office to improve alignment of divisional functions within the organization. The increase includes 13.00 staff years from the Office of Financial Planning and 1.00 staff year

from the Auditor & Controller Administration Division. A corresponding decrease is reflected in the Auditor & Controller's recommended staffing levels.

Expenditures

Increase of $20.8 million.

- Salaries and Benefits — increase of $2.1 million primarily due to the staffing transfers described above. The increase also includes a $0.2 million management internship program to be funded by the Executive Office for one year.
- Services and Supplies — increase of $12.7 million, primarily for information technology implementation projects.
  - Increase of $8.0 million for a scheduled upgrade of the County's human resource information system.
  - Increase of $2.0 million for data servers and storage required for enterprise resource planning (ERP) systems.
  - Increase of $1.5 million for County Administration Center (CAC) facility maintenance and repair.
  - Increase of $0.8 million for information technology costs transferred from Auditor & Controller in reorganization mentioned above.
  - Increase of $0.3 million for documentation of specifications and plans to complete scheduled upgrade of County's labor timekeeping system.
  - Increase of $0.3 million to reflect reallocation of information technology contractual costs. Corresponding decreases are reflected in other County departments due to reallocation.
  - Decrease of $0.2 million in various services and supplies accounts based on estimated usage.
- Management Reserves — increase of $6.0 million for potential costs associated with the County's Integrated Property Tax System (IPTS), which is scheduled to begin production operations in early 2014.

Revenues

Net increase of $20.8 million.

- Charges for Current Services — increase of $0.4 million related to external department overhead payments (A-87) charged to other governmental entities primarily for ERP support.
- Use of Fund Balance — increase of $17.3 million for a total of $20.5 million. Total recommended uses of fund balance include:
  - $8.0 million for a scheduled upgrade of the County's human resource information system.
  - $6.0 million in potential costs associated with IPTS, pending scheduled production operations in early 2014.
  - $2.5 million for unanticipated IT costs and group needs.
  - $2.0 million for increase in ERP data servers and storage pending stabilization of ongoing expenditure levels.
  - $1.5 million for increases in CAC facility maintenance and repair costs.
  - $0.2 million for a one-year management internship program.
  - $0.3 million for documentation and preparation for scheduled upgrade of labor timekeeping system.
- General Purpose Revenue Allocation — increase of $3.1 million, including $2.7 million for transfer of staffing and related functions from Auditor & Controller mentioned above, $0.2 million for increase in reallocation of ongoing IT contract costs mentioned above, and $0.2 million for various other increases in services & supplies throughout the department.

Executive Office Budget Changes and Operational Impact: 2013-14 to 2014-15

Net decrease of $11.5 million is mainly attributable to decreases in the planned use of fund balance for information technology projects. No change in staffing recommended for Fiscal Year 2014-15.

Group Staffing by Department					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Finance & General Government Executive Office	6.00	7.00	21.00	200.0	21.00
Board of Supervisors	56.00	56.00	56.00	0.0	56.00
Assessor / Recorder / County Clerk	397.50	410.50	410.50	0.0	410.50
Treasurer - Tax Collector	121.00	121.00	121.00	0.0	121.00
Chief Administrative Office	14.50	14.50	14.50	0.0	14.50
Auditor and Controller	245.50	246.50	232.50	(5.7)	232.50
County Technology Office	16.00	16.00	17.00	6.3	17.00
Civil Service Commission	4.00	4.00	4.00	0.0	4.00
Clerk of the Board of Supervisors	36.00	27.00	27.00	0.0	27.00
County Counsel	135.00	135.00	136.00	0.7	136.00
Grand Jury	1.00	1.00	1.00	0.0	1.00
Human Resources	112.00	114.00	115.00	0.9	115.00
County Communications Office	22.00	22.00	22.00	0.0	22.00
Total	1,166.50	1,174.50	1,177.50	0.3	1,177.50

Group Expenditures by Department					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Finance & General Government Executive Office	$ 49,337,237	$ 10,174,656	$ 31,017,462	204.9	$ 19,495,712
Board of Supervisors	7,683,215	7,811,230	8,075,907	3.4	8,078,920
Assessor / Recorder / County Clerk	53,590,691	56,359,869	60,307,881	7.0	56,734,787
Treasurer - Tax Collector	20,854,463	20,475,327	22,024,206	7.6	21,126,178
Chief Administrative Office	4,303,059	4,312,234	4,441,349	3.0	4,483,892
Auditor and Controller	33,983,646	36,752,555	35,964,386	(2.1)	33,054,272
County Technology Office	136,921,919	151,131,040	169,808,926	12.4	153,876,533
Civil Service Commission	568,229	586,695	616,736	5.1	624,958
Clerk of the Board of Supervisors	6,458,189	3,279,610	3,466,941	5.7	3,529,263
County Counsel	22,361,077	22,935,440	23,459,268	2.3	23,263,640
Grand Jury	601,232	588,080	592,346	0.7	593,919
Human Resources	23,335,014	23,323,953	23,937,245	2.6	23,589,670
County Communications Office	3,154,141	3,060,557	3,088,171	0.9	3,024,161
Total	$ 363,152,112	$ 340,791,246	$ 386,800,824	13.5	$ 351,475,905

Executive Office Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Finance & General Government Executive Office	6.00	7.00	8.00	14.3	8.00
Office of Financial Planning	—	—	13.00	14.3	13.00
Total	6.00	7.00	21.00	200.0	21.00

Executive Office Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Finance & General Government Executive Office	$ 49,337,237	$ 10,174,656	$ 28,398,023	179.1	$ 16,809,001
Office of Financial Planning	—	—	2,619,439	—	2,686,711
Total	$ 49,337,237	$ 10,174,656	$ 31,017,462	204.9	$ 19,495,712

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 1,319,091	$ 1,190,315	$ 3,297,219	177.0	$ 3,175,694
Services & Supplies	45,518,146	6,484,341	19,220,243	196.4	16,320,018
Management Reserves	2,500,000	2,500,000	8,500,000	240.0	—
Total	$ 49,337,237	$ 10,174,656	$ 31,017,462	204.9	$ 19,495,712

Executive Office Budget by Categories of Revenue

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Revenue From Use of Money & Property	$ —	$ 20,000	$ 10,000	(50.0)	$ 10,000
Intergovernmental Revenues	—	19,156	29,551	54.3	29,551
Charges For Current Services	—	537,622	923,639	71.8	923,639
Use of Fund Balance	45,030,644	3,223,690	20,558,000	537.7	8,820,000
General Purpose Revenue Allocation	4,306,593	6,374,188	9,496,272	49.0	9,712,522
Total	$ 49,337,237	$ 10,174,656	$ 31,017,462	204.9	$ 19,495,712

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Board of Supervisors

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 (Supervisorial District) of the county.

District 1

Supervisor Greg Cox represents more than 609,500 residents of the First Supervisorial District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from Point Loma on San Diego Bay in the north to the U.S./Mexico international border in the south. At the heart of the district lies San Diego Bay, a 23-square mile resource for commerce, ecology and recreation.

The First Supervisorial District includes the cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, Grant Hill, La Playa, Lincoln Park, Logan Heights, Memorial, Mount Hope, Mountain View, Nestor, Otay, Palm City, Paradise Hills, San Ysidro, Shelltown, Sherman Heights, Southcrest, South Bay Terraces, Stockton, Sunset Cliffs and parts of Point Loma and Downtown San Diego. The district also includes the unincorporated communities of Bonita, Sunnyside, Lincoln Acres and East Otay Mesa.

Supervisor Cox is assisted by a highly experienced professional staff whose mission is to make County government work for citizens by focusing on outcomes and results, not process and paperwork. Supervisor Cox's staff assists him in policy development, research, review of the County budget, operations, special projects and constituent services.

Since joining the Board of Supervisors, Supervisor Cox has brought about an evolution in County government by demanding accountability and fiscal discipline to reduce administration and increase services to the public. He is focused on the economic security of families, job creation, improving public safety to better protect neighborhoods and fight child and elder abuse. It is one of his highest priorities to improve the lives of foster children, seeing that they graduate from high school and transition successfully into adulthood.

Supervisor Cox initiated the Healthcare Safety Net study and works to strengthen health and social services. By promoting the *Live Well, San Diego!* initiative, Supervisor Cox is

empowering San Diegans to adopt healthier lifestyles.

Protecting health extends to San Diego's beaches, and safeguarding our water quality by monitoring our beaches and bays ranks as a high priority.

Supervisor Cox works to preserve open space and create recreational opportunities through the expansion of the Otay Valley Regional Park, the Sweetwater and the Tijuana River Valley regional parks. He champions active transportation through creation of the Bayshore Bikeway and the Sweetwater River Bike Trail. He is also leading San Diego's effort to become the first California county to complete the California Coastal Trail.

District 1 encompasses two of the busiest international border crossings in the world. Supervisor Cox continuously works to ensure the construction of critical infrastructure to improve the flow of $33 billion in commerce across the California-Mexico border.

Supervisor Cox is an active member on the boards of the California State Association of Counties, San Diego County Regional Airport Authority and the Institute for Local Government.

District 2

Supervisor Dianne Jacob is proud to represent the people of San Diego County's majestic Second District which encompasses all of East County and includes the U.S./Mexico Border as its southern boundary, stretches to the mountains of the greater Julian area in its northern reaches and extends to the Imperial County line. The largest of the County's five districts, the Second District features 2,000 square miles of dynamic landscape including stunning chaparral, bustling downtowns, quiet forest and breathtaking desert. Home to more than 620,000 residents, including

more than 270,000 unincorporated residents, the Second District has more unincorporated area residents than the other four districts combined. For this reason, many residents depend on County government for nearly all local public services and have more contact with their supervisor than in more urban districts.

The public's safety, stronger fire protection, new libraries, ball fields, recreational opportunities and a fiscally sound County government have been the hallmarks of Supervisor Jacob's leadership. She helped transform a county on the brink of bankruptcy into a strong, lean, service-driven organization that puts taxpayers first. Even before the Cedar Fire in 2003, Supervisor Jacob was working with rural fire agencies to improve fire protection and emergency medical services in rural areas where the threat of wildfire is the most severe. Since 2003, County government has invested over $250 million to make the region safer from wildfire. A former teacher, Supervisor Jacob has long made kids a top priority. Whether it's expanding health care coverage for young children or building and improving places for kids to play, Supervisor Jacob believes safe and healthy kids represent the district's bright future.

The Second District includes 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, Vallecitos and Wynola, as well as the Indian Reservations of Barona, Campo, Ewiiaapaayp, Inaja/Cosmit, Jamul, La Posta, Manzanita, Mesa Grande, Santa Ysabel, Sycuan and Viejas. The Second District encompasses the cities of El Cajon, La Mesa, Lemon Grove, Santee, Poway and the communities of Allied Gardens, College Area, Del Cerro, Grantville, Navajo, Rolando and San Carlos in the City of San Diego.

District 3

Supervisor Dave Roberts represents a district that stretches from the coastline to the inland valleys and includes research centers, a military base, bedroom communities and major employment centers. By adhering to the county's General Management System, Supervisor Roberts promotes strong fiscal discipline, a clean environment, and above all, safe and livable communities. He is an active supporter of libraries, parks and job creation.

With nearly 650,000 residents, District 3 overlays all or portions of five incorporated cities, including nearly a dozen distinct communities within the city of San Diego.

District 3 takes in coastal communities from Torrey Pines State Beach through Encinitas. At the southwest boundary of the district is Sorrento Valley and Torrey Pines Mesa, a hub of biotech, high-tech and pharmaceutical research, where companies make everything from wireless devices to algae-based motor fuel. This portion of the district includes the cities of Del Mar, Solana Beach and Encinitas. These cities receive law enforcement, library and other services from the County of San Diego.

Along the coastline, Supervisor Roberts has championed efforts to restore and enhance many miles of beaches, coastal lagoons and watersheds. He has participated in a multi-agency effort to restore the San Dieguito wetlands and has promoted the development of a pedestrian trail along the railroad right-of-way. He believes in helping to stimulate the economy, and in good, common sense development. The supervisor is a champion of solar power, and strict laws protecting victims of domestic violence. He believes in strong Sheriff and fire protection.

District 3 bridges the coast to the inland corridor by way of Mira Mesa, where Qualcomm, Inc. – the region's largest private-sector employer – is headquartered. The northeast corner of District 3 includes historic Escondido as well as San Pasqual Valley, communities with rich agricultural roots. Just south of Escondido and Lake Hodges is Rancho Bernardo, where multinational companies such as Sony and Northrop Grumman employ many thousands of residents. Moving south, District 3 includes the bedroom communities of Carmel Mountain Ranch, Scripps Ranch, Tierrasanta and Sabre Springs. The District also overlays the eastern portion of Marine Corps Air Station Miramar.

Supervisor Roberts works with all of these communities by recommending county funding to support a host of public safety, tourism, business and social service groups at work within the many neighborhoods.

District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically diverse district in San Diego County. Approximately 626,000 people reside in the district, which encompasses about half the population of the city of San Diego. Since his election to the Board of Supervisors in 1994, Supervisor Roberts has focused his energy on a wide variety of issues, from improving the plight of foster youth, assisting vulnerable seniors and enhancing public safety through technology, to supporting growing the regional economy and making sure that the

County of San Diego remains one of the best-managed counties in America.

Because all 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. In general, the Board of Supervisors is responsible for issues that are more regional in nature, such as public health, animal control, air quality, water quality, probation and operation of the jail system.

The Fourth Supervisorial District spans 100 square miles, extending north to UC San Diego, west to the Pacific Ocean, east to Encanto and south to Paradise Hills. The district also includes the neighborhoods of Adams North, Alta Vista, Bay Ho, Bay Park, Birdland, Castle, Cherokee Point, Chollas Creek, City Heights (where more than 30 languages are spoken), Clairemont Mesa, Colina Del Sol, Corridor, Cortez Hill, Crown Point, El Cerrito, East Village, Emerald Hills, Encanto, Fairmount Park, Fairmount Village, Gaslamp Quarter, Golden Hill, Hillcrest, Jamacha Lomita, Kearny Mesa, Kensington, La Jolla, Liberty Station, Linda Vista, Little Italy, Loma Portal, Marina, Middletown, Midway, Mission Beach, Mission Hills, Mission Valley, Morena, Normal Heights, North Park, Oak Park, Ocean Beach, Pacific Beach, Park West, Redwood Village, Serra Mesa, Skyline, South Park, Swan Canyon, Talmadge Park, University Heights, Valencia Park and Webster. Points of interest within the district include Old Town State Historic Park, Balboa Park, Ocean Beach Pier, Mission Bay, the Children's Pool in La Jolla and the world-famous San Diego Zoo.

District 5

Supervisor Bill Horn has represented the Fifth District since his election to the Board of Supervisors in 1994. 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 Anza-Borrego Desert. The district, with nearly 1,800 square miles, is a vast resource of nature, industry, resorts, golf courses, fine restaurants and agriculture. Currently, approximately 620,000 people reside in the Fifth District. Efficient and friendly service is a top priority for Supervisor Horn. His staff assists with research, development and analysis of the County budget, operations, and policies in addition to responding to the needs of constituents and supporting Supervisor Horn in his contact with the public. Supervisor Horn is proud of the district's access to health care, public safety resources, improved methods of protecting the public from sexual predators, emergency preparedness and strong relationships with faith-based organizations.

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista, and San Marcos, as well as Marine Corps Base Camp Pendleton. The district includes the unincorporated communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, De Luz, Eagles Nest, Elfin Forest, Fairbanks Ranch, Fallbrook, Gopher Canyon, Harmony Grove, Hidden Meadows, Jesmond Dene, La Jolla Amago, Lake Henshaw, Lake San Marcos, Lake Wohlford, Lilac, Morettis, Oak Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley, Rainbow, Ranchita, Rancho Santa Fe, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, Warner Springs, and Winterwarm. The district is also home to the Indian Reservations of La Jolla, Los Coyotes, Mesa Grande, Pala, Pauma/Yuima, Rincon, Santa Ysabel and San Pasqual. Also within the district boundaries are vast areas of National Forest, State Park lands, the San Onofre Nuclear Generating Station and the United States Naval Weapons Station at Fallbrook.

Supervisor Horn is an avocado rancher and citrus grower, so agriculture remains close to his heart. Agriculture is a major industry in the Fifth District and the San Diego region, bringing in over $5.1 billion in annual value to the local economy. Summits and valleys are covered with groves of avocado and citrus trees. Decorative flowers, grown commercially, paint the hills of Carlsbad each year with a rainbow of colors. Elsewhere, cattlemen tend their herds in the oak-studded inland valley, and farmers plant and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the Anza-Borrego Desert. With water availability and distribution a critical need in the region, Supervisor Horn has been a leader in finding solutions to the water crisis.

Innovation, tourism and specialized manufacturing are not only thriving but are the future in the Fifth District. Additionally, the biotechnology industry has firmly established itself in the District, providing high-paying jobs to thousands of workers. North County is also becoming a regional powerhouse for higher education and healthcare, as the California State University San Marcos campus continues to grow and the $1 billion, 740,000 square foot Palomar Medical Center was finally opened in 2012. Over half of the County's 1,932 miles of roads are located in District 5, and over the next forty years North County is expected to implement another $11.5 billion in transit and highway infrastructure. Under the leadership of Supervisor Horn, plans to expand McClellan-Palomar Airport, a crucial economic driver for North County, are being developed. He has also created

organizations, such as Prosperity on Purpose, to generate new opportunities and secure economic development funds for North County. Supervisor Horn is committed to protecting property rights, creating jobs, ensuring public safety, balancing growth, eliminating traffic congestion and preserving our natural resources.

Related Links

For additional information about the Board of Supervisors, refer to the website at www.sdcounty.ca.gov/general/bos.html.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Board of Supervisors District 1	9.00	9.00	9.00	0.0	9.00
Board of Supervisors District 2	11.00	11.00	11.00	0.0	11.00
Board of Supervisors District 3	11.00	11.00	11.00	0.0	11.00
Board of Supervisors District 4	10.00	10.00	10.00	0.0	10.00
Board of Supervisors District 5	13.00	13.00	13.00	0.0	13.00
Board of Supervisors General Offices	2.00	2.00	2.00	0.0	2.00
Total	56.00	56.00	56.00	0.0	56.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Board of Supervisors District 1	$ 1,308,832	$ 1,335,009	$ 1,375,059	3.0	$ 1,375,059
Board of Supervisors District 2	1,312,135	1,338,378	1,378,529	3.0	1,378,529
Board of Supervisors District 3	1,285,392	1,311,100	1,375,059	4.9	1,375,059
Board of Supervisors District 4	1,283,204	1,308,868	1,359,913	3.9	1,359,913
Board of Supervisors District 5	1,408,611	1,436,783	1,479,886	3.0	1,479,886
Board of Supervisors General Offices	1,085,041	1,081,092	1,107,461	2.4	1,110,474
Total	$ 7,683,215	$ 7,811,230	$ 8,075,907	3.4	$ 8,078,920

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 6,680,862	$ 6,802,701	$ 7,058,109	3.8	$ 7,061,122
Services & Supplies	1,002,353	1,008,529	1,017,798	0.9	1,017,798
Total	$ 7,683,215	$ 7,811,230	$ 8,075,907	3.4	$ 8,078,920

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Use of Fund Balance	3,074	—	—	—	—
General Purpose Revenue Allocation	$ 7,680,141	$ 7,811,230	$ 8,075,907	3.4	$ 8,078,920
Total	$ 7,683,215	$ 7,811,230	$ 8,075,907	3.4	$ 8,078,920

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COUNTY OF
SAN DIEGO
MDCCCLI

Assessor/Recorder/County Clerk

Department Description

The Assessor is mandated by the Constitution of the State of California to locate, identify and establish values for all vacant land, improved real estate, business property and certain mobile homes, boats and aircraft. In addition, the Assessor maintains records on all taxable properties 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 County Clerk is mandated by the Government Code to issue and maintain a record of fictitious business names, issue marriage licenses, offer civil marriage ceremonies and provide certified copies of vital records, including birth, death and marriage certificates.

Mission Statement

To provide prompt and courteous service to the public in accomplishing the duties and responsibilities of the department; to have fair and uniform assessments of all taxable property in accordance with property tax laws; to provide for the orderly and expeditious recordation, archiving and retrieval of legal documents submitted and to provide for the efficient distribution to the public.

2012-13 Anticipated Accomplishments

Strategic Initiative – Sustainable Environments

- Recorded property ownership in a timely manner, facilitating access to ownership information for the buying, selling and financing of property.
- Located, identified and appraised all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules and regulations.
- Recorded births, deaths, marriages and Fictitious Business Name statements in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs.
- A contract has been awarded to redact identity information from documents recorded during the period 1990 through 2008 in order to comply with Government Code 27301a. Project to begin in Fiscal Year 2013-14.

Required Discipline for Excellence - Fiscal Stability

- Collected, distributed and accounted for all mandated fees and transfer taxes so County departments, federal and State agencies, cities and special districts can fulfill their legal responsibilities.
- Continued to review departmental fee structure to ensure that costs for services are fully recovered.

Required Discipline for Excellence – Information Services

- Implemented Phase I (Official Records) of the new integrated recording and vital records system. Full system implementation is scheduled to occur by June 2014, allowing the Assessor/Recorder/County Clerk (ARCC) to leverage necessary new technologies in order to maintain a high level of fiscal stability and service to its citizens.
- Completed required system testing for the electronic recording module and transmission lines have been installed. Implementation of the electronic recording module will enable the department to reduce document processing time and enhance customer service.
- Developed and implemented an internal ARCC SharePoint site, a file sharing application. Development of the external SharePoint site is underway and estimated completion is scheduled for Fiscal Year 2013-14. This will provide a consolidated venue for all departmental services and information for both staff and the public.

Required Discipline for Excellence – Customer Satisfaction

- Provided the public with services that are of value to them in a competent and professional manner and achieved a customer service rating of 93%.

- Initiated a customer service training program; 40% of departmental staff have completed this training by June 30, 2013.
- Provided the public with a variety of online forms and related services. This provides a more efficient and effective level of customer service by leveraging the latest in online form processing and electronic signature technology.
- Extended customer services at the Chula Vista branch office; began offering civil ceremonies in August 2012. Document recording services will be offered at this branch in January 2014, 3-6 months following full implementation of the electronic recording system.

2013-15 Objectives

Strategic Initiative – Sustainable Environments

- Record property ownership in a timely manner, facilitating access to ownership information for the buying, selling and financing of property.
- Locate, identify and appraise all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules and regulations.
- Record births, deaths, marriages and Fictitious Business Name statements in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs.
- Complete Birth, Death and Marriage Backfile Imaging Project to electronically preserve critical recorded documents and vital records. Project to be completed in Fiscal Year 2013-14.
- In order to comply with Government Code 27301a, a contract to redact identity information from documents recorded during the period 1990 through 2008 was awarded in Fiscal Year 2012-13. Project to be completed in Fiscal Year 2013-14.

Required Discipline for Excellence – Fiscal Stability

- Collect, distribute and account for all mandated fees and transfer taxes to ensure County departments, federal and State agencies, cities and special districts can fulfill their legal responsibilities.
- Continue to review departmental fee structure to ensure that costs for services are fully recovered.

Required Discipline for Excellence – Information Services

- Full system implementation of the new integrated recording and vital records system is scheduled to occur by June 2014. This will allow the ARCC to leverage necessary new technologies in order to maintain a high level of fiscal stability and service to citizens.
- Implementation of the electronic recording module that will allow the department to electronically accept recorded documents, in addition to reducing document processing time and enhance customer service.
- Develop and implement an external ARCC SharePoint site, a file sharing application. This will provide a venue for all departmental services and information to the public.

Required Discipline for Excellence – Customer Satisfaction

- Provide the public with services that are of value to them in a competent and professional manner and achieve a customer service rating of at least 93%.
- Maintain excellent customer service by ensuring all departmental staff complete the customer service training program initiated by ARCC before June 30, 2014.
- Provide the public with a variety of online forms and related services. This will provide a more efficient and effective level of customer service by leveraging the latest in online form processing and electronic signature technology.
- Extend customer services at the Chula Vista and Kearny Mesa branch offices; document recording services to be offered in January 2014.

Related Links

For more information on the Assessor/Recorder/County Clerk, refer to the website at http://arcc.co.sandiego.ca.us.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Recorded documents indexed within two business days[1]	100% of 854,607	99%	100% of 961,966	99%	99%
Mandated assessments completed by close of annual tax roll[2]	99% of 355,000	98%	98% of 428,835	98%	98%
Vital records, certificates and licenses indexed within 48 hours of receipt of all files so the public can have the most current information[3]	100% of 88,940	99%	100% of 87,000	99%	99%
Satisfactory customer service rating[4]	93%	93%	93%	93%	93%

Table Notes

[1]Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property.

[2]Measures the performance in locating, identifying, and fairly and uniformly appraising all property. Completing one hundred percent of the annual assessment work is the goal in the County's first step to assessing and billing annual property taxes.

[3]Measures the timely manner in which the public can access vital records and certificates affording them the most current information.

[4]Customer satisfaction rating measures how individuals perceive the department's ability to provide services of value to them. This rating is determined based on the number of positive comments received to the total number of customers surveyed.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No net change in staffing

- Transfer of 1.25 staff years from Property Valuation ID to Recorder/County Clerk to align with operational needs.

Expenditures

Increase of $3.9 million.

- Salaries and Benefits — increase of $1.2 million reflects increases in County retirement contributions and an increase in overtime costs based on current expenditure levels and projected needs.
- Services and Supplies — Increase of $2.7 million
  - Increase of $2.6 million in contracted services due to various one-time projects relating to Integrated Recording/Vital Records System ($0.2 million), electronic recording system ($0.2 million), Social Security Number (SSN) Truncation back-file project ($1.5 million), duplication of acetate film/brown toning ($0.2 million) and vital records backfile project ($0.5 million).
  - Increase of $0.1 million in major maintenance costs due to necessary building repairs to ARCC Kearny Mesa branch office and shared costs for South Bay Regional Center.

Revenues

Net increase of $3.9 million

- Charges for Current Services — net increase of $3.4 million.
  - Increase of $0.4 million in Assembly Bill 2890 Recovered Costs revenue to reflect anticipated increase in supplemental assessment revenues.
  - Increase of $0.2 million in Property Tax System Administration revenue to reflect anticipated increase in collections from cities for services rendered.
  - Increase of $1.5 million in Recording Document revenues due to anticipated increase in document recordings.
  - Increase of $0.5 million in Certified Copy Vital Statistics revenue due to one-time project relating to backfile imaging/scanning/indexing project.
  - Increase of $0.2 million in Micrographics Trust Fund revenue due to one-time initiative relating to duplication of acetate film/brown toning efforts.
  - Increase of $0.2 million in E-recording revenue due to increase in ongoing costs for electronic recording system.
  - Increase of $1.5 million in Social Security Number Truncation revenue due to one-time redaction backfile projects.
  - Decrease of $1.1 million in Recording Fee Modernization Trust Fund revenue as a result of ongoing program costs being offset by increased recording revenues.
- Use of Fund Balance — Decrease of $0.4 million to delete prior year one-time funding relating to the upgrade of old microfilm to a more stable film medium in the Assessor's Office.
- General Purpose Revenue Allocation — Increase of $0.9 million due to increase in projected personnel costs.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net decrease of $3.6 million is primarily the result of reductions in Services and Supplies of $4.2 million due to elimination of one-time initiatives from Fiscal Year 2013-14 ($0.6 million in temporary contract help, $0.1 million in software application costs, $3.1 million in contracted services, $0.2 million in minor equipment costs and $0.2 million in major maintenance costs) and a reduction of Capital Asset Equipment costs ($0.2 million). This is partially offset by an increase in Salaries and Benefits of $0.8 million to reflect increases in County retirement contributions.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Property Valuation ID	263.00	272.00	270.75	(0.5)	270.75
Recorder / County Clerk	110.50	114.50	115.75	1.1	115.75
Management Support	24.00	24.00	24.00	0.0	24.00
Total	397.50	410.50	410.50	0.0	410.50

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Property Valuation ID	$ 31,919,032	$ 33,296,297	$ 33,850,873	1.7	$ 34,556,734
Recorder / County Clerk	18,522,213	19,671,169	22,891,407	16.4	18,730,954
Management Support	3,149,446	3,392,403	3,565,601	5.1	3,447,099
Total	$ 53,590,691	$ 56,359,869	$ 60,307,881	7.0	$ 56,734,787

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 36,915,940	$ 37,990,581	$ 39,153,897	3.1	$ 39,924,568
Services & Supplies	16,449,751	18,161,525	20,936,221	15.3	16,760,219
Capital Assets Equipment	225,000	207,763	217,763	4.8	50,000
Total	$ 53,590,691	$ 56,359,869	$ 60,307,881	7.0	$ 56,734,787

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Licenses Permits & Franchises	$ 450,000	$ 900,000	$ 900,000	0.0	$ 900,000
Revenue From Use of Money & Property	56,000	30,000	30,000	0.0	30,000
Charges For Current Services	31,385,791	33,711,529	37,101,640	10.1	32,557,875
Miscellaneous Revenues	631,000	701,000	700,000	(0.1)	700,000
Use of Fund Balance	511,648	350,000	—	(100.0)	—
General Purpose Revenue Allocation	20,556,252	20,667,340	21,576,241	4.4	22,546,912
Total	$ 53,590,691	$ 56,359,869	$ 60,307,881	7.0	$ 56,734,787

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Treasurer-Tax Collector

Department Description

The Treasurer-Tax Collector is an elected County official whose duties are mandated by State law and the County Charter. These duties include banking, investment, disbursement and accountability for $6.1 billion in public funds; the billing and collection of approximately $4.6 billion in secured and $0.17 billion in unsecured property taxes for all local governments; and administering the Improvement Bond Acts of 1911, 1913 and 1915. The Treasurer-Tax Collector also administers the County's Deferred Compensation Program. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the San Diego County Employees Retirement Association (SDCERA) 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.

2012-13 Anticipated Accomplishments

Treasury

Treasury consists of the Investment Division and the Accounting Division. The Investment Division is responsible for setting the daily cash balance for the County Pooled Investment Fund (Pool), investing for the Pool and dedicated portfolios, and reviewing documents and advising on the structure and pricing of all County and school debt issues. The Accounting Division performs various accounting functions related to tax collection and investments and provides financial services such as electronic fund transfers to other County departments and investment pool members.

Required Discipline for Excellence – Fiscal Stability

- To safeguard public funds and maintain public trust, efficiently managed the provisions of banking services for public entities and County departments. The Treasurer-Tax Collector provided accurate recording of all funds on deposit and facilitated daily reconciliation of funds.

- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector invested public monies held in the Treasury and maximized cash resources, without sacrificing the principles of safety or liquidity, for a yield of 0.45% in Fiscal Year 2012-13 and an anticipated weighted average rate of return of 0.60% in Fiscal Year 2013-14.

Required Discipline for Excellence – Regional Leadership

- To assist public agencies in making informed decisions that minimize taxpayer cost when issuing debt and ensuring correct and timely payments to bond holders, the Treasurer-Tax Collector provided broad-based financial and consulting services to public agencies within the San Diego County region.
- Provided a learning platform and forum to address current government finance issues by facilitating four seminars including Fraud Prevention, Cash Handling, Debt Financing and Investment of Public Funds for local agencies.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Increased the number of certified Cash Handlers by 139 people in Fiscal Year 2012-13 through a certified Cash Handler's seminar hosted by the Treasurer-Tax Collector and the Association of Public Treasurers (United States and Canada). This award winning program will continue to strengthen internal controls and increase efficiency in processing and safeguarding cash.

Tax Collection

Tax Collection is responsible for mailing, sorting and batching approximately 1.4 million tax bills and statements per year; managing property tax refund activity, research of payment exceptions and erroneous payments and payment processing; collecting property taxes on personal property (unsecured taxes) and several other types of specialty taxes; issuing tax clearance certificates for mobile homes and maps; payment plan activities; and the management of all tax sale activities. Tax Collection is also responsible for providing customer service to County residents at the main branch and four additional branches located throughout the county.

Required Discipline for Excellence – Fiscal Stability

- Maintained a collection rate of 98% for secured taxes, and 97% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers by June 30, 2013.

Required Discipline for Excellence – Information Services

- Participated in the further development of the Integrated Property Tax System (IPTS) in conjunction with the Assessor/Recorder/County Clerk, Auditor and Controller and County Technology Office.

Deferred Compensation

The Deferred Compensation Program administers all aspects of the 401(a) Incentive Retirement Deferred Compensation Plan and the 457 Deferred Compensation Plan. The Deferred Compensation Program is a voluntary way to save for retirement in addition to the County's pension system. These plans are available to full-time and part-time permanent employees of the County of San Diego.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Broadened the Countywide base of employees who are planning for financial security during retirement by the following measures:
  - Maintained enrollment in the Deferred Compensation 457 Plan at 48.0% through June 30, 2013 and increased it to 48.2% by June 30, 2014.
  - Increased the average participant contribution in the Deferred Compensation 457 Plan to $89 per pay period by June 30, 2013 and to $91 by June 30, 2014.
  - Continued to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums each fiscal year.
  - Continued to increase employee awareness and understanding by conducting annual educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees.

2013-15 Objectives

Treasury

Required Discipline for Excellence – Fiscal Stability

- To safeguard public funds and maintain public trust, Treasurer-Tax Collector will efficiently manage the provisions of banking services for public entities and County departments. The Treasurer-Tax Collector will also provide accurate recording of all funds on deposit and facilitate daily reconciliation of funds.
- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector will invest public monies held in the Treasury and maximize cash resources, without sacrificing the principles of safety or liquidity, for an anticipated weighted average rate of return of 0.60% in Fiscal Year 2013-14 and 0.70% in Fiscal Year 2014-15.

Required Discipline for Excellence – Regional Leadership

- To assist public agencies in making informed decisions that minimize taxpayer cost when issuing debt and ensuring correct and timely payments to bond holders, the Treasurer-Tax Collector will provide broad-based financial and consulting services to public agencies within the San Diego County region.
- Provide a learning platform and forum to address current government finance issues by facilitating four seminars including Fraud Prevention, Cash Handling, Debt Financing and Investment of Public Funds for local agencies.

Tax Collection

Required Discipline for Excellence – Fiscal Stability

- Maintain a collection rate of 98% for secured taxes and 97% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers, by June 30, 2014.

Required Discipline for Excellence – Information Services

- Participate in the development of IPTS with the Assessor/Recorder/County Clerk, Auditor and Controller and County Technology Office to prepare IPTS for deployment.

Deferred Compensation

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Broaden the Countywide base of employees who are planning for financial security during retirement by the following measures:
  - Increase enrollment in the Deferred Compensation 457 Plan to 48.2% through June 30, 2014 and maintain it through June 30, 2015.
  - Increase the average participant contribution in the Deferred Compensation 457 Plan to $91 per pay period by June 30, 2014 and maintain through June 30, 2015.
  - Continue to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums each fiscal year.
  - Continue to increase employee awareness and understanding by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees by June 30, 2014.

Related Links

For additional information about the Treasurer-Tax Collector, refer to the website at www.sdtreastax.com.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Secured Taxes Collected (% of total)[1]	97%	97%	98%	98%	98%
Unsecured Taxes Collected (% of total)[1]	97%	97%	97%	97%	97%
Rate of Return on Investment Pool (%)	0.51%[2]	0.60%[2]	0.45%[2]	0.60%[2]	0.70%[2]
Customer Satisfaction Ratings (Scale of 1-5, 5 being highest)[3]	4.70	4.70	4.70	4.70	4.70
457 Deferred Compensation Plan average deferral amount per employee per pay period[4]	$80	$89	$89	$91	$91
Percentage of eligible County employees participating in the 457 Deferred Compensation Plan[5]	48.0%	48.0%	48.0%	48.2%	48.2%
Number of newly Certified Cash Handlers for the County and other government entities	131	40[6]	139[6]	40[6]	40

Table Notes

[1]With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes. The low actual collection rate is a result of the struggling real estate market. Continued lower collection percentages through 2013-14 are anticipated as the real estate market continues to struggle.

[2]Since the Federal Reserve has maintained the Federal Funds target rate at the lowest possible range during the past two years, it is expected that as the economy improves, the Investment Pool's Rate of Return will increase accordingly. However, in the short term, higher yielding investments are expected to mature, which will lower the return until interest rates rise significantly.

[3]The Treasurer-Tax Collector mails more than one million tax bills per year. The public reaction to property taxes is strongly affected by economic conditions. This reaction is reflected on their Customer Satisfaction Surveys. They give excellent ratings for having their questions answered and the level of courtesy experienced; however, their overall experience is less than exceptional because they believe the taxes are too high.

[4]Due to uncertainty in the nation's economic health, employees reduced their Deferred Compensation average deferral amount per employee per pay period in Fiscal Year 2011-12. The department strives to increase plan awareness and to promote new plan services in order to keep contributions consistent.

[5]Number of active participants includes open accounts for current employees with suspended contributions.

[6]The number of newly Certified Cash Handlers increased in Fiscal Year 2012-13 due to a special request from County departments to add an extra session and will revert back to 40 in 2013-14 because most employees who require Cash Handling certification have been certified and only one session will be held. It is also anticipated that turnover of cash handlers will be lower.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No net change in staffing.

- Transfer of 1.00 staff year from Treasury to Administration to provide increased support for information technology procurement activity and ensure propriety of segregation of duties in administrative operations.

Expenditures

Increase of $1.5 million

- Salaries and Benefits — increase of $0.3 million due primarily to County retirement contributions.
- Services and Supplies — Net increase of $1.3 million
  - Increase of $1.0 million in major maintenance due to one-time expenses for asbestos abatement and necessary office facility repairs.
  - Increase of $0.3 million in application services for upgrade of Image RPS, the department's payment processing application.

Revenues

Increase of $1.5 million

- Charges For Current Services – Increase of $0.2 million due to increase of banking services pooled money offsets related to direct service activity.
- Miscellaneous Revenues – Increase of $0.2 million due to revenues from effects of economy.
- Use of Fund Balance — Increase of $1.0 million to fund the one-time costs of asbestos abatement and related expenditures; and to complete application upgrade described above.
- General Purpose Revenue Allocation — Increase of $0.2 million primarily to fund Salaries and Benefits expenses described above.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net decrease of $0.9 million to reflect the anticipated completion of $1.1 million in office facility improvements and application upgrades in Fiscal Year 2013-14, offset by a $0.2 million increase in County retirement contributions.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Treasury	23.00	23.00	22.00	(4.3)	22.00
Deferred Compensation	3.00	3.00	3.00	0.0	3.00
Tax Collection	83.00	82.00	82.00	0.0	82.00
Administration - Treasurer / Tax Collector	12.00	13.00	14.00	7.7	14.00
Total	121.00	121.00	121.00	0.0	121.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Treasury	$ 6,863,607	$ 6,853,306	$ 6,880,832	0.4	$ 6,933,460
Deferred Compensation	302,532	327,347	462,223	41.2	316,027
Tax Collection	10,677,584	10,214,869	11,439,011	12.0	10,589,285
Administration - Treasurer / Tax Collector	3,010,740	3,079,805	3,242,140	5.3	3,287,406
Total	$ 20,854,463	$ 20,475,327	$ 22,024,206	7.6	$ 21,126,178

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 10,865,971	$ 10,943,244	$ 11,236,246	2.7	$ 11,470,649
Services & Supplies	9,988,492	9,532,083	10,787,960	13.2	9,655,529
Total	$ 20,854,463	$ 20,475,327	$ 22,024,206	7.6	$ 21,126,178

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Fines, Forfeitures & Penalties	$ 1,035,450	$ 1,035,450	$ 1,035,450	0.0	$ 1,035,450
Charges For Current Services	13,234,292	13,234,292	13,416,992	1.4	13,374,292
Miscellaneous Revenues	637,472	637,472	787,472	23.5	637,472
Use of Fund Balance	432,150	—	1,038,000	—	200,000
General Purpose Revenue Allocation	5,515,099	5,568,113	5,746,292	3.2	5,878,964
Total	$ 20,854,463	$ 20,475,327	$ 22,024,206	7.6	$ 21,126,178

Chief Administrative Office

Department Description

The Chief Administrative Office (CAO) is responsible for implementing the policy directives of the Board of Supervisors as well as achieving the County's overall mission, goals and objectives through the County's five business groups - which include Community Services, Finance and General Government, Land Use and Environment, Public Safety and the Health and Human Services Agency.

The Chief Administrative Office department comprises three units: the CAO Executive Office (the Chief Administrative Officer, Assistant Chief Administrative Officer and a small support staff), the Office of Ethics and Compliance (OEC) and the Office of Strategy and Intergovernmental Affairs. The County's ethics and compliance functions were merged under the Office of Internal Affairs (OIA). Consequently, OIA was renamed Office of Ethics and Compliance.

Mission Statement

Work with the Board of Supervisors, public and County employees to create a County government that is customer-focused and responsive to residents' needs and priorities, effectively implementing the policy direction of the Board of Supervisors, efficiently managing the day-to-day operations and functions of County government and preparing the organization to meet the needs and address the issues that will emerge in the future.

2012-13 Anticipated Accomplishments

During Fiscal Year 2012-13, the Chief Administrative Office worked with the Board of Supervisors to ensure that County government in San Diego remained fiscally sound, operationally strong and able to meet the changing service needs of county residents within available revenues. To accomplish this, the CAO continued to use the County's General Management System (GMS) to implement the Board's priorities, as well as to maintain the County's established management disciplines and commitment to innovation, continuous improvement and excellence.

The CAO continued to closely monitor changing economic conditions and the uncertainties surrounding key State revenue sources and continued to work with CAOs in other

California counties to protect local revenues and interests as the new State administration continued to redefine State/County roles, responsibilities and revenues.

The CAO continued to enhance efficiency, productivity and service quality throughout the organization by identifying and implementing new ways of working that enabled the organization to better meet changing public needs or program realities - using strategies that included reengineering, expanded partnerships with other entities that served similar customers or had similar goals and use of new technology tools.

Highlights of the CAO's Fiscal Year 2012-13 anticipated accomplishments and how they relate to the County's 2012-2017 Strategic Plan are listed below. Additional accomplishments and detailed information is provided in individual department and group Operational Plan narratives. Together, they formed a coordinated strategy that enabled the County to achieve its Mission – "To efficiently provide public services that build strong and sustainable communities" – and its Vision – "A County that is safe, healthy and thriving."

Strategic Initiative – Safe Communities

- Promote strategies that make neighborhoods safe places to live, work and play:
  - Provided early intervention with at-risk youth in the crime-prone years by implementing community oriented policing strategies, stressing prevention, early identification and timely intervention.
  - Educated residents through community outreach and employed prevention and safety programs.
  - Provided safe and accessible parks and preserves, fostered innovative programs and initiatives that promoted government agency partnerships and

community involvement and enhanced emergency communications and preparedness.
  - Repainted and re-marked crosswalks and roadway legends adjacent to all 121 public schools and 12 private school locations throughout the unincorporated area of the County.
- Promote and implement strategies that protect residents from crime.
  - Maintained a proactive law enforcement presence in the unincorporated area and cities with whom the County contracts.
  - Monitored offenders subject to community supervision to mitigate new crime offenses.
  - Employed intelligence-led policing strategies to crime problems at the local and regional level.
- Provide for a strong, collaborative criminal justice system that holds offenders accountable.
  - Collaborated with the local courts to ensure offenders were appropriately detained or sanctioned.
  - Employed appropriate punitive measures that were balanced with rehabilitation opportunities, where appropriate.
  - Ensured quality investigation and crime analysis that led to successful identification and prosecution of offenders.
- Reduce recidivism by implementing treatment strategies that help offenders successfully reenter society.
  - Provided a continuum of treatment and diversion programs while adult offenders were in jail, addressing health and behavioral health.
  - Employed transitional services for offenders as they exited out of detention facilities.
  - Integrated evidence-based practices and principles in collaboration with community and justice partners.
- Continue to strengthen the County's and communities' ability to prepare, respond and recover from disasters.
  - Collaborated with regional fire service agencies to improve fire protection and emergency response services.
  - Engaged residents, private sector and local jurisdictions through community outreach events and emergency readiness planning.
  - Completed a new Geographic Information System (GIS) application for damage assessment reporting during disasters. The new application increased reporting frequency and thus reduced the time the County must wait for information on disaster impacts.
- Completed an environmental analysis of the Proposed Eye Gnat Program and revised County Ordinance to support an Eye Gnat Program for Board of Supervisors approval and adoption.
- Ensured food quality safety and integrity, and verified that produce advertised as "organic" was registered and certified as organic by increasing organic spot inspections by 33% to 40 inspections.
- Inspected 20 miles of targeted sewer mains and cleaned 390 miles of sanitary sewer collector mains to protect public health and the environment by minimizing the risk of overflows.

Strategic Initiative – Sustainable Environments

- Promoted green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives such as reduced fees and fee waivers.
- Improved County operations through sustainability efforts in alternative energy systems, energy conservation, recycling, and green building design.
- Protected a sustainable watershed via outreach, education, inspections and developed plans to meet bacteria levels in accordance with the San Diego Regional Water Quality Control Board.
- Protected water quality and promote water conservation via workshops and the deployment of water kiosks throughout the agricultural community and at various annual events.
- Acquired, developed and maintained facilities that support and promote park stewardship and environmental sustainability and efficiency.
- Designed and initiated construction on 21 road and road-related infrastructure improvement projects that enhanced the transportation network's long-term sustainability, exceeding the goal of 7 projects.
- Promoted increased civic engagement by increasing the number of permanent vote-by-mail voters by 15.6% and completing the addition of Chinese language to voting and election materials. This represents a 10.6% increase over the goal of a 5% increase in permanent vote-by-mail voters.
- Protected residential gardens and commercial produce from insidious pest infestations and avoided the widespread use of pesticides against new pests by placing and maintaining traps designed for early pest detection.
- Maintained the planned schedule of library operations and current level of services, including an average of 200 after-school programs each month, at the County's 33 branch libraries and 2 mobile libraries.

Strategic Initiative – Healthy Families

Continue implementation of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time by:

- Building a better service delivery system that is innovative and outcome-driven.
  - Implemented year one of the Community Transformation Grant (CTG) supported public health efforts to reduce chronic diseases, promote healthier lifestyles, reduce health disparities, and decrease health care costs.
  - Implemented the Community Based Care Transition program to reduce readmissions to hospitals by Medicare recipients.
  - Evaluated data from the two pilot programs integrating physical and behavioral health services. Two programs established with one providing comprehensive counseling and mental health services for children and adults, and the second program adding psychiatric consultations to support primary care providers.
  - Established Extended Foster Care program, an outcome from Assembly Bill (AB) 12, the *California Fostering Connections to Success Act*, to extend foster care to 21 years of age. Over 500 youth received transitional services in the first year.
- Supporting positive choices that empower residents to take responsibility for their own health and well-being.
  - Implemented the multiyear Community Nutrition Education Program (CNEP) grant to increase access and nutrition education for CalFresh eligible or potentially eligible clients.
  - Provided nutrition education for 576 low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety, exceeding the goal of 400 families.
- Pursuing policy and environmental changes that make it easier for people to engage in healthy and safe behaviors.
  - Increased recreational opportunities and educational programs at County parks to enhance park patrons' experience and promote healthy lifestyles.
  - Completed and documented community input to the six regional *Live Well, San Diego!* plans by using the Mobilizing for Action through Planning and Partnership (MAPP) process from the National Association of County and City Health Officials.
  - Implemented second phase of the succession plan to advance *Live Well, San Diego!*
  - Began improvements to Family Resource Centers and ACCESS (a public benefits transaction call center), including increasing accuracy of payment, and technological enhancements to improve customer service.

Required Disciplines for Excellence

Fiscal Stability

- Engaged 23 of 25 existing bargaining units within 8 of 9 existing employee organizations in the collective bargaining process. Continuing negotiations toward resolution of the bargaining process.
- Continued to maintain the County's high credit ratings by managing within the construct of County GMS fiscal disciplines, maintaining a structurally-balanced budget and prudent reserves and ensuring that County residents' tax dollars are spent as efficiently as possible.
- Arranged financing for the construction of a parking facility at the intersection of Cedar Street and Kettner Boulevard, including the sale of $27.8 million in long-term obligations. The parking facility has been planned in conjunction with the County Administration Center (CAC) Waterfront Park.

Skilled, Adaptable and Diverse Workforce

- Began phase 2 of the Knowledge Integration Project (KIP) to develop the foundation for information exchange across multiple disciplines to improve the information available and coordinate services for shared clients.
- To ensure the smooth delivery of future services and continued organizational growth and improvement, completed the first round of the County Mentor Partnership Program and develop succession planning tools that departments can use to enhance employees' leadership skills and support succession planning efforts.

Essential Infrastructure

- Significant multi-year projects that were scheduled for Fiscal Year 2012-13 or in progress include:
  - New CAC Waterfront Park - in progress
  - New parking structure at Cedar and Kettner streets in San Diego - in progress
  - Phase 1B of the County Operations Center (COC), allowing the relocation of County staff from the COC Annex, CAC and leased office space - in progress
  - Development of the newly-acquired County property on Chesapeake Drive, adjacent to the COC, to include a new location for the Registrar of Voters - in progress

- Replacement Women's Detention Facility – in progress
- New Rancho San Diego Sheriff's Station – in progress
- East Mesa Detention Re-Entry and Rehabilitation Facility – in progress

- Opened the new Lincoln Acres Library, community room and business offices for Sheriff staff and the Lower Sweetwater Fire Protection District.

Accountability, Transparency and Ethical Conduct

- Submitted 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- Provided open access to County business by making 42 Board of Supervisors meetings available on the Internet when they are held and afterward in audio and video archives.

Information Services

- Named 2012 "Library of the Year" by Library Journal magazine and Gale, an educational publishing company, for "profoundly demonstrating service to community" by automating services, increasing circulation and the number of programs it offers — despite the recession. The award is given each year to the top public library in the nation.
- Implemented the Mobile Enterprise Application Platform to facilitate the development and deployment of mobile applications. Expanded the mobile workforce capabilities for building inspectors and code enforcement through new systems that enable real-time access to permit systems from mobile devices that field inspectors will use. Explored and developed eight mobile applications to improve service delivery and enhance the flow of information to the public.
- The transition to a new web-based office practice management system (Tymetrix's T360), which manages all case and advisory information, has calendaring capabilities, retains client and contract information, stores supporting legal documents, and tracks time and billing information was delayed due to a system design change initiated by the vendor. Delaying the project minimized the additional costs that would have been incurred from the necessity to re-train staff on the new user-interface design once it was implemented.
- Enhanced customer service by providing web access to allow customers to perform land use file reviews without coming into the office.
- Reduced payment processing time and cost by implementing bar coding of registration invoices sent to customers who have point of sale systems to facilitate faster processing of the payments.
- Initiated the phased upgrade of the region's aging Regional Communication System (RCS), beginning with replacing the RCS Core in Fiscal Year 2012-13, and continuing planning for replacement of subsequent major components to begin in Fiscal Year 2013-14.
- Continued the replacement of the County's aging legacy Property Tax Collection system with a modern Integrated Property Tax System in Fiscal Year 2013-14. This project will replace the old technology currently used to value properties, collect taxes and distribute the revenue collected with a new system that will enable the County to be more efficient, automate many processes, and require less maintenance and support. The new system will also give County property owners the ability to complete certain required forms online instead of traveling to County facilities or mailing physical documents, improving customer satisfaction and reducing the need for travel and printing.

Regional Leadership

- Conducted the activities of the County Oversight Board to conclude the programs and activities of the former Redevelopment Agency.
- Administered and participated in meetings of the federal San Diego/Tijuana Air Quality Task Force to identify and reduce air pollution problems in the border region in order to better protect public health and the environment.
- Developed standard operating procedures/fact sheets to provide guidance on how to collaborate with other agencies to collect and sample illegally disposed hazardous waste from businesses with multiple locations across the state. These procedures will be available for use by the other Unified Program Agency's throughout the State.

Continuous Improvement and Innovation

- Implemented Board of Supervisors directed recommendations to improve the land development process for customers. The establishment of the department of Planning and Development Services (PDS) created a new approach to serving customers and combined the land use functions that were formerly divided among various County departments, namely Planning and Land Use, Public Works, and Parks and Recreation.

- Developed procedures and implemented a program to scan and enter emission inventory summaries into the Business Case Management System – Accela (BCMS) at the facility level by June 2013 to increase staff efficiency in determining New Source Review requirements and facility compliance status.
- Developed and initiated the transition of the virtual enforcement response determination document into the Business Case Management System (BCMS) within the Pesticide Regulation Program. This document is used to track the action taken when a violation is found.
- Developed new communication channels to release timely housing-related information in emergencies as well as ongoing housing and community development opportunities.
- Completed co-location of Public Administrator/Public Guardian with Mental Health Conservatorship to improve service coordination.

Customer Satisfaction

- Promoted and made customer service a top priority by developing and providing customer service training emphasizing customer focus in all Land Use and Environment Group management and section meetings and instructed staff on good communication skills with the public and regulated community.
- Completed an implementation plan and drafted changes to the County Ordinance to institute a letter grading system similar to the one used in restaurants for meat markets and for mobile food facilities that prepare food.
- Began year one of Supplemental Nutrition Assistance Program (SNAP) grant to implement a system for electronic documents conversion and tracking, and to help reduce processing time and minimize lost documents.

2013-15 Objectives

During Fiscal Years 2013-15, the Chief Administrative Office will work with the Board of Supervisors to ensure that County government in San Diego remains fiscally sound, operationally strong and able to meet the changing service needs of County residents within available revenues. To accomplish this, the CAO will continue to use the County's General Management System (GMS) to implement the Board's priorities, as well as to maintain the County's established management disciplines and commitment to innovation, continuous improvement and excellence.

The CAO will continue to closely monitor changing economic conditions and the uncertainties surrounding key State revenue sources and will continue to work with CAOs in other California counties to protect local revenues and interests as the State continues to redefine State/County roles, responsibilities and revenues.

The CAO will also continue to enhance efficiency, productivity and service quality throughout the organization by identifying and implementing new ways of working that enable the organization to better meet changing public needs or program realities - using strategies that include reengineering, expanded partnerships with other entities that serve similar customers or have similar goals and use of new technology tools.

Highlights of the CAO's Fiscal Year 2013-15 Objectives and how they relate to the County's 2013-2018 Strategic Plan are listed below. Additional accomplishments and detailed information is provided in individual department and group Operational Plan narratives. Together, they form a coordinated strategy that enables the County to achieve its Mission – "To efficiently provide public services that build strong and sustainable communities" – and its Vision – "A County that is safe, healthy and thriving."

Strategic Initiative – Safe Communities

- Promote and implement strategies that protect residents from crime or abuse:
  - Employ information-led policing strategies to crime problems at the local and regional levels.
  - Reduce recidivism through evidence-based practices and services in collaboration with community and justice partners.
- Promote strategies that make neighborhoods safe places to live, work and play:
  - Reduce risks to lives by ensuring buildings and improvements are designed and constructed in accordance with building safety codes.
- Continue to strengthen the County's and communities' ability to prepare, respond and recover from disasters.
  - Coordinate with local and regional agencies' emergency services and critical first responder agencies to strengthen the regional emergency notification system.
  - Collaborate with regional fire service agencies to improve fire protection and emergency response services.
  - Incorporate disaster preparedness into programs and services that target vulnerable populations and encourage self-sufficiency during and after an adverse event.

- Work with the U.S. Environmental Protection Agency (EPA) and Baja California, Mexico as the U.S. Co-Chair of the Border 2020 Emergency Preparedness and Response Group for the San Diego-Tijuana region to:
  - Coordinate and conduct binational emergency training with the goal of ensuring that responders in the region use the same equipment, procedures and have the same training.
  - Integrate the Office of Emergency Services Operational Area Emergency Operations Center and the Tijuana Protection Civil's Emergency Operations Center into binational exercises.
- County Communications Office will participate in at least two drills each fiscal year to prepare for and respond to major natural or man-made disasters impacting the San Diego County region. Provide accurate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County's new emergency website, social media, new releases, video and mobile technology.

Strategic Initiative – Sustainable Environments

- Promote green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives such as reduced fees and fee waivers. Issue 2,000 photovoltaic permits for solar power systems under an expedited fee waiver program.
- Partner with East Otay Mesa property owners, the San Diego Association of Governments (SANDAG), the California Department of Transportation (CalTrans) and the City of San Diego to plan and construct a regional sanitary sewer network to support the phased implementation of the East Otay Mesa Specific Plan while safeguarding public health and the environment.
- Save 30 million gallons of water at 19 park facilities that have converted to smart irrigation controllers, resulting in water conservation.
- Reduce air pollution emissions and health risk from freight movement using State Goods Movement Emission Reduction Program (Proposition1B) funds to award grants to equipment owners to replace older, higher emitting heavy-duty diesel equipment with newer, cleaner models.
- Protect the health of the public by reducing exposure to hazardous air pollutants by implementing test emissions from all natural gas, expand the network of air monitors for carbonyl compounds, and develop the capability to deploy an emergency network of 2 fine particulate matter (PM2.5) monitors within 48 hours of any wildfire and link the instruments via satellite for real-time data delivery to the public.

Strategic Initiative – Healthy Families

Ensure integration and achievement of *Live Well, San Diego!* strategies to provide the right services, to the right people, at the right time.

- Build a better service delivery system that is innovative and outcome driven.
  - Implement the multi-year Community Transformation Grant (CTG) to support public health efforts to reduce chronic diseases, promote healthier lifestyles, reduce health disparities, and decrease health care costs.
  - Provide Public Health Nurse home visits to participants in the Community Based Care Transitions Programs (CCTP) to help them proactively manage their chronic medical conditions.
  - Co-locate Child Welfare Services staff with staff from community based organizations to improve service integration.
  - Celebrate 100 years of the County Library with branches as centers of communities, while looking ahead to the use of technology in service delivery
  - Create safer parks, preserves and recreation centers using volunteers to assist with park patrols, operations, and maintenance by contributing more than 96,000 hours annually.
  - Ensure that all construction work by utility companies and private developers in the County's right-of-way that is within 1,000 feet of a school site provides safe access to schools for families and children.
- Support positive choices that empower residents to take responsibility for their own health and well-being.
  - Implement the multi-year Supplemental Nutrition Assistance Program Education (SNAP-Ed) project to promote nutrition education and obesity prevention services to low-income families in the regions that are potentially eligible for the federally funded CalFresh food assistance program.
  - Support regional efforts with a variety of programs and outreach to reduce homelessness among families and veterans and increase self-sufficiency.
  - Promote healthy lifestyles for 2,000 adults and seniors through participation in 60 recreation programs.
- Pursue policy and environmental changes that make it easier for people to engage in healthy and safe behaviors.

- Implement regional community health improvement plans through the participation or leadership of Resident Leadership Academy (RLA) graduates. The purpose of the RLA is to build community capacity for health improvement in local neighborhoods.
- Implement third phase of the succession plan to advance *Live Well, San Diego!*

Required Disciplines for Excellence

Fiscal Stability

- Maintain the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investors Service), AAA (Standard & Poor's) and AAA (Fitch Ratings) to ensure lower debt interest costs.
- Accurately identify current and future revenue, as cost and cash flow trends, in a timely manner in order to facilitate allocation of limited resources to County groups and departments.

Skilled, Adaptable and Diverse Workforce

- To ensure the smooth delivery of future services and continued organizational growth and improvement, complete the second round of the County Mentor Partnership Program and develop succession planning tools that departments can use to enhance employees' leadership skills and support succession planning efforts.

Essential Infrastructure

- Plan and design facilities to serve the growing needs of County residents including new capital projects for libraries in Alpine and Imperial Beach, infrastructure improvements at Lake Morena, a new Registrar of Voters building on the County Operations Center Campus and a new office for the Assessor/Recorder/County Clerk in El Cajon. Continue significant multi-year projects:
  - CAC Waterfront Park
  - Parking structure at Cedar and Kettner streets in San Diego
  - Replacement Women's Detention Facility
  - New Rancho San Diego Sheriff's Station
  - East Mesa Detention Re-Entry and Rehabilitation Facility

Accountability, Transparency and Ethical Conduct

- Submit 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.

Information Services

- Continue the phased upgrade of the region's aging Regional Communication System (RCS), planning for replacement of subsequent major components to begin in Fiscal Year 2013-14.
- Continue the replacement of the County's aging legacy Property Tax Collection system with a modern Integrated Property Tax System in Fiscal Year 2013-14. This project will replace the old technology currently used to value properties, collect taxes and distribute the revenue collected with a new system that will enable the County to be more efficient, automate many processes, and require less maintenance and support. The new system will also give County property owners the ability to complete certain required forms online instead of traveling to County facilities or mailing physical documents, improving customer satisfaction and reducing the need for travel and printing.
- Develop and implement an upgrade to the County's core Human Resources software application to improve operational efficiency in personnel record management by December 2014.
- Full system implementation of the new integrated recording and vital records system is scheduled to occur by June 2014. This will allow the ARCC to leverage necessary new technologies in order to maintain a high level of fiscal stability and service to its citizens.
- Leverage technology innovations to improve service delivery and operational efficiency. Continue projects to support improved process efficiencies and data sharing.
- Complete the implementation of the 24/7 Library-To-Go pilot project at the County Operations Center to provide library services to remote areas currently without library services; post implementation assessment and review at 6 months; examine the viability and feasibility for rolling out these devices to other potential locations.
- Continue to refine and enhance the Accela Automation system that integrates land development permit operations, time accounting and finances of land development permits.
- Convert all 14 of the County's intranet and internet mapping applications to the current industry-standard technology ArcGIS Server using Microsoft Silverlight.

Regional Leadership

- Host a Hazardous Analysis and Critical Control Points workshop in coordination with the restaurant industry, the Food and Drug Administration and the California

Department of Public Health to educate local industry and regulators; invite regulators from neighboring jurisdictions to participate in the training.

- Work with the Industrial Environmental Association (IEA) to provide the annual "IEA-APCD Blue Sky Leadership Award" to three local businesses.
- Pursue voluntary Public Health Accreditation status to promote accountability and continuous improvement.

Continuous Improvement and Innovation

- Implement changes and monitor the Community Event Permit (CEP) process for improved customer service.
- Complete the development of a new online payment tool for land development projects. The new tool will accept electronic payment for permits fees and deposits, reducing the need for customers to physically visit an office.
- Effective Fiscal Year 2013-14, Public Administrator/ Public Guardian and Behavioral Health Conservator unit will become part of Aging and Independence Services to reflect Health and Human Services Agency's reorganization to improve effectiveness and efficiency in service delivery.

Customer Satisfaction

- Ensure consumer value by completing 100% of annual inspections for fuel meters, taxi meters, water dispensers and computing scales, and 90% of all counter scales.
- Implement the use of an online intake form to receive public complaints of food borne illness.
- Transition Healthy Families and Low Income Health Program participants into appropriate health programs to promote continuity of care and a medical home, providing patient-centered, comprehensive, and coordinated care.

Related Links

For additional information about the Chief Administrative Office, refer to the website at www.sdcounty.ca.gov/cao.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No net change in staffing.

- Transfer of 4.00 staff years from OIA to OEC due to the County's ethics and compliance functions being merged under OIA. As a consequence, OIA was renamed OEC.

Expenditures

Increase of $0.1 million.

- Services and Supplies – Increase of $0.1 million primarily as a result of an increase in the public liability expense.

Revenues

Increase of $0.1 million.

- General Purpose Revenue Allocation — increase of $0.1 million primarily to offset the increased public liability cost.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

No significant changes.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Executive Office	6.00	6.00	6.00	0.0	6.00
Office of Intergovernmental Affairs	4.50	4.50	4.50	0.0	4.50
Internal Affairs	4.00	4.00	—	(100.0)	—
Office of Ethics & Compliance	—	—	4.00	—	4.00
Total	14.50	14.50	14.50	0.0	14.50

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Executive Office	$ 1,483,854	$ 1,486,163	$ 1,595,399	7.4	$ 1,615,823
Office of Intergovernmental Affairs	1,410,749	1,420,397	1,468,203	3.4	1,478,271
County Memberships and Audit	770,638	771,984	764,579	(1.0)	764,579
Internal Affairs	637,818	633,690	—	(100.0)	—
Office of Ethics & Compliance	—	—	613,168	—	625,219
Total	$ 4,303,059	$ 4,312,234	$ 4,441,349	3.0	$ 4,483,892

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 2,493,377	$ 2,492,190	$ 2,516,848	1.0	$ 2,559,391
Services & Supplies	1,809,682	1,820,044	1,924,501	5.7	1,924,501
Total	$ 4,303,059	$ 4,312,234	$ 4,441,349	3.0	$ 4,483,892

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Charges For Current Services	$ 170,864	$ 106,812	$ 112,548	5.4	$ 112,548
Use of Fund Balance	$ 42,348	—	—	—	—
General Purpose Revenue Allocation	4,089,847	4,205,422	4,328,801	2.9	4,371,344
Total	$ 4,303,059	$ 4,312,234	$ 4,441,349	3.0	$ 4,483,892

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Auditor and Controller

Department Description

Governed by the overriding principles of fiscal integrity, customer service and continuous improvement, the Auditor and Controller 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 and provides reports necessary to manage the County operations. The department furnishes customer focused financial decision making support to the Board of Supervisors, the Chief Administrative Officer, and the Chief Financial Officer, and advances the goals and visions of the Board utilizing the General Management System and County's Strategic Plan. Additionally, the department performs independent, objective and cost effective audit services. Finally, the department provides cost effective and efficient professional collections and accounts receivable management services to maximize recovery of monies due the County. The department is the leading financial management resource of the County and its long-term objective is to continue to broaden its role of controller into a provider of value-added financial services. To strategically align financial and operational planning services under the Chief Financial Officer, the Office of Financial Planning was moved from the Auditor and Controller to the Finance and General Government Executive Office.

Mission Statement

To provide superior financial services for the County of San Diego that ensure financial integrity, promote accountability in government and maintain the public trust.

2012-13 Anticipated Accomplishments

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Submitted 100% (1,700) of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.

- Processed 98% of County payments within five business days after receipt of invoice by Accounts Payable (AP) to ensure timely payment of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment. The goal was not achieved due to unanticipated vacancies. As a result, the processing of some payments were delayed, exceeding the 5 day processing goal. Although the goal was not achieved, all available discounts were captured.
- Provided high quality audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, to improve performance across the enterprise, and to ensure the most efficient use of resources. Of all audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS), 95% (190 of 199) were implemented on or before their due date.
- Met the arbitrage limit as established by bond counsel within four months of the date of issuance of the Tax and Revenue Anticipation Notes (TRANs). Meeting the arbitrage limit within the specified time ensures that the County avoids penalties associated with excessive TRANs borrowing.

Required Discipline for Excellence – Regional Leadership

- Earned the State Controller's Award for Achieving Excellence in Financial Reporting for the fiscal year ending June 30, 2011.

- Received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the County's Comprehensive Annual Financial Report (CAFR) for the fiscal year ending June 30, 2012.
- Earned the GFOA – Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR) for the fiscal year ended June 30, 2011.
- Earned the GFOA – Distinguished Budget Presentation Award for the fiscal year beginning July 1, 2012

Required Discipline for Excellence – Information Services

- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office, continued the development and implementation of the Integrated Property Tax System (IPTS), which will significantly improve property assessment, tax collection and apportionment activities in the County.
- Initiated the upgrade of the County's budget application. The upgrade of this application, which supports the County's overall budget development process, will ensure continued support of this key application.
- Documented the requirements necessary for the upgrade of Revenue and Recovery's Cashiering and Cash Management System to create an online payment portal for the collection of county debts and improve our compliance with the State's best practices as prescribed in Penal Code §1463.007.
- Upgraded Fusion Middleware (FMW) software application to latest release. The upgrade of FMW will enable the County to transition certain key legacy custom applications and components to the upgraded version resulting in improved functional capabilities.
- Successfully implemented new internal controls software. The implementation of this new application, which supports the County's internal audit function, will serve as a foundation to improve the County's audit, compliance, and risk management functions.

Required Discipline for Excellence – Fiscal Stability

- Maintained the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investors Service), AAA (Standard & Poor's) and AAA (Fitch Ratings) to ensure lower debt interest costs.
- Actual General Purpose Revenue received was 1.45% greater than the budgeted General Purpose Revenue, which met the target that the variance be no greater than 2.5% of the actual revenue received. Maintaining accurate projections improves the County's ability to allocate limited resources.
- Accurately identified current and future revenue, as well as cost and cash flow trends, in a timely manner in order to facilitate allocation of limited resources to San Diego County groups and departments.

Required Discipline for Excellence – Essential Infrastructure

- Relocated Auditor and Controller (A&C) offices to new office space at the County Operations Center, which reduced the amount being paid for leased office space.

2013-15 Objectives

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Submit 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- Process 100% of County payments within five business days after receipt of invoice by Accounts Payable to ensure timely payment of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.
- Provide high quality audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, to improve performance across the enterprise, and to ensure the most efficient use of resources.

Required Discipline for Excellence – Fiscal Stability

- Maintain the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investors Service), AAA (Standard & Poor's) and AAA (Fitch Ratings) to ensure lower debt interest costs.
- Accurately identify current and future revenue, as well as cost and cash flow trends, in a timely manner in order to facilitate allocation of limited resources to San Diego County groups and departments.
- Meet or exceed the prior year's actual recovery rate percentage (total dollars collected / total available accounts receivable) of 7.25%. This measure represents the effectiveness of collection activities performed by the Office of Revenue & Recovery (ORR).

Required Discipline for Excellence – Regional Leadership

- Earn the State Controller's Award for Achieving Excellence in Financial Reporting for the Fiscal Year ending June 30, 2012.
- Continue to apply for recognitions through GFOA – Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the PAFR.

Required Discipline for Excellence – Information Services

- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office, continue implementation of the IPTS, which will significantly improve property assessment, tax collection and apportionment activities in the County.
- Complete the upgrade of the County's budget application. The upgrade of this application, which supports the County's overall budget process; will ensure continued product support of this key application.
- Replace the County's existing Miscellaneous Transaction Batch Transfer/Deposit (MTB-DT) with a new Fusion Middleware based application Deposit AR Reallocation Transfer (DART). This new application will provide County users with improved functionality and simplify future upgrades.
- Upgrade County Data Warehouse to latest application release (OBIEE 11G) which includes many new features such as: updated dashboards, better user interface (UI), and improved integration with web services and other applications.

Related Links

For additional information about the Auditor and Controller, refer to the website at www.sdcounty.ca.gov/auditor.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Planning – Project General Purpose Revenue[1] accurately – Variance in actual General Purpose Revenue compared to budget[2]	1.6%	2.5%	1.45%	N/A	N/A
Planning – Meet the arbitrage[3] limit as established by bond counsel within four months of the date of issuance of the Tax and Revenue Anticipation Notes (TRANs)[4]	YES	YES	YES	YES	YES
Processing – County payments processed within five days of receipt of invoice in Accounts Payable[5]	92% of 173,577	100%	98% of 198,000	100%	100%
Reporting – Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date	99% of 1,599	100%	100% of 1,700	100%	100%
Auditing – Audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) that were implemented on or before their due date[6]	93% of 192	95%	95% of 190	95%	95%
Collections – Meet or exceed prior year's Actual Recovery Rate Percentage (total dollars collected / total available accounts receivable)[7]	N/A	N/A	N/A	7.25%	7.25%

Table Notes

[1]General Purpose Revenue (GPR) represented approximately 26.0% of the General Fund financing sources in Fiscal Year 2012-13. This revenue comes from property taxes, property tax in lieu of vehicle license fees, sales taxes (and property tax in lieu of sales tax), real property transfer tax and miscellaneous other sources. GPR is an integral component of the County's overall budget as the County has the most discretion in its use. Therefore, it is essential to maintain accurate forecasts of this revenue.

[2]Effective Fiscal Year 2013-14, responsibility for this projection will be transferred with the Office of Financial Planning to the Finance and General Government Group Executive Office.

[3]Arbitrage is a type of tactical investment meant to capture slight differences in price for the County's benefit. When there is a difference in the price of securities in two different markets, the arbitrageur simultaneously buys at the lower price and sells at the higher price.

[4]This measure relates to the accuracy of cash flow projections used in determining cash borrowing needs each year as part of the TRANs borrowing program. Meeting the arbitrage limit within the specified time ensures the County avoids penalties associated with excessive TRANs borrowing.

[5]The County payments processed within 5 days of receipt of invoice in Accounts Payable were below the target of 100%, as a result of unanticipated vacancies which delayed the processing of some payments.

[6]Audit recommendations seek to improve and strengthen County operations in areas of risk management, control, and governance processes. The implementation percentage quantifies the impact and quality of OAAS audit recommendations towards improving County operations in accordance with the objectives of the General Management System.

[7]This measure represents the effectiveness of collection activities performed by the Office of Revenue & Recovery(ORR). ORR is responsible for the management, collections, and accounting of receivables owed to the County of San Diego for a variety of programs and services, excluding child support and property taxes.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Decrease of 14.00 staff years:

- Decrease of 13.00 staff years as a result of the Office of Financial Planning being moved to the Finance and General Government Group Executive Office.
- Decrease of 1.00 staff year to the Finance and General Government Group to provide administrative support.
- Transferred 1.00 staff year from Controller Division to ORR for better alignment with operational needs.

Expenditures

Net decrease of $0.8 million

- Salaries and Benefits — decrease of $2.2 million is primarily due to the transfer of 14.00 staff years from the Auditor and Controller to the Finance and General Government Executive Office.
- Services and Supplies — increase of $1.4 million primarily as a result of one-time costs associated with various IT projects including an upgrade of the annual financial reporting application, ERP disaster recovery application and architecture, ERP middleware enhancements, and data archiving projects.

Revenues

Net decrease of $0.8 million

- Miscellaneous Revenue — increase of $0.1 million due to anticipated revenue as a result of an electronic payment solution.
- Use of Fund Balance — increase of $1.2 million for a total budget of $3.4 million to fund various one-time IT projects detailed above.
- General Purpose Revenue Allocation — decrease of $2.1 million, which is primarily a result of the transfer of 14.00 staff years from A&C to the Finance and General Government Executive Office.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net decrease of $2.9 million is primarily the result of reductions in Services and Supplies due to the elimination of one-time expenditures planned for Fiscal Year 2013-14. These reductions are partially offset by increases in County retirement contributions.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Audits	15.00	15.00	15.00	0.0	15.00
Office of Financial Planning	13.00	13.00	—	(100.0)	—
Controller Division	96.00	98.00	97.00	(1.0)	97.00
Revenue and Recovery	92.00	92.00	93.00	1.1	93.00
Administration	18.50	17.50	16.50	(5.7)	16.50
Information Technology Mgmt Services	11.00	11.00	11.00	0.0	11.00
Total	245.50	246.50	232.50	(5.7)	232.50

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Audits	$ 2,501,686	$ 2,498,477	$ 2,463,468	(1.4)	$ 2,506,308
Office of Financial Planning	2,263,693	3,796,072	—	(100.0)	—
Controller Division	11,172,215	11,350,330	10,946,360	(3.6)	11,181,680
Revenue and Recovery	9,326,856	8,995,646	8,912,695	(0.9)	9,089,876
Administration	2,579,233	2,888,545	3,082,520	6.7	3,117,563
Information Technology Mgmt Services	6,139,963	7,223,485	10,559,343	46.2	7,158,845
Total	$ 33,983,646	$ 36,752,555	$ 35,964,386	(2.1)	$ 33,054,272

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 23,672,973	$ 23,968,755	$ 21,817,942	(9.0)	$ 22,334,828
Services & Supplies	10,309,673	12,782,800	14,145,444	10.7	10,718,444
Other Charges	1,000	1,000	1,000	0.0	1,000
Total	$ 33,983,646	$ 36,752,555	$ 35,964,386	(2.1)	$ 33,054,272

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Intergovernmental Revenues	$ 36,325	$ 70,970	$ 75,628	6.6	$ 75,628
Charges For Current Services	6,643,874	6,722,110	6,754,163	0.5	6,754,163
Miscellaneous Revenues	157,688	157,688	290,000	83.9	290,000
Use of Fund Balance	348,196	2,250,000	3,430,000	52.4	—
General Purpose Revenue Allocation	26,797,563	27,551,787	25,414,595	(7.8)	25,934,481
Total	$ 33,983,646	$ 36,752,555	$ 35,964,386	(2.1)	$ 33,054,272

County Technology Office

Department Description

The County Technology Office (CTO) provides a full range of information technology (IT) services for County of San Diego employees and residents. The purpose of the CTO is to lead, guide and direct the optimal business management of IT for County business groups and departments.

Mission Statement

We will guide the enterprise toward solutions that meet the diverse needs of our County customers through continuous improvement, thought leadership and operational excellence.

2012-13 Anticipated Accomplishments

Required Discipline for Excellence – Information Services

- Extended the date of completing the upgrade of desktop and laptop operating system software to Windows 7 on all County desktop and laptop workstations to December 2013 because County departmental business requirements and some "in-flight" projects had to remain on Windows XP after the target completion date.
- Implemented the Mobile Applications Development Platform (MADP) to facilitate the development and deployment of mobile applications. The full production release was completed in February 2013 and is currently under CTO Platform Support.
- Deployed technologies that enabled vendors, customers and County employees to seamlessly, efficiently and securely collaborate online and provided a wide variety of services. This initiative was completed May 2013.
- Revised and updated the IT Standards and IT Toolkit which are used by departments to develop online applications and services. This serves to ensure that new online capabilities are optimized for use on all types of devices, including traditional desktop computers, tablet devices, and smart phones.
- Partnered with the Health and Human Services Agency to provide procurement technical oversight, vendor selection and implementation of the Knowledge Integration Project. This initiative will continue into next fiscal year.

- Developed and delivered the initial phase of Identity Access Management (IDAM) projects that will enhance access management, improve user lifecycle management, optimize user repositories (reduced to single sign-on) and automate management reporting, auditing and monitoring of application access.The first phase of this initiative was completed in February 2013 and the subsequent phases will be completed over the next fiscal year.
- The development and deployment of an internal, private cloud within the County data centers based on existing virtual technologies will not be completed, as resources for this initiative were reallocated to other priorities. Due to changing technologies, this initiative will be re-evaluated to determine whether or not it should continue.
- The upgrade of Oracle Fusion Middleware Platform was completed in February 2013. This now allows for the replacement of the Miscellaneous Transaction Batch Transfer/Deposit (MTB-DT) with Deposit AR Reallocation Transfer (DART) thereby improving the process of intra-County fund transfers. It also resolved a number of issues that were pending in the newer version and release.

Required Discipline for Excellence – Customer Satisfaction

- Utilized the results of the 2011 IT Customer Satisfaction Surveys (including All County and IT Management Surveys) to conduct targeted research and determine specific opportunities for continuous improvement; developed strategies for implementing improvement activities; and advanced employee satisfaction with technology in key focus areas.

- Developed a feedback process to assess how well infrastructure and applications projects meet the needs of County departments. CTO conducted five pilot projects to assess business value and the degree to which business objectives were met.
- Provided a comprehensive plan and infrastructure to allow the County to securely manage a wide variety of mobile devices for use by County employees (Bring Your Own Device/Technology concept). This will eliminate the need of carrying two mobile devices, one for their personal use and one for work and still provide necessary security.

Required Discipline for Excellence – Fiscal Stability

- Maintained IT costs for services at rates established in the IT Outsourcing Agreement. New services were benchmarked and analyzed for best value to the County to provide a fair and reasonable price.
- Updated IT cost management system (Chargeback) to improve efficiencies in monitoring and reporting IT costs to County users.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Completed the implementation of Project and Portfolio Management (PPM) software, an HP Enterprise Services (HPES) solution for managing all aspects of IT projects, including status reporting, issues management, risk management and time reporting.
- Completed the implementation of Application Lifecycle Management (ALM) software, an HPES solution for managing applications through development, testing and implementation.
- Extended the implementation of future phases of the Service Manager application to modernize the tools and services used within the County to September 2013 due to reallocation of staff to other priorities.
- Developed a retirement roadmap strategy as part of the Applications Rationalization project and identified applications that may have technology risks and/or minimal business value. The project was completed by June 30, 2013.

Required Discipline for Excellence – Regional Leadership

- Provided regional and national leadership through participation on advisory boards and speaking engagements.
- Received the national Digital Government Achievement Award for Justice Electronic Library System (JELS) in the Government to Government category.
- Received the 2012 California State Association of Counties (CSAC) Award for JELS.
- Presented at the 2013 annual CSAC conference – IT Innovation Summit.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Provided employees and community members with IT learning opportunities via vendor fairs and IT education days.

2013-15 Objectives

Required Discipline for Excellence – Information Services

- Complete upgrade of the Windows 7 operating system software on all County desktop and laptop workstations prior to the April 2014 Windows XP support deadline.
- Create a single repository called DocVault to store Applications work products that is accessible to County staff. This repository will have fundamental taxonomy and search tools.
- Implement an enterprise constituent contact management and request management solution that will provide the County with a cohesive system for tracking constituent contact information and referrals. The system will be used by the five County Board of Supervisors offices, as well as County departments who receive and process requests for information from the public.
- Implement Service Manager (HPES application) to replace the aging MyRequest System.

Required Discipline for Excellence – Customer Satisfaction

- Utilize the results of the 2012 IT Customer Satisfaction Surveys (including All County and IT Management Surveys) to conduct targeted research and determine specific opportunities for continuous improvement, develop strategies for implementing improvement activities, and advance satisfaction in key focus areas.

Required Discipline for Excellence – Fiscal Stability

- Maintain IT costs for services at rates established in the IT Outsourcing Agreement. New services will be benchmarked and analyzed for best value to the County to provide a fair and reasonable price.
- Effectively manage performance of the County's Outsourcing Provider to ensure timeliness and value of IT services.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Redesign and reimplement the County's public-facing website on new technology that will allow for ease of design and sizing for mobile viewing as well as provide the ability for each County department to manage their specific content and features easily and cost-effectively.
- Re-architect the Documentum environment to enable new features of Documentum version 6.7 and tightly integrate with Captiva for capture solution. The first two applications to utilize the platform will be CalWin Electronic Records Management System (ERMS) and Xendocs.
- Implement Adobe LiveCycle solution to allow forms development, data loss prevention of Adobe document, and enable additional product feature capabilities.

Required Discipline for Excellence – Regional Leadership

- Provide regional and national leadership through participation on advisory boards and speaking engagements.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Develop and implement Organization Change Management Plan for the Integrated Property Tax System (IPTS) project
- Provide employees and community members with IT learning opportunities via vendor fairs and IT education days.
- Provide County user training for the updated IT cost management system to improve efficiencies in monitoring and reporting IT costs.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Implement a new Customer Relationship Management system to identify, record, and track requests for information and other communications received from the public. This system will ensure that County residents receive a timely and accurate response when making inquiries of County government.
- Provide technical oversight and support for the Knowledge Integration Project (KIP), a Health and Human Services Agency (HHSA) initiative that will set the foundation for centralized client care information. When completed, this new system will integrate information from several different HHSA systems to provide both County and external providers with a quick and accurate online information resource.

Related Links

For additional information about the CTO, refer to the website at www.sdcounty.ca.gov/cto.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Customer Satisfaction with Outsourcing Provider Services[1]	73%	68%	84%	70%	70%
Reduction of overall unresolved IT disputes with a minimum reduction of 10%[2]	14%	14%[2]	28%[2]	14%	14%
IT initiatives resulting from CTO-driven advanced planning[3]	3	3	3	4	4
Outsourcing Provider IT Minimum Acceptable Service Level performance[4]	N/A	N/A	N/A	99%	99%
Outsourcing Provider IT project performance to budget and schedule[5]	N/A	N/A	N/A	85%	85%

Table Notes

[1]Reflects the satisfaction with Contractor Support Services as measured by the annual All County IT Customer Satisfaction survey. The national average rating is based on a database comparison of similar studies as reported by Gartner Inc. The variance represents overall improvement in the County's stability and reliability of its IT outsourced environment.

[2]Fiscal Year 2012-13 data will be used as the baseline in determining the 14% reduction in overall IT disputes for Fiscal Year 2013-14. The variance reflects the decrease in number of disputed charges due to the implementation of the disputes guiding principles.

[3]CTO-driven advanced planning initiatives such as re-architecture of the Documentum environment, the introduction into production of Adobe LiveCycle solution, implementation of the Mobile Application Development Platform, and the next phase of the Application Rationalization.

[4]This is a new measure effective Fiscal Year 2013-14 to reflect the CTO's overall management of outsourced IT services. The percentage reported reflects the Minimum Acceptable Service Levels (MASLs) achieved by the Outsourcing Provider compared to the MASLs missed in a given fiscal year. MASLs are defined in the IT Outsourcing Agreement.

[5]This is a new measure effective Fiscal Year 2013-14 to reflect the CTO's overall management of outsourced IT services. The percentage reported reflects the MASLs for IT project management achieved by the Outsourcing Provider compared to the MASLs for IT project management missed in a given fiscal year.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Increase of 1.00 staff year to support the centralization of enterprise platforms in the County Technology Office.

Expenditures

Increase of $3.8 million in the County Technology Office's operating budget.

- Salaries and Benefits — increase of $0.3 million due to the addition of 1.00 staff year and projected increases in County retirement contributions.
- Services and Supplies — increase of $3.5 million in application services, data center services, and catalog services for operational and maintenance costs of the enterprise platforms, including SharePoint, Documentum, Customer Relationship Management, Mobile Application Development and Identity Access Management.

Increase of $14.9 million in the Information Technology Internal Service Fund (ISF) based on information technology expenditures projected by all County departments, including one-time projects such as the scheduled upgrade of the County's human resource information system, and increases in various IT accounts for ongoing costs such as data storage and application support.

Revenues

Increase of $3.8 million in the County Technology Office's operating budget.

- Use of Fund Balance — increase of $0.9 million for a total budget of $4.1 million is budgeted.
  - $1.6 million for enterprise platform upgrades and licenses.
  - $2.5 million for one-time IT initiatives, including redesign and mobilization of County websites, implementation of constituent relationship management (CRM) software, and improvement of digital authorization and approval systems.
- General Purpose Revenue Allocation — increase of $2.8 million to support the various operational and maintenance costs associated with the centralization of enterprise platforms in the CTO.

Increase of $14.9 million in the Information Technology ISF.

- Charges for Current Services — increase of $14.4 million is based on information technology expenditures projected by all County departments. Each department is billed for IT services on a monthly basis.
- Other Financing Sources — increase of $0.6 million is based on an increase in costs for ERP system licenses and related expenditures that are typically funded through an operating transfer from the General Fund.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Total expenditures decrease by $15.9 million primarily as a result of a decrease of $12.8 million in the Information Technology ISF due to anticipated completion of one-time IT projects and projected decreases in IT services required by various County departments. A $3.2 million decrease exists in the County Technology Office's operating budget due to the anticipated completion of one-time IT initiatives described above.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
CTO Office	16.00	16.00	17.00	6.3	17.00
Total	16.00	16.00	17.00	6.3	17.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
CTO Office	$ 9,251,411	$ 10,750,954	$ 14,542,587	35.3	$ 11,314,861
Information Technology Internal Service Fund	127,670,508	140,380,086	155,266,339	10.6	142,561,672
Total	$ 136,921,919	$ 151,131,040	$ 169,808,926	12.4	$ 153,876,533

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 2,871,096	$ 2,874,638	$ 3,195,367	11.2	$ 3,247,641
Services & Supplies	134,050,823	148,256,402	166,613,559	12.4	150,628,892
Total	$ 136,921,919	$ 151,131,040	$ 169,808,926	12.4	$ 153,876,533

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Intergovernmental Revenues	$ 13,126	$ 10,233	$ 7,035	(31.3)	$ 7,035
Charges For Current Services	123,859,700	136,653,629	151,013,082	10.5	138,192,189
Miscellaneous Revenues	100,000	100,000	100,000	0.0	100,000
Other Financing Sources	4,454,688	4,448,765	5,012,608	12.7	5,128,834
Use of Fund Balance	2,549,381	3,150,400	4,080,000	29.5	800,000
General Purpose Revenue Allocation	5,945,024	6,768,013	9,596,201	41.8	9,648,475
Total	$ 136,921,919	$ 151,131,040	$ 169,808,926	12.4	$ 153,876,533

Civil Service Commission

Department Description

The Civil Service Commission is designated by the County Charter as the administrative appeals body for the County in personnel matters. The Commission 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.

2012-13 Anticipated Accomplishments

Required Discipline for Excellence – Customer Satisfaction

- Achieved a positive customer satisfaction rating of 95%.
- Provided customers with hearings that were fair, impartial and efficient in order to achieve legally sound decisions.
- Ensured direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters.
- Provided a neutral environment that facilitated open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.
- Resolved 77% (23 of 30) of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Participated in ongoing training in areas of human resources, technology, workplace safety and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Ensured all decisions made by the Commission took into consideration fairness, due process and were in compliance with the law. The decisions were thoroughly reviewed by Commissioners, staff and counsel.
- Distributed 100% (18) of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public.
- Conducted Management Controls Initiative workshops to identify and reduce risks to achieving departmental goals.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Maintained and updated desk book manual on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency and effectiveness.
- Improved management of case files on shared drive resulting in greater efficiency and ease in compliance with record retention policy.
- Updated Rule VI discrimination complaint form to include authorization for release of records to allow the Office of Ethics and Compliance to conduct more thorough discrimination investigations.

2013-15 Objectives

Required Discipline for Excellence – Customer Satisfaction

- Achieve a positive customer satisfaction rating of 95% or above.
- Provide customers with hearings that are fair, impartial and efficient in order to achieve legally sound decisions.

- Ensure direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters.
- Provide a neutral environment that facilitates open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.
- Resolve 55% of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Participate in ongoing training in areas of human resources, technology, workplace safety and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Ensure all decisions made by the Commission will take into consideration fairness, due process and are in compliance with the law. The decisions will be thoroughly reviewed by Commissioners, staff and counsel.
- Distribute at least 95% of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Maintain and update desk book manual on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency and effectiveness.

Related Links

For additional information about the Civil Service Commission, refer to the website at www.sdcounty.ca.gov/civilservice.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Positive customer satisfaction rating	95%	95%	95%	95%	95%
Personnel disputes resolved without need of an evidentiary hearing[1]	55% of 29	55%	77%[2] of 30	55%	55%
Commission decisions distributed within 48 hours of Commission approval	100% of 19	95%	100% of 18	95%	95%

Table Notes

[1]Resolving personnel disputes without a full evidentiary hearing saves money and staff time for the Commission office, other County departments, employees and prospective employees.

[2]Increase in personnel disputes resolved without a full evidentiary hearing over prior fiscal year is primarily due to greater number of settlements/withdrawals of disciplinary appeals prior to hearing.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Minor increase in expenditures primarily as a result of an increase in public liability insurance premiums.

Revenues

Minor increase in General Purpose Revenue recommended to offset increase in expenditures described above.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

No significant changes recommended.

Staffing by Program	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Civil Service Commission	4.00	4.00	4.00	0.0	4.00
Total	4.00	4.00	4.00	0.0	4.00

Budget by Program	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Civil Service Commission	$ 568,229	$ 586,695	$ 616,736	5.1	$ 624,958
Total	$ 568,229	$ 586,695	$ 616,736	5.1	$ 624,958

Budget by Categories of Expenditures	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 514,988	$ 517,158	$ 530,119	2.5	$ 538,341
Services & Supplies	53,241	69,537	86,617	24.6	86,617
Total	$ 568,229	$ 586,695	$ 616,736	5.1	$ 624,958

Budget by Categories of Revenues	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Charges For Current Services	$ 57,201	$ 51,151	$ 51,233	0.2	$ 51,233
Use of Fund Balance	$ 8,760	—	—	—	—
General Purpose Revenue Allocation	502,268	535,544	565,503	5.6	573,725
Total	$ 568,229	$ 586,695	$ 616,736	5.1	$ 624,958

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 of Supervisors General Office and manages of the Board of Supervisors' budgets. Three program areas are included within the department: Executive Office, Public Services and Legislative Services.

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.

2012-13 Anticipated Accomplishments

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Ensured the efficiency and transparency of the property tax assessment appeal process by processing 13,827 property tax assessment appeal applications quickly and accurately.
- Provided open access to County business by making 42 audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

Required Discipline for Excellence – Customer Satisfaction

- Ensured satisfaction with services provided by achieving consistently high ratings on surveys of 6,500 customers.
- Ensured the ability of the public to access public records by developing an online instructional video on how to use Documentum for records research.
- Provided opportunities to San Diego residents by processing and mailing 100% of 24,500 completed United States Passport applications on the same day they are received.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Enhanced the efficiency and transparency of Statement of Economic Interests (Form 700) filings by implementing a computer application to automate the process.

Required Discipline for Excellence – Regional Leadership

- Maintained position as a regional leader by presenting training to newly elected Board Members at the California State Association of Counties New Supervisor's Institute.

2013-15 Objectives

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Ensure the efficiency and transparency of the property tax assessment appeal process by processing property tax assessment appeal applications within five days of receipt.
- Provide open access to County business by making audio recordings of all Board of Supervisors meetings available on the Internet within five days of the related meeting.
- To encourage public involvement in government, develop an online video about how the public can participate in Board of Supervisors meetings.
- To provide more universal access to public documents, convert official records of the Board of Supervisors to Portable Document Format (PDF).

- Enhance the efficiency and transparency of the property tax assessment appeal process by participating in the development of the Integrated Property Tax System.

Required Discipline for Excellence – Customer Satisfaction

- Ensure satisfaction with services provided by achieving consistently high ratings on surveys of over 2,000 customers.
- Provide opportunities to San Diego residents by processing and mailing 100% of completed U.S. Passport applications on the same day they are received.
- Increase customer satisfaction by improving the efficiency and effectiveness of the U.S. Passport check-in process.

Related Links

For additional information about the Clerk of the Board of Supervisors, refer to the website www.sdcounty.ca.gov/cob.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Average score on internal customer surveys[1]	4.9 of 7,494 surveys	4.9	4.9 of 6,500 surveys	4.9	4.9
Property tax assessment appeal applications reviewed for quality and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process[2]	98% of 18,720 applications	92%	98% of 13,827 applications	98%	98%
Audio recordings of Board of Supervisors meetings added to Clerk of the Board Internet site within five days of the related meeting	100% of 40 recordings	100%	100% of 42 recordings	100%	100%
United States Passport applications processed and mailed on the same day they are received[3]	N/A	100%	100% of 24,500 applications	100%	100%

Table Notes

[1]Scale of 1-5, with 5 being "excellent."

[2]During Fiscal Year 2012-13, total applications received were 13,827. Target varies with volume: 1-5,000 received - 98%, 5,001 – 10,000 received - 95%, 10,001 or more received - 85%.

[3]New measure effective Fiscal Year 2012-13 to reflect department priorities.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Increase of $0.2 million.

- Salaries and Benefits — increase of $0.1 million primarily due to an increase in County retirement contributions.
- Services and Supplies — increase of $0.1 million primarily due to increased costs of maintaining information technology automation systems.

Revenues

Increase of $0.2 million

- Charges for Current Services — increase of $0.1 million primarily due to increased revenue from passport acceptance and photo service.
- General Purpose Revenue Allocation — increase of $0.1 million to support expenditure changes described above, partially offset by an increase in Charges for Current Services.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net increase of $0.1 million in Salaries and Benefits primarily due to an increase in County retirement contributions.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Legislative Services	11.00	12.00	12.00	0.0	12.00
CAC Facilities Services	9.00	—	—	—	—
Public Services	11.00	12.00	12.00	0.0	12.00
Executive Office	5.00	3.00	3.00	0.0	3.00
Total	36.00	27.00	27.00	0.0	27.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Legislative Services	$ 1,109,960	$ 1,290,193	$ 1,324,384	2.7	$ 1,348,448
CAC Facilities Services	$ 3,091,939	—	—	—	—
Public Services	1,047,168	1,153,991	1,219,095	5.6	1,248,677
Executive Office	969,122	835,426	923,462	10.5	932,138
CAC Major Maintenance	240,000	—	—	—	—
Total	$ 6,458,189	$ 3,279,610	$ 3,466,941	5.7	$ 3,529,263

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 3,408,475	$ 2,642,411	$ 2,700,694	2.2	$ 2,763,016
Services & Supplies	3,049,714	637,199	766,247	20.3	766,247
Total	$ 6,458,189	$ 3,279,610	$ 3,466,941	5.7	$ 3,529,263

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Revenue From Use of Money & Property	60,000	—	—	—	—
Charges For Current Services	$ 428,309	$ 595,800	$ 710,600	19.3	$ 710,600
Miscellaneous Revenues	12,085	5,085	5,085	0.0	5,085
Use of Fund Balance	278,087	—	—	—	—
General Purpose Revenue Allocation	5,679,708	2,678,725	2,751,256	2.7	2,813,578
Total	$ 6,458,189	$ 3,279,610	$ 3,466,941	5.7	$ 3,529,263

County Counsel

Department Description

The San Diego County Charter provides that 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 serves as the attorney for the County through the Board of Supervisors, County officers, employees, departments, boards and commissions. County Counsel maintains proactive participation in all phases of governmental decision making and a very active and successful litigation program. County Counsel also provides representation of the County's Health and Human Services Agency in juvenile dependency matters and provides legal services on a fee basis to several special districts. County Counsel oversees the County's Claims Division, which administers claims filed against the County by members of the public, as well as employee lost property claims.

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 the County to better serve the residents of San Diego County.

2012-13 Anticipated Accomplishments

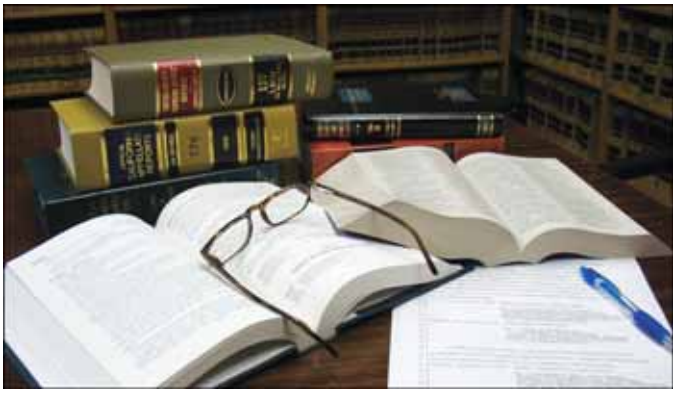
Required Discipline for Excellence – Customer Satisfaction

County Counsel provided quality, accurate, effective and timely legal advice to all County departments to enable them to fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively.

- Completed 100% (30 of 30) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
- Completed 98% (1,481 of 1,511) of all advisory assignments for County departments by the agreed upon due dates.
- Continued County Counsel law student internship program (9 interns) to provide quality service to clients.

Required Discipline for Excellence – Fiscal Stability

County Counsel aggressively represented the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.



- Resolved 80% (88 of 110) of all lawsuits against the County by a court decision/dismissal, and resolved 20% (22 of 110) by settlement.
- Prevailed in 95% (84 of 88) of court decisions in all lawsuits filed against the County.
- Achieved a success rate of 90% (9 of 10) in County code enforcement and other lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
- Handled 95% (105 of 110) of the defense of all lawsuits filed in California against the County, unless a conflict of interest required outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.

Strategic Initiative – Healthy Families

County Counsel provided effective legal services to the Health and Human Service Agency (HHSA) in matters relating to children who have been dependents of the Juvenile Court.

- Prevailed in 98% (1,345 of 1,372) of Juvenile Dependency petitions filed in Superior Court.
- Prevailed in 95% (342 of 360) of Juvenile Dependency appeals and writs filed.

Strategic Initiative – Sustainable Environments

County Counsel supported the County's objective of promoting responsible development, economic vitality and the highest quality of life.

- Completed 100% (2) draft Environmental Impact Report reviews within 40 days or less.

Required Discipline for Excellence – Regional Leadership

County Counsel attorneys engaged in numerous leadership roles in the County and throughout the State, with the expectation that they would provide positive and constructive influences in the professional practice of law in the region.

- Maintained significant involvement in the activities of 15 regional organizations and committees.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

County Counsel provided education and risk mitigation training to County officers and employees to support a committed, capable and diverse workforce.

- Provided 50 education programs on selected legal subjects for County departments.
- Provided 50 specialized risk mitigation sessions, such as risk roundtables, settlement committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.
- Provided 24 internal and/or external training sessions for County Counsel staff, including Mandatory Continuing Legal Education, to ensure staff continues to provide the highest quality legal services to the County by remaining current on developments in the law.

Required Discipline for Excellence – Information Services

County Counsel optimized its information technology systems to improve operational efficiency and service to customers.

- Continued to work with the County Technology Office on the development of a centralized document repository and electronic briefcase system for Juvenile Dependency-related court documents. This centralized repository will be shared by multiple departments (including San Diego Superior Court and HHSA's Child Welfare Services) and will result in an efficient electronic retrieval process, eliminating the need for paper documents.
- The transition to a new web-based office practice management system (Tymetrix's T360), which manages all case and advisory information, has calendaring capabilities, retains client and contract information, stores supporting legal documents, and tracks time and billing information was delayed due to a system design change initiated by the vendor. Delaying the project minimized the additional costs that would have been incurred from the necessity to re-train staff on the new user-interface design once it was implemented.
- Maintained the County Counsel intranet site by continuing to provide legal links, up-to-date training materials and other information which could support client departments.
- Continued to expand use of available mobile technologies, such as implementing web-based solutions or increasing the use of mobile computing to increase efficiencies.
- The capability to implement a paperless electronic billing technology which will streamline invoicing procedures and payment processes will be assessed when we transition to the new web-based office practice management system referenced above. This technology will create a bidirectional data feed into the County's Oracle Financial system, and will provide efficiencies in data entry and reconciliation.

2013-15 Objectives

Required Discipline for Excellence – Customer Satisfaction

County Counsel will provide quality, accurate, effective and timely legal advice to all County departments to enable them to fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively.

- Complete 98% of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
- Complete 95% or more of all advisory assignments for County departments by the agreed upon due dates.
- Continue County Counsel law student internship program to provide quality service to clients.

Required Discipline for Excellence – Fiscal Stability

County Counsel will aggressively represent the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.

- Resolve 80% or more of all lawsuits against the County by a court decision/dismissal, and resolve 20% or less by settlement.
- Prevail in 90% or more of court decisions in all lawsuits filed against the County.

- Achieve a success rate of 90% or more in County code enforcement and other lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
- Handle 95% or more of the defense of all lawsuits filed in California against the County, unless a conflict of interest requires outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.

Strategic Initiative – Healthy Families

County Counsel will provide effective legal services to the Health and Human Service Agency (HHSA) in matters relating to children who have been dependents of the Juvenile Court.

- Prevail in 98% or more of Juvenile Dependency petitions filed in Superior Court.
- Prevail in 95% or more of Juvenile Dependency appeals and writs filed.

Strategic Initiative – Sustainable Environments

County Counsel will support the County's objective of promoting responsible development, economic vitality and the highest quality of life.

- Complete 100% of all draft Environmental Impact Report reviews within 40 days or less.

Required Discipline for Excellence – Regional Leadership

County Counsel attorneys will engage in numerous leadership roles in the County and throughout the State, which will provide positive and constructive influences in the professional practice of law in the region.

- Maintain significant involvement in the activities of at least 15 regional organizations and committees.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

County Counsel will provide education and risk mitigation training to County officers and employees to support a committed, capable and diverse workforce.

- Provide 50 or more education programs on selected legal subjects for County departments.
- Provide 50 or more specialized risk mitigation sessions, such as risk roundtables, case evaluation committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.
- Provide 24 or more internal and/or external training sessions for County Counsel staff, including Mandatory Continuing Legal Education, to ensure staff continues to provide the highest quality legal services to the County by remaining current on developments in the law.

Required Discipline for Excellence – Information Services

County Counsel will optimize its information technology systems to improve operational efficiency and service to customers.

- Continue toward development of a centralized document repository and electronic briefcase system for Juvenile Dependency-related court documents. This centralized repository will be shared by multiple departments (including San Diego Superior Court and HHSA's Child Welfare Services) and will result in an efficient electronic retrieval process, eliminating the need for paper documents.
- Complete the transition to a new web-based office practice management system (Tymetrix's T360), which manages all case and advisory information, has calendaring capabilities, retains client and contract information, stores supporting legal documents, and tracks time and billing information.
- Improve the County Counsel intranet site by continuing to provide legal links, up-to-date training materials and other information which could support client departments.
- Continue to expand use of available mobile technologies, such as implementing web-based solutions or increasing the use of mobile computing to increase efficiencies.
- Implement a paperless electronic billing technology which will streamline invoicing procedures and payment processes. This technology will create a bidirectional data feed into the County's Oracle financial system, and will provide efficiencies in data entry and reconciliation.

Related Links

For additional information about County Counsel, refer to the website at www.sdcounty.ca.gov/CountyCounsel.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Advisory assignments for Board of Supervisors to be completed by the due date	100% (31 assignments)	95%	100% (30 of 30 assignments)	98%	98%
Advisory assignments for all departments completed by the due date	99% (1,543 of 1,554 assignments)	90%	98% (1,481 of 1,511 assignments)	95%	95%
Resolved cases filed against the County by court decision or dismissal/settlements	N/A	80%/ 20%	80%/ 20% (88 of 110)/ (22 of 110)	80%/ 20%	80%/ 20%
Resolved court cases filed against the County in which County will prevail (County success rate)	92% (108-9 record)	90%	95% (84-4 record)	90%	90%
Non-conflict cases against the County that were handled by County Counsel	100% (142 cases)	95%	95% (105 of 110 cases)	95%	95%
Success rate in County cases against other parties	100% (8 cases)	90%	90% (9-1 record)	90%	90%
Number of training programs presented by County Counsel	70[1]	50[2]	50	50	50
Number of risk mitigation education sessions provided by County Counsel	69[1]	50	50	50	50
Draft Environmental Impact Report reviews completed within 40 days or less[3]	N/A	90%	100% (2 reviews)	100%	100%
Success rate in Juvenile Dependency petitions filed in Superior Court[3]	N/A	95%	98% (1,345 of 1,372 petitions)	98%	98%
Success rate in Juvenile Dependency appeals and writs filed[3]	N/A	95%	95% (342 of 360 appeals and writs)	95%	95%

Table Notes

[1]County Counsel reengineered processes and relied upon volunteer attorneys and legal interns to absorb some of the more routine workload to enable the deputies to provide clients the risk mitigation and training sessions necessary to maintain its efforts towards reducing/eliminating liability risks to the County.

[2]Increase in training programs necessitated by liability exposure related to Public Safety Realignment, notwithstanding County Counsel staff reductions.

[3]New measure effective Fiscal Year 2012-13 to reflect department priorities.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Increase of 1.00 staff year due to transfer of Senior Deputy County Counsel staff from Health & Human Services Agency (HHSA) to support increased HHSA program needs.

Expenditures

Net increase of $0.5 million.

- Salaries and Benefits — increase of $1.0 million primarily due to significant increases in County retirement contribution costs and the addition of 1.00 staff year.
- Expenditure Transfer & Reimbursements — decrease of $0.4 million due to addition of 1.00 staff year to provide exclusive legal services to HHSA and increased operational costs for providing exclusive legal services to client departments. By transferring an increased amount of expenditures to client departments, County Counsel will effectively reduce its total expenditures.

Revenues

Net increase of $0.5 million.

- Charges for Current Services — Increase of $0.5 million due to project workloads and slight adjustments in cost recovery rates.
- Use of Fund Balance — Decrease of $0.1 million for a total planned use of $0.4 million. Recommended uses of fund balance include $0.2 million for Justice Electronic Library System (JELS) document scanning and mobile technology, and $0.1 million for enhancements to the department's case management system (T360) for improved financial transparency.
- General Purpose Revenue Allocation — Increase of $0.2 million based primarily on projected increases in retirement contributions.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

No change in staffing.

Net decrease of $0.2 million due primarily to elimination of one-time expenditures included in the Fiscal Year 2014-15 recommended budget, partially offset by projected increases in County retirement contributions.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
County Counsel	135.00	135.00	136.00	0.7	136.00
Total	135.00	135.00	136.00	0.7	136.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
County Counsel	$ 22,361,077	$ 22,935,440	$ 23,459,268	2.3	$ 23,263,640
Total	$ 22,361,077	$ 22,935,440	$ 23,459,268	2.3	$ 23,263,640

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 21,574,801	$ 21,685,045	$ 22,643,941	4.4	$ 22,821,082
Services & Supplies	1,499,346	1,912,597	1,871,828	(2.1)	1,523,421
Expenditure Transfer & Reimbursements	(713,070)	(662,202)	(1,056,501)	59.5	(1,080,863)
Total	$ 22,361,077	$ 22,935,440	$ 23,459,268	2.3	$ 23,263,640

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Charges For Current Services	$ 9,955,485	$ 10,330,313	$ 10,822,384	4.8	$ 10,804,784
Miscellaneous Revenues	225,109	8,500	1,100	(87.1)	1,100
Use of Fund Balance	193,984	504,923	360,000	(28.7)	—
General Purpose Revenue Allocation	11,986,499	12,091,704	12,275,784	1.5	12,457,756
Total	$ 22,361,077	$ 22,935,440	$ 23,459,268	2.3	$ 23,263,640

San Diego County Grand Jury

Department Description

The Grand Jury is a body of 19 citizens who are charged and sworn to investigate County matters of civil concern as well as inquire into public offenses committed or triable within the county. Grand Jury duties, powers, responsibilities, qualifications and selection processes are outlined in the California Penal Code §888 et seq. The Grand Jury reviews and evaluates procedures, methods and systems utilized by government to determine whether they can be made more efficient and effective. It may examine any aspect of county government and city government, including special legislative districts and joint powers agencies, to ensure that the best interests of San Diego County citizens are being served. Also, the Grand Jury may inquire into written complaints brought to it by the public. Additionally, Penal Code §904.6 authorizes the empanelment of a second Grand Jury to issue criminal indictments. Civil grand jurors are selected from a pool of applicants nominated by Superior Court Judges. Grand jurors serve in office for one year. Jurors impaneled to review and issue criminal indictments are drawn from the petit (regular trial) jury pool, as needed, at the request of the District Attorney. Department support staff consists of one full-time coordinator and one part-time assistant.

Mission Statement

Representing the citizens of San Diego County by investigating, evaluating and reporting on the actions of local governments and special districts.

2012-13 Anticipated Accomplishments

Strategic Initiative – Safe Communities

- Reviewed and investigated 98 citizen's complaints, issues and other County matters of civil concern brought before the Grand Jury.
- Returned 55 criminal indictments and prepared other reports and declarations as mandated by law (Penal Code §939.8, et seq.).

2013-15 Objectives

Strategic Initiative – Safe Communities

- Review, prioritize and investigate all citizens' complaints, issues and other County matters of civil concern brought before the Grand Jury by assembling a well-qualified and widely representative civil panel to ensure that city and county governmental entities are operating as efficiently as possible.
- Support the District Attorney with hearings on criminal matters in accordance with Penal Code §904.6

Related Links

For additional information about the Grand Jury, refer to the website at www.sdcounty.ca.gov/grandjury.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing

Expenditures

No significant changes.

Revenues

No significant changes.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

No significant changes.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Grand Jury	1.00	1.00	1.00	0.0	1.00
Total	1.00	1.00	1.00	0.0	1.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Grand Jury	$ 601,232	$ 588,080	$ 592,346	0.7	$ 593,919
Total	$ 601,232	$ 588,080	$ 592,346	0.7	$ 593,919

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 113,686	$ 122,528	$ 125,188	2.2	$ 126,761
Services & Supplies	487,546	465,552	467,158	0.3	467,158
Total	$ 601,232	$ 588,080	$ 592,346	0.7	$ 593,919

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Use of Fund Balance	21,595	—	—	—	—
General Purpose Revenue Allocation	$ 579,637	$ 588,080	$ 592,346	0.7	$ 593,919
Total	$ 601,232	$ 588,080	$ 592,346	0.7	$ 593,919

Human Resources

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. DHR serves as the in-house human resources 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; risk management activities, including Workers' Compensation program and property and casualty insurances; employee training programs; labor relations; and administration of employee incentive and career development programs.

Mission Statement

To provide and retain a skilled and competent workforce for County of San Diego departments so that they may deliver superior services to residents and visitors.

2012-13 Anticipated Accomplishments

Required Discipline for Excellence – Continuous Improvement and Innovation

- Due to vendor issues regarding onsite versus offsite hosting, the goal to develop and implement an automated "On-Boarding" application is presently in suspense and will be revisited at a future date.
- Designed and developed a system to track the electronic routing and approval of classification activity requests in order to streamline the process and provide enhanced tracking capabilities.
- Competitively procured an Investigative Services contract for Workers' Compensation in August 2012, a Managed Care Services contract for Workers' Compensation in July 2012, and an Employee Benefits medical provider contract in June 2013.
- The existing Medical Provider contract for the Workers' Compensation and Medical Standards programs was extended an additional six months with a new contract procured in April 2013.

Strategic Initiative – Healthy Families

- Developed and implemented the second year Employee Wellness Program components and achieved a 10% employee program participation rate.

Required Discipline for Excellence – Information Services

- Began to develop and implement an upgrade to the County's core Human Resources software application to improve operational efficiency in personnel record management by December 2014.
- Converted existing Procurement Card (P-Card) training materials and resources were placed on SharePoint for access by all P-Card holders and approvers.
- Converted Workers' Compensation paper case files, where feasible, to electronic form to enhance file security, enable more efficient sharing of data with authorized personnel who require file access and reduce costs associated with the storage and production of paper files.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Maintained a high quality workforce by adhering to 98% of established timelines for recruitment of County employees.
- Provided departments with positions that match their staffing needs by completing 98% of classification activity requests by established timelines.
- Through the development and rollout of the Leadership Planning Model, provided departments with assistance in creating executive succession plans to assist them in forecasting and preparing for future staffing needs and changes.
- Implemented Sexual Harassment Prevention training for non-supervisors online to ensure Countywide completion among all employees.
- Reorganized and streamlined the New Employee Orientation to reduce classroom time and employee travel

expense by eliminating an additional day of classroom training.

- Supported the training needs of the Office of Emergency Services on the Advanced Recovery Initiative by making training available to the appropriately identified employees during Fiscal Year 2012-13.

Required Discipline for Excellence – Fiscal Stability

- Engaged 23 of 25 existing bargaining units within 8 of 9 existing employee organizations in the collective bargaining process. Continuing negotiations toward resolution of the bargaining process.
- Continued negotiations toward a fiscally prudent successor agreement for In-Home Support Services (IHSS) Public Authority. However, it is anticipated that the State of California will take control of IHSS sometime in 2015.

2013-15 Objectives

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Increase diversity outreach by including advertisements in diverse publications on 100% of recruitments.
- Conduct the Labor Relations Academy training by March 31, 2014.
- Support the training needs of the Office of Emergency Services on the Advanced Recovery Initiative by transforming Local Assistance Center (LAC) Orientation classroom training to an e-learning module in order to provide training as soon as an employee is identified as a LAC worker by June 30, 2014.
- Provide Countywide formal, informal, and social learning opportunities in support of the Leadership Development Model by June 30, 2015.
- Maintain a high quality workforce by adhering to 98% of established timelines for recruitment of County employees.
- Provide departments with positions that match their staffing needs by completing 98% of classification activity requests by established timelines.

Strategic Initiative – Healthy Families

- Develop and implement the third year Employee Wellness Program components and achieve a 15% employee program participation rate.

Required Discipline for Excellence – Fiscal Stability

- Negotiate fiscally prudent successor agreement with the 2 bargaining units within the Deputy Sheriffs' Association by July 2014.

Required Discipline for Excellence – Information Services

- Develop and implement an upgrade to the County's core Human Resources software application to improve operational efficiency in personnel record management by December 2014.
- Review and Update Labor Relations Intranet website content by December 31, 2013.
- Convert Medical Standards paper files, where feasible, to electronic form to enhance file security, enable more efficient sharing of data with appropriate staff requiring file access and reduce costs associated with the storage and production of paper files by June 30, 2015.
- Enhance recruiting webpage to include various means of social media in order to better attract the new generation of candidates.
- Coordinate the migration of the Learning Management System (LMS) from HP to SumTotal hosting to improve operational efficiency by June 30, 2015.

Required Discipline for Excellence – Customer Satisfaction

- Procure a portable fingerprinting machine to facilitate off-site background process and improve customer service by June 30, 2014.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Conduct Countywide study on all IT classifications to evaluate the appropriate current and future use of all IT classifications and determine if there is a need to streamline or modify class functions.
- Analyze current Workers' Compensation claims management system and conduct research into alternative systems to ensure optimal performance and best use of County resources by June 30, 2014.
- Competitively procure an Employee Benefits Broker and Consultant Services Contract by January 2014.
- Utilize autoscore feature in NeoGov on all recruitments with fifty or more applicants in order to automate verification of minimum qualifications and reduce the amount of time spent by staff to review individual applications.

Related Links

For additional information about the Department of Human Resources, refer to the website at www.sdcounty.ca.gov/hr.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
Classification activity requests[1] completed within prescribed time frame	97% of 184	98% of 150	98% of 185	98% of 150	98% of 150
Recruitment plan/service agreements/timelines met	99% of 455	98% of 400	98% of 460	98% of 400	98% of 400

Table Notes

[1]Classification activity requests are departmental requests to either create or modify a job classification.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

Increase of 1.00 staff year.

- Increase of 1.00 staff year in the Employee Benefits Division to provide customer service and operational activities for two new high deductable medical plans, Health Savings Accounts and limited purpose flexible spending accounts.

Expenditures

Net increase of $0.6 million.

- Services and Supplies — increase of $0.6 million due to increases in contractual service costs associated with software maintenance in the Employee Development Division, broker services in the Employee Benefits Division and negotiation support in the Labor Relations Division.

Revenues

Net increase of $0.6 million.

- Charges for Current Services — increase of $0.2 million as a result of increase external department overhead payments (A-87) for services rendered.
- Miscellaneous Revenue — increase of $0.4 million due to cost reimbursement of the Workers' Compensation portion of the Employee Benefits Internal Service Fund.
- Use of Fund Balance — increase of $0.1 million for a total budget of $0.5 million. One-time funding includes $0.1 million for automating employee contributions to health savings accounts, software and minor equipment purchases of $0.1 million, and $0.3 million to continue funding of the Workforce Academy for Youth program.
- General Purpose Revenue Allocation — decrease of $0.1 million primarily due to cost recovery of services rendered as described in Charges for Current Services above. Partially offset by increased ongoing needs described in Salaries & Benefits above.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net decrease of $0.3 million, including $0.6 million decrease in Services & Supplies for anticipated completion of one-time projects in Fiscal Year 2013-14, partially offset by projected increase in Salaries & Benefits primarily for County retirement contributions.

Staffing by Program					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Department of Human Resources	112.00	114.00	115.00	0.9	115.00
Total	112.00	114.00	115.00	0.9	115.00

Budget by Program					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Department of Human Resources	$ 23,335,014	$ 23,323,953	$ 23,937,245	2.6	$ 23,589,670
Total	$ 23,335,014	$ 23,323,953	$ 23,937,245	2.6	$ 23,589,670

Budget by Categories of Expenditures					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 13,335,782	$ 13,530,728	$ 13,582,698	0.4	$ 13,864,957
Services & Supplies	10,151,322	9,978,773	10,543,414	5.7	9,928,580
Capital Assets Equipment	—	—	15,000	—	—
Expenditure Transfer & Reimbursements	(152,090)	(185,548)	(203,867)	9.9	(203,867)
Total	$ 23,335,014	$ 23,323,953	$ 23,937,245	2.6	$ 23,589,670

Budget by Categories of Revenues					
	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Intergovernmental Revenues	$ 7,473	$ 8,405	$ 8,174	(2.7)	$ 8,174
Charges For Current Services	1,761,121	1,632,228	1,867,249	14.4	1,867,249
Miscellaneous Revenues	6,922,664	7,303,271	7,661,901	4.9	7,703,862
Use of Fund Balance	1,158,290	425,000	547,000	28.7	—
General Purpose Revenue Allocation	13,485,466	13,955,049	13,852,921	(0.7)	14,010,385
Total	$ 23,335,014	$ 23,323,953	$ 23,937,245	2.6	$ 23,589,670

County Communications Office

Department Description

Established by the Board of Supervisors in 1997, the County Communications Office (CCO), formerly known as the Department of Media and Public Relations, ensures that information about County issues, programs and services moves quickly and accurately to the public, employees and news organizations. Moreover, the department oversees emergency communications, media relations, overall content of the County's external and internal websites, social media messages and internal communications. The department is responsible for news releases, newsletters, publications and several major multimedia Board presentations, as well as the operation and programming of the County government access channel, County Television Network (CTN). Additionally, the County Communications Office monitors the State franchise agreements with video providers operating within unincorporated areas of the county. The Communications Office team is comprised of award-winning writers, producers, videographers and public affairs professionals. The staff has extensive experience in communications for the public, private and nonprofit sectors through web, print, broadcast and social media. As part of their duties, staff members explore emerging technologies to ensure the County continues to be able to communicate effectively with residents.

Mission Statement

To build confidence in County government by providing clear and accurate information on County programs. To achieve world class communications status and become a preferred information provider by using current technology and communications tools.

2012-13 Anticipated Accomplishments

Required Discipline for Excellence – Customer Satisfaction

- Build credibility as the source of County information, both internally among County staff and externally among county residents.
  - Created easy-to-understand, complete instructions, in written form or video, that explain where and how the media and public can find information on County websites. Completed 15 videos or articles in Fiscal Year 2012-13.

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Created awareness among taxpayers about the value of County programs and services, emphasizing the fact that the County of San Diego is a responsible steward of tax dollars by posting 215 video presentations in Fiscal Year 2012-13.
- Worked proactively to deliver vital information including County news, challenges and successes directly to San Diegans and position the County to define itself, rather than relying on traditional media to do so.
  - Updated the County News Center regularly to establish the site as a valid news source. Added at least one new content item (article or video) every business day for a total of 550 during Fiscal Year 2012-13.
  - Provided easy, on-the-go access to important County information through social media. Increased number of followers on Facebook and Twitter by 39% during Fiscal Year 2012-13.

Strategic Initiative – Safe Communities

- Participated in two drills to prepare for and respond to major natural or man-made disasters impacting the San Diego County region. Provided accurate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County's new emergency website, social media, new releases, video and mobile technology.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Fostered an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County's intranet

site, posting 210 content items (article or video) in support of the Strategic Initiatives and Required Disciplines during Fiscal Year 2012-13.

2013-15 Objectives

Required Discipline for Excellence – Accountability, Transparency and Ethical Conduct

- Create awareness among taxpayers about the value of County programs and services, emphasizing the fact that the County of San Diego is a responsible steward of tax dollars by posting 200 video presentations in Fiscal Year 2013-14 and another 205 in Fiscal Year 2014-15.
- Work proactively to deliver vital information including County news, challenges and successes directly to San Diegans and position the County to define itself, rather than relying on traditional media to do so.
  - Update the County News Center regularly to establish the site as a valid news source. Add at least one new content item (article or video) every business day for a total of 310 during Fiscal Year 2013-14, and another 315 during Fiscal Year 2014-15.
  - Provide easy, on-the-go access to important County information through social media. Increase number of followers on Facebook and Twitter by 10% during Fiscal Year 2013-14, and an additional 10% during Fiscal Year 2014-15.

Strategic Initiative – Safe Communities

- Participate in at least two drills each fiscal year to prepare for and respond to major natural or man-made disasters impacting the San Diego County region. Provide accurate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County's new emergency website, social media, new releases, video and mobile technology.

Required Discipline for Excellence – Skilled, Adaptable and Diverse Workforce

- Foster an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County's intranet site, posting 135 content items (article or video) in support of the Strategic Initiatives and Required Disciplines during Fiscal Year 2013-14, and another 140 during Fiscal Year 2014-15.

Required Discipline for Excellence – Continuous Improvement and Innovation

- Work together with the County Technology Office to redesign the County's public-facing website, emphasizing design and content that enhances the public's ability to access information about the County's programs and services from a variety of mobile devices.

Related Links

For additional information about the County Communications Office and/or CTN, refer to the website at www.sdcounty.ca.gov/dmpr or www.countynewscenter.com.

Performance Measures	2011-12 Actuals	2012-13 Adopted	2012-13 Estimated Actuals	2013-14 Recommended	2014-15 Recommended
New presentations, programs, segments, Public Service Announcements (PSAs), web videos and internal videos produced by CCO highlighting one or more Strategic Plan Initiatives or performance stories	200	195	215	200	205
"How To" instructions created – in written form or video - that explain where and how the media and public can find information on County websites	10	15	15	N/A[1]	N/A
Participate in two emergency preparedness drills to test readiness	2	2	2	2	2
News items (article or video) posted on County News Center	724	300	550	310	315
Increase in followers of County social media sites[2]	N/A	10% (1,055)	39% (4,487)	10% (1,609)	10% (1,770)
Articles, videos and information posted on department's intranet site[2]	N/A	130	210	135	140

Table Notes

[1]No longer need separate measurement for these types of articles and videos as they are regularly incorporated into County News Center content.

[2]New measure effective Fiscal Year 2012-13.

Recommended Changes and Operational Impact: 2012-13 to 2013-14

Staffing

No change in staffing.

Expenditures

Net increase of $0.03 million.

- Salaries and Benefits — increase of $0.06 million primarily due to increases in County retirement contributions.
- Services and Supplies — decrease of $0.15 million primarily due to projected decreases in Information Technology costs and minor equipment expenditures for CTN production equipment.
- Capital Assets Equipment — increase of $0.1 million primarily due to the addition of one-time capital expenditures for CTN production equipment.
- Expenditure Transfer & Reimbursements — increase of $0.03 million as a result of reduced expenditure transfers associated with work performed for the Health and Human Services Agency. Since the amount to be reimbursed will be decreased by $0.03 million, it has the effect of increasing expenditures by $0.03 million.

Revenues

Net increase of $0.03 million

- Licenses, Permits & Franchises — decrease of $0.03 million in Public Educational Governmental (PEG) Access Fee revenue, as a result of the decreases in minor equipment expenditures for CTN production equipment.
- General Purpose Revenue Allocation — increase of $0.06 million as result of increases in County retirement contributions and to offset the reduced expenditure transfers noted above.

Recommended Changes and Operational Impact: 2013-14 to 2014-15

Net decrease of $0.06 million attributed to a decrease of $0.1 million due to the elimination of one-time capital expenditures for CTN production equipment, which is offset by an increase of $0.04 million in County retirement contributions.

Staffing by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
County Communications Office	22.00	22.00	22.00	0.0	22.00
Total	22.00	22.00	22.00	0.0	22.00

Budget by Program

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
County Communications Office	$ 3,154,141	$ 3,060,557	$ 3,088,171	0.9	$ 3,024,161
Total	$ 3,154,141	$ 3,060,557	$ 3,088,171	0.9	$ 3,024,161

Budget by Categories of Expenditures

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Salaries & Benefits	$ 2,569,000	$ 2,595,425	$ 2,651,889	2.2	$ 2,693,279
Services & Supplies	514,141	640,132	486,882	(23.9)	484,882
Capital Assets Equipment	356,000	200,000	299,400	49.7	196,000
Expenditure Transfer & Reimbursements	(285,000)	(375,000)	(350,000)	(6.7)	(350,000)
Total	$ 3,154,141	$ 3,060,557	$ 3,088,171	0.9	$ 3,024,161

Budget by Categories of Revenues

	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Adopted Budget	Fiscal Year 2013-14 Recommended Budget	% Change	Fiscal Year 2014-15 Recommended Budget
Licenses Permits & Franchises	$ 394,000	$ 350,000	$ 320,700	(8.4)	$ 215,300
Use of Fund Balance	$ 43,238	—	—	—	—
General Purpose Revenue Allocation	2,716,903	2,710,557	2,767,471	2.1	2,808,861
Total	$ 3,154,141	$ 3,060,557	$ 3,088,171	0.9	$ 3,024,161

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