

# 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 (FGG) 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.

## FGG 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.

## 2013–14 Accomplishments

### Strategic Initiative: Healthy Families

- County Counsel provided effective legal services to the Health and Human Service Agency (HHSA) in matters relating to children who were dependents of the Juvenile Court.
  - Prevailed in 99% of Juvenile Dependency petitions filed in Superior Court.
  - Prevailed in 100% of Juvenile Dependency appeals and writs filed.

### Strategic Initiative: Safe Communities

- County Communications Office participated in two drills this fiscal year 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, news releases, video and mobile technology.

### Required Discipline for Excellence: Information Services

- Continued system implementation of the new integrated recording and vital records system; implementation was scheduled to occur by June 2014, but will now be implemented in Fiscal Year 2014-15 in phases. The extended schedule resulted from delays in vendor development. This new system will allow the Assessor/Recorder/County Clerk to leverage necessary new technologies in order to improve recording services to residents.
- Continued development and implementation of an upgrade to the County's core Human Resources software application, PeopleSoft, to improve operational efficiency in personnel record management, with an expectation to complete implementation by February 2015.

### 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. Effective August 2014, Moody's Investors Service upgraded the County's issuer rating to Aaa, giving the County the distinction of earning the highest possible issuer ratings with all three major rating agencies.
- Achieved a record-setting collection rate of 99.1% for secured taxes and 97.7% 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.
- 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 weighted average rate of return of 0.42% in Fiscal Year 2013-14 and an anticipated 0.40% in Fiscal Year 2014-15. These are lower returns than originally anticipated, due primarily to persistently low interest rates and the maturation of higher yielding investments in the short term.
- Accurately identified 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.
- Resolve 80% or more of all lawsuits against the County by a court decision/dismissal, and resolve 20% or less by settlement.

### Required Discipline for Excellence: Regional Leadership

- Earned the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the fiscal year beginning July 1, 2013.

## 2014-16 Objectives

### Strategic Initiative: Sustainable Environments

- Begin multi-year phased restoration and preservation project for historical recorded documents. Phase I will preserve the old microfilm and ensure its survival for future generations. This project will begin in Fiscal Year 2014-15 with anticipated completion in Fiscal Year 2016-17. Phase II will restore and preserve historical recorded documents and maps. This project is a three to five year effort and is estimated to be complete in Fiscal Year 2018-19.

### Required Discipline for Excellence: Information Services

- Upgrade the County's Kronos employee timekeeping application. The Kronos 7.0 upgrade initiative will provide County users with a more supportable timekeeping platform and enhanced functional capabilities such as the ability to perform time management tasks on their mobile devices.
- Modernize and rebuild the County's Active Directory domain (a repository of County users or accounts that have access to the network) by updating architecture, migrating accounts, integrating existing services (e.g., SharePoint and Virtual Private Network), and converting accounts to agreed identification naming standards.
- The County Technology Office, Assessor/Recorder/County Clerk, Auditor & Controller and the Treasurer-Tax Collector will continue the design and development of the Integrated Property Tax System (IPTS), which will significantly improve property assessment, tax collection and apportionment activities in the County. The new system is scheduled for implementation in January 2016.

### 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.



### Required Discipline for Excellence: Continuous Improvement and Innovation

- Review and update 545 classification specifications as part of the Classification Modernization Project by June 30, 2016.

### 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 140 content items (article or video) in support of the Strategic Initiatives and Required Disciplines for Excellence during Fiscal Year 2014-15, and another 150 during Fiscal Year 2015-16.

### Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Provide open access to County business by making audio recordings of all Board of Supervisors meetings available on the Internet within three days of the related meeting.

### Related Links

For more information on the Finance and General Government Group, refer to the website at <http://www.sandiego-county.gov/fg3/>.

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

#### Staffing

No change in staffing.

#### Expenditures

Net decrease of \$9.5 million.

- Salaries and Benefits—increase of \$0.1 million as a result of negotiated labor agreements and an increase in retirement contributions.
- Services and Supplies—decrease of \$3.6 million due primarily to reduction in one-time expenditures appropriated for major information technology system upgrades. The PeopleSoft human resources information system upgrade was budgeted for \$8.0 million in Fiscal Year 2013-14, and the Kronos timekeeping system is recommended for a \$3.0 million upgrade in Fiscal Year 2014-15. Data storage costs are projected to

decrease \$0.4 million due to improved storage technology, while major maintenance projects for the County Administration Center (CAC) are expected to increase \$0.6 million, primarily for needed improvements in electrical infrastructure and heating, ventilation, and air conditioning (HVAC) system components. Facility operations and maintenance costs in and around the CAC are expected to increase \$1.2 million, and will be reimbursed to the Department of General Services (DGS) Internal Service Fund (ISF).

- Management Reserves—decrease of \$6.0 million due to an extension in the projected completion date for the Integrated Property Tax System (IPTS) until Fiscal Year 2015-16.

#### Revenues

Net decrease of \$9.5 million.

- Intergovernmental Revenues—increase of \$0.4 million in revenue received under a tax sharing agreement with the City of San Diego to partially offset operating costs associated with the CAC Waterfront Park, which will be used to reimburse the DGS ISF.
- Charges for Current Services—increase of \$0.1 million in A-87 revenues for administrative services provided to other County departments.
- Use of Fund Balance—decrease of \$11.4 million for a total of \$9.2 million. Recommended major planned uses of fund balance include:
  - Kronos timekeeping system upgrade for \$3.0 million.
  - CAC major maintenance projects for \$1.5 million.
  - Data servers and storage for enterprise resource planning (ERP) systems for \$1.6 million, pending stabilization of data center costs after major upgrades are completed.
  - CAC facility maintenance services for \$0.4 million, primarily for one-time contract services until long-term operational funding needs are determined for CAC and surrounding property.
  - Management internship program sponsored by FG3 Executive Office for \$0.2 million.
  - Management reserves for Groupwide unanticipated IT and facility needs for \$2.5 million.
- General Purpose Revenue Allocation—increase of \$1.4 million to address ongoing increases in facility maintenance expense, negotiated labor agreements, County retirement contributions, and information technology expense.



## Executive Office Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$1.0 million in expenditures, primarily driven by removal of one-time expenditures planned for Fiscal Year 2014-15 in the areas of Major Maintenance, Salaries & Benefits and IT projects.



Group Staffing by Department						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Finance & General Government Executive Office		21.00			21.00	21.00
Board of Supervisors		56.00			56.00	56.00
Assessor / Recorder / County Clerk		410.50			410.50	410.50
Treasurer - Tax Collector		121.00			123.00	123.00
Chief Administrative Office		14.50			14.50	14.50
Auditor and Controller		232.50			232.50	232.50
County Technology Office		17.00			17.00	17.00
Civil Service Commission		4.00			4.00	4.00
Clerk of the Board of Supervisors		27.00			27.00	27.00
County Counsel		136.00			138.00	138.00
Grand Jury		1.00			1.00	1.00
Human Resources		115.00			117.00	117.00
County Communications Office		22.00			22.00	22.00
<b>Total</b>		<b>1,177.50</b>			<b>1,183.50</b>	<b>1,183.50</b>



Group Expenditures by Department						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Finance & General Government Executive Office	\$ 14,848,517	\$ 31,017,462	\$ 55,480,023	\$ 20,700,331	\$ 21,564,317	\$ 20,560,985
Board of Supervisors	7,366,664	8,075,907	9,156,265	7,699,492	8,366,841	8,363,587
Assessor / Recorder / County Clerk	52,366,581	60,307,881	64,142,521	54,072,999	63,127,842	63,236,886
Treasurer - Tax Collector	19,034,852	22,024,206	23,336,376	20,168,956	21,659,445	21,694,056
Chief Administrative Office	4,243,781	4,441,349	4,577,074	4,304,355	4,649,068	4,609,071
Auditor and Controller	34,549,027	35,964,386	40,200,256	33,489,395	33,891,372	33,479,340
County Technology Office	144,052,980	169,808,926	195,771,381	160,043,160	171,291,537	155,219,939
Civil Service Commission	578,679	616,736	627,465	519,550	606,114	572,885
Clerk of the Board of Supervisors	3,306,808	3,466,941	3,564,560	3,159,027	3,482,832	3,485,317
County Counsel	22,639,180	23,459,268	24,822,481	23,506,204	27,604,747	24,990,894
Grand Jury	576,075	592,346	594,432	510,582	595,975	595,046
Human Resources	20,782,267	23,937,245	25,544,005	21,241,725	24,779,192	23,468,467
County Communications Office	2,725,482	3,088,171	3,200,719	2,885,540	3,151,234	3,074,004
<b>Total</b>	<b>\$ 327,070,893</b>	<b>\$ 386,800,824</b>	<b>\$ 451,017,558</b>	<b>\$ 352,301,317</b>	<b>\$ 384,770,516</b>	<b>\$ 363,350,477</b>

## Executive Office Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Finance & General Government Executive Office	8.00	8.00	8.00
Office of Financial Planning	13.00	13.00	13.00
<b>Total</b>	<b>21.00</b>	<b>21.00</b>	<b>21.00</b>

## Executive Office Budget by Program

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Finance & General Government Executive Office	\$ 14,848,517	\$ 28,398,023	\$ 52,860,584	\$ 17,820,329	\$ 18,846,376	\$ 17,809,484
Office of Financial Planning	—	2,619,439	2,619,439	2,880,001	2,717,941	2,751,501
<b>Total</b>	<b>\$ 14,848,517</b>	<b>\$ 31,017,462</b>	<b>\$ 55,480,023</b>	<b>\$ 20,700,331</b>	<b>\$ 21,564,317</b>	<b>\$ 20,560,985</b>

## Executive Office Budget by Categories of Expenditures

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 1,151,232	\$ 3,297,219	\$ 3,321,453	\$ 3,175,935	\$ 3,425,668	\$ 3,238,935
Services & Supplies	13,697,285	19,220,243	45,985,544	17,524,395	15,638,649	11,322,050
Management Reserves	—	8,500,000	6,173,026	—	2,500,000	6,000,000
<b>Total</b>	<b>\$ 14,848,517</b>	<b>\$ 31,017,462</b>	<b>\$ 55,480,023</b>	<b>\$ 20,700,331</b>	<b>\$ 21,564,317</b>	<b>\$ 20,560,985</b>



Executive Office Budget by Categories of Revenues

	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Revenue From Use of Money & Property	\$ 109,454	\$ 10,000	\$ 10,000	\$ 15,339	\$ 10,000	\$ 10,000
Intergovernmental Revenues	17,646	29,551	29,551	29,384	429,896	429,896
Charges For Current Services	497,531	923,639	923,639	787,760	1,034,980	1,034,980
Miscellaneous Revenues	5,262	—	—	5,332	—	—
Use of Fund Balance	7,844,436	20,558,000	45,020,561	10,366,244	9,187,986	8,601,393
General Purpose Revenue Allocation	6,374,188	9,496,272	9,496,272	9,496,272	10,901,455	10,484,716
<b>Total</b>	<b>\$ 14,848,517</b>	<b>\$ 31,017,462</b>	<b>\$ 55,480,023</b>	<b>\$ 20,700,331</b>	<b>\$ 21,564,317</b>	<b>\$ 20,560,985</b>

# 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 (Supervisory District) of the county.

## District 1

Supervisor Greg Cox represents more than 617,000 residents of the First Supervisory 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 Supervisory 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, South Bay Terraces, Southcrest, 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 and closely monitoring our beaches and bays is a high priority. Supervisor Cox has championed the County's commitment to green and sustainable environments, and strategies that protect and promote our natural resources.

Supervisor Cox works to preserve open space and create recreational opportunities through the expansion of the Otay Valley, Sweetwater and Tijuana River Valley Regional parks. He champions active transportation through creation of the Bayshore Bikeway, the Sweetwater River Bike Trail and the creation of a new urban corridor for bikes and pedestrians along Chollas Creek in San Diego. He is 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, the San Diego County Regional Airport Authority and the Institute for Local Government. Last year, he was appointed by the Speaker of the Assembly to serve on the California Coastal Commission, protecting the California coastline for future generations.

## 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 630,000 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 \$285 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, Ewiiapaayp, 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, and more than 630,000 residents. 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 improvements to the County's services such as foster care and adoptions, *Live Well San Diego*, public protection, libraries, parks and job creation.

District 3 overlays all, or portions of five incorporated cities, including nearly a dozen distinct communities within the City of San Diego. He works with councilmembers and mayors from throughout his district on issues of mutual concern.

District 3 includes coastal communities from Torrey Pines State Beach to 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 expand the San Dieguito River Park, a coast to crest system of preserved land and trails. He 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. He has asked the county to buy local first to create jobs and improve the local economy. 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. Supervisor Dave Roberts has opened a dialogue with BioCom, to assist in any way with this growing industry. Industry growth means high-value jobs in his district and in the region.



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 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. He works in partnership with local Chambers of Commerce and Economic Development Corporations to enhance jobs in the region. In reaching out to constituents to assist them and to seek their opinions on County programs and services he has opened a District Office in Escondido, and holds regular meeting hours in Rancho Bernardo, Mira Mesa and Del Mar.

#### District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically diverse district in San Diego County. Approximately 640,000 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 Fifth Supervisorial District covers the northern most area of San Diego County, and is more commonly known as North County. It 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 630,000 people reside in the Fifth District. Supervisor Horn and his staff consider it an honor to serve. 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, strong relationships with faith-based organizations, and stellar credit ratings and fiscal management, which allow the County flexibility in so many other areas.

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.

In addition to agriculture, several other industries make North County a hotbed for economic success. It was for this reason that Supervisor Horn spearheaded Prosperity On Purpose (POP), a targeted vision for North County to compete for business through the San Diego North Economic Development Council. POP created a Comprehensive Economic Development Strategy and a map of North County with general plans of all cities and unincorporated areas stitched together. It also reinforced what we already knew: 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. Under the leadership of Supervisor Horn, plans to extend the runway at McClellan-Palomar Airport, a crucial economic driver for North County, are being developed. Almost half of the county's 1,932 miles of roads—critical to moving people, goods and supplies—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. Supervisor Horn hopes POP will generate new opportunities and secure economic development funds for North County. He is also deeply committed to protecting property rights, creating jobs, ensuring public safety, balancing growth, eliminating traffic congestion and preserving our natural resources.

Read more about Supervisor Horn and his priorities at [www.BillHorn.com](http://www.BillHorn.com).

### Related Links

For additional information about the Board of Supervisors, refer to the website at [www.sandiegocounty.gov/general/bos](http://www.sandiegocounty.gov/general/bos).

## Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Board of Supervisors District 1	9.00	9.00	9.00
Board of Supervisors District 2	11.00	11.00	11.00
Board of Supervisors District 3	11.00	11.00	11.00
Board of Supervisors District 4	10.00	10.00	10.00
Board of Supervisors District 5	13.00	13.00	13.00
Board of Supervisors General Offices	2.00	2.00	2.00
<b>Total</b>	<b>56.00</b>	<b>56.00</b>	<b>56.00</b>

## Budget by Program

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Board of Supervisors District 1	\$ 1,305,578	\$ 1,375,059	\$ 1,645,356	\$ 1,377,299	\$ 1,443,812	\$ 1,443,812
Board of Supervisors District 2	1,293,660	1,378,529	1,525,352	1,315,570	1,447,455	1,447,455
Board of Supervisors District 3	1,193,259	1,375,059	1,598,712	1,313,806	1,443,812	1,443,812
Board of Supervisors District 4	1,137,138	1,359,913	1,582,781	1,240,892	1,427,909	1,427,909
Board of Supervisors District 5	1,405,752	1,479,886	1,692,527	1,400,014	1,479,886	1,479,886
Board of Supervisors General Offices	1,031,277	1,107,461	1,111,537	1,051,911	1,123,967	1,120,713
<b>Total</b>	<b>\$ 7,366,664</b>	<b>\$ 8,075,907</b>	<b>\$ 9,156,265</b>	<b>\$ 7,699,492</b>	<b>\$ 8,366,841</b>	<b>\$ 8,363,587</b>

## Budget by Categories of Expenditures

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 6,361,855	\$ 7,058,109	\$ 7,189,742	\$ 6,647,001	\$ 7,347,007	\$ 7,343,753
Services & Supplies	1,004,809	1,017,798	1,966,523	1,052,491	1,019,834	1,019,834
<b>Total</b>	<b>\$ 7,366,664</b>	<b>\$ 8,075,907</b>	<b>\$ 9,156,265</b>	<b>\$ 7,699,492</b>	<b>\$ 8,366,841</b>	<b>\$ 8,363,587</b>





Budget by Categories of Revenues						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Charges For Current Services	\$ 56	\$ —	\$ —	\$ —	\$ —	\$ —
Miscellaneous Revenues	(100)	—	—	59	—	—
Use of Fund Balance	(444,522)	—	1,080,358	(376,474)	3,362	—
General Purpose Revenue Allocation	7,811,230	8,075,907	8,075,907	8,075,907	8,363,479	8,363,587
<b>Total</b>	<b>\$ 7,366,664</b>	<b>\$ 8,075,907</b>	<b>\$ 9,156,265</b>	<b>\$ 7,699,492</b>	<b>\$ 8,366,841</b>	<b>\$ 8,363,587</b>

# 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.

## 2013–14 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.
- Began Birth, Death and Marriage Backfile Imaging Project to electronically preserve critical recorded documents and vital records. This project is under contract

and is 10% complete. Project was delayed due to Countywide microfilm blanket contract reissue. Target completion in Fiscal Year 2014-15.

- Contract to redact identity information from documents recorded during the period 1990 through 2008 was awarded in Fiscal Year 2013-14 and project is 50% complete (2003–2008). Completion of this project ensures compliance with Government Code 27301a to truncate social security numbers from documents recorded during the period 1990 through 2008. This project was delayed during the vendor selection and contract negotiation process. Expected completion in Fiscal Year 2014-15.

### Required Discipline for Excellence: Fiscal Stability

- Collected, distributed and accounted for all mandated fees and transfer taxes to ensure County departments, federal and State agencies, cities and special districts can fulfill their legal obligations.
- Continued to review departmental fee structure to ensure that costs for services are fully recovered. Departmental fees are periodically adjusted to reflect the costs of providing services, as determined by a thorough examination of underlying costs and external factors.

### Required Discipline for Excellence: Information Services

- Continued system development of the new integrated recording and vital records system; implementation is scheduled to occur in Fiscal Year 2014–15. The system will be implemented in a phased manner, with Phase I—Recording planned for early 2014–15. System implementation has been delayed due to complications in vendor development. This system will allow the Asses-

essor/Recorder/County Clerk (ARCC) to leverage necessary new technologies in order to improve recording services to residents.

- 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, is anticipated in Fiscal Year 2014–15. Electronic recording system implementation cannot take place until the integrated recording system mentioned above is completed.
- Developed and implemented an external ARCC Share-Point site, a file sharing application where the public can review and obtain numerous forms and instructions online. This will provide a venue for all departmental services and information to 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 at least 98%.
- Maintained excellent customer service by continuing the departmental customer service training program. Due to unanticipated turnover in the department, only 75% of staff completed the program by June 30, 2014.
- Provided the public with a variety of online forms and related services. This provided a more efficient and effective level of customer service by leveraging the latest in online form processing and electronic signature technology.
- Addition of recording services at the Chula Vista and Kearny Mesa branch offices was not implemented. These services are planned to be added following implementation of electronic recording, which was delayed.

## 2014–16 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 completion anticipated in Fiscal Year 2014–15.
- Complete the redaction of identity information from documents recorded during the period 1990 through 2008. Completion of project will ensure compliance with Government Code 27301a to truncate social security numbers from documents recorded during the period 1990 through 2008.
- Begin multi-year phased restoration and preservation project for historical recorded documents. Phase I will preserve the old microfilm and ensure its survival for future generations. This project will begin in Fiscal Year 2014–15 with anticipated completion in Fiscal Year 2016–17. Phase II will restore and preserve historical recorded documents and maps. This project is a three to five year effort and is estimated to be complete in Fiscal Year 2018–19.

### 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 obligations.

### Required Discipline for Excellence: Information Services

- Implementation of the new integrated recording and vital records system is scheduled to occur in Fiscal Year 2014–15. This will allow the ARCC to leverage necessary new technologies in order to improve recording services to residents.
- 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. System implementation is dependent on the integrated recording and vital records system and is expected to be implemented in Fiscal Year 2014–15.
- In coordination with the Auditor & Controller, Treasurer-Tax Collector and the County Technology Office, continue the design and development of the Integrated Property Tax System (IPTS), which will significantly improve property assessment, tax collection and apportionment activities in the County. The new system is scheduled for implementation in January 2016.

### Required Discipline for Excellence: Customer Satisfaction

- Provide the public with services that are of value to them in a competent and professional manner by achieving a customer service rating of at least 93%.
- Maintain excellent customer service by ensuring that at least 50% of new departmental staff completes the customer service training program initiated by ARCC before June 30, 2015.
- Provide the public with a variety of online forms for submittal 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 following implementation of electronic recording in Fiscal Year 2014–15.

### Related Links

For more information on the Assessor/Recorder/County Clerk, refer to the website at <https://arcc.sdcounty.ca.gov>.

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Recorded documents indexed within two business days <sup>1</sup>	100% of 984,668	99%	100% of 691,555	99%	99%
Mandated assessments completed by close of annual tax roll <sup>2</sup>	99% of 420,464	98%	100% of 417,451	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 <sup>3</sup>	100% of 91,166	99%	100% of 96,763	99%	99%
Satisfactory customer service rating <sup>4</sup>	96%	93%	98%	93%	93%

#### Table Notes

<sup>1</sup>Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property.

<sup>2</sup>Measures the performance in locating, identifying and fairly and uniformly appraising all property. Completion of the annual assessment work is the County’s first step to assessing and billing annual property taxes.

<sup>3</sup>Measures the timely manner in which the public can access vital records and certificates affording them the most current information.

<sup>4</sup>Customer satisfaction rating measures how individuals perceive the department’s ability to provide services of value to them. This rating reflects the percentage of survey questions in which customers indicated at least a satisfactory rating.

### Budget Changes and Operational Impact: 2013–14 to 2014–15

#### Staffing

No net change in staffing.

- Transfer of 1.00 staff year from Recorder/County Clerk to Management Support Division.

#### Expenditures

Increase of \$2.8 million.

- Salaries and Benefits—increase of \$2.7 million as a result of negotiated ongoing salary and benefit increases including one-time payments, increases in County retirement contributions and flex credits (\$2.3 million), temporary help (\$0.1 million) and overtime costs (\$0.3 million).

- Services and Supplies—net increase of \$0.1 million
  - Increase of \$2.0 million in Micrographics Trust Fund one-time initiatives relating to restoration and preservation of Recorder microfilm and old books.
  - Decrease of \$1.9 million in Social Security Number Truncation one-time projects anticipated for Fiscal Year 2014–15.
  - Decrease of \$0.2 million in Certified Copy Vital Statistics one-time projects for Fiscal Year 2014–15.
  - Net Increase of \$0.2 million in miscellaneous Services and Supplies accounts.

### Revenues

Net increase of \$2.8 million

- Licenses Permits & Franchises—increase of \$0.1 million due to projected increase in the number of marriage licenses issued.
- Charges for Current Services—net increase of \$0.6 million.
  - Increase of \$1.0 million in AB 2890 Recovered Costs revenue to reflect anticipated increase in supplemental assessment revenues.
  - Decrease of \$1.0 million in Recording Document revenues to reflect anticipated decrease in document recordings.
  - Decrease of \$0.2 million in Certified Copy Vital Statistics revenue as a result of a reduction in one-time projects for Fiscal Year 2014–15.

- Increase of \$2.0 million in Micrographics Trust Fund revenue due to one-time initiatives relating to restoration and preservation of Recorder microfilm and old books.
- Decrease of \$1.9 million in Social Security Number Truncation revenue due to decrease in one-time projects anticipated for Fiscal Year 2014–15.
- Increase of \$0.4 million in Marriage Ceremony fees due to a projected increase in the number of ceremonies performed.
- Increase of \$0.3 million in Duplicating and Filing fees based on projected demand for services.
- Use of Fund Balance—increase of \$1.0 million for a total of \$1.0 million as a result of negotiated one-time salary increases (\$0.7 million) and one-time Information Technology (IT) project costs (\$0.3 million) projected for Fiscal Year 2014–15. IT projects include replacement of AS400 data infrastructure and upgrade of SQL database environment.
- General Purpose Revenue Allocation—increase of \$1.1 million due primarily to negotiated labor agreements.

### Budget Changes and Operational Impact: 2014–15 to 2015–16

Net increase of \$0.1 million due to increase of \$0.3 million in Salary and Benefits for negotiated labor agreements, partially offset by a net decrease of \$0.2 million in Services and Supplies, primarily due to removal of one-time IT projects scheduled for Fiscal Year 2014–15.



Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Property Valuation ID		270.75			270.75	270.75
Recorder / County Clerk		115.75			114.75	114.75
Management Support		24.00			25.00	25.00
<b>Total</b>		<b>410.50</b>			<b>410.50</b>	<b>410.50</b>

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Property Valuation ID	\$ 32,603,832	\$ 33,850,873	\$ 36,236,182	\$ 33,860,196	\$ 35,118,903	\$ 35,798,892
Recorder / County Clerk	15,436,124	22,891,407	23,314,411	15,727,948	23,056,730	23,219,313
Management Support	4,326,625	3,565,601	4,591,928	4,484,855	4,952,209	4,218,681
<b>Total</b>	<b>\$ 52,366,581</b>	<b>\$ 60,307,881</b>	<b>\$ 64,142,521</b>	<b>\$ 54,072,999</b>	<b>\$ 63,127,842</b>	<b>\$ 63,236,886</b>

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 36,446,877	\$ 39,153,897	\$ 39,833,225	\$ 38,724,952	\$ 41,889,990	\$ 42,237,150
Services & Supplies	15,785,740	20,936,221	24,086,437	15,298,654	21,037,852	20,799,736
Capital Assets Equipment	133,964	217,763	222,858	49,393	200,000	200,000
<b>Total</b>	<b>\$ 52,366,581</b>	<b>\$ 60,307,881</b>	<b>\$ 64,142,521</b>	<b>\$ 54,072,999</b>	<b>\$ 63,127,842</b>	<b>\$ 63,236,886</b>

Budget by Categories of Revenues						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Licenses Permits & Franchises	\$ 970,125	\$ 900,000	\$ 900,000	\$ 1,144,552	\$ 1,000,000	\$ 1,000,000
Revenue From Use of Money & Property	48,239	30,000	30,000	59,534	59,000	59,000
Charges For Current Services	33,012,994	37,101,640	37,101,640	32,027,007	37,682,986	37,394,870
Miscellaneous Revenues	714,719	700,000	700,000	(46)	700,000	700,000
Other Financing Sources	735	—	—	359	—	—
Use of Fund Balance	(3,047,571)	—	3,834,640	(734,648)	969,435	—
General Purpose Revenue Allocation	20,667,340	21,576,241	21,576,241	21,576,241	22,716,421	24,083,016
<b>Total</b>	<b>\$ 52,366,581</b>	<b>\$ 60,307,881</b>	<b>\$ 64,142,521</b>	<b>\$ 54,072,999</b>	<b>\$ 63,127,842</b>	<b>\$ 63,236,886</b>

# 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 \$7.3 billion in public funds; the billing and collection of approximately \$4.8 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.

## 2013–14 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, the Treasurer-Tax Collector efficiently managed the provisions of banking services for public entities and County departments. The Treasurer-Tax Collector also 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 0.42% in Fiscal Year 2013-14 and an anticipated weighted average rate of return of 0.40% in Fiscal Year 2014-15. Due to market conditions explained below, investment returns are expected to remain low, with only modest improvement in the next two years.

### 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. The Treasurer-Tax Collector provided administrative support to fourteen bond issuances totaling over \$1.2 billion.
- Provided a learning platform and forum to address current government finance issues by facilitating 4 seminars including Fraud Prevention, Cash Handling, Debt Financing and Investment of Public Funds for local agencies.

### Tax Collection

Tax Collection is responsible for the billing and collection of approximately 1.4 million secured, unsecured, and defaulted tax bills and statements annually. Tax Collection consists of 3 main divisions, Information, Financial, and Special Functions. The Information Division serves as the main point of contact for the public. It coordinates the mailing of all tax bills as well as the receipt and distribution of incoming mail for the department. The Financial Division is responsible for consolidation and remittance of payments from all property tax collection systems as well as managing all refund related activity including the escheat-

ment of unclaimed property tax refunds. The Special Functions Division manages the enforced collection activity for unsecured taxes, the collection and reporting of Transient Occupancy Tax, bankruptcy claims, and for conducting public auctions of tax defaulted properties. The Tax Collection managers also oversee operations at the four Tax Collector Branches located in San Marcos, Kearny Mesa, El Cajon, and Chula Vista.

### Required Discipline for Excellence: Fiscal Stability

- Achieved a collection rate of 99.1% for secured taxes and 97.7% 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

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

### 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:
  - Recorded enrollment in the Deferred Compensation 457 Plan at 46.3% through June 30, 2014, while striving to maintain it through June 30, 2015. This decrease from Fiscal Year 2013–14 is described in further detail in the upcoming Performance Measures section.
  - Increased the average participant contribution in the Deferred Compensation 457 Plan to \$151 per pay period by June 30, 2014, while striving to maintain through June 30, 2015.
  - 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 educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees through June 30, 2014.

## 2014–16 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 0.40% in Fiscal Year 2014–15 and 0.45% in Fiscal Year 2015–16.

### 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.

#### Required Discipline for Excellence: Information Services

- In coordination with the Assessor/Recorder/County Clerk, Auditor & Controller and the County Technology Office, continue the design and development of the IPTS, which will significantly improve property assessment, tax collection and apportionment activities in the County. The new system is scheduled for implementation in January 2016.

#### Required Discipline for Excellence: Customer Satisfaction

- Achieve a customer satisfaction rating of 4.7 on a 5.0 scale, based on formal Customer Satisfaction Survey results.



## 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:
  - Maintain enrollment in the Deferred Compensation 457 Plan to 46.3% through June 30, 2015 and achieve modest improvement to 46.5% by June 30, 2016.
  - Maintain the average participant contribution in the Deferred Compensation 457 Plan above \$91 per pay period by June 30, 2015 and maintain through June 30, 2016.

- 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, 2015.

### Related Links

For additional information about the Treasurer-Tax Collector, refer to the website at [www.sdtreastax.com/](http://www.sdtreastax.com/).



Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Secured Taxes Collected (% of total) <sup>1</sup>	98.2%	98%	99.1%	98%	98%
Unsecured Taxes Collected (% of total) <sup>1</sup>	97.5%	97%	97.7%	97%	97%
Rate of Return on Investment Pool (%)	0.44% <sup>2</sup>	0.55% <sup>2</sup>	0.42% <sup>2</sup>	0.40% <sup>2</sup>	0.45% <sup>2</sup>
Customer Satisfaction Ratings (Scale of 1-5, 5 being highest) <sup>3</sup>	4.62	4.70	4.64	4.70	4.70
457 Deferred Compensation Plan average deferral amount per employee per pay period <sup>4</sup>	\$132	\$91	\$151	\$91	\$91
Percentage of eligible County employees participating in the 457 Deferred Compensation Plan <sup>5</sup>	48.8%	48.2%	46.3%	48.2%	48.5%
Number of newly Certified Cash Handlers for the County and other government entities	133 <sup>6</sup>	40 <sup>6</sup>	96 <sup>6</sup>	40	40
Number of Unclaimed Property Tax Refunds <sup>7</sup>	3,095	N/A <sup>7</sup>	3,144	2,355	2,237

*Table Notes*

<sup>1</sup>With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes. The improving collection rate is a result of a recovering real estate market.

<sup>2</sup>Since the Federal Reserve has maintained the Federal Funds target rate at the lowest possible range during the past five 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.

<sup>3</sup>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 slightly less than exceptional because they believe the taxes are too high.

<sup>4</sup>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.

<sup>5</sup>Number of active participants includes open accounts for current employees with suspended contributions. 690 Plan participants retired or terminated from County employment FY13-14. 962 employees enrolled in the Deferred Compensation program in FY13-14, but for the first time since the 401(a) plan's inception, 401(a) enrollments exceeded 457 enrollments resulting in a net decrease in 457 Plan participation. Combined 401(a)/457 participation rate is 58.3%

<sup>6</sup>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.

<sup>7</sup> New Measure: The Treasurer-Tax Collector issues more than 60,000 property tax refunds per year. The refund warrants become stale if they are not cashed after 6 months. Warrants become stale for various reasons including: taxpayers provide inaccurate address information, taxpayers move, title companies no longer servicing accounts, or taxpayers forget to cash refund warrants. The Unclaimed Property Tax Refunds List published on [www.sdtreastax.com](http://www.sdtreastax.com) is updated every month. If left unclaimed for more than 4 years, the refunds will be escheated to the County General Fund. Continued improvement in efficiencies and research tools are expected to contribute to the reduced number of unclaimed property tax refunds.

## Budget Changes and Operational Impact: 2013–14 to 2014–15

### Staffing

Net increase of 2.00 staff years:

- Increase of 2.00 staff years as a result of increased tax collection services and administrative support.
- Transfer of 1.00 staff year from the Treasury to Administration.

### Expenditures

Net decrease of \$0.4 million

- Salaries and Benefits—increase of \$0.8 million, including \$0.3 million in County retirement contributions, \$0.3 million due to negotiated labor agreements, and \$0.2 million due to restoration of 2.00 previously defunded staff years to meet growing workload in tax collection services.
- Services and Supplies—decrease of \$1.2 million due to completion of one-time office facility improvements and application upgrades budgeted in Fiscal Year 2013–14.

### Revenues

Net decrease of \$0.4 million

- Charges For Current Services—increase of \$0.4 million, mainly for supplemental property tax revenue collectible under Assembly Bill (AB) 2890 as a percentage of mid-year adjustments made to assessed value following property sales.
- Miscellaneous Revenues—decrease of \$0.1 million due to projected decrease in proceeds from property sales.
- Use of Fund Balance—decrease of \$0.8 million for a total of \$0.2 million primarily due to one-time funds for completion of facility improvements, including asbestos abatement and related expenditures. Fiscal Year 2014–15 use of \$0.2 million due to one-time salary and benefit costs of negotiated labor agreements.
- General Purpose Revenue Allocation—increase of \$0.2 million for projected increase in ongoing costs, primarily due to negotiated labor agreements.

## Budget Changes and Operational Impact: 2014–15 to 2015–16

No significant changes.



Staffing by Program						
		Fiscal Year 2013-14 Adopted Budget			Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Treasury		22.00			21.00	21.00
Deferred Compensation		3.00			3.00	3.00
Tax Collection		82.00			84.00	84.00
Administration - Treasurer / Tax Collector		14.00			15.00	15.00
<b>Total</b>		<b>121.00</b>			<b>123.00</b>	<b>123.00</b>

Budget by Program						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Treasury	\$ 5,170,959	\$ 6,880,832	\$ 6,766,990	\$ 5,215,322	\$ 6,937,272	\$ 6,991,746
Deferred Compensation	257,126	462,223	462,223	293,371	375,513	309,383
Tax Collection	10,395,730	11,439,011	12,519,486	11,573,424	10,874,918	11,089,941
Administration - Treasurer / Tax Collector	3,211,037	3,242,140	3,587,677	3,086,840	3,471,742	3,302,986
<b>Total</b>	<b>\$ 19,034,852</b>	<b>\$ 22,024,206</b>	<b>\$ 23,336,376</b>	<b>\$ 20,168,956</b>	<b>\$ 21,659,445</b>	<b>\$ 21,694,056</b>

Budget by Categories of Expenditures						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Salaries & Benefits	\$ 10,202,401	\$ 11,236,246	\$ 11,285,071	\$ 10,854,275	\$ 12,044,652	\$ 12,149,263
Services & Supplies	8,832,451	10,787,960	12,044,185	9,307,561	9,614,793	9,544,793
Capital Assets Equipment	—	—	7,120	7,120	—	—
<b>Total</b>	<b>\$ 19,034,852</b>	<b>\$ 22,024,206</b>	<b>\$ 23,336,376</b>	<b>\$ 20,168,956</b>	<b>\$ 21,659,445</b>	<b>\$ 21,694,056</b>

## Budget by Categories of Revenues

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Fines, Forfeitures & Penalties	\$ 760,143	\$ 1,035,450	\$ 1,035,450	\$ 648,265	\$ 1,035,450	\$ 1,035,450
Charges For Current Services	11,884,323	13,416,992	13,416,992	12,263,764	13,834,977	13,968,416
Miscellaneous Revenues	255,569	787,472	787,472	309,364	685,429	615,429
Use of Fund Balance	566,704	1,038,000	2,350,170	1,201,272	190,348	—
General Purpose Revenue Allocation	5,568,113	5,746,292	5,746,292	5,746,292	5,913,241	6,074,761
<b>Total</b>	<b>\$ 19,034,852</b>	<b>\$ 22,024,206</b>	<b>\$ 23,336,376</b>	<b>\$ 20,168,956</b>	<b>\$ 21,659,445</b>	<b>\$ 21,694,056</b>



# 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.



other California counties to protect local revenues and interests as the State 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 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 are 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."

## 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.

## 2013–14 Accomplishments

During Fiscal Years 2013–15, the Chief Administrative Office worked with the Board of Supervisors to ensure that County government in San Diego remained fiscally sound, operationally strong and was 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

## Strategic Initiative: Safe Communities

- Protected residents from crime and abuse:
  - Monitored offenders subject to community supervision to mitigate new crimes.
  - Employed information-led policing strategies to crime problems at the local and regional levels.
  - Reduced recidivism through evidence-based practices and services in collaboration with community and justice partners.
  - Continued proactive law enforcement activities in the unincorporated area and in cities that contracted with the Sheriff's Department for law enforcement services.

- Expanded services to offenders in custody and increased detention capacity; supported the opening of Phase I of the Las Colinas Detention and Reentry Facility and completed construction of the East Mesa Reentry Facility.
- Ensured neighborhoods are safe places to live, work and play:
  - Created safer parks, preserves and recreation centers by using volunteers to assist with park patrols, operations, and maintenance, contributing more than 106,500 volunteer hours annually, exceeding goal of 96,000.
  - Reduced risks to lives by ensuring buildings and improvements were designed and constructed in accordance with building safety codes.
  - Reviewed 10, 628 proposed building plans to ensure structures are properly and safely designed.
  - Helped 52,966 customers navigate the building permit and inspection process by explaining code requirements and explored options to achieve compliance.
  - Conducted 31,926 building inspections during construction to ensure structures were built in accordance with approved building plans.
- Communities were resilient to disasters and emergencies.
  - Coordinated with local and regional agencies' emergency services and critical first responder agencies to strengthen the regional emergency notification system.
  - Collaborated with regional fire service agencies to improve fire protection and emergency response services.
    - ♦ Winner of the San Diego County Taxpayers Association's 2014 Grand Golden Watchdog Award with the City of San Diego, the U.S. Navy and the U.S. Marine Corps for mutual cooperation in fighting and quickly suppressing the May 2014 Wildfires and minimizing damage to taxpayers—the Bernardo, Cocos and Poinsettia fires scorched 26,000 acres and destroyed an estimated 65 structures
  - Incorporated disaster preparedness into programs and services that target vulnerable populations and encourage self-sufficiency during and after an adverse event.
  - Worked 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:

- ♦ Coordinated and conducted binational emergency training with the goal of ensuring that responders in the region use the same equipment, procedures and have the same training.
- ♦ Integrated 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 participated in two drills this fiscal year 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, news releases, video and mobile technology.

#### Strategic Initiative: Sustainable Environments

- Promoted green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives, such as waivers for 4,621 renewable energy permits.
- Partnered 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.
- Saved 30 million gallons of water at 19 park facilities that have converted to smart irrigation controllers, resulting in water conservation.
- Reduced air pollution emissions and health risk from freight movement by providing 36 grant awards from Proposition 1B *Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006*, Goods Movement Emission Reduction Program funds to award grants to equipment owners to replace 150 older, higher emitting heavy-duty diesel equipment with newer, cleaner models.
- Protected the health of the public by reducing exposure to hazardous air pollutants by testing natural gas fired reciprocating internal combustion engines for initial compliance with the National Emissions Standards for Hazardous Air Pollutants; expanding the network of air monitors for carbonyl compounds (toxic air pollutants) to include the Environmental Justice area of Barrio Logan and the Otay Mesa border crossing; and developing the capability to deploy an emergency network of two fine particulate matter (PM2.5) monitors

within 48 hours of any wildfire threatening a wide area of the County and provide real-time data delivery to the public.

- Ensured that regulated agricultural commodities met international shipping requirements for Light Brown Apple Moth by inspecting 90 cropland traps once every 30 days to meet export requirements for Canada and Mexico.
- Celebrated 100 years of the County Library with branches as centers of communities, while looking ahead to the use of technology in service delivery.

### Strategic Initiative: Healthy Families

Advanced the County's Strategic Initiatives and *Live Well San Diego* to provide the right services, to the right people, at the right time for the best possible outcome.

- Built a better service delivery system that is innovative, impactful, and outcome driven.
  - County Counsel provided effective legal services to the Health and Human Service Agency (HHSA) in matters relating to children who were dependents of the Juvenile Court.
  - Prevailed in 99% or more of Juvenile Dependency petitions filed in Superior Court.
  - Prevailed in 100% or more of Juvenile Dependency appeals and writs filed.
  - Protected public health and the environment by minimizing the risk of sanitary sewer spills.
  - Cleaned 402 miles of sanitary sewer collector mains within the sanitary sewer system.
  - Inspected 21 miles of targeted sewer mains within the sanitary sewer system to identify sewer defects and facilitate proactive facility repairs.
  - Planned and completed a draft detailed design for a major upgrade of the Rancho San Diego wastewater pump station facility.
  - Continued implementation of 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, including changing the San Diego Unified School District procurement practices to improve the nutrition of school meals for 132,000 students.
  - Promoted the well-being of children and the self-sufficiency of families through the success of the child support program.
  - Provided 1,089 public health nurse home visits to participants in the Community Based Care Transitions Programs (CCTP) to help them

proactively manage their chronic medical conditions and avoid costly hospital readmissions.

- Expanded trauma-informed practices among Child Welfare Services staff by including trauma information to help foster parents, relatives, non-relative extended family members, and group homes build trust with the children who are leaving the Polinsky Children's Center to be in their care.
- Ensured 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 provided safe access to schools for families and children.
- Supported positive choices that empowered residents to take responsibility for their own health and well-being.
  - Continued implementation of the multi-year Supplemental Nutrition Assistance Program Education (SNAP-Ed) project to promote nutrition education and obesity prevention services to 30,484 low-income families that are potentially eligible for the federally funded CalFresh food assistance program. This project is a continuation of the grant formerly known as the Community Nutrition Education program.
  - Provided nutrition education for 525 low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety. Additionally, over 3,000 youth received nutrition education via a train-the-trainer method whereby teachers are taught the curricula and then teach their students.
  - Supported regional efforts to reduce homelessness among families and veterans and increase self-sufficiency through the Veterans Affairs Supportive Housing vouchers for rental assistance and Emergency Solutions Grant funds for security and utility deposits.
  - Promoted healthy lifestyles for 2,000 adults and seniors through participation in 66 recreation programs.
  - Educated over 9,000 children on awareness of and protection from mosquito-borne diseases and other vector-related diseases, household hazardous waste/source reduction, environmental health careers, and food and pool safety by conducting outreach presentations to primary and/or secondary school children at schools or other outreach events throughout the year.



- Pursue policy and environmental changes that make it easier for people to engage in healthy and safe behaviors.
  - Identified various community projects including creating walkable neighborhoods and community gardens. These projects will be conducted by, and with, graduates from the Resident Leadership Academy (RLA) in support of the regional community health improvement plans. RLA graduates are community members who have received training on how to advocate for improvements to the health, safety and quality of life within their own neighborhoods.
  - Supported the Department of Human Resources employee wellness initiatives that promoted healthy and safe behaviors in the workplace, including employee volunteers who served as Wellness Champions on the Wellness Committee to promote activities such as the Stairwell Campaign, and the blood and bone marrow drive.
  - Developed the third phase of the succession plan to advance *Live Well San Diego*.

### Required Disciplines 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. Effective August 2014, Moody's Investors Service upgraded the County's issuer rating to Aaa, giving the County the distinction of earning the highest possible issuer ratings with all three major rating agencies.
- Achieved a record-setting collection rate of 99.1% for secured taxes and 97.7% 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.
- 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 maximize cash resources, without sacrificing the principles of safety or liquidity, for an anticipated weighted average rate of return of 0.42% in Fiscal Year 2013-14 and an anticipated 0.40% in Fiscal Year 2014-15. These are lower returns than originally anticipated, due primarily to persistently low interest rates and the maturation of higher yielding investments in the short term.

- Accurately identified 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.
- Negotiated fiscally prudent labor agreements with 17 bargaining units within 6 employee organizations by February 2014.

#### *Skilled, Adaptable and Diverse Workforce*

- To ensure the smooth delivery of future services and continued organizational growth and improvement, completed the second round of the County Mentor Partnership Program with 107 mentee/mentor matches and developed succession planning tools that departments used to enhance employees' leadership skills and support succession planning efforts.

#### *Essential Infrastructure*

- Planned and designed 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 building for the Assessor/Recorder/County Clerk in El Cajon. Continued significant multi-year projects:
  - County Administration Center Waterfront Park—completed Phase 1 in September 2013 and Phase 2 in May 2014
  - Parking structure at Cedar and Kettner streets in San Diego—groundbreaking completed December 2013; scheduled for completion spring 2015
  - Las Colinas Detention and Re-Entry Facility—Phase 1 completed summer 2014; scheduled for completion spring 2016 (subject to State funding)
  - New Rancho San Diego Sheriff's Station—completed January 2014
  - East Mesa Detention Re-Entry and Rehabilitation Facility—completed May 2014
- Boulevard Fire Station—groundbreaking January 2014; scheduled for completion winter 2015

#### *Accountability, Transparency and Ethical Conduct*

- Submitted 100% (1,476) 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

- Continued the phased upgrade of the region's aging Regional Communication System (RCS) in Fiscal Year 2013-14, with replacement of microwave and radio components and initial implementation steps for upgrade of the major 800 MHz.
- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office continued the design and development of the Integrated Property Tax System (IPTS), which will significantly improve property assessment, tax collection and apportionment activities in the County.
- Continued development and implementation of an upgrade to the County's core Human Resources software application, PeopleSoft, to improve operational efficiency in personnel record management, with an expectation to complete implementation by February 2015.
- Continued system implementation of the new integrated recording and vital records system; implementation is scheduled to occur in Fiscal Year 2014-15. The system will be implemented in a phased manner, with Phase I—Recording planned for early 2014–15. System implementation has been delayed due to complications in vendor development. This new system will allow the Assessor/Recorder/County Clerk to leverage necessary new technologies in order to improve recording services to residents.
- Leveraged technology innovations to improve service delivery and operational efficiency. Continued projects to support improved process efficiencies and data sharing.
- Completed 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 six months; installed another 24/7 Library-To-Go kiosk in Bonsall; examined the viability and feasibility for rolling out these devices to other potential locations.
- Continued to refine and enhance the Business Case Management System (BCMS) automation system that integrates land development permit operations, time accounting and finances of land development permits.

- Converted all 14 of the County's intranet and internet mapping applications to the current industry-standard technology ArcGIS Server using Microsoft Silverlight.

### Regional Leadership

- Hosted 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; invited regulators from neighboring jurisdictions to participate in the training.
- Worked with the Industrial Environmental Association (IEA) to provide the annual "IEA-APCD Blue Sky Leadership Award" to three local businesses.
- To promote accountability and continuous improvement, completed phase two (Application) of the Public Health Accreditation Board's seven phases for national voluntary public health accreditation. The voluntary accreditation signifies that a health department is meeting national standards for ensuring essential public health services are provided in the community. The national voluntary public health accreditation was launched September 2011.

### Continuous Improvement and Innovation

- Completed 85% of investigative reports of pesticide illness complaints within 120 days by implementing efficiencies identified during the Pesticide Regulation Program's Business Process Reengineering and using the functionality of BCMS.
- Implemented changes and monitored the Community Event Permit (CEP) process for improved customer service. The new process provides a dedicated CEP Coordinator as a single point of contact; streamlines the application process and reduces the size of the application from 22 to 3 pages; and provides community outreach and training for repeat and potential event organizers.
- Completed 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.
- Public Administrator/Public Guardian and Behavioral Health Conservator unit became 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

- Used State Air Quality Improvement Program grant funding to implement an Advanced Hybrid School Bus Demonstration Project in partnership with Transportation Power, Inc. (TransPower), an electric propulsion system manufacturer located in Poway. San Diego County school districts will be given the opportunity to gain hands-on experience with the advanced hybrid school bus during the demonstration period.
- Ensured consumer value by completing 100% of annual inspections for fuel meters, taxi meters, water dispensers and computing scales, and 90% of all counter scales.
- Provided excellent customer service by diagnosing 100% of more than 10,760 plant and insect samples within two weeks of submission. The anticipated sample size of 31,000 was not received since AWM no longer traps for Asian Citrus Psyllid (ACP) and the California Department of Food and Agriculture reduced their number of ACP traps which resulted in a reduction in the number of samples submitted for identification by approximately 20,000. The remaining reduction is due to the normal fluctuation in the number of samples received annually.
- Implemented the use of an online intake form to receive public complaints of food borne illness.
- Successfully transitioned over 65,000 Healthy Families children and over 46,000 Low Income Health Program (LIHP) participants to the newly expanded Medi-Cal program, maintaining uninterrupted health care coverage for these individuals. In addition, processed over 250,000 people into Medi-Cal and Covered California products as of July 2014. The expanded Medi-Cal program and Covered California are part of the federal *Patient Protection and Affordable Care Act (ACA)* of 2010 enacted to increase the number of Americans with health insurance.

### 2014–16 Objectives

During Fiscal Years 2014–16, 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 is 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 continues to closely monitor changing economic conditions and key State revenue sources and continued 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 continues 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 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 2014–16 Objectives and how they relate to the County's 2014–2019 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

- Protect residents from crime and abuse.
  - Strengthen our prevention and enforcement strategies to protect San Diego youth against crime, neglect and abuse.
  - Collaborate with law enforcement agencies and community services organizations to combat human trafficking and enhance the support to victims and education to the community.
  - Enhance enforcement of required standards of care in long-term care facilities.
  - Promote the safety of vulnerable adults in long-term care residential facilities by restoring the staffing levels for the Long Term Care Ombudsman Program. The increase in staff will allow the program to address issues such as training needs, facility inspections, community education, and complaint resolution.
- Provide for a strong, collaborative criminal justice system that holds offenders accountable and protects victims' rights.
  - Continue participation in multi-agency operations and multi-agency task forces.

- Reduce recidivism and help offenders successfully reenter society.
  - Improve offender reintegration into the community through a continuum of care and case management that begins at the Sheriff reentry facilities, includes the assessment of offenders needs at the Community Transition Center (CTC) and extends to Probation's engagement with and supervision of offenders.
- Make neighborhoods safe to live, work and play.
  - Expand data-driven crime prevention and information-led policing strategies, focus on prolific offenders and utilize current technologies to reduce crime at the local and regional level.
  - Improve the quality of life of all San Diego residents by proactively working to make our streets, parks, public spaces and buildings safer from crime and injury.
  - Reduce risks to lives by ensuring buildings and improvements are designed and constructed in accordance with building safety codes.
  - Protect county residents by conducting 320 safety inspections on structural fumigations annually in San Diego County.
  - Provide four workshops for the Local Agency Management Program to educate our stakeholders on the new standards and regulations for onsite wastewater treatment systems.
  - Create safer parks, preserves and recreation centers by using more than 100,000 hours of volunteer service to assist with park patrols, operations, and maintenance.
  - Maintain the current levels of services by offering an average of 300 after-school programs each month, to offer students and families a safe place for the pursuit of education and constructive civic engagement in support of the County's *Live Well San Diego* Living Safely initiative.
  - In support of the County's *Live Well San Diego* Living Safely initiative, expand the use of social media to educate the public and increase awareness of various issues such as animal safety, neglect and disaster preparedness by posting quarterly educational bulletins on the DAS Facebook page and website.
  - Support the *Live Well San Diego* Building Better Health initiative by funding 30 public community projects for parks, street/sidewalk improvements, American with Disabilities Act (ADA) improvements, firefighting equipment, public services, community, youth and family centers, health clinics, and affordable housing activities to promote wellness and enhance the quality of life in San Diego County neighborhoods.
- Help communities prepare, respond, and recover from natural disasters, public health threats, environmental hazards and other emergencies.
  - Encourage and promote residents to take important and meaningful steps to protect themselves and their families for at least 72 hours during a disaster.
  - Complete a disaster preparedness curriculum, which aligns and complies with the Common Core State Standards, for San Diego County's 4th grade students.
  - Ensure professional, timely emergency response is provided to the residents of County Service Area 135 through the supervision of the San Diego County Fire Authority.
  - Provide two stakeholder workshops for the Environmental Corrective Action Program (ECAP) which is a program now delegated to DEH by the Department of Toxic Substances Control to oversee the clean-up of contaminated sites.
  - Work collaboratively with County Fire Authority, Planning and Development Services, Office of Emergency Services and other County departments, regional fire authorities, government agencies, University staff and community groups to enhance wildfire-related research. Disseminate information through a minimum of four outreach activities.
  - Facilitate at least one training for federal agency staff and local aviation community members on foreign flight student vetting and screening requirements.
  - Flood Control staff will assist communities to prepare and respond to flood events by inspecting 75% of flood control facilities annually and maintaining County flood control facilities to their design capacities by removing debris from clogged or blocked facilities.

#### Strategic Initiative: Sustainable Environments

- Provide for planning, development, infrastructure and services that support the local economy and are fundamental to a strong, vibrant region.
  - Continue to recruit and replace non-accessible poll sites to comply with federal and State accessibility requirements.
  - Acquire 500 acres within the MSCP plan areas that will count toward the County's commitment to the MSCP Implementing Agreement.



- Use Board Policy I-138, Mitigation on County-Owned Land Managed by the Department of Parks and Recreation to generate \$40,000 of revenue for acquisitions, operations and maintenance of MSCP lands.
- Continue implementation of the Purchase Agricultural Conservation Easement (PACE) program, which supports the local agriculture industry and the preservation of community character.
- Present for the Board of Supervisors' consideration a Form-Based Zoning Code for the Valley Center South Village by summer 2015. Similar to the Zoning Ordinance, the Form-Based Codes will include provisions on allowed uses, setbacks, height and information on development process. The new codes will also provide detailed architectural and landscaping requirements and information to applicants on required street and trail improvements.
- Identify problems and potential solutions for endemic and invasive pests such as insects, diseases, weeds (Asian Citrus Psyllid, Gold Spotted Oak Borer, Phytophthora, invasive grasses, etc.) impacting San Diego agriculture, nursery, ornamental horticultural and landscapes. Provide a minimum of four outreach activities to nursery and ornamental horticulture growers, residents and agricultural community members.
- Maintain and manage the volunteer Master Gardener program to provide research-based information in the areas of home gardening, community gardening, landscaping, water conservation, and pest management to San Diego County residents, Agriculture, Weights and Measures and other Land Use and Environment Group departments. Provide a minimum of 400 office consultations, 10 educational exhibits and 4,000 hours of volunteer service.
- Implement strategies that protect our natural and agricultural resources, diverse habitats and sensitive species, and promote energy efficiency and conservation.
  - Promote the diversion of recyclable materials from landfills through recycling events in conjunction with the Department of Public Works by implementing two collection events for recycling of used pesticide containers from the agricultural community.
  - Prevent the spread of the insidious pest Glassy-Winged Sharpshooter, a serious threat to California's \$4 billion grape industry, by ensuring 100% of more than 2,350 plant shipments arrive at destination with no viable life stages of the pest.
- Stop the spread of Red Imported Fire Ants (RIFA), a devastating pest of agriculture and urban environments, by planning and conducting a comprehensive survey of high risk habitat throughout the entire county for RIFA infestations. Conduct three RIFA training sessions with key personnel from County of San Diego Parks and Recreation and Public Works by June 30, 2015.
- Conserve irrigation water by installing smart irrigation controllers at one County park.
- Install additional photovoltaic panels at one County park to offset energy consumption and provide a clean source of renewable energy.
- Present for the Board of Supervisors' consideration a Comprehensive Renewable Energy Plan (CREP) by summer 2015. The CREP will explore opportunities for a more comprehensive approach to increasing renewable energy use, reducing costs for consumers, and minimizing impacts to the community and its resources.
- Promote an environment where communities can prosper and residents can enjoy parks, open spaces, clean air and water, and outdoor experiences.
  - Enhance recreation opportunities by improving sports fields by installing new turf at two County Parks.
  - Monitor 50% of major stormwater outfalls by June 2016 to assess the health of watersheds by conducting a comprehensive monitoring program.
  - Maintain an inspection program to protect the public from the harmful effects of air pollution by annually conducting 7,400 inspections of equipment at regulated facilities for compliance with air pollution laws.
  - Test emissions from all natural gas fired reciprocating internal combustion engines required to show compliance with the National Emission Standards for Hazardous Air Pollutants.
  - Maintain the capability to deploy an emergency network of two 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.
  - In coordination with affected industries, develop training videos on how to comply with air pollution control requirements.
- Encourage residents to engage in community life, civic activities, volunteering, and recreational interests.
  - Maintain the planned schedule of library operations.

- Provide virtual library services that are available and relevant such as e-books, audio downloads, video downloads and access to premium databases.
- Increase the number of permanent vote-by-mail voters.
- Incorporate cultural, historical or environmental interpretive components at two park facilities.
- Assist 100 businesses and 60 multifamily complexes in initiating recycling programs.
- Provide residential composting education at nine workshops, one community event and three schools in the unincorporated area of the county. Install one new composting demonstration site.

### Strategic Initiative: Healthy Families

- Help residents adopt a healthy lifestyle.
  - In conjunction with Land Use and Environment Group's (LUEG) Thriving Team (composed of many departments), produce consumer-oriented Certified Farmer's Market (CFM) brochure in English and Spanish with information on availability of healthy, locally produced fruit, vegetables, and other agricultural products.
  - Conduct nutrition education for 500 low-income families with children to reduce the risk of childhood obesity and chronic diseases (such as diabetes, heart disease, and high blood pressure) through lifestyle change related to diet and physical activity.
  - Promote healthy lifestyles for 2,000 adults and seniors through participation in 60 recreation programs and services that increase physical, intellectual, social and/or emotional abilities.
  - Foster positive development of 6,500 youth through 180 recreation programs and services that increase physical, intellectual, social and/or emotional abilities.
- Make neighborhoods healthy places to live, work and play.
  - Recruit and train a minimum of 350 adult and teen 4-H volunteers to deliver positive youth development experiences through a minimum of four experiential learning outreach activities.
  - Repaint and or use thermoplastic to re-mark crosswalks and roadway legends adjacent to 121 public school and 12 private school locations in the unincorporated area of the county. Thermoplastic will be introduced at some schools sites to minimize the need for annual repainting.
  - Create additional recreational opportunities by constructing new exercise stations along two County Park trails.

- Improve access to high-quality and efficient care that leads to improved physical and behavioral health.
  - Support positive choices for health by enrolling 100% of newly eligible Medi-Cal recipients as part of the ACA to increase the number of Americans with insurance and cut the overall costs of health care to families and individuals. Medi-Cal is California's Medicaid program which provides needed health care services to eligible children, families and individuals.
  - Support healthy and safe living by ensuring that a minimum of 50% (estimated 130) of individuals participating in the expanded In-Home Outreach Team (IHOT) program are successfully linked to behavioral health services or other community resources. IHOT links treatment-resistant individuals and their families to existing services within the adult/older adult behavioral health system. This outreach and engagement is essential in assisting this population to willingly receive these needed services.
  - Build a better service delivery system for children and youth in foster care by connecting the children in child welfare to needed mental health services.
  - Assist families in achieving and maintaining self-sufficiency and promote the future well-being and prospects of residents. Ensure the success of the child support program by establishing and enforcing court orders to support the long-term well-being of children by collaborating with custodial and non-custodial parents, courts, government agencies, and community resources.

### Required Disciplines for Excellence:

#### *Fiscal Stability*

- Maintain fiscal stability through key management practices, including financial planning and forecasting, to ensure a structurally balanced budget and the availability of services for customers.
  - 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.
  - Resolve 80% or more of all lawsuits against the County by a court decision/dismissal, and resolve 20% or less by settlement.
  - Reduce the delivery cost of repaving streets in the unincorporated area by 10% within the next two years.



### *Skilled, Adaptable and Diverse Workforce*

- Develop and maintain a skilled, adaptable and diverse workforce that turns plans and resources into success while providing opportunities for well-being.
  - Increase understanding among HHS staff of how trauma affects individuals, families, groups, and communities by implementing a “trauma-informed” model that recognizes how trauma impacts the overall wellness of clients and staff.
  - Supported the Department of Human Resources employee wellness initiatives that promote healthy and safe behaviors in the workplace, including employee volunteers who serve as Wellness Champions on the Wellness Committee to promote activities such as the Stairwell Campaign, and the blood and bone marrow drive.
  - Foster an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County’s intranet site, posting 140 content items (article or video) in support of the Strategic Initiatives and Required Disciplines for Excellence during Fiscal Year 2014-15, and another 150 during Fiscal Year 2015-16.

### *Essential Infrastructure*

- Provide the facilities and structures to ensure superior service delivery to our residents.
  - Complete the master plan for capital improvements to the Bonita Animal Shelter.
  - Begin design-build construction of the new libraries in Alpine and Imperial Beach.
  - Continue due diligence for donated property, planning, and design for new Borrego Springs Library.
  - Complete construction of the Cedar and Kettner Development Parking Structure in summer 2015.
  - Initiate replacement/renewal projects with HHS for key Family Resource Centers and Levant Adoptions Center.
  - Assess and improve accessibility in County facilities.

### *Accountability, Transparency and Ethical Conduct*

- Ensure accountability to ourselves and the public by upholding the highest ethical, financial and legal standards in addition to requiring that County business be conducted as openly as possible.
  - Provide open access to County business by making audio recordings of all Board of Supervisors meetings available on the Internet within three days of the related meeting.

- Begin multi-year phased restoration and preservation project for historical recorded documents. Phase One will preserve the old microfilm and ensure its survival for future generations. This project will begin in Fiscal Year 2014-15 and anticipated completion in Fiscal Year 2016-17. Phase Two will restore and preserve historical recorded documents and maps. This project is a three to five year effort and is estimated to be complete in Fiscal Year 2018-19.
- Ensure responsible stewardship of resources expended to fulfill Public Records Act requests by identifying the top three requested public records and making them available on the Agriculture, Weights and Measures webpage for 7/24 customer access.

### *Information Services*

- The County will be the center of Information Services innovation for advancing the delivery of County services, anytime and anywhere.
  - Continue the implementation process of replacing the Regional Communications System (RCS) with a state of the art, next-generation communications system.
  - Improve communications with volunteer firefighters through the continued implementation of the Advanced Situational Awareness for Public Safety Network (ASAP Net).
  - Install a 24/7 Library-To-Go kiosk to provide library services to remote areas currently without library services; examine the viability and feasibility of rolling out these devices to other potential locations.
  - Position the Library’s website to maximize customer usability and access to self-published e-materials and publisher’s e-book catalogs.
  - Provide enhanced customer service by sharing/disseminating information on the Housing Choice Voucher (HCV) program information via the HCD website, emails, videos, social media and/or Quick Response (QR) barcodes.
  - Increase awareness of the Mobile Source Incentive Program by participating in eight community outreach events about APCD’s mobile source emission reduction incentive programs and grant funding opportunities.
  - Upgrade the County’s Kronos employee timekeeping application. The Kronos 7.0 upgrade initiative will provide the County users with a more supportable timekeeping platform and enhanced functional capabilities such as the ability to perform time management tasks on their mobile devices.

- Modernize and rebuild the County’s active directory domain (a repository of County users or accounts that have access to the network) by updating architecture, migrating accounts, integrating existing services (e.g., SharePoint and Virtual Private Network), and converting accounts to agreed identification naming standards.

### Regional Leadership

- The County forges cooperative partnerships, educates, and leverages resources to optimize services for residents.
  - Continue efforts to impact the 3 behaviors (no physical activity, poor diet, and tobacco use) that result in 4 diseases (cancer, heart disease and stroke, type 2 diabetes, and lung disease) that contribute to over 50 percent of deaths in San Diego by creating new *Live Well San Diego* partnerships.
  - Collaborate with the San Diego Foundation on its Climate Initiative and help coordinate with government, nonprofits, businesses, and consumers to advance regional efforts to reduce greenhouse gas emissions.

### Continuous Improvement and Innovation

- Achieve operational efficiency through continuous efforts to improve and innovate, thereby maximizing value for residents.
  - To increase efficiency, consistency and accuracy, implement auto-generated Notices of Proposed Action (NOPA) for Weights and Measures’ retail fuel and water meters, develop associated business practices and conduct staff training.
  - Streamline the Temporary Event permit process to leverage online information resources. Conduct a workshop for event organizers and vendors with annual permits to provide them with food safety education and a sound understanding of the permitting process.
  - Conduct an analysis of the building permit pre-review process to identify and implement improvements to reduce customer wait and transaction times, while ensuring continued quality review.
  - Implement a new Airport Lease Management System (ALMS), using BCMS, to track County airport leases and other contracts to replace the current lease management system, which will no longer be supported.
  - Review and update 545 classification specifications as part of the Classification Modernization Project by June 30, 2016.

### Customer Satisfaction

- Ensure customers are provided with superior services, while continually seeking opportunities for an improved experience.
  - Enhance services for children awaiting adoption, and the potential permanent families approved to adopt, by implementing strategies to streamline the Child Welfare Services Adoption Program.
  - Stabilize psychiatric staffing at the San Diego County Psychiatric Hospital through procurement and implementation of a Medical Services Group. The Medical Services Group will augment psychiatric staff.
  - Assist veterans and their dependents to thrive by facilitating their access to needed benefits by processing 2,520 compensation and pension claims.
  - Maintain average plan review times for new retail food and public swimming pool projects at levels that are 50% less than the State law requirement of 20 days.

### Related Links

For additional information about the Chief Administrative Office, refer to the website at [www.sandiegocounty.gov/cao/](http://www.sandiegocounty.gov/cao/).

### Budget Changes and Operational Impact: 2013–14 to 2014–15

#### Staffing

- No staffing changes.

#### Expenditures

Increase of \$0.2 million.

- Salaries and Benefits—increase of \$0.2 million as a result of negotiated labor agreements and an increase in County retirement contributions.

#### Revenues

Increase of \$0.2 million.

- Use of Fund Balance—increase of \$0.04 million for a total budget of \$0.04 million to fund one time payments resulting from negotiated labor agreements.
- General Purpose Revenue Allocation—increase of \$0.2 million, which is primarily a result of negotiated labor agreements and increases in County retirement contributions and public liability expenses.

### Budget Changes and Operational Impact: 2014–15 to 2015–16

No significant changes.



Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Executive Office		6.00			6.00	6.00
Office of Intergovernmental Affairs		4.50			4.50	4.50
Office of Ethics & Compliance		4.00			4.00	4.00
<b>Total</b>		<b>14.50</b>			<b>14.50</b>	<b>14.50</b>

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Executive Office	\$ 1,722,267	\$ 1,595,399	\$ 1,645,001	\$ 1,702,504	\$ 1,754,063	\$ 1,710,293
Office of Intergovernmental Affairs	1,332,657	1,468,203	1,523,203	1,398,783	1,488,361	1,489,099
County Memberships and Audit	669,437	764,579	764,579	665,548	767,579	767,579
Internal Affairs	519,421	—	31,122	34,252	—	—
Office of Ethics & Compliance	—	613,168	613,168	503,269	639,065	642,100
<b>Total</b>	<b>\$ 4,243,781</b>	<b>\$ 4,441,349</b>	<b>\$ 4,577,074</b>	<b>\$ 4,304,355</b>	<b>\$ 4,649,068</b>	<b>\$ 4,609,071</b>

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 2,528,389	\$ 2,516,848	\$ 2,566,450	\$ 2,457,705	\$ 2,674,577	\$ 2,634,580
Services & Supplies	1,715,393	1,924,501	2,010,624	1,846,651	1,974,491	1,974,491
<b>Total</b>	<b>\$ 4,243,781</b>	<b>\$ 4,441,349</b>	<b>\$ 4,577,074</b>	<b>\$ 4,304,355</b>	<b>\$ 4,649,068</b>	<b>\$ 4,609,071</b>

## Budget by Categories of Revenues

	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Charges For Current Services	\$ 107,002	\$ 112,548	\$ 112,548	\$ 112,544	\$ 130,343	\$ 130,343
Miscellaneous Revenues	139	—	—	—	—	—
Use of Fund Balance	(68,782)	—	135,725	(136,990)	44,352	—
General Purpose Revenue Allocation	4,205,422	4,328,801	4,328,801	4,328,801	4,474,373	4,478,728
<b>Total</b>	<b>\$ 4,243,781</b>	<b>\$ 4,441,349</b>	<b>\$ 4,577,074</b>	<b>\$ 4,304,355</b>	<b>\$ 4,649,068</b>	<b>\$ 4,609,071</b>



# Auditor and Controller

## Department Description

Governed by the overriding principles of fiscal integrity, customer satisfaction, and continuous improvement and innovation, 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 and the Chief Administrative 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.



## 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.

## 2013–14 Accomplishments

### Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Submitted 100% (1,476) 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 99% 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. Although the goal was not achieved, all available discounts were captured.

- Published reports in Department's website of completed 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), 96% (294 of 307) were implemented on or before their due date.
- In coordination with the Office of Ethics and Compliance (OEC), continued the administration of the Ethics Hotline. Monitored the investigation and resolution of cases reported through the Ethics Hotline.
- 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: 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.
- Accurately identified current and future revenue, as well as cost and cash flow trends, in a timely manner in order to facilitate the allocation of limited resources to San Diego County groups and departments.

- Achieved a recovery rate percentage of 6.79%, which was below the goal of 7.25%. This measure represents the effectiveness of collection activities performed by the Office of Revenue & Recovery (ORR). This year's recovery percentage was impacted by Telephone Consumer Protection Act changes which significantly reduced the ability of the County to utilize the automated phone dialer for collection activities.

### 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, 2012.
- 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, 2013.
- Earned the GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting (PAFR) for the fiscal year ended June 30, 2013.

### Required Discipline for Excellence: Information Services

- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office continued the design and development of the Integrated Property Tax System (IPTS), which will significantly improve property assessment, tax collection and apportionment activities in the County.
- Completed the upgrade of Performance Budgeting, 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.
- Replaced the County's existing Miscellaneous Transaction Batch Transfer/Deposit (MTB-DT) with a new application called Deposits, Accounts Receivable, Reallocations and Transfers (DART). The DART application provides a method of entering financial data through custom forms that allows for more flexibility to control access, approval, and validation of the data before it is entered into the Oracle Applications base tables.
- Upgraded County Data Warehouse to the latest application release (OBIEE 11g). The County's data warehouse provides users with the ability to load and reorganize data from numerous County source systems into a single repository or warehouse. The data from the warehouse is used to perform cross application

reporting, analyze trends over time, and to produce dashboards which can be used to highlight key indicators. The upgraded version of OBIEE provides many new features including: updated dashboard reporting, better user interface, and improved integration with web services and other applications, which make it easier for County users to leverage the power of the data warehouse.

- Redesigned and implemented the following ERP related processes: Accela to General Interface, New Supplier Request Form, and AP Batch Invoice Approval Workflow. Each of these respective Fusion Middleware (FMW) initiatives required a significant amount of time and effort in order to successfully complete. However, results have been impressive as the number of help desk tickets logged for each of these FMW components have declined significantly after each was introduced to production.

### 2014–16 Objectives

#### Required Discipline for Excellence: Information Services

- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office, continue the design and development of the IPTS, which will significantly improve property assessment, tax collection, and apportionment activities in the County.
- Upgrade the County's Kronos employee timekeeping application. The Kronos 7.0 upgrade initiative will provide the County users with a more supportable timekeeping platform and enhanced functional capabilities such as the ability to perform time management tasks on their mobile devices.

#### 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.



- Publish reports in Department's website of completed 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.
- In coordination with the Office of Ethics and Compliance (OEC), continue the administration of the Ethics Hotline. Monitor the investigation and resolution of cases reported through the Ethics Hotline.

#### 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, 2013.

- 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: Fiscal Stability

- Meet or exceed an 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).
- Accurately identify current and future revenue, as well as cost and cash flow trends, in a timely manner in order to facilitate the allocation of limited resources to San Diego County groups and departments.

#### Related Links

For additional information about the Auditor and Controller, refer to the website at [www.sandiegocounty.gov/auditor/](http://www.sandiegocounty.gov/auditor/).



Performance Measures	2012-13 Actuals	2013-14 Adopted	2013-14 Actuals	2014-15 Adopted	2015-16 Approved
Planning – Meet the arbitrage <sup>1</sup> limit as established by bond counsel within four months of the date of issuance of the Tax and Revenue Anticipation Notes (TRANS) <sup>2</sup>	YES	YES	YES	N/A <sup>3</sup>	YES
Processing – County payments processed within five days of receipt of invoice in Accounts Payable	97% of 156,284	100%	99% of 164,035	100%	100%
Reporting – Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date <sup>4</sup>	100% of 1,477	100%	100% of 1,476	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 <sup>5</sup>	100% of 159	95%	96% of 307	95%	95%
Collections – Meet or exceed prior year's Actual Recovery Rate Percentage (total dollars collected / total available accounts receivable) <sup>6</sup>	7.68%	7.25%	6.79%	7.25%	7.25%

*Table Notes*

<sup>1</sup> 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.

<sup>2</sup> 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.

<sup>3</sup> TRANS program typically is used to cover short term cash flow deficiencies that arise during the year. The County's cash position was sufficient to insure coverage of our cash flow needs without borrowing for Fiscal Year 2014-15. Borrowing needs for Fiscal Year 2015-16 have yet to be determined.

<sup>4</sup> In the Fiscal Year 2013-15 Adopted Operational Plan, the table was overstated. The correct 2012-13 Actuals are presented in this document.

<sup>5</sup> 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.

<sup>6</sup> This measure represents the effectiveness of collection activities performed by the 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.

## Budget Changes and Operational Impact: 2013–14 to 2014–15

### Staffing

No net change in staffing.

- Transfer of 1.50 staff years from the Administration Division to the Office of Revenue and Recovery (ORR) for better alignment with operational needs.
- Transfer of 1.00 staff years from the Controller Division to ORR for better alignment with operational needs.

### Expenditures

Net decrease of \$2.1 million.

- Salaries and Benefits—increase of \$0.7 million as a result of negotiated labor agreements and increases in County retirement contributions.
- Services and Supplies—decrease of \$2.8 million primarily as a result of removal of one-time costs associated with various IT projects budgeted in Fiscal Year 2013–14.

### Revenues

Net decrease of \$2.1 million.

- Use of Fund Balance—decrease of \$2.4 million for a total budget of \$1.0 million to fund one-time salary and benefit payments due to negotiated labor agreements and various one-time IT projects.
- General Purpose Revenue Allocation—increase of \$0.3 million, which is primarily a result of negotiated labor agreements and increases in County retirement contributions.

## Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$0.4 million is primarily the result of reductions in Services and Supplies due to the elimination of one-time expenditures planned for Fiscal Year 2014–15.



Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Audits		15.00			15.00	15.00
Controller Division		97.00			96.00	96.00
Revenue and Recovery		93.00			95.50	95.50
Administration		16.50			15.00	15.00
Information Technology Mgmt Services		11.00			11.00	11.00
<b>Total</b>		<b>232.50</b>			<b>232.50</b>	<b>232.50</b>

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Audits	\$ 2,289,534	\$ 2,463,468	\$ 2,465,118	\$ 2,080,293	\$ 2,761,962	\$ 2,435,313
Office of Financial Planning	2,262,221	—	1,215,523	1,052,206	—	—
Controller Division	10,857,027	10,946,360	11,078,590	10,753,872	11,234,054	11,423,169
Revenue and Recovery	8,730,886	8,912,695	9,388,382	8,865,485	9,112,718	9,398,495
Administration	2,366,558	3,082,520	2,822,050	2,384,872	3,393,102	3,004,756
Information Technology Mgmt Services	8,042,800	10,559,343	13,230,594	8,352,667	7,389,536	7,217,607
<b>Total</b>	<b>\$ 34,549,027</b>	<b>\$ 35,964,386</b>	<b>\$ 40,200,256</b>	<b>\$ 33,489,395</b>	<b>\$ 33,891,372</b>	<b>\$ 33,479,340</b>

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 21,978,813	\$ 21,817,942	\$ 21,681,857	\$ 20,626,715	\$ 22,496,929	\$ 22,680,356
Services & Supplies	12,518,506	14,145,444	18,446,399	12,794,673	11,344,443	10,748,984
Other Charges	51,708	1,000	55,000	52,888	50,000	50,000
Capital Assets Equipment	—	—	17,000	15,120	—	—
<b>Total</b>	<b>\$ 34,549,027</b>	<b>\$ 35,964,386</b>	<b>\$ 40,200,256</b>	<b>\$ 33,489,395</b>	<b>\$ 33,891,372</b>	<b>\$ 33,479,340</b>

## Budget by Categories of Revenues

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Intergovernmental Revenues	\$ 78,301	\$ 75,628	\$ 75,628	\$ 79,571	\$ 118,449	\$ 118,449
Charges For Current Services	6,900,898	6,754,163	6,754,163	7,488,239	6,732,545	6,291,053
Miscellaneous Revenues	365,981	290,000	290,000	495,093	280,000	280,000
Other Financing Sources	—	—	—	47	—	—
Use of Fund Balance	(347,941)	3,430,000	7,665,870	11,850	1,022,515	—
General Purpose Revenue Allocation	27,551,787	25,414,595	25,414,595	25,414,595	25,737,863	26,789,838
<b>Total</b>	<b>\$ 34,549,027</b>	<b>\$ 35,964,386</b>	<b>\$ 40,200,256</b>	<b>\$ 33,489,395</b>	<b>\$ 33,891,372</b>	<b>\$ 33,479,340</b>



# 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.

## 2013–14 Accomplishments

### Required Discipline for Excellence: Information Services

- Completed the upgrade of the Windows 7 operating system software on all available County desktop and laptop workstations prior to the April 2014 Windows XP support deadline. Purchased Microsoft Custom Extended XP Support for one year on the limited remaining assets still being remediated to Windows 7 by April 2015.
- Implementation of a single repository called DocVault to store Applications work products that are easily accessible to both the County of San Diego (County) and Information Technology Outsourcer (ITO) staff is to be completed in early Fiscal Year 2014–15. This repository has a fundamental taxonomy and metadata structure to facilitate an easy way to upload and retrieve Applications work products.
- Completed the requirements and selection of an enterprise County Constituent Relationship Management (CCRM) solution that will provide the County with a cohesive system for tracking constituent contact information and referrals. The system will be used by the County Board of Supervisors offices, as well as County departments that receive and process requests for information from the public. With consensus from CAO, Board Offices and CTO, the package evaluation and selection project was completed in January 2014. The ITO is currently developing a detailed project cost estimate and schedule for implementation of the solution in Fiscal Year 2014–15.



- The planned implementation of new services, software and hardware ordering system (Service Manager) to replace the existing application (myRequests) was cancelled following preliminary functionality testing.
- The Integrated Property Tax System (IPTS) project schedule was revised with a new go-live date of January 2016. As such, the development and implementation of the Organization Change Management plan will coincide with the new go-live date.

### Required Discipline for Excellence: Customer Satisfaction

- Used the results of the 2012 IT Employee Satisfaction Surveys to determine specific opportunities for continuous improvement, including communication and project management processes.

### Required Discipline for Excellence: Fiscal Stability

- Negotiated lower rates for Wireless Access Points and Network Access and maintained IT costs for services at rates established in the IT Outsourcing Agreement. New services were reviewed and analyzed for best value to the County to provide a fair and reasonable price.
- Effectively managed performance of the County's IT Outsourcing Provider to ensure timeliness and value of IT services.

### Required Discipline for Excellence: Regional Leadership

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

### 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. Events included an IT Innovation Day providing County users with innovative technology ideas to potentially create efficiencies within their business environments, and a Microsoft Summit emphasizing collaboration through the use of County-owned technology solutions.
- Provided County user training for the updated IT cost management system (ITrack) to improve efficiencies in monitoring and reporting IT costs.

### Required Discipline for Excellence: Continuous Improvement and Innovation

- The County's public-facing website has been redesigned and architected on new technology that will provide for ease of design and sizing for mobile viewing as well as the ability for each County department to manage their specific content and features easily and cost-effectively. Final site implementation is scheduled for September 2014.
- Upgraded the architecture for the Documentum enterprise content management system to enable new features of Documentum version 6.7 and tightly integrate with Captiva for image capture solution. The first two applications to utilize the platform—CalWin Electronic Records Management System (ERMS) and Xendocs—were both successfully launched.
- Implemented Adobe LiveCycle solution to allow forms development, greater workflow efficiencies, data loss prevention of Adobe documents, and enable additional product feature capabilities.
- Provided technical oversight and support for the Knowledge Integration Program (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 source systems to provide both County and external providers with information and tools as a resource for client care.
- Implemented Phase I - IT infrastructure and policies of Data Loss Prevention (DLP) for County laptops and PC endpoint devices that provides for the control, monitoring and alerting employees of Personal Identifiable Information (PII) use. These alerts help protect against the unauthorized disclosure of PII. Final laptop/PC endpoint deployment is scheduled for Fiscal Year 2014–15.

- Established an alternate Point-of-Presence to provide redundancy for network connectivity to the County data centers.
- Implemented new IT cost management application, ITrack, to replace aging fourteen-year-old legacy system. ITrack provides tools that automate manual processes, reduce time and labor, integrate with other County systems and provide user flexibility.

### 2014–16 Objectives

#### Required Discipline for Excellence: Information Services

- Complete upgrade of Windows 7 operating system software on all County workstations prior to the end of the one-year Windows XP Custom Extended Support on April 2015.
- Create the capability to produce Application runbooks (a collection of supporting documentation that describes the use and structure of the application) on-demand. The goal is to eliminate the Microsoft Word document runbooks and replace them with runbooks generated by the Applications Manager system to produce an Application Runbook report. This will synchronize the runbook with the actual application production information.
- Modernize and rebuild the County's Active Directory domain (a repository of County users or accounts that have access to the network) by updating architecture, migrating accounts, integrating existing services (e.g., SharePoint and Virtual Private Network), and converting accounts to agreed identification naming standards.
- Expand the use of DocVault, a repository of archived documents, to include historical documents to provide a single repository of all critical documents current and past.
- Continue to provide Program Management and overall oversight over the IPTS project. When completed, this system will significantly improve property assessment, tax collection and apportionment activities in the County. The new system is scheduled for implementation in Fiscal Year 2015–16.
- Provide technical support for the upgrade of the County's Kronos employee timekeeping application. The Kronos 7.0 upgrade initiative will provide County users with a more supportable timekeeping platform and enhanced functional capabilities such as the ability to perform time management tasks on mobile devices.



- Provide technical support for the upgrade of PeopleSoft, the County’s human resources application. The PeopleSoft upgrade initiative will provide County users with a current version of Peoplesoft and also add employee benefits and performance management modules.
- Provide technical support for implementation of the KIP beginning in Fiscal Year 2014–15. KIP is an HHSA initiative that, when completed, will provide HHSA, its community partners and other County departments access to a comprehensive view of a client's history of past and current services received as well as identifying potential needs for other services, creating a coordinated care network between multiple providers..

#### Required Discipline for Excellence: Customer Satisfaction

- Use the results of the 2013 IT Employee Satisfaction Surveys to determine specific opportunities for continuous improvement, including communication and project management processes.
- Effectively manage performance of the County’s IT Outsourcing Provider to ensure timeliness and value of IT services.

#### Required Discipline for Excellence: Fiscal Stability

- Maintain IT costs for services at rates established in the IT Outsourcing Agreement. New services will be reviewed and analyzed for best value to the County to provide a fair and reasonable price.

#### Required Discipline for Excellence: Regional Leadership

- Develop and execute a strategy to improve County’s performance on industry award competitions, such as the Center for Digital Government awards.

#### Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

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

#### Required Discipline for Excellence: Continuous Improvement and Innovation

- Implement Phase II of Data Loss Prevention technologies that will improve mitigation of unauthorized disclosure of Personal Identifiable Information (PII).
- Implement Phase II of the CCRM system to integrate with the Land Use and Environment Group’s Business Case Management System.
- Upgrade the existing SharePoint platform (an Intranet tool for content and document management) from SharePoint 2010 to SharePoint 2013. This will allow the County to stay current with the technology and licensing requirements, as well as bring additional functionality that can be leveraged by the County’s SharePoint user base.

#### Related Links

For additional information about the CTO, refer to the website at [www.sandiegocounty.gov/cto/](http://www.sandiegocounty.gov/cto/).



Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Employee Satisfaction with Outsourcing Contractor Services <sup>1</sup>	84%	70%	80%	85%	88%
Reduction of overall unresolved IT disputes with a minimum reduction of 10% <sup>2</sup>	28%	14%	14%	N/A	N/A
IT initiatives resulting from CTO-driven advanced planning <sup>3</sup>	3	4	4	4	4
Outsourcing Provider IT Minimum Acceptable Service Level performance <sup>4</sup>	N/A	99%	98%	99%	99%
Outsourcing Provider IT project performance to budget and schedule <sup>5</sup>	N/A	85%	93%	85%	85%

*Table Notes*

<sup>1</sup>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.

<sup>2</sup>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. Dispute volumes have significantly decreased over the past few fiscal years reaching less than 100 disputes for FY 12–13. Therefore this measurement will no longer be significant going forward.

<sup>3</sup>CTO-driven advanced planning initiatives such as re-architecture of the Documentum environment, the introduction into production of Adobe LiveCycle solution, and the next phase of the Application Rationalization.

<sup>4</sup>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.

<sup>5</sup>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.

**Budget Changes and Operational Impact:  
2013–14 to 2014–15**

**Staffing**

No change in staffing.

**Expenditures**

Increase of \$1.5 million in the County Technology Office’s operating budget.

- Salaries & Benefits—increase of \$0.1 million for negotiated labor agreements.
- Services & Supplies—increase of \$1.4 million in operational and maintenance cost of the enterprise platforms, including Documentum, SharePoint, Customer Relationship Management, Identity and Access Management, Disaster Recovery Point-of-Presence, DocVault, Data Loss Prevention, Oracle Business Intelligence, and Oracle Fusion Middleware.

Decrease of \$0.3 million in the Information Technology Internal Service Fund (IT ISF) based on information technology expenditures projected by all County departments, including one-time projects such as the scheduled upgrade of the County's personnel timekeeping system and ongoing costs for application support services and data infrastructure.

### Revenues

Increase of \$1.5 million in the County Technology Office's operating budget.

- Charges for Current Services—decrease of \$0.1 million based on information technology expenditures projected by all County departments.
- Other Financing Sources—decrease of \$0.2 million based on a decrease in costs for ERP system licenses and related expenditures that are typically funded through an operating transfer from the General Fund.
- Use of Fund Balance—increase of \$1.7 million for a total of \$5.8 million, including:
  - \$3.8 million for one-time enterprise platform upgrades, migration, and licenses:
  - \$0.7 million for support of Documentum 6.5, the legacy document management environment to be decommission in Fiscal Year 2014–15
  - \$0.6 million for initial licenses and expenses related to the migration to and implementation of the Enterprise Document Processing Platform (EDPP), which will replace the Documentum 6.5 environment
  - \$0.5 million for emergent / unanticipated enterprise IT platform needs
  - \$0.5 million for functionality enhancements to a number of enterprise applications managed directly by CTO, including the Electronic Approval (EA)

system, Justice Electronic Library System (JELS), and the myRequests IT services order tracking system

- \$0.4 million for one-time upgrade of County's SharePoint platform
- \$0.3 million for one-time upgrade of County's Oracle Fusion Middleware platform
- \$0.8 million for planning, documentation, upgrade, and decommissioning activities on a number of smaller CTO applications and data security projects.
- \$2.0 million for one-time IT initiatives, including \$1.0 million for Active Directory modernization and rebuild and \$1.0 million total for the following projects: Phase II of constituent relationship management software implementation, data loss prevention, file share management tool, Phase II of Documentum migration (DocVault), data vulnerability scans, and mobile content/applications management.
- General Purpose Revenue Allocation—increase of \$0.1 million primarily for ongoing costs associated with negotiated labor agreements.
- Decrease of \$0.3 million in the Information Technology IT ISF.

### Budget Changes and Operational Impact: 2014–15 to 2015–16

Decrease of \$3.5 million in the County Technology Office's operating budget, mainly to reflect the completion of one-time IT initiatives.

Decrease of \$12.9 million in the IT ISF based on departmental projections for IT needs throughout the County.

Staffing by Program						
		Fiscal Year 2013-14 Adopted Budget			Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
CTO Office		17.00			17.00	17.00
<b>Total</b>		<b>17.00</b>			<b>17.00</b>	<b>17.00</b>

Budget by Program						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
CTO Office	\$ 9,268,248	\$ 14,542,587	\$ 21,781,194	\$ 13,709,788	\$ 16,272,592	\$ 12,794,466
Information Technology Internal Service Fund	134,784,732	155,266,339	173,990,187	146,333,372	155,018,945	142,425,473
<b>Total</b>	<b>\$ 144,052,980</b>	<b>\$ 169,808,926</b>	<b>\$ 195,771,381</b>	<b>\$ 160,043,160</b>	<b>\$ 171,291,537</b>	<b>\$ 155,219,939</b>

Budget by Categories of Expenditures						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Salaries & Benefits	\$ 3,102,710	\$ 3,195,367	\$ 3,253,635	\$ 3,211,561	\$ 3,308,651	\$ 3,259,525
Services & Supplies	143,603,728	166,613,559	192,517,746	155,106,418	167,982,886	151,960,414
Other Charges	1,919,715	—	—	1,725,181	—	—
Capital Assets/Land Acquisition	(4,573,174)	—	—	—	—	—
<b>Total</b>	<b>\$ 144,052,980</b>	<b>\$ 169,808,926</b>	<b>\$ 195,771,381</b>	<b>\$ 160,043,160</b>	<b>\$ 171,291,537</b>	<b>\$ 155,219,939</b>

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Fines, Forfeitures & Penalties	\$ (88)	\$ —	\$ —	\$ —	\$ —	\$ —
Intergovernmental Revenues	10,234	7,035	7,035	7,032	5,003	5,003
Charges For Current Services	135,015,051	151,013,082	169,224,061	141,547,965	150,904,724	138,029,474
Miscellaneous Revenues	22,590	100,000	100,000	3,122	100,000	100,000
Other Financing Sources	5,177,104	5,012,608	5,183,986	4,298,599	4,833,967	5,115,745
Use of Fund Balance	(2,939,924)	4,080,000	11,660,099	4,590,241	5,768,927	2,287,457
General Purpose Revenue Allocation	6,768,013	9,596,201	9,596,201	9,596,201	9,678,916	9,682,260
<b>Total</b>	<b>\$ 144,052,980</b>	<b>\$ 169,808,926</b>	<b>\$ 195,771,381</b>	<b>\$ 160,043,160</b>	<b>\$ 171,291,537</b>	<b>\$ 155,219,939</b>





# 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.

## 2013–14 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. Many inquiries are general in nature, and can be resolved by directing individuals to the appropriate resource.
- Provided a neutral environment that facilitated open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.
- Resolved 75% (21 of 28) of personnel disputes without the need for a full evidentiary hearing, resulting in time and cost savings. Full evidentiary hearings can result in extensive staff time and legal and administrative costs.

### 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.
- Created new reference manuals specific to each type of appeal, complaint or request the Commission receives in order to ensure accurate processing.
- Provided training to departments and labor unions on the Commission's role in the County's human resources system.



### 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% (10) 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

- 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.
- Performed a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of critical issues facing the Commission office and their impact on the department.
- Updated the Civil Service Rules to incorporate revisions necessitated by changes to California law.
- Upgraded hearing room microphones to a wireless system in order to remove tripping hazards and improve audio recording sound quality.
- Revised the Commission's meeting agenda format to increase efficiency in managing public meeting. Public comment now takes place earlier in the agenda, and meetings have been shortened by focusing more on agenda items where discussion is specifically requested.

## 2014–16 Objectives

### Required Discipline for Excellence: Customer Satisfaction

- Achieve a positive customer satisfaction rating of 95% or above. Customer satisfaction surveys focus primarily on responsiveness, courtesy, and knowledge of staff.
- 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.sandiegocounty.gov/civilservice/](http://www.sandiegocounty.gov/civilservice/).



Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Positive customer satisfaction rating <sup>1</sup>	95%	95%	95%	95%	95%
Personnel disputes resolved without need of an evidentiary hearing <sup>2</sup>	85% of 40	55%	75% <sup>3</sup> of 28	55%	55%
Commission decisions distributed within 48 hours of Commission approval	100% of 16	95%	100% of 10	95%	95%

*Table Notes*

<sup>1</sup>Customer satisfaction is measured by a survey that focuses on ratings in the areas of responsiveness, courtesy, and knowledge of staff.

<sup>2</sup>Resolving personnel disputes without a full evidentiary hearing saves money and staff time for the Commission office, other County departments, employees and prospective employees.

<sup>3</sup>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.

### Budget Changes and Operational Impact: 2013–14 to 2014–15

#### Staffing

No change in staffing.

#### Expenditures

Minor decrease in expenditures primarily as a result of a decrease in public liability insurance premiums and decrease in hours for a staff position.

#### Revenues

Minor decrease in General Purpose Revenue as a result of minor decrease in expenditures described above.

### Budget Changes and Operational Impact: 2014–15 to 2015–16

Decrease in expenditures primarily as a result of a decrease in hours for a staff position. No operational impact expected.



Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Civil Service Commission		4.00			4.00	4.00
<b>Total</b>		<b>4.00</b>			<b>4.00</b>	<b>4.00</b>

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Civil Service Commission	\$ 578,679	\$ 616,736	\$ 627,465	\$ 519,550	\$ 606,114	\$ 572,885
<b>Total</b>	<b>\$ 578,679</b>	<b>\$ 616,736</b>	<b>\$ 627,465</b>	<b>\$ 519,550</b>	<b>\$ 606,114</b>	<b>\$ 572,885</b>

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 510,876	\$ 530,119	\$ 463,189	\$ 435,193	\$ 519,567	\$ 486,338
Services & Supplies	67,803	86,617	164,276	84,357	86,547	86,547
<b>Total</b>	<b>\$ 578,679</b>	<b>\$ 616,736</b>	<b>\$ 627,465</b>	<b>\$ 519,550</b>	<b>\$ 606,114</b>	<b>\$ 572,885</b>

Budget by Categories of Revenues						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Charges For Current Services	\$ 51,154	\$ 51,233	\$ 51,233	\$ 51,232	\$ 51,341	\$ 51,341
Use of Fund Balance	(8,019)	—	10,729	(97,185)	9,294	—
General Purpose Revenue Allocation	535,544	565,503	565,503	565,503	545,479	521,544
<b>Total</b>	<b>\$ 578,679</b>	<b>\$ 616,736</b>	<b>\$ 627,465</b>	<b>\$ 519,550</b>	<b>\$ 606,114</b>	<b>\$ 572,885</b>

# 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.

## 2013–14 Accomplishments

### Required Discipline for Excellence: Accountability, Transparency and Ethical Conduct

- Ensured the efficiency and transparency of the property tax assessment appeal process by processing 6,997 property tax assessment appeal applications within seven days of receipt.
- Provided open access to County business by making 47 audio recordings of Board of Supervisors meetings available on the Internet within three days of the related meeting.
- Developed an online video about how the public can participate in Board of Supervisors meetings to encourage public involvement in government.
- Converted official records of the Board of Supervisors to Portable Document Format (PDF) to provide more universal access to public documents.
- Enhanced the efficiency and transparency of the property tax assessment appeal process by consulting in the development of the Integrated Property Tax System (IPTS).

### Required Discipline for Excellence: Customer Satisfaction

- Ensured satisfaction with services provided by achieving consistently high ratings on surveys of 6,180 customers.

- Provide opportunities to San Diego residents by processing and mailing 100% of 21,337 completed U.S. Passport applications on the same day they were received.
- Increased customer satisfaction by improving the efficiency and effectiveness of the U.S. Passport check-in process.

### Required Discipline for Excellence: Regional Leadership

- In recognition of the Clerk of the Board's exceptional commitment to the passport program in San Diego County, outstanding customer service and adherence to rigorous standards, the top passport official in the United States presented the Clerk of the Board with a Leadership Award on February 11, 2014.

## 2014–16 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 seven days of receipt.
- Provide open access to County business by making audio recordings of all Board of Supervisors meetings available on the Internet within three days of the related meeting.
- Enhance the efficiency and transparency of the property tax assessment appeal process by participating in the development of the Integrated Property Tax System.

## ■ ■ ■ Clerk of the Board of Supervisors

### Required Discipline for Excellence: Customer Satisfaction

- Ensure satisfaction with services provided by achieving consistently high ratings on surveys of more than 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.

- Complete the vendor selection process to replace current automated agenda management system to increase the reliability and efficiency of the Board of Supervisors agenda creation procedure.

### Related Links

For additional information about the Clerk of the Board of Supervisors, refer to the website [www.sandiegocounty.gov/cob/](http://www.sandiegocounty.gov/cob/).

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Average score on internal customer surveys <sup>1</sup>	4.9 of 7,585 surveys	4.9	4.8 of 6,180 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 <sup>2</sup>	98% of 14,200 applications	98%	99% of 6,997 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 47 recordings	100%	100% of 47 recordings	100%	100%
United States Passport applications processed and mailed on the same day they are received	100% of 27,012 applications	100%	100% of 21,337 applications	100%	100%

#### Table Notes

<sup>1</sup>Scale of 1-5, with 5 being “excellent.”

<sup>2</sup>During Fiscal Year 2013-14, total applications received were 6,997. Target varies with volume: 1-5,000 received - 98%, 5,001 – 10,000 received - 95%, 10,001 or more received - 85%.



## Budget Changes and Operational Impact: 2013–14 to 2014–15

### Staffing

No change in staffing.

### Expenditures

No net change in expenditures.

- Salaries and Benefits—increase of \$0.1 million as a result of negotiated labor agreements and an increase in County retirement contributions.
- Services and Supplies—decrease of \$0.1 million due to anticipated decrease in information technology applications cost.

### Revenues

No net change in revenue

- Charges for Current Services—minor decrease in pass-port related revenue due to slight decrease in demand for services.
- Use of Fund Balance—minor increase for one-time costs related to negotiated labor agreements.

## Budget Changes and Operational Impact: 2014–15 to 2015–16

No significant change.

Staffing by Program						
		Fiscal Year 2013–14 Adopted Budget			Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Legislative Services		12.00			12.00	12.00
Public Services		12.00			12.00	12.00
Executive Office		3.00			3.00	3.00
<b>Total</b>		<b>27.00</b>			<b>27.00</b>	<b>27.00</b>

Budget by Program						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Legislative Services	\$ 1,226,836	\$ 1,324,384	\$ 1,380,145	\$ 1,242,749	\$ 1,309,353	\$ 1,338,884
CAC Facilities Services	5,900	—	—	—	—	—
Assessment Appeals	734	—	—	143	—	—
Public Services	1,215,144	1,219,095	1,219,095	1,150,192	1,235,435	1,254,856
Executive Office	785,856	923,462	965,320	765,943	938,044	891,577
CAC Major Maintenance	72,339	—	—	—	—	—
<b>Total</b>	<b>\$ 3,306,808</b>	<b>\$ 3,466,941</b>	<b>\$ 3,564,560</b>	<b>\$ 3,159,027</b>	<b>\$ 3,482,832</b>	<b>\$ 3,485,317</b>

Budget by Categories of Expenditures						
	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 2,510,703	\$ 2,700,694	\$ 2,756,455	\$ 2,674,256	\$ 2,806,388	\$ 2,808,873
Services & Supplies	682,415	766,247	808,105	484,771	676,444	676,444
Capital Assets Equipment	113,690	—	—	—	—	—
<b>Total</b>	<b>\$ 3,306,808</b>	<b>\$ 3,466,941</b>	<b>\$ 3,564,560</b>	<b>\$ 3,159,027</b>	<b>\$ 3,482,832</b>	<b>\$ 3,485,317</b>

## Budget by Categories of Revenues

	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Charges For Current Services	\$ 1,045,909	\$ 710,600	\$ 710,600	\$ 869,999	\$ 685,600	\$ 685,600
Miscellaneous Revenues	17,926	5,085	5,085	17,980	11,085	11,085
Use of Fund Balance	(435,752)	—	97,619	(480,208)	46,071	—
General Purpose Revenue Allocation	2,678,725	2,751,256	2,751,256	2,751,256	2,740,076	2,788,632
<b>Total</b>	<b>\$ 3,306,808</b>	<b>\$ 3,466,941</b>	<b>\$ 3,564,560</b>	<b>\$ 3,159,027</b>	<b>\$ 3,482,832</b>	<b>\$ 3,485,317</b>

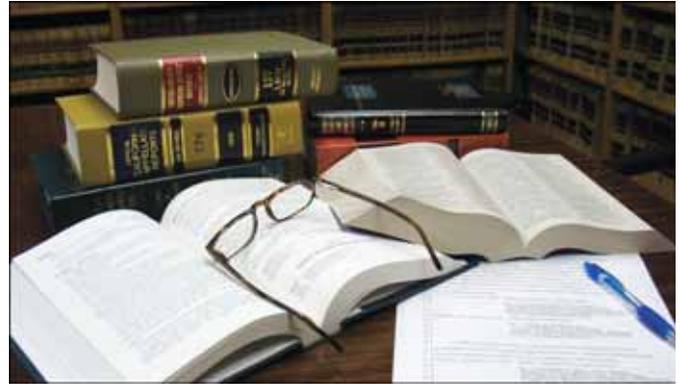




# County Counsel

## 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.

## 2013–14 Accomplishments

### Required Discipline for Excellence: Customer Satisfaction

Provided accurate, effective and timely legal advice to all County departments enabling them to fulfill their mission and objectives in accordance with the law, thereby reducing liability risk and promoting the use of taxpayer dollars in the most efficient and effective manner.

- Completed 100% (35 of 35) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their assigned due dates.
- Completed 99% (1,289 of 1,297) of all advisory assignments for County departments by the agreed upon due dates.
- Continued County Counsel law student internship program (12 interns) to enhance the quality of service provided to our clients by using the interns to perform legal research, cover routine court appearances and draft boilerplate documents. The work done by the interns enables deputies to spend more time working closely with clients on more complex legal issues.

### Required Discipline for Excellence: Fiscal Stability

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

- Resolved 69% (67) of all lawsuits against the County by court decision/dismissal and resolved 31% (30) by settlement. The total number of cases resolved by decision/dismissal or settlement is down from previous fiscal years due to significant court budget reductions and the resulting delay in processing cases through the court system. Continued to monitor settlements to ensure they were appropriate and justified.
- Prevailed in 98% (66 of 67) of court decisions in all lawsuits filed against the County, saving taxpayer dollars by avoiding substantial liability payments.
- Achieved a success rate of 100% (11 of 11) in County code enforcement and other lawsuits where the County was the plaintiff through favorable court decisions and financial settlements.
- Handled 99% (66 of 67) 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

Provided effective legal services to the Health and Human Service Agency (HHSA) in matters relating to children who were dependents of the Juvenile Court. Our Juvenile Dependency Division represented HHSA on the petitions it brought forth requesting the Juvenile Court to assume jurisdiction over a child who had been abused or neglected.

- Prevailed in 99% (980 of 982) of Juvenile Dependency petitions filed in Superior Court.

- Prevailed in 100% (369 of 369) of Juvenile Dependency appeals and writs filed by obtaining Court of Appeal's decisions upholding the Superior Court's rulings in support of the petitions.

#### Strategic Initiative: Sustainable Environments

Supported the County's objective of promoting responsible development, economic vitality and the highest quality of life by completing 100% (3) of all draft Environmental Impact Report (EIR) reviews within 40 days or less. The County is responsible for the contents and adequacy of an EIR. Counsel is required to review and analyze the document before it is certified by the Board of Supervisors. Typical EIRs are between 300-500 pages, not including the technical studies. Additional documents needed to approve projects subject to EIRs include findings, resolutions of approval and project conditions, which are also voluminous and typically range from 50-100 pages.

#### Required Discipline for Excellence: Regional Leadership

Engaged in numerous leadership roles in the County and throughout the State, which provided positive and constructive influences in the professional practice of law in the region, by maintaining significant involvement in the activities of 23 regional organizations and committees.

#### Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

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

- Provided 149 education programs on selected legal subjects for County departments to ensure duties are performed in compliance with the law, and appropriately with minimal risk to the County and the public it serves.
- Provided 62 specialized risk mitigation sessions, such as risk roundtables, case evaluation committee discussions and post-litigation debriefings to address recurring or new risk issues, helping to facilitate risk management and decrease future legal liability.
- Provided 25 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

Optimized information technology systems to improve operational efficiency and service to customers.

- Continued toward development of a centralized document repository and electronic briefcase system for Juvenile Dependency-related court documents by scanning closed files, and reviewing open files to identify and purge non-essential documents to reduce the amount of paper retained. 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. Currently, coordinating with these departments on their capability of moving to a paperless system.
- 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 unexpectedly delayed primarily due data migration problems caused by the vendor's underestimation of the volume and complexity of the data. Full implementation is now scheduled for Fiscal Year 2014-15.
- Improved the County Counsel intranet site by continuing to provide legal links, up-to-date training materials and other information which will support client departments.
- Continued to expand use of available mobile technologies to increase efficiencies by providing attorney staff with mobile phones and laptops to enable client communication while commuting and/or during an absence from the Office.
- 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 practice management system. This technology will create a bidirectional data feed into the County's Oracle Financial system, and will provide efficiencies in data entry and reconciliation.



## 2014–16 Objectives

### Required Discipline for Excellence: Customer Satisfaction

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

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

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

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

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

- Provide 70 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

Optimize 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.
- 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.sandiegocounty.gov/CountyCounsel/](http://www.sandiegocounty.gov/CountyCounsel/).

Performance Measures	2012-13 Actuals	2013-14 Adopted	2013-14 Actuals	2014-15 Adopted	2015-16 Approved
Advisory assignments for Board of Supervisors to be completed by the due date	100% (30 of 30 assignments)	98%	100% (35 of 35 assignments)	98%	98%
Advisory assignments for all departments completed by the due date	99% (1,460 of 1,481 assignments)	95%	99% (1,289 of 1,297)	95%	95%
Resolved cases filed against the County by court decision or dismissal / settlements	83%/17% (85 of 103) (18 of 103)	80%/20%	69%/31% <sup>1</sup> (67 of 97) (30 of 97)	80%/20%	80%/20%
Resolved court cases filed against the County in which County will prevail (County success rate)	100% (85-0 record)	90%	99% (66 of 67)	90%	90%
Non-conflict cases against the County that were handled by County Counsel	100% (103 of 103 cases)	95%	99% (66 of 67 cases)	95%	95%
Success rate in County cases against other parties	100% (8-0 record)	90%	100% (11-0 record)	90%	90%
Number of training programs presented by County Counsel	92 <sup>2</sup>	50	149 <sup>2</sup>	50	70
Number of risk mitigation education sessions provided by County Counsel	60 <sup>2</sup>	50	62	50	50
Draft Environmental Impact Report reviews completed within 40 days or less	100% (3 of 3 reviews)	100%	100% (3 of 3 reviews)	100%	100%
Success rate in Juvenile Dependency petitions filed in Superior Court	96% (1,317 of 1,378 petitions)	98%	99% (980 of 9823 petitions)	98%	98%
Success rate in Juvenile Dependency appeals and writs filed	96% (329 of 342 appeals and writs)	95%	100% (369 of 369 appeals and writs)	95%	95%

*Table Notes*

<sup>1</sup>Fewer cases have been resolved through the court system this fiscal year due to significant court budget reductions and the related delay in processing cases, resulting in the percentage of cases resolved by settlements to be greater. Note that although the *percentage* of settlements has increased compared to previous fiscal years, the *total number* of settlements is consistent with previous fiscal years.

<sup>2</sup>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. The increase in training programs is necessitated by liability exposure related to Public Safety Realignment, notwithstanding County Counsel staff reductions.

## Budget Changes and Operational Impact: 2013–14 to 2014–15

### Staffing

Increase of 2.00 staff years due to the mid-year addition of one Senior Deputy County Counsel position in Fiscal Year 2013–14 to provide increased support to land use matters and the addition of one Senior Deputy County Counsel position to address significant increases to the workers' compensation practice area.

### Expenditures

Net increase of \$4.1 million.

- Salaries and Benefits—increase of \$1.8 million primarily due to labor negotiated salary and benefit increases, and to the addition of 2.00 staff years.
- Services and Supplies—increase of \$2.1 million primarily due to anticipated expenditures for major maintenance remodel of main department office space in the County Administration Center (CAC) to address a number of facility issues. The department also plans to implement functional enhancements to its new case management system, including integration with the County's financial system and Justice Electronic Library System (JELS).

- Expenditure Transfer & Reimbursements—decrease of \$0.2 million due to decreases in cost reimbursements from departments receiving exclusive legal services on HHS and Environmental Health matters.

### Revenues

Net increase of \$4.1 million.

- Charges for Current Services—increase of \$1.2 million due to projected increases in Internal Service Fund practice areas, increased fees from Public Administrator/Public Guardian estates, and projected slight adjustments in cost recovery rates.
- Use of Fund Balance—increase of \$2.3 million for a total of \$2.7 million based on funding for remodel of main CAC office space and to fund information technology expenses associated with the deployment of a practice management application.
- General Purpose Revenue Allocation—increase of \$0.6 million based primarily on negotiated labor increases.

## Budget Changes and Operational Impact: 2014–15 to 2015–16

- Net decrease of \$2.6 million primarily due to the anticipated completion of various one-time projects.



**Staffing by Program**

	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
County Council	136.00	138.00	138.00
<b>Total</b>	<b>136.00</b>	<b>138.00</b>	<b>138.00</b>

**Budget by Program**

	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
County Council	\$ 22,639,180	\$ 23,459,268	\$ 24,822,481	\$ 23,506,204	\$ 27,604,747	\$ 24,990,894
<b>Total</b>	<b>\$ 22,639,180</b>	<b>\$ 23,459,268</b>	<b>\$ 24,822,481</b>	<b>\$ 23,506,204</b>	<b>\$ 27,604,747</b>	<b>\$ 24,990,894</b>

**Budget by Categories of Expenditures**

	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Salaries & Benefits	\$ 21,255,133	\$ 22,643,941	\$ 23,163,299	\$ 22,808,319	\$ 24,452,089	\$ 24,125,091
Services & Supplies	2,102,600	1,871,828	2,715,683	1,584,014	4,006,841	1,719,986
Expenditure Transfer & Reimbursements	(718,553)	(1,056,501)	(1,056,501)	(886,129)	(854,183)	(854,183)
<b>Total</b>	<b>\$ 22,639,180</b>	<b>\$ 23,459,268</b>	<b>\$ 24,822,481</b>	<b>\$ 23,506,204</b>	<b>\$ 27,604,747</b>	<b>\$ 24,990,894</b>

**Budget by Categories of Revenues**

	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Charges For Current Services	\$ 10,901,037	\$ 10,822,384	\$ 10,919,104	\$ 11,934,120	\$ 12,070,104	\$ 12,104,562
Miscellaneous Revenues	135,260	1,100	1,100	27,387	2,000	2,000
Use of Fund Balance	(488,821)	360,000	1,626,493	(731,088)	2,683,259	—
General Purpose Revenue Allocation	12,091,704	12,275,784	12,275,784	12,275,784	12,849,384	12,884,332
<b>Total</b>	<b>\$ 22,639,180</b>	<b>\$ 23,459,268</b>	<b>\$ 24,822,481</b>	<b>\$ 23,506,204</b>	<b>\$ 27,604,747</b>	<b>\$ 24,990,894</b>

# 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.



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.sandiegocounty.gov/grandjury/](http://www.sandiegocounty.gov/grandjury/).

## Budget Changes and Operational Impact: 2013–14 to 2014–15

### Staffing

No change in staffing.

### Expenditures

No significant changes.

### Revenues

No significant changes.

## Budget Changes and Operational Impact: 2014–15 to 2015–16

No significant changes.

## Mission Statement

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

## 2013–14 Accomplishments

### Strategic Initiative: Safe Communities

- Reviewed and investigated 85 citizen's complaints, issues and other County matters of civil concern brought before the Grand Jury.
- Returned 72 criminal indictments and prepared other reports and declarations as mandated by law (Penal Code §939.8, et seq.).

## 2014–16 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

Staffing by Program						
		Fiscal Year 2013-14 Adopted Budget			Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Grand Jury		1.00			1.00	1.00
<b>Total</b>		<b>1.00</b>			<b>1.00</b>	<b>1.00</b>

Budget by Program						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Grand Jury	\$ 576,075	\$ 592,346	\$ 594,432	\$ 510,582	\$ 595,975	\$ 595,046
<b>Total</b>	<b>\$ 576,075</b>	<b>\$ 592,346</b>	<b>\$ 594,432</b>	<b>\$ 510,582</b>	<b>\$ 595,975</b>	<b>\$ 595,046</b>

Budget by Categories of Expenditures						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Salaries & Benefits	\$ 110,618	\$ 125,188	\$ 127,274	\$ 115,028	\$ 130,479	\$ 129,550
Services & Supplies	465,457	467,158	467,158	395,553	465,496	465,496
<b>Total</b>	<b>\$ 576,075</b>	<b>\$ 592,346</b>	<b>\$ 594,432</b>	<b>\$ 510,582</b>	<b>\$ 595,975</b>	<b>\$ 595,046</b>

Budget by Categories of Revenues						
	Fiscal Year 2012-13 Actuals	Fiscal Year 2013-14 Adopted Budget	Fiscal Year 2013-14 Amended Budget	Fiscal Year 2013-14 Actuals	Fiscal Year 2014-15 Adopted Budget	Fiscal Year 2015-16 Approved Budget
Miscellaneous Revenues	\$ 27	\$ —	\$ —	\$ —	\$ —	\$ —
Use of Fund Balance	(12,033)	—	2,086	(81,764)	1,728	—
General Purpose Revenue Allocation	588,080	592,346	592,346	592,346	594,247	595,046
<b>Total</b>	<b>\$ 576,075</b>	<b>\$ 592,346</b>	<b>\$ 594,432</b>	<b>\$ 510,582</b>	<b>\$ 595,975</b>	<b>\$ 595,046</b>

# 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.

## 2013–14 Accomplishments

### Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Increased diversity outreach by including advertisements in diverse publications on 100% of recruitments.
- Labor Relations Academy Discipline Case Advocacy Institute (DCAI) rescheduled to accommodate availability of County staff during labor negotiations. Will be conducted by June 30, 2016.
- Supported 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.
- Provided Countywide formal, informal, and social learning opportunities in support of the Leadership Development Model to strengthen the County's succession planning efforts.
- 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 100% of classification activity requests by established timelines.
- Developed and implemented the third year Employee Wellness Program components and achieved a 29% employee program participation rate.

### Required Discipline for Excellence: Fiscal Stability

- Negotiated fiscally prudent labor agreements with 17 bargaining units within 6 employee organizations by February 2014.

### Required Discipline for Excellence: Information Services

- Continued to develop and implement an upgrade to the County's core Human Resources software application, PeopleSoft, to improve operational efficiency in personnel record management expected completion by February 2015.
- Reviewed and Updated Labor Relations Intranet website content to include recently negotiated Memoranda of Agreement (MOAs).
- Converted 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.
- Enhanced recruiting webpage to include various means of social media in order to better attract the new generation of candidates.
- Continued coordination of the migration of the Learning Management System (LMS) to a new hosting environment to improve operational efficiency, with expected completion by June 30, 2015.

### Required Discipline for Excellence: Customer Satisfaction

- Procured a portablefingering printing machine to facilitate off-site background process and improve customer service.

### Required Discipline for Excellence: Continuous Improvement and Innovation

- Conducted 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.
- Analyzed current Workers' Compensation claims management system and conducted research into alternative systems to ensure optimal performance and best use of County resources.
- Employee Benefits Broker and Consultant Services Contract procurement successfully completed in July 2014, resulting in contract award.
- Implemented use of the autoscore feature in NeoGov on all recruitments with 50 or more applicants in order to automate verification of minimum qualifications and reduce the amount of time spent by staff to review individual applications.

## 2014–16 Objectives

### Strategic Initiative: Healthy Families

- Encourage employee participation in eight Employee Wellness Program activities to increase employees' knowledge about what it means to be healthy and support healthy lifestyles.
- Encourage employee participation in the *Love Your Heart* blood pressure campaign, an annual event offering blood pressure screenings at County facilities as part of *Live Well San Diego* and American Heart Health Month, to help reduce heart disease and support employee wellness.

### Required Discipline for Excellence: Skilled, Adaptable and Diverse Workforce

- Increase diversity outreach by including advertisements in diverse publications on 100% of recruitments.
- Conduct the Discipline Case Advocacy Institute (DCAI) by June 30, 2016.
- 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.
- Develop knowledge activities that complement formal training to encourage continuous learning opportunities by June 30, 2016.
- Redesign Sexual Harassment Prevention for Supervisors online training by June 30, 2015.
- Enhance the Veterans Outreach Program by updating the webpage and increasing community partnerships by June 30, 2015.
- Develop and implement the fourth year Employee Wellness Program components and achieve a 12% overall employee program participation rate.
- Partner with Land Use and Environment Group to develop a life-saving techniques class for any County employee to attend in support of *Live Well San Diego* by December 31, 2014.

### Required Discipline for Excellence: Fiscal Stability

- Negotiate fiscally prudent successor agreements with 11 of 25 bargaining units and 6 of 9 existing employee organizations by June 30, 2015.

### 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 February 2015.
- 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.
- Complete coordination of the migration of the Learning Management System (LMS) to a new hosting environment to improve operational efficiency by June 30, 2015.

### Required Discipline for Excellence: Continuous Improvement and Innovation

- Review and update 545 classification specifications as part of the Classification Modernization Project by June 30, 2016.



## Related Links

For additional information about the Department of Human Resources, refer to the website at [www.sandiegocounty.gov/hr/](http://www.sandiegocounty.gov/hr/).

Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
Classification activity requests <sup>1</sup> completed within prescribed time frame	97% of 316	98% of 150	100% of 281	N/A	N/A
Recruitment plan/service agreements/timelines met	98% of 485	98% of 400	98% of 484	98% of 400	98% of 400
Rate of overall employee participation in Employee Wellness Program activities <sup>2</sup>	N/A	N/A	N/A	12% of 17,037	12% of 17,039
Rate of employee participation in the <i>Love Your Heart</i> blood pressure campaign <sup>3</sup>	N/A	N/A	N/A	12% of 17,037	12% of 17,039

### Table Notes

<sup>1</sup>Classification activity requests are departmental requests to either create or modify a job classification. This measure will be discontinued effective Fiscal Year 2014-15

<sup>2</sup>This is a new measure effective Fiscal Year 2014-15 to reflect DHR's wellness activities. DHR plans eight program activities and will average the employee participation rate at all activities.

<sup>3</sup>This is a new measure effective Fiscal Year 2014-15 to reflect DHR's commitment to *Live Well San Diego* and employee wellness.

## Budget Changes and Operational Impact: 2013–14 to 2014–15

### Staffing

Increase of 2.00 staff years.

- Increase of 1.00 staff year in the Employee Benefits Division to ensure compliance with the reporting mandates associated with the administration of the Affordable Care Act (ACA) and increase of 1.00 staff year in the Risk Management Division to support the increased workload and complexity of workers' compensation claims due to recent implementation of reform measures included in *Senate Bill (SB) 863*.

### Expenditures

Net increase of \$0.8 million.

- Salaries and Benefits—increase of \$0.6 million as a result of negotiated labor agreements, increase in County retirement contributions and the addition of staff years as described above.
- Services and Supplies—increase of \$0.3 million due to increase in County property insurance premium and one-time cost in application services associated with the implementation of a Wellness Portal and software to ensure compliance with the ACA reporting mandates.



## Revenues

Net increase of \$0.8 million.

- Charges for Current Services—decrease of \$0.2 million as a result of decrease in external department overhead payments (A-87) for services rendered.
- Miscellaneous Revenue—decrease of \$0.1 million due to decrease in cost reimbursement from Employee Benefits Division and Workers' Compensation portion of the Employee Benefits Internal Service Fund.
- Use of Fund Balance—increase of \$0.6 million for a total budget of \$1.2 million; \$0.5 million to fund one-time costs associated with the implementation of Wellness Portal and ACA Compliance Module, \$0.3 million

due to software and minor equipment purchases and \$0.3 million to continue funding the Workforce Academy for Youth program.

- General Purpose Revenue Allocation—increase of \$0.5 million primarily to offset the increase in County Insurance premium and increase in salaries and benefits.

## Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$1.3 million is primarily due to the completion of one-time projects planned in Fiscal Year 2014-15 and one-time Salaries and Benefits.

## Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Department of Human Resources	115.00	117.00	117.00
<b>Total</b>	<b>115.00</b>	<b>117.00</b>	<b>117.00</b>

## Budget by Program

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Department of Human Resources	\$ 20,782,267	\$ 23,937,245	\$ 25,544,005	\$ 21,241,725	\$ 24,779,192	\$ 23,468,467
<b>Total</b>	<b>\$ 20,782,267</b>	<b>\$ 23,937,245</b>	<b>\$ 25,544,005</b>	<b>\$ 21,241,725</b>	<b>\$ 24,779,192</b>	<b>\$ 23,468,467</b>

## Budget by Categories of Expenditures

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 12,796,993	\$ 13,582,698	\$ 13,862,330	\$ 13,119,096	\$ 14,160,576	\$ 13,745,154
Services & Supplies	8,180,794	10,543,414	11,870,542	8,316,923	10,807,483	9,927,180
Capital Assets Equipment	—	15,000	15,000	—	15,000	—
Expenditure Transfer & Reimbursements	(195,519)	(203,867)	(203,867)	(194,294)	(203,867)	(203,867)
<b>Total</b>	<b>\$ 20,782,267</b>	<b>\$ 23,937,245</b>	<b>\$ 25,544,005</b>	<b>\$ 21,241,725</b>	<b>\$ 24,779,192</b>	<b>\$ 23,468,467</b>

## Budget by Categories of Revenues

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Intergovernmental Revenues	\$ 1,238	\$ 8,174	\$ 8,174	\$ 1,148	\$ 4,792	\$ 4,792
Charges For Current Services	1,623,491	1,867,249	1,867,249	1,773,433	1,676,582	1,600,788
Miscellaneous Revenues	6,263,394	7,661,901	7,661,901	6,816,254	7,537,194	7,448,276
Use of Fund Balance	(1,060,905)	547,000	2,153,760	(1,202,030)	1,172,717	—
General Purpose Revenue Allocation	13,955,049	13,852,921	13,852,921	13,852,921	14,387,907	14,414,611
<b>Total</b>	<b>\$ 20,782,267</b>	<b>\$ 23,937,245</b>	<b>\$ 25,544,005</b>	<b>\$ 21,241,725</b>	<b>\$ 24,779,192</b>	<b>\$ 23,468,467</b>



# County Communications Office

## Department Description

Established by the Board of Supervisors in 1997, the County Communications Office (CCO) 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 News Center Television (CNC TV). 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.



- Updated the County News Center (CNC) 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 624 during Fiscal Year 2013–14.
- Provided easy, on-the-go access to important County information through social media. Increased number of followers on Facebook and Twitter by 86% during Fiscal Year 2013–14.

## 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.

## 2013–14 Accomplishments

### 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 306 video presentations in Fiscal Year 2013–14.
- Worked proactively to deliver vital information including County news, challenges and successes directly to San Diego County residents and position the County to define itself, rather than relying on traditional media to do so.

### Strategic Initiative: Safe Communities

- Participated in at least two drills this fiscal year 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 261 content items (article or video) in support of the Strategic Initiatives and Required Disciplines for Excellence during Fiscal Year 2013–14.

### Required Discipline for Excellence: Continuous Improvement and Innovation

- Worked 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. Implementation is expected in Fiscal Year 2014–15.

## 2014–16 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 205 video presentations in Fiscal Year 2014–15 and another 205 in Fiscal Year 2015–16.
- Work proactively to deliver vital information including County news, challenges and successes directly to San Diego County residents 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 315 during Fiscal Year 2014–15, and another 315 during Fiscal Year 2015–16.
  - 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 2014–15, and an additional 10% during Fiscal Year 2015–16.

### Strategic Initiative: Safe Communities

- Participate in at least two drills this 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 140 content items (article or video) in support of the Strategic Initiatives and Required Disciplines for Excellence during Fiscal Year 2014–15, and another 150 during Fiscal Year 2015–16.

### Required Discipline for Excellence: Regional Leadership

- Organize 1–2 meetings per year of regional Public Information Officers from various sectors, such as education, healthcare and government, to review disaster preparedness and response. Meetings will build critical relationships needed during regional emergencies and provide a forum for sharing ideas and resources.

## Related Links

For additional information about the County Communications Office and/or CNC TV, refer to the website at [www.sandiegocounty.gov/dmpr/](http://www.sandiegocounty.gov/dmpr/) or [www.countynewscenter.com](http://www.countynewscenter.com).



Performance Measures	2012–13 Actuals	2013–14 Adopted	2013–14 Actuals	2014–15 Adopted	2015–16 Approved
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	291	230	306	205	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	15	N/A <sup>1</sup>	N/A <sup>1</sup>	N/A <sup>1</sup>	N/A <sup>1</sup>
Participate in two emergency preparedness drills to test readiness	3	2	2	2	2
News items (article or video) posted on County News Center	689	596	624 <sup>2</sup>	315	315
Increase in followers of County social media sites	47% (5,645 above 12,078 actual base)	40% (5,407 above 17,723 actual base)	86% (15,187 above 17,723 actual base) <sup>3</sup>	10%	10%
Articles, videos and information posted on department's intranet site	275	239	261	140	150

*Table Notes*

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

<sup>2</sup>While it is the department's goal to provide at least one new item for the public on County News Center each business day, news events such as disasters and public health concerns can significantly impact the number of items produced.

<sup>3</sup>County social media accounts experienced a major increase in followers during the May 2014 fires.



## Budget Changes and Operational Impact: 2013–14 to 2014–15

### Staffing

No change in staffing.

### Expenditures

Net increase of \$0.1 million.

- Salaries and Benefits—increase of 0.1 million as a result of negotiated labor agreements and increases in County retirement contributions.
- Services and Supplies—increase of \$0.1 million primarily as a result of one-time costs associated with a digital signage project.
- Capital Assets Equipment—decrease of \$0.1 million primarily due to the removal of one-time capital expenditures for CNC TV production equipment.

### Revenues

Net increase of \$0.1 million.

- Licenses, Permits & Franchises—decrease of \$0.1 million in Public Educational Governmental (PEG) Access Fee revenue, as a result of the decreases in capital assets equipment expenditures for CNC TV production equipment.
- Use of Fund Balance—increase of \$0.1 million for a total budget of \$0.1 million to fund one-time negotiated labor agreements and the digital signage project noted above.
- General Purpose Revenue Allocation—increase of \$0.1 million as a result of negotiated labor agreements and increases in County retirement contributions.

## Budget Changes and Operational Impact: 2014–15 to 2015–16

Net decrease of \$0.1 million is due to a decrease in one-time expenditures planned for Fiscal Year 2014–15.



**Staffing by Program**

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
County Communications Office	22.00	22.00	22.00
<b>Total</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>

**Budget by Program**

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
County Communications Office	\$ 2,725,482	\$ 3,088,171	\$ 3,200,719	\$ 2,885,540	\$ 3,151,234	\$ 3,074,004
<b>Total</b>	<b>\$ 2,725,482</b>	<b>\$ 3,088,171</b>	<b>\$ 3,200,719</b>	<b>\$ 2,885,540</b>	<b>\$ 3,151,234</b>	<b>\$ 3,074,004</b>

**Budget by Categories of Expenditures**

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Salaries & Benefits	\$ 2,573,116	\$ 2,651,889	\$ 2,702,222	\$ 2,663,325	\$ 2,739,561	\$ 2,706,331
Services & Supplies	441,334	486,882	526,893	447,304	538,673	494,673
Capital Assets Equipment	70,516	299,400	321,604	143,665	223,000	223,000
Expenditure Transfer & Reimbursements	(359,485)	(350,000)	(350,000)	(368,754)	(350,000)	(350,000)
<b>Total</b>	<b>\$ 2,725,482</b>	<b>\$ 3,088,171</b>	<b>\$ 3,200,719</b>	<b>\$ 2,885,540</b>	<b>\$ 3,151,234</b>	<b>\$ 3,074,004</b>

**Budget by Categories of Revenues**

	Fiscal Year 2012–13 Actuals	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2013–14 Amended Budget	Fiscal Year 2013–14 Actuals	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Approved Budget
Licenses Permits & Franchises	\$ 256,006	\$ 320,700	\$ 320,700	\$ 304,352	\$ 242,300	\$ 242,300
Charges For Current Services	14	—	—	—	—	—
Miscellaneous Revenues	375	—	—	1,833	—	—
Other Financing Sources	—	—	—	159	—	—
Use of Fund Balance	(241,470)	—	112,548	(188,275)	90,748	—
General Purpose Revenue Allocation	2,710,557	2,767,471	2,767,471	2,767,471	2,818,186	2,831,704
<b>Total</b>	<b>\$ 2,725,482</b>	<b>\$ 3,088,171</b>	<b>\$ 3,200,719</b>	<b>\$ 2,885,540</b>	<b>\$ 3,151,234</b>	<b>\$ 3,074,004</b>

