

County of San Diego

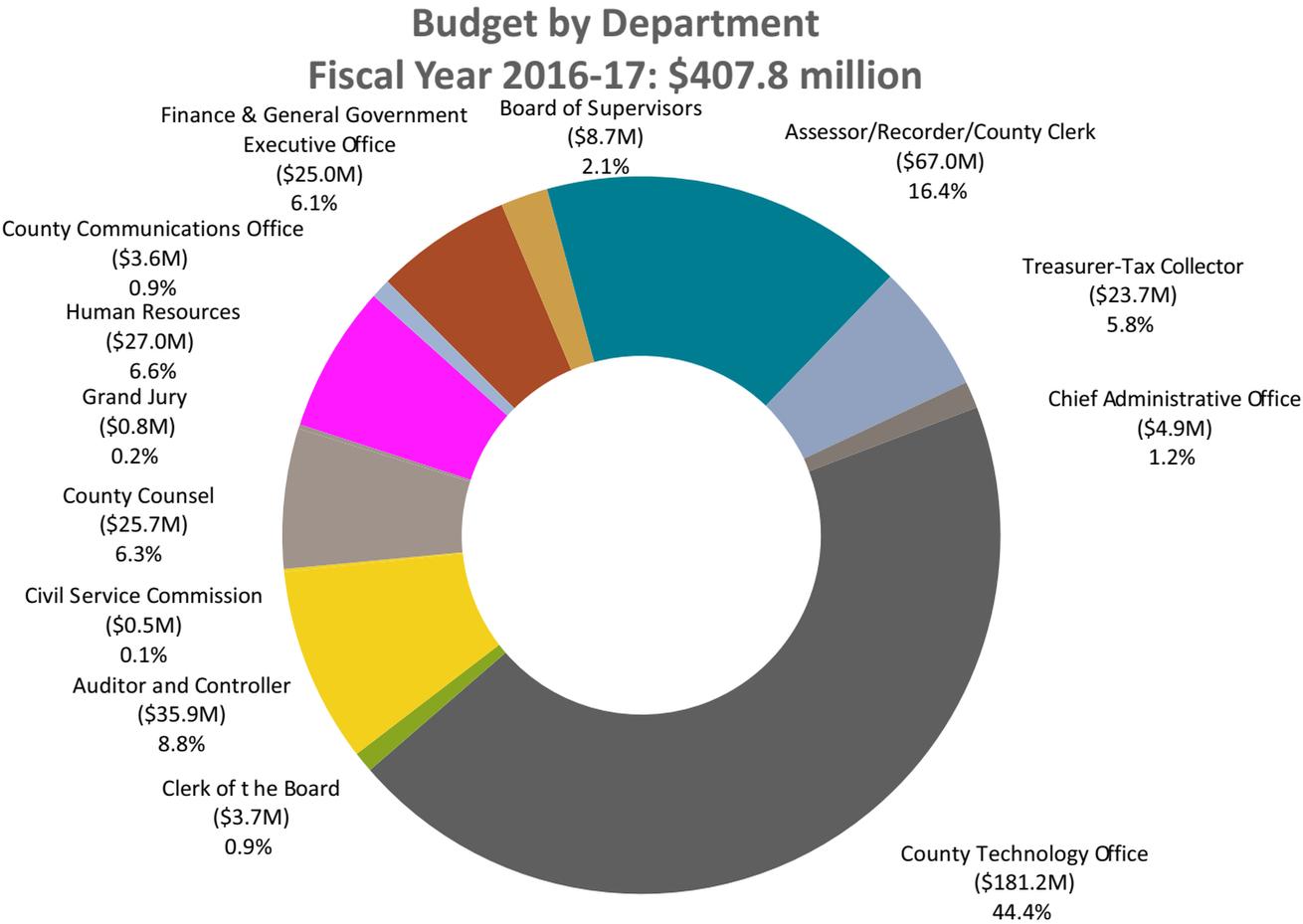
Finance and General Government Group

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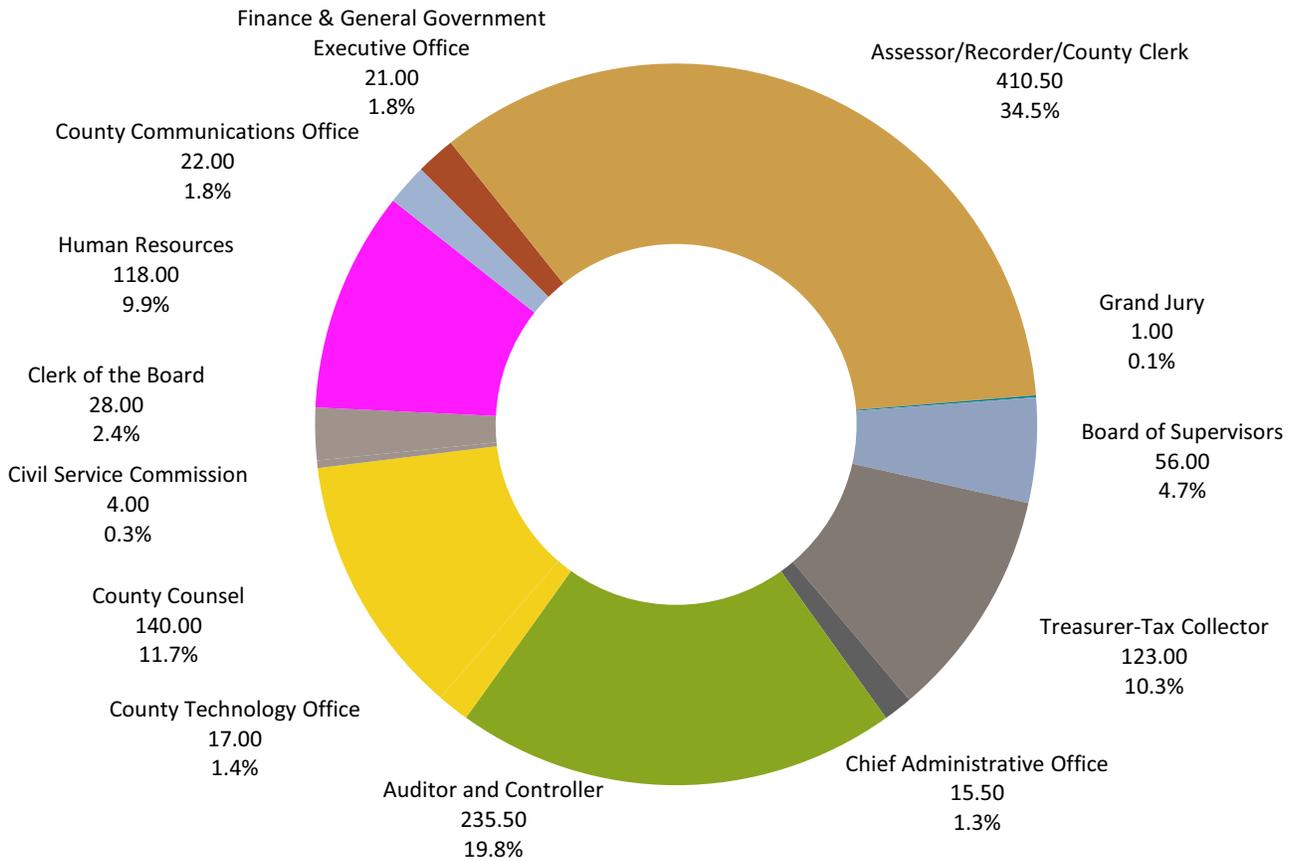
Finance and General Government Group at a Glance

Adopted Budget by Department



Adopted Staffing by Department

Staffing by Department
Fiscal Year 2016-17 staff years: 1,191.50



Finance and General Government Group Summary & Executive 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.

Group Description

The Finance and General Government Group (FGG) provides essential support services and infrastructure to external customers and the County organization that enable 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 Operational Excellence Strategic Initiative:

- ◆ Promote a culture of ethical leadership and decision making across the enterprise.
- ◆ Align services to available resources to maintain fiscal stability.
- ◆ Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers.
- ◆ Strengthen our customer service culture to ensure a positive customer experience.
- ◆ Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged, and trusted.

Strategic Framework and Alignment

In the County's Strategic Framework, Groups and Departments support four Strategic Initiatives: Healthy Families, Safe Communities, Sustainable Environments, and Operational Excellence. Audacious Visions and Enterprise-Wide Goals (EWG) assist departments in aligning with and supporting the County's Vision and Strategic Initiatives. In addition, Cross-Departmental Objectives (CDO) demonstrate how departments and/or external partners are collaborating to contribute to the larger EWG. Nomenclature seen in parenthesis (e.g., "SC1" or "HF3") throughout the Operational Plan references these CDOs and shows how the department contributes to their outcome. For more information on the strategic alignment, refer to the Strategic Framework and Alignment section.



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

FGG 2016–18 Priorities



Healthy Families

Through internal and external collaboration, make health, safety, and thriving the focus of priorities and programs

- ▢ Work with all departments to increase employee participation in *Live Well San Diego* events and the County's Employee Wellness Program.



Safe Communities

Assist in the prevention and enforcement strategies to protect our youth from crime, neglect and abuse

- ▢ Provide legal services to Health and Human Services Agency (HHS) for children who have been dependents of the Juvenile Court to ensure safety for children that may have been victims of abuse.

 **Operational Excellence**

Maintain fiscal stability of County resources

- Provide leadership on issues and decisions that impact the financial well-being of the County.
- Continue to increase the financial literacy of County employees at every level within the organization that reinforces prudent decision making and increased comprehension of departmental financial activities.
- Negotiate fiscally prudent successor Memoranda of Agreement with 12 of 25 bargaining units and 2 of 9 existing employee organizations.

Utilize modern technology to improve service delivery

- Evaluate, upgrade and implement technology where applicable to enhance functionality, increase effectiveness and provide an effective return on investment.

Continue to strengthen our customer service culture and cultural competence

- Continue to strive towards every customer having a positive experience by ensuring that employees use a positive approach in all interactions with both internal and external customers.
- Increase countywide knowledge and awareness of diversity, inclusion, and cultural competence so that employees feel valued and fully engaged to support a workplace and community that is healthy, safe and thriving.

2016–18 FGG Cross-Departmental Objectives

Each of the five business groups has a Cross-Departmental Objectives (CDO) table listing the CDOs to which their departments make significant contributions. This table shows various FGG departments efforts toward the achievement of the CDO and includes additional County business group(s) contributing to the CDO listed. To see more detailed information on a specific contribution to a CDO, see that department’s Fiscal Years 2016–18 Objectives with the corresponding CDO nomenclature. A complete list of all CDOs with their alignment to the Enterprise-Wide Goals and Audacious Visions can be found in the Strategic Framework and Alignment section.

Strategic Initiative	Cross-Departmental Objective	Contributing Departments and External Partners		
	HF2	Connect residents with local food sources, nutrition education and nutrition assistance	Human Resources, Community Services Group, Health and Human Services Agency, Land Use and Environment Group	
	HF4	Pursue policy changes that support clean air, clean water, active living and healthy eating	Chief Administrative Office, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group	
	HF5	Help employees understand how they contribute to Live Well San Diego	Human Resources, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group	
	SC1	Leverage internal and external partnerships to provide resources to engage residential, visitor and business communities in personal disaster readiness	County Communications Office, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group	
	SC2	Create opportunities for safe access to places that provide community connection and engagement	Grand Jury, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group	
	SC6	Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change	County Counsel, Land Use and Environment Group, Public Safety Group	
		SE1	Improve policies and systems across departments to reduce economic barriers for businesses to grow and consumers to thrive	Assessor/Recorder/County Clerk, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
		SE2	Anticipate customer expectations and demands in order to increase consumer and business confidence	Assessor/Recorder/County Clerk, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
SE3		Develop a countywide marketing campaign to raise awareness of and increase participation in sustainability and pollution prevention programs so every person considers and makes informed decisions about their effects on the environment	County Counsel, Community Services Group, Land Use and Environment Group	





Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	SE6	Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change	County Communications Office, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE1	Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the County	Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Auditor and Controller, County Counsel, Human Resources, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE2	Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County's fiscal stability	Auditor and Controller, County Counsel, Human Resources, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE3	Utilize new and existing technology and infrastructure to improve customer service	Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Auditor and Controller, County Technology Office, Clerk of the Board of Supervisors, County Counsel, Human Resources, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE4	Provide information access to all customers ensuring consistency, transparency and customer confidence	Auditor and Controller, Civil Service Commission, Clerk of the Board of Supervisors, County Communications Office, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE5	Engage employees to take personal ownership of the customer experience	Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Chief Administrative Office, Auditor and Controller, Civil Service Commission, Clerk of the Board of Supervisors, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE6	Foster employee well-being, inclusion and development	Treasurer-Tax Collector, Chief Administrative Office, Civil Service Commission, County Counsel, Human Resources, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group

Related Links

For more information on the Finance and General Government Group, refer to the website at:

- ◆ www.sandiegocounty.gov/fg3

Executive Office Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing

Expenditures

Net increase of \$4.0 million

- ◆ Salaries & Benefits—increase of \$0.2 million as a result of negotiated labor agreements and an increase in retirement contributions.
- ◆ Services & Supplies—increase of \$3.8 million primarily due to an increase in data center storage costs (\$1.5 million), costs associated with the disaster recovery environment for enter-

prise resource planning (ERP) systems (\$1.0 million), operation and maintenance costs for the County Administration Center (CAC), CAC Waterfront Park and new Cedar & Kettner parking garage (\$0.3 million), and ongoing costs associated with the new Integrated Property Tax System (\$2.2 million). These increases are offset by decreases of one-time costs related to the Performance Budgeting upgrade project (\$0.2 million) and one-time costs related to CAC major maintenance projects and updating of the exterior lighting at the CAC (\$1.0 million).

- ◆ Management Reserves—no change; a total of \$3.0 million is budgeted as a contingency for any unanticipated information technology or emergent Finance and General Government Group operational needs.

Revenues

Net increase of \$4.0 million

- ◆ Revenue From Use of Money & Property—increase of \$0.2 million due to offsite parking at the Cedar & Kettner parking garage during weeknights and weekends.



- ◆ Intergovernmental Revenues—net decrease of \$0.5 million primarily due to a decrease in one-time costs related to updating of exterior lighting at the CAC offset by increases in operations and maintenance costs associated with CAC Waterfront Park and Cedar & Kettner parking garage.
- ◆ Charges for Current Services—increase of \$0.2 million in A-87 revenues for reimbursement of administrative services provided to other County departments.
- ◆ Use of Fund Balance—decrease of \$1.3 million. A total of \$4.4 million is budgeted. Major planned uses of fund balance include:
 - ◆ CAC one-time major maintenance project for \$1.4 million.
 - ◆ Management reserves for Groupwide unanticipated IT, facility, and emergent operational needs for \$3.0 million.
- ◆ General Purpose Revenue—net increase of \$5.4 million to address ongoing increases in negotiated salary and benefits and ongoing information technology costs described above.

Executive Office Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of \$1.2 million in expenditures primarily driven by removal of one-time expenditures planned for Fiscal Year 2016–17.



Group Staffing by Department						
		Fiscal Year 2015–16 Adopted Budget			Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 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		123.00			123.00	123.00
Chief Administrative Office		14.50			15.50	15.50
Auditor and Controller		234.50			235.50	235.50
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			28.00	28.00
County Counsel		138.00			140.00	140.00
Grand Jury		1.00			1.00	1.00
Human Resources		118.00			118.00	118.00
County Communications Office		22.00			22.00	22.00
Total		1,186.50			1,191.50	1,191.50

Group Expenditures by Department						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Finance & General Government Executive Office	\$ 24,279,761	\$ 21,004,076	\$ 42,763,544	\$ 20,689,760	\$ 25,027,531	\$ 23,821,237
Board of Supervisors	8,007,654	8,556,848	9,575,528	7,930,840	8,680,672	8,684,272
Assessor / Recorder / County Clerk	56,416,039	66,317,674	68,395,478	56,006,943	66,980,254	64,220,766
Treasurer - Tax Collector	18,707,057	22,640,120	23,507,717	19,452,353	23,673,596	22,572,020
Chief Administrative Office	4,363,894	4,744,476	4,845,421	4,577,590	4,948,071	4,999,669
Auditor and Controller	33,936,514	35,105,281	40,552,720	33,443,887	35,889,660	34,528,342
County Technology Office	166,641,613	182,729,989	208,968,495	159,586,716	181,224,073	159,467,126
Civil Service Commission	528,691	493,377	558,285	498,853	525,820	532,664
Clerk of the Board of Supervisors	3,252,617	3,876,080	4,138,381	3,382,232	3,734,295	3,762,108
County Counsel	24,716,922	25,392,692	26,696,969	25,156,086	25,745,621	26,287,421
Grand Jury	446,277	800,784	834,915	786,860	803,101	803,317
Human Resources	21,340,601	27,263,270	28,413,696	22,113,513	26,964,462	25,315,313
County Communications Office	2,793,532	3,246,121	3,443,909	2,904,632	3,620,533	3,286,976
Total	\$ 365,431,172	\$ 402,170,788	\$ 462,695,057	\$ 356,530,265	\$ 407,817,689	\$ 378,281,231

Executive Office Staffing by Program						
		Fiscal Year 2015–16 Adopted Budget			Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Finance & General Government Executive Office		8.00			8.00	8.00
Office of Financial Planning		13.00			13.00	13.00
Total		21.00			21.00	21.00

Executive Office Budget by Program						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Finance & General Government Executive Office	\$ 21,560,850	\$ 17,851,920	\$ 39,492,045	\$ 17,782,651	\$ 21,833,606	\$ 20,606,211
Office of Financial Planning	2,718,911	3,152,156	3,271,499	2,907,109	3,193,925	3,215,026
Total	\$ 24,279,761	\$ 21,004,076	\$ 42,763,544	\$ 20,689,760	\$ 25,027,531	\$ 23,821,237

Executive Office Budget by Categories of Expenditures						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Salaries & Benefits	\$ 3,215,202	\$ 3,336,546	\$ 3,336,546	\$ 3,228,168	\$ 3,536,743	\$ 3,580,426
Services & Supplies	21,064,560	14,667,530	36,676,998	17,461,592	18,490,788	17,240,811
Management Reserves	—	3,000,000	2,750,000	—	3,000,000	3,000,000
Total	\$ 24,279,761	\$ 21,004,076	\$ 42,763,544	\$ 20,689,760	\$ 25,027,531	\$ 23,821,237

Executive Office Budget by Categories of Revenues						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Revenue From Use of Money & Property	\$ 4,236	\$ —	\$ —	\$ 126,236	\$ 148,000	\$ 148,000
Intergovernmental Revenues	427,897	2,246,240	2,246,240	2,246,240	1,769,572	1,769,572
Charges For Current Services	820,364	900,376	900,376	948,024	1,080,032	1,080,032
Miscellaneous Revenues	797	—	—	—	—	—
Use of Fund Balance	12,125,012	5,700,000	27,459,468	5,211,801	4,400,000	3,000,000
General Purpose Revenue Allocation	10,901,455	12,157,460	12,157,460	12,157,460	17,629,927	17,823,633
Total	\$ 24,279,761	\$ 21,004,076	\$ 42,763,544	\$ 20,689,760	\$ 25,027,531	\$ 23,821,237



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 the more than 631,000 residents of the First Supervisorial District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from Point Loma in the north to the U.S./Mexico international border in the south. At the heart of the district lies San Diego Bay, a 23-square mile resource for commerce, ecology and recreation.

The First Supervisorial District includes the cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, Grant Hill, La Playa, Lincoln Park, Logan Heights, Memorial, Mount Hope, Mountain View, Nestor, Otay, Palm City, Paradise Hills, San Ysidro, Shelltown, Sherman Heights, 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, diverse professional staff whose mission is to make County government work for citizens by focusing on outcomes and results, not process and paperwork.

Since joining the Board of Supervisors, Greg Cox has brought about an evolution in County government by demanding accountability and fiscal discipline to reduce administrative costs and increase and improve services to the public.

He is focused on the economic security of families by creating jobs and cultivating economic development, especially in the unincorporated area of East Otay Mesa. These efforts improve the quality of life for local residents by providing job opportunities nearby, thus reducing traffic in South County and minimizing negative impacts on the environment. District 1 encompasses two of the busiest international border crossings in the world and Supervisor Cox is working to ensure the construction of critical infrastructure to improve the flow of \$39 billion in commerce across the California-Mexico border. Small businesses are crucial to the success of our economy and Greg Cox cuts red tape so that homegrown enterprises like farmers markets and fishermen's markets can prosper and thrive.



He works tirelessly to enhance public safety to better protect neighborhoods and fight child and elder abuse. He initiated reentry programs to help rehabilitate people returning to communities to become productive citizens and launched a regional initiative to get the seriously mentally ill homeless into treatment and housing.

Protecting society's most vulnerable individuals has been a priority for Supervisor Cox and he created programs to improve the lives of foster children and streamline the County's adoptions process. He created the Grandparents Raising Grandchildren initiative to help older San Diegans who suddenly find themselves taking care of their children's children. He strengthened the region's health safety net and through the *Live Well San Diego* initiative, San Diegans are being empowered to adopt healthier lifestyles.

Supervisor Cox understands that protecting the public's health extends to safeguarding San Diego's environment. He works to ensure that the County closely monitors our beaches and bays and protects our water quality, while also preserving open space and creating 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 formation of a new urban corridor for bikes and pedestrians along Chollas Creek in San Diego.

Supervisor Greg Cox's leadership extends regionally to service on the San Diego County Regional Airport Authority and, statewide, he serves on the California Coastal Commission. He is active in the leadership of the California State Association of Counties and the Institute for Local Government. Last year, he was appointed by the White House to serve on the National Ocean Council's Governance Coordinating Committee, which advises the President on ocean policy issues.

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 \$350 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, 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 supports improvements to the County's mental health, foster care and adoption programs, libraries and parks. He is a leading promoter of the County's wellness initiative, *Live Well San Diego*.

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 council members and mayors from throughout his district on issues of mutual concern.

Along the coast, District 3 stretches from Torrey Pines State Beach to Encinitas. At the southwest boundary of the district is Sorrento Valley and Torrey Pines Mesa, hubs of biotech, high-tech and pharmaceutical research, where companies make everything from wireless devices to algae-based motor fuel. Supervisor Roberts works closely with employers and trade groups to support the job-growth and scientific advances they bring to the region.

The coastal portion of District 3 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.

Also 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.

District 3 bridges the coast to the inland corridor by way of Mira Mesa, where Qualcomm, Inc.—the region's largest private-sector employer—is headquartered.

The northeast corner of District 3 includes historic Escondido and San Pasqual Valley, communities with rich agricultural roots. Just south of Escondido and Lake Hodges is Rancho Bernardo, where multinational companies such as Sony and Northrup Grumman employ many thousands of residents. Moving south, District 3 includes the bedroom communities of Carmel Mountain Ranch, Scripps Ranch, Tierrasanta and Sabre Springs. The District also overlays much of Marine Corps Air Station Miramar.





Supervisor Roberts works with all of these communities by recommending County funding to support public safety, tourism, business and social service groups. He partners with local chambers of commerce and economic development corporations to enhance jobs and visitor spending.

To best serve constituents, Supervisor Roberts has opened a district office in Escondido and keeps regular office 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, agriculture and a theme park. Supervisor Horn and his staff consider it an honor to serve the approximately 630,000 people who reside in the Fifth District. Supervisor Horn is proud of the County's access to health care, public safety resources, improved methods of protecting the public from sexual predators, emergency preparedness, 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. There are also vast areas of National Forest, State Park lands, the San Onofre Nuclear Generating Station and the United States Naval Weapons Station at Fallbrook that fall within the district boundaries.

As a veteran, Supervisor Horn understands how important it is to serve the over one million county residents who are active duty military, veterans or their families. In Supervisor Horn's State of the County Address of 2015 he declared it to be the Year of the Veteran. This is a coordinated effort to ensure that resources are available and easily accessible by the men and women who serve or have served our country. Supervisor Horn is committed to working closely with County departments and community partners to enhance our overall support network. This effort will not only benefit San Diego's military families but also lead to a stronger and healthier economy.



Supervisor Horn is also 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, unincorporated areas and tribal lands 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-pay-

ing 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 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 nearly 2,000 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 Bill Horn and his priorities at:

◆ www.BillHorn.com

Related Links

For additional information about the Board of Supervisors, refer to the website at:

◆ www.sandiegocounty.gov/general/bos.html





Staffing by Program

	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 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
Total	56.00	56.00	56.00

Budget by Program

	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Board of Supervisors District 1	\$ 1,490,052	\$ 1,494,345	\$ 1,711,345	\$ 1,476,027	\$ 1,516,883	\$ 1,516,883
Board of Supervisors District 2	1,374,887	1,447,455	1,647,764	1,424,907	1,516,883	1,516,883
Board of Supervisors District 3	1,435,030	1,479,907	1,681,011	1,309,907	1,479,907	1,479,907
Board of Supervisors District 4	1,308,516	1,485,025	1,685,025	1,274,574	1,516,883	1,516,883
Board of Supervisors District 5	1,325,673	1,516,883	1,716,883	1,398,991	1,516,883	1,516,883
Board of Supervisors General Offices	1,073,496	1,133,233	1,133,500	1,046,434	1,133,233	1,136,833
Total	\$ 8,007,654	\$ 8,556,848	\$ 9,575,528	\$ 7,930,840	\$ 8,680,672	\$ 8,684,272

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Salaries & Benefits	\$ 6,854,550	\$ 7,512,855	\$ 7,459,855	\$ 6,855,574	\$ 7,631,461	\$ 7,635,073
Services & Supplies	1,153,104	1,043,993	2,115,673	1,075,267	1,049,211	1,049,199
Total	\$ 8,007,654	\$ 8,556,848	\$ 9,575,528	\$ 7,930,840	\$ 8,680,672	\$ 8,684,272

Budget by Categories of Revenues

	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Use of Fund Balance	\$ (355,825)	\$ —	\$ 1,018,680	\$ (626,008)	\$ —	\$ —
General Purpose Revenue Allocation	8,363,479	8,556,848	8,556,848	8,556,848	8,680,672	8,684,272
Total	\$ 8,007,654	\$ 8,556,848	\$ 9,575,528	\$ 7,930,840	\$ 8,680,672	\$ 8,684,272





Assessor/Recorder/County Clerk

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.

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 California 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 California 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.

To ensure these critical services are provided, the Assessor/Recorder/County Clerk (ARCC) has 410.50 staff years and a budget of \$67.0 million.



2015–16 Accomplishments

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
 - ▣ Recorded property ownership in a timely manner, facilitating access to ownership information for the buying, selling and financing of property. (SE1)
 - ▣ Located, identified and appraised all property so the public and businesses were assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules and regulations. (SE2)
 - ▣ Recorded births, deaths, marriages and filed Fictitious Business Name statements in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs.
 - ▣ Completed the Birth, Death, and Marriage Backfile Imaging Project to electronically preserve critical recorded documents and vital records. (SE2)
 - Began a 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. Procurement action for this project was completed in Fiscal Year 2015–16 with anticipated project completion in Fiscal Year 2017–18. Phase II will restore and preserve historical recorded documents and maps and build a state-of-the-art archival storage facility. This project is a three- to five-year effort and is estimated to be completed in Fiscal Year 2019–20.

Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
▣	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

 **Operational Excellence**

- Align services to available resources to maintain 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. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - ▣ In coordination with the Auditor and Controller, Treasurer-Tax Collector, Clerk of the Board of Supervisors, and the County Technology Office, continued the design, development, testing, and implementation of the Integrated Property Tax System (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
 - ▣ In order to provide the public with a variety of online forms for submittal and related services, the Home Owners Exemption form was digitized and the process automated. This has provided a more efficient and effective level of customer service by leveraging the latest technology in online form processing and electronic signature technology. (OE3)
 - ▣ Addition of extended document recording services at the Chula Vista branch office to the public was not implemented. This effort will be completed in Fiscal Year 2016–17 after a small remodel is completed. (OE3)
 - ▣ In coordination with the Clerk of the Appeals Board, ARCC initiated the “intent to attend hearing” feedback option for appeal applicants. This option will increase efficiency and reduce labor costs associated with this activity. This effort was completed in July 2016. (OE3)
 - ▣ Convened with San Diego Geographic Information Source (SanGIS) and other agencies interested in pooling resources to maximize the benefits of high resolution oblique imagery. Oblique Imagery is aerial photos taken at a 45-degree angle which allows for accurate measurement of structures, elevation, and distances. The development of this consortium of cost sharing users of oblique imagery increases Assessor imagery area at no additional cost, and increases efficiency by reducing field trips, increasing accuracy of assessment information and final assessments of all taxable property. (OE3)
 - ▣ Examined and processed 99.9% (315,776 of 315,782) documents submitted for eRecording within four hours of receipt to enable customers to use a more efficient and secure recording and document return process than paper recording. (OE3)
 - ▣ Explored e-signature opportunities for Fictitious Business Name applications and renewals to save customers time and increase efficiency and service to customers. This

functionality will be incorporated into Acclaim (integrated recording and vital records system) development for implementation in Fiscal Year 2016–17. (OE3)

- ▣ An e-property tax notification was implemented on the County website where the public can input their address and pull up their current assessment details, saving mailing costs, and providing increased efficiency and service to customers. (OE3)
- ▣ Automated the Marine and Air Canvass process by leveraging tablet and 4G technologies, providing a more efficient process and better customer service. Vessels (boats) and aircraft are taxable properties whose location and status are mandated to be updated each year, which requires a previously-used manual paper process. The use of tablets provides appraisal staff with the increased ability to accurately and efficiently discover, research, and assess vessels and aircraft from their field location. (OE3)
- ▣ The Property Appraisal Record System (PARS) On-Line was developed to automate the processing of change in ownership reappraisals required by Proposition 13, *the People's Initiative to Limit Property Taxation (1978)*. This new process eliminated review for mathematical errors, data entry and scanning of the property appraisal records to create images. Significant staff time was saved by eliminating the clerical processing, the error rate was greatly improved and paper usage was dramatically reduced. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
 - ▣ Provided the public with services that are of value to them in a competent and professional manner and achieved a customer service rating of 93%. (OE5)

2016–18 Objectives

 **Sustainable Environments**

- Provide and promote services that increase consumer and business confidence
 - ▣ Record property ownership in a timely manner, facilitating access to ownership information for the buying, selling and financing of property. (SE1)
 - ▣ Locate, identify, appraise, and complete 98% of mandated assessments of 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. (SE2)
 - ▣ Record births, deaths, marriages and file Fictitious Business Name statements within in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs.





- Index 99% of vital records, certificates and licenses within 48 hours of receipt so the public can have the most current information. (SE2)
- Continue work on the multi-year phased restoration and preservation project for historical recorded documents. Phase I will preserve old microfilm and ensure its survival for future generations. Procurement action for this project was completed in Fiscal Year 2015–16 with anticipated project completion in Fiscal Year 2017–18. Phase II will restore and preserve historical recorded documents and maps and build a state-of-the-art archival storage facility. This project is estimated to be completed in Fiscal Year 2019–20.



Operational Excellence

- Align services to available resources to maintain 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. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Examine and process 90% of documents submitted for eRecording within 3 hours of receipt to provide customers a more efficient and secure recording and document return process. (OE3)
 - Pursue e-signature opportunities for Fictitious Business Name applications and renewals to save customers time, and increase efficiency and service to customers. Incorporate this functionality into Acclaim (integrated recording and vital records system) development for implementation in Fiscal Year 2016–17. (OE3)
 - Document recording services will be offered to the public at the Chula Vista branch office in Fiscal Year 2016–17 after a small remodel is completed. (OE3)
 - Build and implement Recorder/County Clerk integrated Call Center in the Chula Vista branch office. The Call Center will focus solely on customer calls and improve call response quality and timeliness. (OE3)
 - Review and redesign of Recorder/County Clerk phone script to decrease the length of time customers are engaged with the automated phone system and increase efficiency in responding to customer phone inquiries. (OE3)
- Redesign and remodel Recorder work space in the County Administration Center, Kearny Mesa, and San Marcos offices to accommodate additional production equipment and relocation of staff to branch offices. (OE3)
- In coordination with the Auditor and Controller, Treasurer-Tax Collector and the County Technology Office, continue the design, development, testing, and implementation of the Integrated Property Tax System (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
- Continue coordination and assistance to San Diego Geographic Information Source (SanGIS) and other agencies to develop the consortium of cost sharing users of oblique imagery. Oblique imagery is aerial photos taken at a 45-degree angle which allows for accurate measurement of structures, elevation, and distances. The development of this consortium of cost sharing users of oblique imagery increases Assessor imagery area at no additional cost, and increases efficiency by reducing field trips, increasing accuracy of assessment information and final assessments of all taxable property. (OE3)
- 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 technology in online form processing and electronic signature technology. Opportunities include Fictitious Business Names, Assessment Appeals, and Parent/Child Exclusion. (OE3)
- Provide the public with an online customer service feedback application (ExpressIt) which will increase the efficiency of providing such information as well as the department's effectiveness and timeliness of response. (OE3)
- Reengineer and automate the manual processes in Assessment Services to provide a faster turnaround time, improve customer service and eliminate paper dependency. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
 - 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%. (OE5)

Related Links

For more information on the Assessor/Recorder/County Clerk, refer to the website at:

- ◆ <https://arcc.sdcounty.ca.gov>



Performance Measures		2014-15 Actuals	2015-16 Adopted	2015-16 Actuals	2016-17 Adopted	2017-18 Approved
	Mandated assessments completed by close of annual tax roll ¹	100% of 332,073	98%	100% of 302,295	98%	98%
	Vital records, certificates and licenses indexed within 48 hours of receipt ²	100% of 97,861	99% of 97,000	100% of 92,960	99%	99%
	Recorded documents indexed within two business days ³	100% of 743,004	N/A	N/A	N/A	N/A
	Satisfactory customer service rating ⁴	93%	93%	93%	93%	93%
	Examine and process all documents submitted for eRecording within four/three hours of receipt ⁵	N/A	90%	99.9% of 315,782	90%	90%

Table Notes

- ¹ 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.
- ² Measures the timely manner in which the public can access vital records and certificates affording them the most current information.
- ³ Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property. This measure was discontinued effective Fiscal Year 2015–16.
- ⁴ The 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.
- ⁵ Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property. The Fiscal Year 2015–16 goal was “within 4 hours of receipt” while the Fiscal Years 2016–18 goals are “within 3 hours of receipt”.

Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No net change in staffing

- ◆ Transfer of 3.00 staff years from Recorder/County Clerk to Property Valuation (2.00) and Management Services (1.00).

Expenditures

Net increase of \$0.7 million

- ◆ Salaries & Benefits—net increase of \$0.9 million as a result of negotiated labor agreements and an increase in retirement contributions.
- ◆ Services & Supplies—net decrease of \$0.2 million

- ◆ Decrease of \$0.8 million due to reductions in professional and specialized services, information technology (IT) application services, and contracted costs associated with the deactivation of the former recording and vital records system in Fiscal Year 2015–16.
- ◆ Decrease of \$0.3 million due to a reduction in equipment and mailing costs associated with the implementation of e-recording in Fiscal Year 2015–16.
- ◆ Increase of \$0.5 million due to anticipated remodeling projects at various locations to accommodate additional production equipment and relocation of staff.
- ◆ Net increase of \$0.4 million in miscellaneous Services & Supplies accounts for operational needs.

Revenues

Net increase of \$0.7 million

- ◆ Charges for Current Services—net decrease of \$0.5 million.





- ❖ Net decrease of \$1.1 million in Trust Fund revenues due to completion of one-time projects in Fiscal Year 2015–16.
- ❖ Increase of \$0.2 million in AB 2890 Recovered Costs revenue to reflect anticipated increase in supplemental assessment revenues.
- ❖ Increase of \$0.2 million in Property Tax System Administration fee.
- ❖ Increase of \$0.2 million in Duplicating and Filing fees based on projected demand for services.
- ❖ Use of Fund Balance—No change. A total of \$0.3 million is budgeted for one-time IT project costs related to Business Canvass Automation, which will leverage current tablet and

geographical information system (GIS) technology by digitizing the data capture and validation and automating the manual processes involved.

- ❖ General Purpose Revenue Allocation—increase of \$1.2 million primarily due to negotiated labor agreements and increase in retirement contributions.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of \$2.8 million primarily due to the anticipated completion of one-time remodel projects for the branch offices in Fiscal Year 2016–17.

Staffing by Program						
		Fiscal Year 2015–16 Adopted Budget			Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Property Valuation ID		270.80			272.80	272.80
Recorder / County Clerk		112.80			109.80	109.80
Management Support		27.00			28.00	28.00
Total		410.50			410.50	410.50

Budget by Program						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Property Valuation ID	\$ 34,810,301	\$ 36,911,652	\$ 38,308,963	\$ 35,863,720	\$ 37,423,791	\$ 37,573,649
Recorder / County Clerk	17,106,519	24,842,032	24,831,617	15,367,473	24,315,928	21,378,374
Management Support	4,499,218	4,563,990	5,254,898	4,775,751	5,240,535	5,268,743
Total	\$ 56,416,039	\$ 66,317,674	\$ 68,395,478	\$ 56,006,943	\$ 66,980,254	\$ 64,220,766

Budget by Categories of Expenditures						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Salaries & Benefits	\$ 40,355,985	\$ 42,357,671	\$ 42,357,671	\$ 40,468,485	\$ 43,198,023	\$ 43,378,584
Services & Supplies	16,047,958	23,910,003	25,987,807	15,509,899	23,732,231	20,807,182
Capital Assets Equipment	12,095	50,000	50,000	28,559	50,000	35,000
Total	\$ 56,416,039	\$ 66,317,674	\$ 68,395,478	\$ 56,006,943	\$ 66,980,254	\$ 64,220,766

Budget by Categories of Revenues						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Licenses Permits & Franchises	\$ 1,019,683	\$ 1,000,000	\$ 1,000,000	\$ 1,015,769	\$ 1,000,000	\$ 1,000,000
Revenue From Use of Money & Property	47,514	60,500	60,500	8,263	10,000	10,000
Charges For Current Services	34,917,053	41,740,086	42,198,011	36,151,805	41,279,713	38,454,337
Miscellaneous Revenues	28	—	—	(1,981)	—	—
Use of Fund Balance	(2,284,660)	300,000	1,919,879	(4,384,000)	300,000	—
General Purpose Revenue Allocation	22,716,421	23,217,088	23,217,088	23,217,088	24,390,541	24,756,429
Total	\$ 56,416,039	\$ 66,317,674	\$ 68,395,478	\$ 56,006,943	\$ 66,980,254	\$ 64,220,766



Treasurer-Tax Collector

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.

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 \$8.8 billion in public funds; the billing and collection of approximately \$5.3 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.

To ensure these critical services are provided, the Treasurer-Tax Collector has 123.00 staff years and a budget of \$23.7 million.



- To continue funding 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 an anticipated weighted average rate of return of 0.68% in Fiscal Year 2015–16. (OE1)
- Provided a learning platform and forum to address current government finance issues by facilitating four seminars including Fraud Prevention, Cash Handling, Debt Financing and Investment of Public Funds for local agencies. (OE1)
- Attained a collection rate of 99.3% for secured taxes and 98.2% 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. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - In coordination with Assessor/Recorder/County Clerk, Auditor and Controller, and the County Technology Office, continued the design and development of the Integrated Property Tax System (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
- Strengthen our customer service culture to ensure a positive customer service experience
 - Achieved a customer satisfaction rating of 4.51 on a 5.0 scale based on Customer Satisfaction Survey results. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Broadened the Countywide base of employees who are planning for financial security during retirement. (OE6)
 - ◆ Maintained enrollment in the Deferred Compensation 457 Plan at 47.7% of eligible County employees through June 30, 2016.

Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2015–16 Accomplishments



Operational Excellence

- Align service to available resources to maintain 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. (OE1)

- ◆ Maintained the average participant contribution in the Deferred Compensation 457 Plan above \$154 per pay period.
- ◆ Continued to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums.
- ◆ Continued to increase employee awareness and understanding of the Deferred Compensation Plan by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees.

- In coordination with Assessor/Recorder/County Clerk, Auditor and 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. (OE3)

- Strengthen our customer service culture to ensure a positive customer service experience
 - Achieve a customer satisfaction rating of 4.7 on a 5.0 scale, based on Customer Satisfaction Survey results. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Broaden the Countywide base of employees who are planning for financial security during retirement. (OE6)
 - ◆ Achieve enrollment in the Deferred Compensation 457 Plan of 48.0% of eligible County employees through June 30, 2017 and continue to maintain rate of 48.0% through June 30, 2018.
 - ◆ Maintain the average participant contribution in the Deferred Compensation 457 Plan above \$100 per pay period by June 30, 2017 and a modest improvement of \$110 per pay period through June 30, 2018.
 - ◆ 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 of the Deferred Compensation Plan by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees by June 30, 2017.
 - ◆ Expand the knowledge and skills in fiscal controls by newly certifying at least 120 Cash Handlers in the County and other government entities by June 30, 2017 and certifying at least another 120 new Cash Handlers by June 30, 2018.

2016–18 Objectives



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - To safeguard public funds and maintain public trust, efficiently manage the provisions of banking services for public entities and County departments. Provide accurate recording of all funds on deposit and facilitate daily reconciliation of funds. (OE1)
 - To continue to fund the delivery of superior services throughout the San Diego County region, 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 0.65% in Fiscal Year 2016–17 and 0.75% in Fiscal Year 2017–18. (OE1)
 - Provide a learning platform and forum to address current government finance issues by facilitating four seminars including Fraud Prevention, Cash Handling, Debt Financing and Investment of Public Funds for local agencies. (OE1)
 - Maintain a collection rate of 98.5% 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. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers

Related Links

For additional information about the Treasurer-Tax Collector, refer to the website at:

- ◆ www.sdtreastax.com





Performance Measures		2014-15 Actuals	2015-16 Adopted	2015-16 Actuals	2016-17 Adopted	2017-18 Approved
	Secured Taxes Collected (% of total) ¹	99.1%	98.5%	99.3%	98.5%	98.5%
	Unsecured Taxes Collected (% of total) ¹	98%	97%	98.2%	97%	97%
	Rate of Return on Investment Pool (%) ²	0.48%	0.45%	0.68%	0.65%	0.75%
	Customer Satisfaction Ratings (Scale of 1-5, 5 being highest) ³	4.72	4.70	4.51	4.70	4.70
	457 Deferred Compensation Plan average deferral amount per employee per pay period ⁴	\$196	\$91	\$154	\$100	\$110
	Percentage of eligible County employees participating in the 457 Deferred Compensation Plan	47.2%	48.5%	47.7%	48.0%	48.0%
	Number of newly Certified Cash Handlers for the County and other government entities ⁵	122	100	137	120	120
	Number of Unclaimed Property Tax Refunds ⁶	2,724	N/A	N/A	N/A	N/A

Table Notes

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

² The Federal Reserve increased the Federal Funds target rate on December 16, 2015 to 0.50%. Prior to this, the target rate was at 0% to 0.25% for seven years. If the economy improves, the Federal Reserve is expected to increase rates gradually. The Pool rate of return should also increase gradually over the next two to three years.

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

⁴ There has been significant market volatility during Fiscal Year 2015–16. The S&P 500 fell more than 6.5% in August, 2015 and more than 10.5% through the middle of February, 2016. In each month that the S&P experienced significant drops, plan participants increased their 457 contributions at a higher than normal rate, most likely to take advantage of discounted share prices. In August, 2015 there were 250 contribution increases and in February, 2016 more than 200 contributions. These contribution increases were 113% and 70%, respectively, above the monthly average of 117 increases.

⁵ The Treasurer-Tax Collector typically hosts one Certified Cash Handler training class per year. In Fiscal Year 2015–16 a second session was added to accommodate additional internal requests.

⁶ This measure was discontinued effective Fiscal Year 2015–16.



Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No net change in staffing

- ◆ Transfer of 1.00 staff year from Treasury to Tax Collection.

Expenditures

Net increase of \$1.0 million

- ◆ Salaries & Benefits—increase of \$0.2 million as a result of negotiated labor agreements and an increase in retirement contributions.
- ◆ Services & Supplies—increase of \$0.8 million primarily due to one-time costs for Information Technology (IT) systems upgrades enhancing the e-Payment System and the Tax Sale Database.

Revenues

Net increase of \$1.0 million

- ◆ Charges for Current Services—increase of \$0.9 million in Banking Pooled Services due to revenue offset for IT system upgrades described above.
- ◆ Use of Fund Balance—no significant change; a total of \$0.3 million is budgeted for one-time IT projects described above.
- ◆ General Purpose Revenue—increase of \$0.1 million primarily due to negotiated labor agreements and an increase in retirement contributions.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of \$1.1 million resulting from completion of one-time system upgrades in Fiscal Year 2016–17 described above.





Staffing by Program

	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Treasury	21.00	20.00	20.00
Deferred Compensation	3.00	3.00	3.00
Tax Collection	82.00	83.00	83.00
Administration - Treasurer / Tax Collector	17.00	17.00	17.00
Total	123.00	123.00	123.00

Budget by Program

	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Treasury	\$ 5,113,103	\$ 6,090,908	\$ 6,338,541	\$ 5,286,428	\$ 6,105,956	\$ 5,570,561
Deferred Compensation	264,589	446,934	446,934	304,480	454,053	464,096
Tax Collection	9,741,148	12,361,715	12,930,013	10,323,698	13,332,266	12,713,495
Administration - Treasurer / Tax Collector	3,588,215	3,740,563	3,792,228	3,537,746	3,781,321	3,823,868
Total	\$ 18,707,057	\$ 22,640,120	\$ 23,507,717	\$ 19,452,353	\$ 23,673,596	\$ 22,572,020

Budget by Categories of Expenditures

	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Salaries & Benefits	\$ 10,995,113	\$ 12,160,757	\$ 12,160,757	\$ 11,320,647	\$ 12,418,857	\$ 12,592,751
Services & Supplies	7,711,944	10,479,363	11,346,960	8,131,706	11,254,739	9,979,269
Total	\$ 18,707,057	\$ 22,640,120	\$ 23,507,717	\$ 19,452,353	\$ 23,673,596	\$ 22,572,020

Budget by Categories of Revenues

	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Fines, Forfeitures & Penalties	\$ 667,014	\$ 1,035,450	\$ 1,035,450	\$ 593,510	\$ 1,035,450	\$ 1,035,450
Charges For Current Services	12,146,413	14,675,916	14,675,916	13,064,711	15,575,916	14,675,916
Miscellaneous Revenues	264,274	701,748	701,748	275,995	701,748	701,748
Use of Fund Balance	(283,885)	312,500	1,180,097	(396,369)	300,000	—
General Purpose Revenue Allocation	5,913,241	5,914,506	5,914,506	5,914,506	6,060,482	6,158,906
Total	\$ 18,707,057	\$ 22,640,120	\$ 23,507,717	\$ 19,452,353	\$ 23,673,596	\$ 22,572,020





Chief Administrative Office

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.

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—Public Safety, Health and Human Services, Land Use and Environment, Community Services and Finance and General Government.

The Chief Administrative Office is comprised of three units: the CAO Executive Office (the Chief Administrative Officer, Assistant Chief Administrative Officer/Chief Operating Officer and a small support staff), the Office of Ethics and Compliance (OEC) and the Office of Strategy and Intergovernmental Affairs.

To ensure these critical services are provided, the Chief Administrative Office has 15.50 staff years and a budget of \$4.9 million.



During Fiscal Year 2015–16, the Chief Administrative Officer, the Office of Ethics and Compliance and County leadership “set the tone at the top” through periodic presentations on Ethics and the County’s Statement of Values.

- In Fiscal Year 2015–16, the County successfully completed 43 audits in multiple facets of County operations. These audits provide transparency in all fiscal reporting.
- Align services to available resources to maintain fiscal stability while providing core service needs to our region
 - Managed risks with regional acumen, fiscal discipline and in accordance with federal and State regulations and Board of Supervisors policies.
 - Continued to cut costs, streamline processes, incorporate the newest technologies and expand services as evident by the County of San Diego receiving 48 National Association of Counties (NACo) awards, 7 California State Association of Counties (CSAC) awards, and 3 San Diego County Taxpayers Association awards. The County of San Diego also received 39 additional honors such as the Department of Purchasing and Contracting receiving an Achievement of Excellence award from the National Procurement Institute and the Comprehensive Annual Finance report receiving the Certificate of Excellence in Financial Reporting from the Government of Finance Officers Association.
 - During Fiscal Year 2015–16, four executive management exchanges were held. These exchanges focused on operational priorities such as mental health systems, juvenile probation, the built and natural environment, and fiscal stability and infrastructure. These exchanges are meant to ensure leadership oversight and accountability on the County’s top priorities.
 - Through the County’s information technology (IT) provider, the County provided modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery and best value to customers. The

Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2015–16 Accomplishments

- Promote a culture of ethical leadership and decision making across the enterprise
 - Regularly communicated and discussed the importance of the County’s Statement of Values to ensure a consistent and deep understanding of ethics across the enterprise.

County is currently re-competing the IT contract and anticipates presenting a recommendation to the Board of Supervisors in Fiscal Year 2016–17.

- Provided strategic planning and appropriate resources for facility modernization and sustainability to enhance the workplace and better serve customers through oversight and guidance of the development of the County’s Capital Improvement Needs Assessment and Major Maintenance Improvement Plan. The Capital Improvement Needs Assessment was approved by the Board of Supervisors in April 2016.
- In Fiscal Year 2015–16, the County established the Web Standards Sub-group and the Best of the Web group. These two groups are charged with ensuring branding consistency, website usability and accessibility across the County’s public-facing website presence. These groups will help to ensure delivery of direct communications on, online access to and resourceful apps for program services.
- Strengthen our customer service culture to ensure a positive customer experience
 - Awarded a team of 19 employees the Heart of Service Award for going above and beyond to provide a positive customer experience. A team of Department of Child Support Services (DCSS) employees was awarded for developing and implementing DCSS in Your Neighborhood, a plan to deliver services to customers in East County and South County. By partnering with local County and city libraries, staff brings services to pockets of the community where large clusters of customers exist to provide a lower stress environment outside of the courthouse and without Sheriff’s deputies and metal detectors present. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Sustained a high level of government excellence through succession planning, mentoring, training and attracting forward thinking and competent talent by increasing diversity outreach in recruitments. In 2015, the County held 193 outreach events. (OE6)
 - Championed the Diversity & Inclusion initiative by implementing objectives of the County’s first ever Diversity & Inclusion Strategic Plan. Established the Diversity & Inclusion Executive Council and began giving presentations to department executive teams on the Diversity & Inclusion initiative, the importance of diversity and the benefit of having a diverse organization. In addition, the County has eight Employee Resource Groups that contribute to increasing workforce diversity and promoting inclusion. (OE6)
- Championed employee wellness activities through leadership support and sponsorship to ensure team members thrive.

2016–18 Objectives

The Chief Administrative Office is responsible for a countywide focus on ethics and integrity, fiscal stability, a positive customer experience, operational excellence and a commitment to service improvement in pursuit of the County’s vision—a region that is Building Better Health, Living Safely and Thriving.



Healthy Families

- Promote the implementation of a service delivery system that is sensitive to individuals’ needs
 - Provide oversight and guidance to ensure the County moves the dial to create the opportunity for all residents—regardless of geographic location, age group, gender, race/ethnicity, or socio-economic level—to achieve the *Live Well San Diego* vision by engaging the community, strengthening existing services, and serving for results in the Live Well Communities project.
 - Support State legislation and policy changes that would give low income families greater access to healthy foods; support federal funding and policy for clean water through the *Beaches Environmental Assessment and Coastal Health (BEACH) Act (2000)* as well as federal funding and policy for the Land and Water Conservation Fund to protect open space and recreational activities. (HF4)



Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise
 - Model ethical courage by always doing the right thing and acting in the best interests of all.
 - Regularly communicate and discuss the importance of the County’s Statement of Values to ensure a consistent and deep understanding of ethics across the enterprise.
 - Maintain transparency in fiscal reporting and audits.
- Align services to available resources to maintain fiscal stability while providing core service needs to our region
 - Manage risks with regional acumen, fiscal discipline and in accordance with federal and State regulations and Board of Supervisors policies.
 - Oversee operations to ensure program needs are met.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Provide strategic planning and appropriate resources for facility modernization and sustainability to enhance the workplace and better serve customers.
 - Deliver direct communications on, online access to and resourceful apps for program services.
- Strengthen our customer service culture to ensure a positive customer experience





- Recognize a department and/or employee annually for their creativity and demonstrated outcomes towards ensuring a positive customer experience. (OE5)
- Provide tools across the enterprise to measure customer satisfaction.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Sustain a high level of government excellence through succession planning, mentoring, training and attracting forward thinking and competent talent to continue the County's journey toward becoming world class. (OE6)
- Champion the Diversity & Inclusion strategic plan and enterprise initiatives of the Employee Resource Group Executive Council. (OE6)
- Champion employee wellness activities to ensure team members thrive.

Related Links

For additional information about the Chief Administrative Office, refer to the website at:

- ◆ www.sandiegocounty.gov/cao

Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Increase of 1.00 staff year

- ◆ Increase of 1.00 staff year in the Office of Strategy and Intergovernmental Affairs for additional legislative and leadership activities with CSAC and NACo.

Expenditures

Increase of \$0.2 million

- ◆ Salaries & Benefits—increase of \$0.25 million as a result of negotiated labor agreements, increased retirement costs and the increased staffing in the Office of Strategy and Intergovernmental Affairs described above.

- ◆ Services & Supplies—decrease of \$0.05 million due to public liability costs.

Revenues

Increase of \$0.2 million

- ◆ General Purpose Revenue Allocation—increase of \$0.2 million, primarily due to the additional staff year noted above and negotiated labor agreements.

Budget Changes and Operational Impact: 2016–17 to 2017–18

No significant changes

Staffing by Program						
		Fiscal Year 2015–16 Adopted Budget			Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Executive Office		6.00			6.00	6.00
Office of Intergovernmental Affairs		4.50			5.50	5.50
Office of Ethics & Compliance		4.00			4.00	4.00
Total		14.50			15.50	15.50

Budget by Program						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Executive Office	\$ 1,767,612	\$ 1,785,072	\$ 1,835,957	\$ 1,857,172	\$ 1,786,848	\$ 1,815,420
Office of Intergovernmental Affairs	1,374,508	1,515,050	1,570,050	1,383,149	1,652,847	1,665,483
County Memberships and Audit	657,895	769,521	719,521	625,715	769,521	769,521
Internal Affairs	172	—	—	—	—	—
Office of Ethics & Compliance	563,707	674,833	719,893	711,555	738,855	749,245
Total	\$ 4,363,894	\$ 4,744,476	\$ 4,845,421	\$ 4,577,590	\$ 4,948,071	\$ 4,999,669

Budget by Categories of Expenditures						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Salaries & Benefits	\$ 2,584,410	\$ 2,729,964	\$ 2,779,964	\$ 2,750,506	\$ 2,981,709	\$ 3,034,307
Services & Supplies	1,779,484	2,014,512	2,065,457	1,827,085	1,966,362	1,965,362
Total	\$ 4,363,894	\$ 4,744,476	\$ 4,845,421	\$ 4,577,590	\$ 4,948,071	\$ 4,999,669

Budget by Categories of Revenues						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Charges For Current Services	\$ 130,343	\$ 177,206	\$ 177,206	\$ 177,206	\$ 179,934	\$ 179,934
Use of Fund Balance	(240,822)	—	100,945	(166,886)	—	—
General Purpose Revenue Allocation	4,474,373	4,567,270	4,567,270	4,567,270	4,768,137	4,819,735
Total	\$ 4,363,894	\$ 4,744,476	\$ 4,845,421	\$ 4,577,590	\$ 4,948,071	\$ 4,999,669



Auditor and Controller

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.

Department Description

Governed by the overriding principles of fiscal integrity, customer satisfaction, continuous improvement and innovation, the Auditor and Controller (A&C) 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 the reports necessary to manage 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 using 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 the recovery of monies due to the County and to victims of crime. The department is the leading financial management resource of the County and its long-term objective is to continue to broaden its role of controller into a provider of value-added financial services.

To ensure these critical services are provided, the Auditor and Controller has 235.50 staff years and a budget of \$35.9 million.



2015–16 Accomplishments



Safe Communities

- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
 - Combined with the Superior Court, under the Comprehensive Collections Program, the Gross Recovery Rate for Fiscal Year 2014–15 was 129% which exceeded the collections performance benchmark of 34%, established by California Judicial Council. These results were due to improved collection activity, the clean-up of aged accounts, and a decrease in referrals. Gross Recovery Rate measures a program's ability to resolve delinquent court-ordered debt, including alternative sentence, community service, suspended services and discharges. This measure is reported annually through a template as provided by the Judicial Council.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Earned the State Controller's Award for Achieving Excellence in Financial Reporting for the Fiscal Year ending June 30, 2014. (OE1)
 - Received recognitions through Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the Popular Annual Financial Report (PAFR) for the Fiscal Year ending June 30, 2015. (OE1)
 - Supported financial literacy in the County by developing A&C curriculum and conducting more than 20 trainings for County staff that focused on core competencies of employees in accounting functions. Some of the trainings

Strategic Initiative Legend

HF	SC	SE	OE
○	●	□	■
- Audacious Vision			
- Enterprise Wide Goal			
- Cross-Departmental Objective			
- Department Objective			
◆ - Objective Sub-Dot Point Level 1			

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

included Government Accounting Standards Board (GASB) 51, Single Audit Super Circular, capital assets, and travel. (OE2)

- A&C staff exhibited regional leadership by serving in key positions for various external organizations, including The Institute of Internal Auditors and the California Revenue Officers Association.
- Published on Department’s website completed audits performed by the Office of Audits and Advisory Services (OAAS) including State-mandated and operational/performance audits, to ensure the integrity of management control systems, to improve performance across the County enterprise, and to ensure the most efficient use of resources. Of the audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services, 90% (45 of 50) were implemented on or before their due date. The goal of 95% was not achieved due to the extension of the targeted implementation dates of 5 audit recommendations by 90 days to allow for additional time to coordinate with various stakeholders across the County organization. (OE4)
- Submitted 100% (1,483) 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. (OE4)
- Achieved a recovery rate percentage of 7.11%, which is an increase of 0.41% from the Fiscal Year 2014–15 percentage of 6.70%. This number is slightly below the goal of 7.25%, however, the 7.11% was accomplished with a 0% dialer utilization rate and continued full compliance with all provisions of Telephone Consumer Protection Act (TCPA). This measure represents the effectiveness of collection activities performed by the Office of Revenue & Recovery (ORR). The recovery percentage continues to be impacted by federal TCPA changes, which significantly reduced the ability of the County to use the automated phone dialer for efficiency in collection activities.
- 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.
- Processed 99.9% (113,604 of 113,718) of County payments within 5 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 of 100% was not achieved, all available discounts were captured.
- Provide modern infrastructure innovative technology and appropriate resources to ensure superior service delivery to our customers

- In coordination with other County Departments, the A&C has installed and configured a digital signature solution. Once implemented and made available Countywide, the solution will serve to reduce the staff time required in the signature approval process, decrease paper consumption and printing costs, and lessen the impact on the environment. (OE3)
- Implemented Kronos Workforce Mobile Timekeeping which is an employee timekeeping application that runs on mobile devices and is downloadable from various online application stores. County employees and managers now have the ability to enter time, review work schedules and approve timecards from their mobile devices. (OE3)
- Designed and implemented an enhanced disaster recovery solution for the County’s core Enterprise Resource Planning (ERP) applications (Oracle Financials with Oracle Fusion Middleware and Oracle Business Intelligence, PeopleSoft, and Kronos). The enhanced disaster recovery solution reduces the amount of ERP system downtime which serves to improve the County’s ability to respond to, and recover from major disasters.
- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Clerk of the Board of Supervisors, and the County Technology Office, continued the design, development, testing, and implementation of the Integrated Property Tax System (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County.
- In coordination with the Office of Ethics and Compliance, continued the administration of the Ethics Hotline. Monitored the investigation and resolution of all cases reported through the Ethics Hotline.
- Strengthen our customer service culture to ensure a positive customer experience
 - Offered quarterly customer service training to all A&C staff, to enhance customer service skills and techniques. (OE5)
 - Increased the number of online customer self-service 24/7/365 payments by 156.71% (1,804 to 4,631).

2016–18 Objectives

 **Safe Communities**

- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
 - Combined with the Superior Court, under the Comprehensive Collections Program, meet or exceed the collections performance benchmark (Gross Recovery Rate of 34%) established by California Judicial Council. Gross Recovery Rate measures a program’s ability to resolve delinquent court-ordered debt, including alternative sen-



tence, community service, suspended services and discharges. This measure is reported annually through a template as provided by the Judicial Council.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - 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.
 - Continue to support the financial literacy in the County by developing A&C curriculum and conducting trainings that focus on core competencies of employees in accounting functions. (OE2)
 - 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.
 - 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.
 - 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.
 - Earn the State Controller's Award for Achieving Excellence in Financial Reporting for the Fiscal Year ending June 30, 2015. (OE1)
 - Continue to apply for recognition through the 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. (OE1)
- Publish on Department's website, completed audits performed by OAAS, 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. (OE4)
- Provide modern infrastructure innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Implement a digital signature solution within the A&C department that can be leveraged Countywide. Once implemented, the solution will reduce the staff time required in the signature approval process, decrease paper consumption and printing costs, and lessen the impact on the environment. (OE3)
 - In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Clerk of the Board of Supervisors, and the County Technology Office continue the design, development, testing, and implementation of the Integrated Property Tax System (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
 - Continue the administration of the Ethics Hotline in coordination with the Office of Ethics and Compliance. Monitor the investigation and resolution of all cases reported through the Ethics Hotline.
- Strengthen our customer service culture to ensure a positive customer experience
 - Provide ongoing customer service training to all A&C staff to enhance customer service skills and techniques. (OE5)

Related Links

For additional information about the Auditor and Controller, refer to the website at:

- ◆ www.sandiegocounty.gov/auditor



Performance Measures		2014-15 Actuals	2015-16 Adopted	2015-16 Actuals	2016-17 Adopted	2017-18 Approved
	Processing—County payments processed within five days of receipt of invoice in Accounts Payable	99% of 126,000	100%	99.9% of 113,718	100%	100%
	Reporting—Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date	100% of 1,477	100%	100% of 1,483	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 ¹	94% of 264	95%	90% of 50	95%	95%
	Collections—Meet or exceed Actual Recovery Rate Percentage (total dollars collected / total available accounts receivable) ²	6.70%	7.25%	7.11%	7.25%	7.25%

Table Notes

¹ 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. For Fiscal Year 2015–16, the number of recommendations is lower than the prior year due to the inclusion of only recommendations issued in Fiscal Year 2015–16. Previously, all outstanding recommendations were included, regardless of the year in which they were issued.

² This measure represents the effectiveness of collection activities performed by the Office of Revenue and Recovery (ORR). ORR is responsible for the management, collections, and accounting of receivables owed to the County of San Diego for a variety of programs and services, excluding child support and property taxes.

Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Increase of 1.00 staff year

- ◆ Increase of 1.00 staff year to support operational needs in the fiscal division of the Office of Revenue & Recovery.

Expenditures

Net increase of \$0.8 million

- ◆ Salaries and Benefits—increase of \$0.8 million as a result of negotiated labor agreements and an increase in retirement contributions.

Revenues

Net increase of \$0.8 million

- ◆ Charges For Current Services—increase of \$0.1 million in A-87 revenues for reimbursement of administrative services provided to other County departments.
- ◆ Use of Fund Balance—net increase of 0.1 million for a total budget of \$1.7 million, including:
 - ◆ \$0.5 million for one-time IT project costs for the Oracle financials database upgrade.
 - ◆ \$0.4 million for one-time IT project costs related to Digital Signature.
 - ◆ \$0.4 million for one-time IT project costs for an audit software upgrade.





- ❖ \$0.3 million for one-time IT project costs for the upgrade to the Revenue and Recovery collection system.
- ❖ \$0.1 million for one-time major maintenance costs at the North County Regional Center.
- ◆ General Purpose Revenue Allocation—increase of \$0.6 million primarily due to negotiated labor agreements and an increase in retirement contributions.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of \$1.4 million is primarily the result of reductions in Services & Supplies due to the elimination of one-time expenditures planned for Fiscal Year 2016–17. These reductions are partially offset by increases in retirement contributions.

Staffing by Program						
		Fiscal Year 2015–16 Adopted Budget			Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Audits		15.00			15.00	15.00
Controller Division		96.00			96.00	96.00
Revenue and Recovery		97.50			98.50	98.50
Administration		15.00			15.00	15.00
Information Technology Mgmt Services		11.00			11.00	11.00
Total		234.50			235.50	235.50

Budget by Program						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Audits	\$ 2,246,395	\$ 2,425,391	\$ 2,461,303	\$ 2,272,623	\$ 3,007,117	\$ 2,638,327
Office of Financial Planning	125,189	—	—	—	—	—
Controller Division	10,819,692	11,190,583	11,308,539	10,622,499	11,575,157	11,734,970
Revenue and Recovery	9,071,435	9,381,978	9,813,302	8,860,318	10,009,494	9,686,235
Administration	2,686,574	2,955,350	2,720,015	2,755,807	2,881,429	2,916,380
Information Technology Mgmt Services	8,581,759	9,151,979	14,249,562	8,932,640	8,416,463	7,552,430
Permanent Road Div ISF	405,470	—	—	—	—	—
Total	\$ 33,936,514	\$ 35,105,281	\$ 40,552,720	\$ 33,443,887	\$ 35,889,660	\$ 34,528,342

Budget by Categories of Expenditures						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Salaries & Benefits	\$ 21,299,470	\$ 22,692,294	\$ 22,692,294	\$ 21,417,658	\$ 23,431,489	\$ 23,790,171
Services & Supplies	11,997,611	12,577,745	17,990,184	12,152,766	12,622,929	10,902,929
Other Charges	40,420	50,000	50,000	47,252	50,000	50,000
Capital Assets Equipment	193,542	—	35,000	—	—	—
Expenditure Transfer & Reimbursements	—	(214,758)	(214,758)	(173,788)	(214,758)	(214,758)
Operating Transfers Out	405,470	—	—	—	—	—
Total	\$ 33,936,514	\$ 35,105,281	\$ 40,552,720	\$ 33,443,887	\$ 35,889,660	\$ 34,528,342





Budget by Categories of Revenues

	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Intergovernmental Revenues	\$ 107,220	\$ 99,532	\$ 99,532	\$ 120,118	\$ 90,200	\$ 90,200
Charges For Current Services	6,948,553	6,228,840	6,228,840	6,195,493	6,378,537	6,378,537
Miscellaneous Revenues	359,115	280,000	280,000	320,899	225,000	225,000
Fund Balance Component Decreases	405,470	—	—	—	—	—
Use of Fund Balance	378,293	1,600,000	7,047,439	(89,531)	1,720,000	—
General Purpose Revenue Allocation	25,737,863	26,896,909	26,896,909	26,896,909	27,475,923	27,834,605
Total	\$ 33,936,514	\$ 35,105,281	\$ 40,552,720	\$ 33,443,887	\$ 35,889,660	\$ 34,528,342





County Technology Office

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.

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.

To ensure these critical services are provided, the CTO has 17.00 staff years, an operating budget of \$12.8 million and an IT internal service fund of \$168.4 million.



Strategic Initiative Legend

HF	SC	SE	OE
	- Audacious Vision		
	- Enterprise Wide Goal		
	- Cross-Departmental Objective		
	- Department Objective		
	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2015–16 Accomplishments



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - ▣ Maintained IT costs for services at rates established in the IT Outsourcing Agreement. (OE3)
 - ▣ Existing and new services were reviewed and analyzed for best value to the County in order to provide a fair and reasonable price. (OE3)
 - ◆ Expanded the scope of services and established a new pricing model for the management of County Internet domain names.
 - ◆ Negotiated one price point for both Interior and Exterior Network Wireless Access Points thereby reducing the County’s overall cost of deployment of this technology.

- ◆ Implemented Session Initiation Protocol (SIP) infrastructure, reducing the cost of outbound telephone calls and thereby reducing the County’s overall cost for voice services.
- ◆ Added external file sharing services to support the County’s need to securely share files with external agencies.
- ◆ Added voice services to support call center operations by providing the capability to allow staff to work remotely, cover overflow calls and operate from alternate sites in the event a particular call center site becomes unavailable.
- ◆ Negotiated reduced pricing for storage services thereby reducing the County’s overall cost for storage.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - ▣ Implemented several enhancements to ITrack, the County’s IT cost management/chargeback billing system. Enhancements provided County users with new and improved functionality for a more efficient and effective end user experience. Completed in June 2016. (OE3)
 - ▣ Implemented an Interactive Voice Response (IVR) system for the County’s general information telephone line so that customers can access departments and services using spoken keywords. Completed December 2015. (OE3)
 - ▣ Implemented the capability to generate application runbooks (a collection of supporting documentation that describes the use and structure of the application) on-demand and directly out of the Applications Manager, the County’s system of record for its business applications portfolio. This new process replaced manually-maintained Microsoft Word document runbooks. Completed December 2015. (OE3)
 - ▣ Expanded the use of DocVault, the official repository for all IT Applications-related documents to include historical documents and provide a single repository of all critical

documents current and past. Scope of objective was changed to document versioning and multiple check-in function due to migration cost of historical documents. Completed January 2016. (OE3)

- Upgraded the County’s existing SharePoint platform (an intranet tool for content and document management) and migrated InSite (County’s Intranet), collaboration sites and three custom applications from SharePoint 2010 to SharePoint 2013. This allowed 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 users. Completed January 2016. (OE3)
- Upgraded the County’s existing Documentum technology (a document management repository) and 27 business applications from Documentum 6.7 to Documentum 7.2 as well as the Webtop Viewer to 6.8. This allowed 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 Enterprise Document Processing Platform (EDPP) users. Completed January 2016. (OE3)
- Upgraded the County’s existing Adobe LiveCycle technology (a forms, workflow and document rights management platform) and 10 business applications from Adobe LiveCycle ES3 to Adobe LiveCycle ES4. This allowed 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 users. Completed February 2016.
- Modernized and rebuilt 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-upon identification naming standards. Completed July 2016. (OE3)
- Upgraded the County’s existing Captiva technology (a scanning and image capture platform) and three business applications from Captiva 6.5 to Captiva 7.5. This allowed 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 users. Completed February 2016. (OE3)
- Developed and released the Request for Information (RFI) and subsequently the Request for Proposal (RFP) for the competitive procurement of County’s Information Technology and Telecommunications outsourced services contract which expires January 2018. Completed February 2016. (OE3)
- Significantly improved the completeness and accuracy of the information in the Applications Manager System, the system of record for the County’s business applications

portfolio, making the information more reliable and resulting in ability to make more informed business decisions. Completed March 2016. (OE3)

- Implemented Phase II of the County Constituent Relationship Management (CCRM) system to provide an enterprise solution for managing Referrals and Public Records Act Requests. Completed July 2015 and March 2016 respectively. Integration of CCRM with the County’s Business Case Management System and document repository solution will be completed in Fiscal Year 2016–17.
- Implemented the San Diego County (SDC) Data Portal for internal use as part of the County’s Open Data initiative. SDC Data portal for public consumption will be implemented in Fiscal Year 2016–17. (OE4)
- Implemented Phase II of the Data Loss Prevention initiative for the monitoring of unauthorized disclosure of confidential Personal Identifiable Information (PII). Phase II will be completed in Fiscal Year 2016–17. (OE3)
- Continued to provide Program Management and oversight over the Integrated Property Tax System (IPTS) project. When completed, this system will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
- Continued to expand the Identity and Access Management (IDAM) platform to increase efficiencies and security management through single sign-on and identity management controls. Completed December 2015. (OE3)
- Continued to provide quarterly ITrack User Group meetings to support users’ ongoing need for information, resources and tools so that they can more efficiently and effectively perform their tasks. Completed June 2016. (OE3)
- Continued to provide technical support for ConnectWellSD, formerly the Knowledge Integration Program (KIP). ConnectWellSD will provide HHSA, its community partners and other County departments the capability to access a comprehensive view of a client’s history, thereby creating a coordinated care network between multiple providers. Completed Phase I go-live April 2016. (OE3)
- Continued to effectively manage the performance of the County’s IT Outsourcing Provider to ensure timeliness and value of IT services. (OE3)
 - Achieved 100% performance of the IT Minimum Acceptable Service Levels by the Outsourcing Provider.
 - Achieved 100% IT project performance to budget and schedule by the Outsourcing Provider.
- Created and posted the application inventory report to comply with Senate Bill (SB) 272, *The California Public Records Act: local Agencies: inventory (2015)*. Completed May 2016. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience





- Used the results of the 2013 and 2014 IT Employee Satisfaction Surveys to determine specific opportunities for continuous improvement, including communication and project management processes. The County worked with the IT Outsourcing Provider to: improve communication and project management; reduce review cycle time for projects; implement Agile Methodology, which is an alternative method to managing IT projects for software development; and initiated process improvement steps to standardize and improve cost estimates.
- Achieved 100% performance of the Employee Satisfaction with Outsourcing Contractor Services.
- Created the new Information Technology Governance Group (ITGG) Web Standards Subgroup whose mission is to provide guidelines, resources and compliance decisions to improve the County of San Diego's ability to maintain branding consistency, website usability and accessibility across the County's public-facing website presence. The mission is in support of the County's goal of producing an innovative and award-winning website that provides exceptional online customer service to its users. Completed March 2016.
- Replaced External DNS services (name translation for finding Internet based services) with Akamai cloud based service, increasing redundancy, look up speed, and overall Internet security for external facing services. Completed June 2016.
- Continue to provide Program Management and oversight over the IPTS project. IPTS will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
- Continue to effectively manage the performance of the County's IT Outsourcing Provider to ensure timeliness and value of IT services. (OE3)
- Achieve 99% performance of the IT Minimum Acceptable Service Levels by the Outsourcing Provider.
- Achieve 86% IT project performance to budget and schedule by the Outsourcing Provider. (OE3)
- Continue to improve upon the information available in Applications Manager, the County's system of record for business applications portfolio, by adding cloud applications into the repository. This will enable generation of a comprehensive report showing both portfolio and cloud applications used in the enterprise. (OE3)
- Provide project management and support to County Departments for the Microsoft Windows 10 operating system upgrade effort. This multi-year upgrade will migrate all enterprisewide desktop and laptop devices to the new Windows 10 operating system, and coordinate with all departments to ensure all business applications are compatible and functioning with the new operating system by Fiscal Year 2019–20. (OE3)
- Perform formal testing of CTO-managed applications and platforms to ensure compatibility with Windows 10 and remediate as needed. (OE3)
- Implement Phase I of Automated Provisioning technologies. This will reduce the risk of unauthorized user access, automate account creation/termination and improve user account management, and ensure that the County complies with audit requirements. (OE3)
- Select a vendor and negotiate a new agreement for the continued outsourcing of County's Information Technology and Telecommunications services. (OE3)
- Integrate Microsoft Skype for Business with the County's telephone system, providing capability to place phone calls from either desk phone or computer. (OE3)

2016–18 Objectives



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Integrate the County Constituent Relationship Management System (CCRM) to support the Land Use and Environment Group's Business Case Management System and the County's document repository and archiving solution, Documentum. (OE3)
 - Continue to enhance functionality in the County's IT cost management/chargeback billing application, ITrack, to support users' need for a robust, user-friendly application. (OE3)
 - Continue to provide technical support for the ConnectWellSD project. ConnectWellSD will provide HHSA, its community partners and other County departments the capability to access a comprehensive view of a client's history, thereby creating a coordinated care network between multiple providers. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
 - Continue to deliver "Best in Class" IT services to County end-users by earning 100% satisfaction ratings, using Gartner Inc.'s Best in Class score for IT Customer Satisfaction as a benchmark.

Related Links

For additional information about the CTO, refer to the website at:

◆ www.sandiegocounty.gov/cto



Performance Measures		2014-15 Actuals	2015-16 Adopted	2015-16 Actuals	2016-17 Adopted	2017-18 Approved
	Employee Satisfaction with Outsourcing Contractor Services. ¹	82.4%	N/A	N/A	N/A	N/A
	IT initiatives resulting from CTO-driven advanced planning. ²	4	4	4	4	4
	Outsourcing Provider IT Minimum Acceptable Service Level performance. ³	98%	99%	100%	99%	99%
	Outsourcing Provider IT project performance to budget and schedule. ⁴	83%	86%	100%	86%	86%
	Employee Satisfaction with Outsourcing Contractor Services based on Gartner Inc.'s Best in Class IT Satisfaction Survey results. ⁵	N/A	90%	100%	N/A	N/A
	County end-user satisfaction with delivery of IT services relative to peer organizations. ⁶	N/A	N/A	N/A	100%	100%

Table Notes

¹ This measure was discontinued effective Fiscal Year 2015–16.

² CTO-driven advanced planning initiatives, which are reflected as Fiscal Year 2016–17 Objectives:

- 1) Implement Phase I of Automated Provisioning technologies, reducing the risk of unauthorized user access, automate account creation/termination and improve user account management, and ensures County complies with audit requirements.
- 2) Add cloud applications into Applications Manager, County's system of record for the County's business applications portfolio.
- 3) Integrate Microsoft Skype for Business with the County's telephone system, providing capability to place phone calls from either desk phone or computer.
- 4) Enhance Budget Form and Reports functionality in the County's IT cost management/chargeback billing application, ITrack, to support users' need for a robust, user-friendly application.

³ 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.

⁴ The percentage reported reflects the Minimum Acceptable Service Levels (MASLs) for IT project management achieved by the Outsourcing Provider compared to the MASLs for IT project management missed in a given fiscal year. Outsourcing provider exceeded the target of 86% for this measure as a result of achieving 100% performance in Minimum Acceptable Service Levels in Fiscal Year 2015–16.

⁵ The percentage reflects the County's satisfaction with the Outsourcing Provider as measured by the annual All County IT Customer Satisfaction survey as it compares to Gartner Inc.'s Best in Class score for IT Customer Satisfaction. This measure will be replaced in Fiscal Year 2016–17. See Table Note 6.

⁶ This is a new Performance Measure effective Fiscal Year 2016-17. The percentage reflects the County's end-user satisfaction with the delivery of IT services relative to peer organizations, using Gartner Inc.'s Best in Class score for IT Customer Satisfaction as a benchmark. Best in Class is defined as the top ten percent (10%) of scores obtained from organizations who participated in Gartner's IT Customer Satisfaction survey.



County Technology Office Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing

Expenditures

Net decrease of \$7.3 million in the CTO

- ◆ Salaries & Benefits—increase of \$0.1 million as a result of negotiated labor agreements and an increase in retirement contributions.
- ◆ Services & Supplies—net decrease of \$7.4 million primarily associated with a shift in operational and maintenance costs due to the allocation of Information Technology (IT) enterprise platforms’ (Enterprise Documentum Processing Platform, SharePoint and Adobe Experience Manager) costs to departments (\$3.2 million) and the completion of one-time IT projects in Fiscal Year 2015–16, including Enterprise Document Processing Platform, County Constituent Relationship Management, implementation of a data portal as part the County’s Open Data Initiative, SharePoint environment upgrade, implementation of Oracle Identity Management, and initial costs related to planning for new multi-year IT Outsourcing Agreement (\$8.2 million). These decreases are offset by increases in one-time IT costs associated with Identity and Access Management (IDAM) projects, Oracle Business Intelligence upgrade, planning for Adobe Experience Manager upgrade, Skype for Business integration with phone system, Windows 10 upgrade, Justice Electronic Library System SharePoint Upgrade (\$3.2 million) and one-time costs related to planning and consulting for a new multi-year IT Outsourcing Agreement (\$0.8 million).

Revenues

Net decrease of \$7.3 million in the CTO

- ◆ Charges for Current Services—increase of \$0.1 million in A-87 revenues for reimbursement of administrative services provided to other County departments.
- ◆ Use of Fund Balance—decrease of \$4.2 million. A total of \$4.0 million is budgeted
 - ◆ \$1.2 million for upgrade to IDAM components (Attestation, Auditing & Logical Access Control, Mobile Authentication, Identify Analytics, and Zero Down Time Architecture).
 - ◆ \$0.8 million for costs related to procurement of a new agreement for the continued outsourcing of County’s IT and Telecommunications services.
 - ◆ \$0.6 million for Oracle Business Intelligence (OBI) upgrade and OBI Mobility implementation.
 - ◆ \$0.5 million for emergent/unanticipated IT platform needs.

- ◆ \$0.2 million for Adobe Experience Manager upgrade planning and extended support.
- ◆ \$0.2 million for Documentum technology support.
- ◆ \$0.1 million for Applications Rationalization and Roadmapping Tool activities.
- ◆ \$0.1 million for Skype for Business integration with phone system.
- ◆ \$0.1 million for enhancement to Applications Manager.
- ◆ \$0.1 million for Windows 10 Upgrade for enterprise-related remediation efforts.
- ◆ \$0.1 million for Justice Electronic Library System (JELS) SharePoint upgrade.
- ◆ General Purpose Revenue Allocation—decrease of \$3.2 million due to allocation of enterprise IT platforms’ (Enterprise Documentum Platform, SharePoint and Adobe Experience Manager) costs to departments.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of \$3.9 million in the CTO Office operating budget due to anticipated completion of one-time projects in Fiscal Year 2016–17.

Information Technology Internal Service Fund Budget Changes and Operational Impact: 2015–16 to 2016–17

Expenditures

Net increase of \$5.8 million

- ◆ Services & Supplies—Increase of \$5.8 million in the Information Technology Internal Service Fund (IT ISF) based on information technology expenditures projected by all County departments including one-time projects and ongoing costs.

Revenues

Net increase of \$5.8 million

- ◆ Charges for Current Services—increase of \$5.9 million primarily due to increases in departmental operation and maintenance costs.
- ◆ Other Financing Sources—decrease of \$0.1 million primarily due to a decrease in enterprisewide license costs.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of \$17.8 million in the Information Technology Internal Service Fund based on departmental projections for IT needs throughout the County.



Staffing by Program						
		Fiscal Year 2015–16 Adopted Budget			Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
CTO Office		17.00			17.00	17.00
Total		17.00			17.00	17.00

Budget by Program						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
CTO Office	\$ 16,723,033	\$ 20,091,824	\$ 25,882,013	\$ 15,587,159	\$ 12,829,302	\$ 8,889,812
Information Technology Internal Service Fund	149,918,579	162,638,165	183,086,482	143,999,557	168,394,771	150,577,314
Total	\$ 166,641,613	\$ 182,729,989	\$ 208,968,495	\$ 159,586,716	\$ 181,224,073	\$ 159,467,126

Budget by Categories of Expenditures						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Salaries & Benefits	\$ 3,316,572	\$ 3,297,373	\$ 3,297,373	\$ 3,250,716	\$ 3,407,516	\$ 3,468,026
Services & Supplies	161,951,242	179,432,616	205,671,122	156,242,432	177,816,557	155,999,100
Other Charges	1,373,799	—	—	93,568	—	—
Total	\$ 166,641,613	\$ 182,729,989	\$ 208,968,495	\$ 159,586,716	\$ 181,224,073	\$ 159,467,126

Budget by Categories of Revenues						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Intergovernmental Revenues	\$ 5,003	\$ 12,472	\$ 12,472	\$ 12,472	\$ 21,575	\$ 21,575
Charges For Current Services	143,248,083	158,046,979	175,828,936	141,192,690	163,951,118	145,875,829
Miscellaneous Revenues	3,014	100,000	100,000	2,842	100,000	100,000
Other Financing Sources	4,734,049	5,270,877	5,270,877	5,209,475	5,183,164	5,440,996
Use of Fund Balance	8,972,548	8,183,863	16,640,412	2,053,439	4,000,000	—
General Purpose Revenue Allocation	9,678,916	11,115,798	11,115,798	11,115,798	7,968,216	8,028,726
Total	\$ 166,641,613	\$ 182,729,989	\$ 208,968,495	\$ 159,586,716	\$ 181,224,073	\$ 159,467,126



Civil Service Commission

Mission Statement

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

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.

To ensure these critical services are provided, the Civil Service Commission has 4.00 staff years and a budget of \$0.5 million.



Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2015–16 Accomplishments



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Resolved 82% (27 of 33) 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.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Distributed 100% (9) of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public. (OE4)
 - Implemented paperless electronic delivery of Commission meeting agenda documents to customers in order to streamline delivery and receipt of materials and reduce cost. (OE4)

- Updated and created new electronic forms for filing appeals and complaints that can be completed online, digitally signed and emailed directly to the Commission office in order to provide an efficient and user-friendly experience for customers. (OE4)
- 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. (OE4)
- 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.
- Maintained and updated desk book manuals 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, sound decision-making and operational consistency.
- Strengthen our customer service culture to ensure a positive customer experience
 - Achieved a positive customer satisfaction rating of 99%. Customer satisfaction surveys focused primarily on responsiveness, courtesy, and knowledge of staff. (OE5)
 - Active engagement in the County's "Journey to a Positive Customer Experience" campaign has resulted in an increased customer service focus in all interactions with the public, employees, and other departments.
 - Expanded and improved effective communication strategies among staff to keep each other better informed of pertinent developments in appeals and complaints filed with the Commission in order to provide superior customer service to employees, departments and the public.
 - Provided customers with hearings that were fair, impartial and efficient in order to achieve legally sound decisions.

- Provided a neutral environment that facilitated open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.
- Instituted new security measures in the office, hearing room and at public meetings to ensure that staff, customers and the public have a safe and secure environment to conduct business with the Commission.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Participated in ongoing training in areas of human resources, technology, workplace safety, finance, California Public Records Act and other pertinent legal updates to increase staff's knowledge in order to provide superior customer service. (OE6)
 - Provided training to departments and human resources academy participants on the Commission's role in the County's human resources system and procedures for handling appeals and complaints under the Commission's jurisdiction in order to increase customers' knowledge of current Commission processes and procedures. (OE6)
- 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. (OE4)
- 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.
- Maintain and update desk book manuals 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, sound decision-making and operational consistency.
- Strengthen our customer service culture to ensure a positive customer experience
 - Achieve a positive customer satisfaction rating of 95% or above. Customer satisfaction surveys focus primarily on responsiveness, courtesy, and knowledge of staff. (OE5)
 - Provide customers with hearings that are fair, impartial and efficient in order to achieve legally sound decisions.
 - Provide a neutral environment that facilitates open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.

2016–18 Objectives



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Resolve 55% 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.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - 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. (OE4)

Related Links

For additional information about the Civil Service Commission, refer to the website at:

- ◆ www.sandiegocounty.gov/civilservice





Performance Measures		2014-15 Actuals	2015-16 Adopted	2015-16 Actuals	2016-17 Adopted	2017-18 Approved
	Positive customer satisfaction rating ¹	98%	95%	99%	95%	95%
	Personnel disputes resolved without need of an evidentiary hearing ^{2,3}	66% of 44	55%	82% of 33	55%	55%
	Commission decisions distributed within 48 hours of Commission approval ³	100% of 24	95%	100% of 9	95%	95%

Table Notes

- ¹ Customer satisfaction is measured by a survey that focuses on ratings in the areas of responsiveness, courtesy, and knowledge of staff.
- ² Resolving personnel disputes without a full evidentiary hearing saves money and staff time for the Commission office, other County departments, employees and prospective employees. Exceeded target of 55% mostly due to withdrawal of appeals and complaints that were filed with the Commission.
- ³ Decrease in total number of personnel disputes and Commission decisions over prior fiscal year reflects fewer number of appeals and complaints filed with the Commission office and increased number of negotiated settlement of cases.

Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing

Expenditures

Net increase of \$0.03 million

- ◆ Salaries & Benefits—increase of \$0.02 million as a result of negotiated labor agreements and an increase in retirement contributions.

- ◆ Services & Supplies—increase of \$0.01 million due to public liability costs.

Revenues

Increase of \$0.03 million

- ◆ General Purpose Revenue—increase of \$0.03 million in General Purpose Revenue as a result of negotiated labor agreements, retirement contributions, and public liability costs.

Budget Changes and Operational Impact: 2016–17 to 2017–18

No significant changes

Staffing by Program						
		Fiscal Year 2015–16 Adopted Budget			Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Civil Service Commission		4.00			4.00	4.00
Total		4.00			4.00	4.00

Budget by Program						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Civil Service Commission	\$ 528,691	\$ 493,377	\$ 558,285	\$ 498,853	\$ 525,820	\$ 532,664
Total	\$ 528,691	\$ 493,377	\$ 558,285	\$ 498,853	\$ 525,820	\$ 532,664

Budget by Categories of Expenditures						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Salaries & Benefits	\$ 437,443	\$ 406,989	\$ 406,989	\$ 360,527	\$ 430,248	\$ 437,092
Services & Supplies	91,248	86,388	151,296	138,326	95,572	95,572
Total	\$ 528,691	\$ 493,377	\$ 558,285	\$ 498,853	\$ 525,820	\$ 532,664

Budget by Categories of Revenues						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Intergovernmental Revenues	\$ 4,271	\$ —	\$ —	\$ —	\$ —	\$ —
Charges For Current Services	51,341	44,675	44,675	44,675	44,976	44,976
Use of Fund Balance	(72,400)	—	64,908	5,476	—	—
General Purpose Revenue Allocation	545,479	448,702	448,702	448,702	480,844	487,688
Total	\$ 528,691	\$ 493,377	\$ 558,285	\$ 498,853	\$ 525,820	\$ 532,664



Clerk of the Board of Supervisors

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.

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

To ensure these critical services are provided, the Clerk of the Board of Supervisors has 28.00 staff years and a budget of \$3.7 million.



- Ensured efficiency and transparency of the property tax assessment appeal process by processing 98% of 4,764 property tax assessment appeal applications within 7 days of receipt. (OE4)
- Provided open access to County business by making 41 audio recordings of Board of Supervisors meetings available on the Internet within 3 days of the related meeting. (OE4)
- Enhanced the efficiency and transparency of the property tax assessment appeal process by participating in the development of the Integrated Property Tax System. (OE3)
- Enhanced the efficiency of the Property Tax Assessment Appeal Hearing Board and hearing process by revising the Assessment Appeals Board Rules of Procedure to include a confirmation of hearing process for appellants. (OE3)
- Expanded the services available to customers by ensuring that all forms posted on the Clerk of the Board's website at www.sandiegocob.com can be completed online and submitted electronically and/or via email, as allowed by law. (OE3)
- Enhanced the Public Services work area and identified opportunities to make the process more efficient.
- Strengthen our customer service culture to ensure a positive customer experience
 - Ensured satisfaction with services provided by achieving a consistently high average rating of 4.9 out of 5.0 on surveys of 3,640 customers. (OE5)
 - Provided opportunities to San Diego residents by processing and mailing 100% of 24,413 completed U.S. Passport applications on the same day they were received. (OE5)
 - Engaged in a Business Process Reengineering effort of the U.S. Passport acceptance process to improve services provided to customers.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted

Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2015–16 Accomplishments



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers

- Increased the number of staff to meet the demands of high volume of customer walk-in services, minimize customer wait times, and enhance cross-training and succession planning opportunities. (OE6)

2016–18 Objectives



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Increase transparency and open access to Board of Supervisors official records by installing a new microfilm machine with digital technology. (OE4)
 - Replace current automated agenda management system to increase reliability and efficiency of the Board of Supervisors agenda creation process. (OE3)
 - Ensure efficiency and transparency of the property tax assessment appeal process by processing property tax assessment appeal applications within seven days of receipt. (OE4)

- 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. (OE4)
- Enhance the efficiency and transparency of the property tax assessment appeal process by participating in the development of the Integrated Property Tax System. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
 - Ensure satisfaction with services provided by achieving a consistently high average rating of 4.9 out of 5.0 on surveys of customers. (OE5)
 - Provide opportunities to San Diego residents by processing and mailing 100% of completed U.S. Passport applications on the same day they are received. (OE5)
 - Implement objectives from the Business Process Reengineering effort of the U.S. Passport acceptance process to improve services provided to customers. (OE5)

Related Links

For additional information about the Clerk of the Board of Supervisors, refer to the websites:

- ◆ www.sandiegocounty.gov/cob
- ◆ www.sandiegocob.com

Performance Measures		2014-15 Actuals	2015-16 Adopted	2015-16 Actuals	2016-17 Adopted	2017-18 Approved
	Average score on internal customer surveys ¹	4.9 of 5,039 surveys	4.9	4.9 of 3,640 surveys	4.9	4.9
	Property tax assessment appeal applications reviewed for quality and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process ²	98% of 7,176 applications	98%	98% of 4,764 applications	98%	98%
	Audio recordings of Board of Supervisors meetings added to Clerk of the Board Internet site within three days of the related meeting	100% of 56 recordings	100%	100% of 41 recordings	100%	100%
	United States Passport applications processed and mailed on the same day they are received	100% of 20,568 applications	100%	100% of 24,413 applications	100%	100%

Table Notes

¹ Scale of 1-5, with 5 being “excellent”.

² During Fiscal Year 2015–16, total applications received were 4,764. 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: 2015–16 to 2016–17

Staffing

Increase of 1.00 staff year to improve U.S. Passport application acceptance service levels

Expenditures

Net decrease of \$0.1 million

- ◆ Salaries & Benefits—increase of \$0.2 million as a result of the staffing increase detailed above, and as a result of negotiated labor agreements and an increase in retirement contributions.
- ◆ Services & Supplies—decrease of \$0.3 million due to the completion of the Agenda Management Creation System replacement in Fiscal Year 2015–16.

Revenues

Net decrease of \$0.1 million

- ◆ Charges for Current Services—increase of \$0.1 million as a result of an anticipated increase in revenue associated with U.S. Passport acceptance services.
- ◆ Use of Fund Balance—decrease of \$0.3 million associated with one-time costs for the replacement of the Agenda Management Creation System completed in Fiscal Year 2015–16.
- ◆ General Purpose Revenue—increase of \$0.1 million primarily due to negotiated labor agreements.

Budget Changes and Operational Impact: 2016–17 to 2017–18

No significant changes



Staffing by Program						
		Fiscal Year 2015–16 Adopted Budget			Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Legislative Services		12.00			12.00	12.00
Public Services		12.00			13.00	13.00
Executive Office		3.00			3.00	3.00
Total		27.00			28.00	28.00

Budget by Program						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Legislative Services	\$ 1,378,052	\$ 1,388,627	\$ 1,750,636	\$ 1,376,363	\$ 1,467,027	\$ 1,481,929
Assessment Appeals	201	—	—	—	—	—
Public Services	1,158,091	1,258,633	1,259,337	1,326,136	1,375,966	1,384,483
Executive Office	716,272	1,228,820	1,128,407	679,733	891,302	895,696
Total	\$ 3,252,617	\$ 3,876,080	\$ 4,138,381	\$ 3,382,232	\$ 3,734,295	\$ 3,762,108

Budget by Categories of Expenditures						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Salaries & Benefits	\$ 2,724,184	\$ 2,862,145	\$ 2,755,136	\$ 2,754,786	\$ 3,052,397	\$ 3,083,210
Services & Supplies	454,563	1,013,935	1,371,674	615,875	681,898	678,898
Capital Assets Equipment	73,869	—	11,570	11,570	—	—
Total	\$ 3,252,617	\$ 3,876,080	\$ 4,138,381	\$ 3,382,232	\$ 3,734,295	\$ 3,762,108

Budget by Categories of Revenues						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Charges For Current Services	\$ 872,342	\$ 716,171	\$ 716,171	\$ 1,030,046	\$ 806,907	\$ 807,039
Miscellaneous Revenues	14,363	10,185	10,185	20,464	11,185	11,185
Use of Fund Balance	(374,164)	350,000	612,301	(468,003)	—	—
General Purpose Revenue Allocation	2,740,076	2,799,724	2,799,724	2,799,724	2,916,203	2,943,884
Total	\$ 3,252,617	\$ 3,876,080	\$ 4,138,381	\$ 3,382,232	\$ 3,734,295	\$ 3,762,108



County Counsel

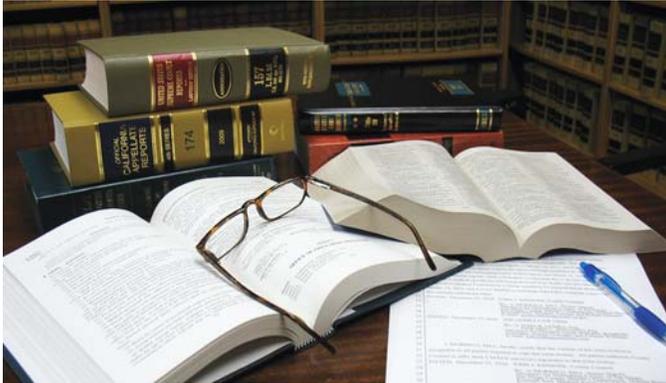
Mission Statement

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.

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.

To ensure these critical services are provided, the County Counsel has 140.00 staff years and a budget of \$25.7 million.



- Supported the County's initiative to strengthen the local food system and supported the availability of healthy foods by providing prompt and direct legal advice on regulatory questions related to inspections and licensing of food-related activities.
 - ◆ Completed by the agreed upon due dates 100% (1) of all applicable advisory assignments for County departments related to the County's initiative to strengthen the local food system. The completed assignment was related to the Fish Market project. Two matters related to catering issues and selling/providing food at wineries, are open and ongoing.
 - ◆ Achieved 100% success rate in 1 related County Code Enforcement case.
- Pursue policy change for healthy, safe, and thriving environments with a special focus on residents who are in our care or rely on us for support.
 - Implemented a plan to provide court-ordered outpatient mental health services for people with severe mental illness who are reluctant to engage in treatment, in accordance with Assembly Bill 1421, also known as "Laura's Law," in collaboration with Health and Human Services Agency (HHS), Public Safety Group and other local law enforcement. (HF4)

Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2015–16 Accomplishments



Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it



Safe Communities

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
 - Provide effective legal services to HHS in matters relating to children who have been dependents of the Juvenile Court to ensure the safety of any child who may have been the victim of abuse. (SC6)
 - ◆ Prevailed in 99% (780 of 782) of Juvenile Dependency petitions contested in Superior Court.
 - ◆ Prevailed in 98% (407 of 414) of Juvenile Dependency appeals and writs filed.



Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - ▣ Ensured coordination of County Counsel responsibilities with respect to new projects that require County approval by early involvement of County Counsel staff with other departmental partners and maintained consistent communication among County Counsel staff on all aspects of required review. (SE3)
 - ◆ Completed 100% (1) of all draft Environmental Impact Report reviews within 40 days or less.
 - ◆ Conducted 30 internal meetings with both advisory and litigation land use staff to evaluate new projects and provide a status update of ongoing project reviews.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - ▣ Provided quality, accurate, effective and timely legal advice to all County departments to enable them to fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively. (OE1)
 - ◆ Completed 100% (35) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
 - ◆ Completed 99% (1,430 of 1,442) of all advisory assignments for County departments by the agreed upon due dates.
 - ◆ Provided 57 specialized risk mitigation sessions, including risk roundtables, case evaluation committee discussions, mock trials and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.
 - ▣ Aggressively represented the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves. (OE1)
 - ◆ Prevailed in 94% (76 of 81) of court decisions in all lawsuits filed against the County.
 - ◆ Achieved 67% (2 of 3) success rate in lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
 - ◆ Handled 100% (109) 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.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers

- The goal to transition to a new web-based office practice management system (Tymetrix's T360) was not met in Fiscal Year 2015–16 due to ongoing data migration issues and additional resource issues on the vendor's side of the contract. Project completion is anticipated in early Fiscal Year 2016–17 to this web-based system which will allow the County to manage all case and advisory information, retain client and contact information, store supporting legal documents, provide calendaring capabilities and track time and billing information.
- The goal to implement a paperless electronic billing technology, which will streamline invoicing procedures and payment processes, was not met in Fiscal Year 2015–16 due to ongoing data migration issues, additional resource issues on the vendor's side of the contract, and the vendor's difficulty with integrating the billing process with the County's financial system. Project completion is anticipated in early Fiscal Year 2016–17.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - ▣ Developed and implemented a five-year succession plan to train and prepare future office leaders. Implemented needs-based, focused training programs, developed legal resource databases for common issues, strengthened team support structures, and kept current with changing legal technology. (OE6)
 - ◆ Sent seven staff members to the Supervisor Academy.
 - ◆ Evaluated office structure and organization on a quarterly basis.
 - ◆ Established and presented ten in-house trainings for new and current employees including Advocacy Skills, Lessons Learned, Case Strategies, Legal Writing in the Age of the e-Reader, Depositions I, and Depositions II.

2016–18 Objectives



Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it.
 - Support the County's initiative to strengthen the local food system and support the availability of healthy foods by providing prompt and direct legal advice on regulatory questions related to inspections and licensing of food-related activities.
 - ◆ Complete by the agreed upon due dates 95% of all applicable advisory assignments for County departments related to the County's initiative to strengthen the local food system.



- ◆ Achieve a 90% or more success rate in County Code Enforcement cases related to the County’s initiative to strengthen the local food system.

- ◆ Conduct at least ten internal meetings with both advisory and litigation land use staff to evaluate new projects and provide a status update of ongoing project reviews.



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - ▣ Use the plan developed to implement Laura’s Law to provide in-court representation and ongoing legal advisory opinions to the Health and Human Services Agency (HHS) regarding petitions for court-ordered assisted outpatient mental health treatment. (SC3)
 - ◆ Develop related forms for County and Court use.
 - ◆ Assist in the development of ongoing practices and procedures in collaboration with the Court, Public Safety Group, and Patient Rights Advocate to ensure a successful implementation of this new legal practice area and to mitigate community threats.
- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
 - ▣ Initiate and expand a pilot project with the Justice Electronic Library System (JELS) document management system that will enable the Health and Human Services Agency (HHS) to upload Juvenile Dependency detention reports and dual reports making them available electronically to County Counsel and Probation. This would eliminate the need for a paper file in court. (SC6)
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
 - ▣ Provide effective legal services to HHS in matters relating to children who have been dependents of the Juvenile Court to ensure the safety of any child who may have been the victim of abuse. (SC6)
 - ◆ Prevail in 98% of Juvenile Dependency petitions contested in Superior Court.
 - ◆ Prevail in 95% of Juvenile Dependency appeals and writs filed.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - ▣ 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. (OE1)
 - ◆ Complete 98% of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
 - ◆ Complete 95% of all advisory assignments for County departments by the agreed upon due dates.
 - ▣ Provide 40 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. (OE2)
 - ▣ All County Counsel supervisory staff (38) will take the online Financial Literacy training in the County’s Learning Management System to become more knowledgeable and proficient in understanding the County’s finances. (OE2)
 - ▣ 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. (OE1)
 - ◆ Prevail in 90% of court decisions in all lawsuits filed against the County.
 - ◆ Achieve a 90% success rate in lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
 - ◆ Handle 95% 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.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - ▣ Complete deployment and implementation of new trial preparation software that replaces Sanction 2.9, the current trial preparation software, for compatibility with the County’s upgrade to Microsoft Windows 10. (OE3)
 - ▣ Explore solutions for the 10 megabyte (MB) limit on Outlook e-mails and develop a business plan to allow for the delivery of larger files. (OE3)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted



Sustainable Environments

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - ▣ Ensure coordination of County Counsel responsibilities with respect to new projects that require County approval by early involvement of County Counsel staff with other departmental partners and maintain consistent communication among County Counsel staff on all aspects of required review. (SE3)
 - ◆ Complete 100% of all draft Environmental Impact Report reviews in 40 days or less.

- Develop and implement a five-year succession plan to train and prepare future office leaders. Implement needs-based, focused training programs, develop legal resource databases for common issues, strengthen team support structures, and keep current with changing legal technology. (OE6)
 - ◆ Send at least one staff member to a Supervisor Academy, or other training program that enhances supervisory skills, in Fiscal Year 2016–17.
 - ◆ Establish at least three in-house trainings for new and current employees.

Related Links

For additional information about County Counsel, refer to the website at:

◆ www.sandiegocounty.gov/CountyCounsel

Performance Measures		2014-15 Actuals	2015-16 Adopted	2015-16 Actuals	2016-17 Adopted	2017-18 Approved
	All advisory assignments related to promoting the County’s initiative of strengthening the local food system completed by the due date ¹	N/A	95%	100% (1 of 1)	95%	95%
	Success rate in County Code Enforcement cases related to promoting the County’s initiative of strengthening the local food system ¹	N/A	90%	100% (1 of 1)	90%	90%
	Success rate in Juvenile Dependency petitions contested in Superior Court	99.6% (1,003 of 1,007)	98%	99% (780 of 782)	98%	98%
	Success rate in Juvenile Dependency appeals and writs filed	98% (420 of 430)	95%	98% (407 of 414)	95%	95%
	Draft Environmental Impact Report reviews completed in 40 days or less	100% (2 of 2)	100%	100% (1 of 1)	100%	100%
	Number of internal meetings to evaluate new and ongoing land use projects ²	N/A	N/A	30	10	10
	Advisory assignments for Board of Supervisors and Chief Administrative Officer to be completed by the due date	100% (26 of 26)	98%	100% (35 of 35)	98%	98%
	Advisory assignments for all County departments completed by the due date	98% (1,475 of 1,511)	95%	99% (1,430 of 1,442)	95%	98%
	Resolved cases filed against the County by court decision or dismissal/settlements ³	64%/36% (51 of 80)/ (29 of 80)	N/A	N/A	N/A	N/A
	Resolved court cases filed against the County in which County will prevail (County success rate)	90% (46 of 51)	90%	94% (76 of 81)	90%	90%
	Non-conflict cases against the County that were handled by County Counsel	100% (80 of 80)	95%	100% (109 of 109)	95%	95%



Performance Measures		2014-15 Actuals	2015-16 Adopted	2015-16 Actuals	2016-17 Adopted	2017-18 Approved
	Success rate in County cases against other parties ³	50% (1 of 2)	90%	67% (2 of 3)	90%	90%
	Number of training programs presented by County Counsel ⁴	183	N/A	N/A	N/A	N/A
	Number of risk mitigation education sessions provided by County Counsel ⁵	51	50	57	40	40
	Number of in-house trainings for new and current employees ^{1, 6}	N/A	3	10	3	3
	Number of supervisory staff to complete Financial Literacy online LMS training ⁷	N/A	N/A	N/A	100%	100%

Table Notes

- ¹ Performance measure added in Fiscal Year 2015–16 to support strategic alignment to the County’s vision of a region that is Building Better Health, Living Safely and Thriving: *Live Well San Diego*.
- ² Performance measure added in Fiscal Year 2016–17, and results reported in the department’s Fiscal Year 2015–16 Objectives, to support the enterprisewide goal to enhance the quality of the environment by focusing on strategic planning.
- ³ The County resolved only three lawsuits against other parties during Fiscal Year 2015–16. Given this small number, the one loss reduced the overall win/loss percentage.
- ⁴ Performance measure discontinued effective Fiscal Year 2015–16.
- ⁵ Performance measure target decreased for Fiscal Year 2016–17. During Fiscal Year 2015–16 three attorneys with a combined 53 years of experience retired. They were all assigned to tort litigation, and their departure resulted in a 30% reduction in tort attorney staff. Approximately 30–35% of risk mitigation trainings are done by tort attorney staff. The new attorneys hired are inexperienced and will have to develop the skillset to conduct trainings. For Fiscal Year 2015–16, the office conducted a series of trainings (“Strategic Lawyer”) which resulted in a 14% increase of risk mitigation trainings over the stated goal.
- ⁶ County Counsel provided a greater number of in-house trainings than what was originally estimated in Fiscal Year 2015–16 due to the addition of five new attorney staff who required entry level training and specialized training on public entity law, as well as case developments that necessitated focused legal training topics.
- ⁷ Performance measure added in Fiscal Year 2016–17 to support strategic alignment to Operational Excellence and building the financial literacy of the workforce and promoting understanding and individual contribution to the County’s fiscal stability.

Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

Net increase of 2.00 staff years

- ◆ Increase of 1.00 staff year due to a transfer from HHSA to support program coordination on juvenile dependency and litigation matters between County Counsel and HHSA’s Child

Welfare Services and an increase of 1.00 staff year due to a transfer from HHSA to provide additional advisory legal support for various HHSA programs and new initiatives.

Expenditures

Net increase of \$0.4 million

- ◆ Salaries & Benefits—increase of \$0.9 million as a result of the staffing increase detailed above, and as a result of negotiated labor agreements and an increase in retirement contributions.



- ◆ Expenditure Transfer & Reimbursements—increase of \$0.5 million to reflect cost reimbursement from HHSA for additional staffing described above. Since this is a reimbursement, it has the effect of a \$0.5 million decrease in expenditures.

Revenues

Net increase of \$0.4 million

- ◆ Use of Fund Balance—decrease of \$0.1 million for a total budget of \$0.1 million primarily due to one-time costs related to negotiated labor agreements.

- ◆ General Purpose Revenue Allocation—increase of \$0.5 million primarily due to negotiated labor agreements.

Budget Changes and Operational Impact: 2016–17 to 2017–18

No significant changes



Staffing by Program						
		Fiscal Year 2015–16 Adopted Budget			Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
County Counsel		138.00			140.00	140.00
Total		138.00			140.00	140.00

Budget by Program						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
County Counsel	\$ 24,716,922	\$ 25,392,692	\$ 26,696,969	\$ 25,156,086	\$ 25,745,621	\$ 26,287,421
Total	\$ 24,716,922	\$ 25,392,692	\$ 26,696,969	\$ 25,156,086	\$ 25,745,621	\$ 26,287,421

Budget by Categories of Expenditures						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Salaries & Benefits	\$ 23,554,039	\$ 24,487,624	\$ 24,487,624	\$ 23,988,585	\$ 25,345,767	\$ 25,906,952
Services & Supplies	2,034,463	1,740,050	3,044,327	1,984,352	1,695,303	1,695,303
Expenditure Transfer & Reimbursements	(871,580)	(834,982)	(834,982)	(816,851)	(1,295,449)	(1,314,834)
Total	\$ 24,716,922	\$ 25,392,692	\$ 26,696,969	\$ 25,156,086	\$ 25,745,621	\$ 26,287,421

Budget by Categories of Revenues						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Charges For Current Services	\$ 12,099,032	\$ 12,084,312	\$ 12,084,312	\$ 12,266,406	\$ 12,076,576	\$ 12,475,971
Miscellaneous Revenues	1,571	2,000	2,000	43,956	2,000	2,000
Use of Fund Balance	(233,064)	245,730	1,550,007	(214,926)	83,540	55,694
General Purpose Revenue Allocation	12,849,384	13,060,650	13,060,650	13,060,650	13,583,505	13,753,756
Total	\$ 24,716,922	\$ 25,392,692	\$ 26,696,969	\$ 25,156,086	\$ 25,745,621	\$ 26,287,421



Grand Jury

Mission Statement

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

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 used 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.

To ensure these critical services are provided, the Grand Jury has 1.00 staff year and a budget of \$0.8 million.



2015–16 Accomplishments

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents.
 - ▣ Reviewed and investigated 34 citizen’s complaints, issues and other County matters of civil concern brought before the Grand Jury. (SC2)
 - Returned 60 criminal indictments and prepared other reports and declarations as mandated by law (Penal Code §939.8, et seq.).

2016–18 Objectives

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents.
 - ▣ Review, prioritize and investigate 100% of citizens’ complaints, issues and other County matters of civil concern brought before the Grand Jury by assembling a well-qualified and widely representative civil panel to ensure that city and county government entities are operating as efficiently as possible. (SC2)
 - Support the District Attorney with hearings on criminal matters in accordance with Penal Code §904.6.

Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
▣	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

Related Links

For additional information about the Grand Jury, refer to the website at:

◆ www.sandiegocounty.gov/grandjury

**Budget Changes and Operational Impact:
2015–16 to 2016–17**

Staffing

No change in staffing

Expenditures

No significant changes

Revenues

No significant changes

**Budget Changes and Operational Impact:
2016–17 to 2017–18**

No significant changes



Staffing by Program						
		Fiscal Year 2015–16 Adopted Budget			Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Grand Jury		1.00			1.00	1.00
Total		1.00			1.00	1.00

Budget by Program						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Grand Jury	\$ 446,277	\$ 800,784	\$ 834,915	\$ 786,860	\$ 803,101	\$ 803,317
Total	\$ 446,277	\$ 800,784	\$ 834,915	\$ 786,860	\$ 803,101	\$ 803,317

Budget by Categories of Expenditures						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Salaries & Benefits	\$ 61,606	\$ —	\$ —	\$ —	\$ 2,396	\$ 2,240
Services & Supplies	384,671	800,784	834,915	786,860	800,705	801,077
Total	\$ 446,277	\$ 800,784	\$ 834,915	\$ 786,860	\$ 803,101	\$ 803,317

Budget by Categories of Revenues						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Miscellaneous Revenues	\$ —	\$ —	\$ —	\$ 34,819	\$ —	\$ —
Use of Fund Balance	(147,970)	—	34,131	(48,743)	—	—
General Purpose Revenue Allocation	594,247	800,784	800,784	800,784	803,101	803,317
Total	\$ 446,277	\$ 800,784	\$ 834,915	\$ 786,860	\$ 803,101	\$ 803,317



Human Resources

Mission Statement

We are committed to provide and retain a skilled, adaptable, and diverse workforce for County departments so they may deliver superior services to the residents and visitors of the County of San Diego.

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 include risk management, classification, compensation, recruitment, labor relations, workforce information management, and administration of employee benefits and training programs.

To ensure these critical services are provided, the Department of Human Resources has 118.00 staff years and a budget of \$27.0 million.



- Expanded the Wellness Expos at County facilities from 10 to 12 locations to support healthy choices at home and at work. (HF5)
- Increased employee participation by 6% in the Love Your Heart blood pressure campaign, for a total of 22% (3,743 of 17,044) of employees participating. Love Your Heart is 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. The total number of employees participating increased by 50% (2,494 to 3,743) from 2015 to 2016.
- Achieved a 24% (961 to 1,190) increase in the number of employees participating in the Dare to Stair Stairwell campaign.
- Achieved a 31% (476 to 624) increase in the number of employees participating in the Amazing Race campaign.
- Achieved a 92% (792 to 1,518) increase in the number of employees participating in the Maintain Don't Gain campaign.
- Achieved a 16% (2,727 of 17,044) overall employee participation rate in various Employee Wellness Program activities.

Strategic Initiative Legend

HF	SC	SE	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2015–16 Accomplishments

Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it.
 - Expanded the Farmers Market from a single location at the County Operations Center to a total of nine locations at various County facilities to support healthy food choices at work and at home. (HF2)
- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of the County's vision, *Live Well San Diego*.

Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Successfully implemented the redesigned Work Safe/Stay Healthy countywide safety and injury prevention program aimed to reduce workplace injuries and their resultant costs. (OE1)
 - On track to negotiate fiscally prudent successor Memoranda of Agreement with 12 of 25 bargaining units and 2 of 9 existing employee organizations by June 30, 2017. (OE1)

- Increased financial literacy for County employees by collaborating with the Finance and General Government Group Executive Office in the development of an online Financial Literacy training course accessible through the Learning Management System. (OE2)
 - Achieved a 4.8% reduction in hours of lost productivity related to workers' compensation claims (133,901 to 127,521). Exceeded the goal of 3% reduction, due to collaboration with impacted staff and departments in accommodating restrictions.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Used the existing technology of PeopleSoft e-Benefits to support employee benefit elections during the 2016 open enrollment by replacing paper processes with the electronic election of plans prior to December 31, 2015. (OE3)
 - Integrating the human resources management system, PeopleSoft, into the enterprise's Oracle Identity Management solution to increase security and eliminate staff intervention of password request and system logins by June 30, 2017. (OE3)
 - Successfully reviewed and evaluated vendors to enhance the Workers Compensation Claim Management System. As a result of the reviews and evaluations, the current system will remain intact and will be enhanced by June 30, 2017. The first phase of upgrading the system is in process and scheduled to go live in October 2016. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
 - Completed Phase II of the Classification Modernization Project by reviewing 326 classification specifications.
 - Increased veteran outreach and community partnerships by participating in 35 Veteran Outreach Program activities.
 - Provided excellent customer service to County departments by completing 100% of classification activity request within prescribed timelines.
 - Provided excellent customer service and served customer departments in a timely manner by meeting 98% (392 of 400) of recruitment timelines.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Strengthened awareness of diversity, inclusion, and cultural competence by offering Diversity & Inclusion (D&I) training for managers in Dynamic Management Seminars, aligning the current course Embracing Diversity & Inclusion to the D&I Strategic Plan, and rolling out a new Countywide training in Fiscal Year 2015–16. DHR will con-

tinue to strengthen awareness of diversity, inclusion, and cultural competence through additional learning opportunities by June 30, 2017.

- In lieu of conducting the Discipline Case Advocacy Institute (DCAI) by June 30, 2016, Labor Relations offered training opportunities to individuals in the Human Resources community to enhance their skills in areas such as Civil Service case preparation and hearing preparation.
- Developed and provided the remaining three knowledge activities, for a total of eight, that complement the knowledge learned from formal training to encourage continuous learning opportunities by June 30, 2016. These knowledge activities include exercises and videos that reinforce the attended training. This promotes continuous learning and professional development.
- Advertised 100% of all recruitments in diverse publications in order to attract a diverse applicant pool, which contributed to an increase of 7% (122) of external diverse candidates hired in 2015.
- The total training hours completed by participants through the Learning Management System (LMS) for Fiscal Year 2015–16 was 628,355. Due to departments consolidating training, fewer trainings were required for County employees; therefore the target of a 5% increase in training hours completed by participants was not met.
- Increased the number of professional training opportunities available in LMS by adding 20 new trainings in Fiscal Year 2015–16.

2016–18 Objectives



Healthy Families

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
 - Expand the Farmers Market from nine to eleven locations at County facilities to support healthy food choices at work and at home. (HF2)
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County's *Live Well San Diego* vision.
 - Maintain the rate of overall employee participation in various wellness activities at 16%. (HF5)
 - Expand employee meditation sessions from three to five locations at County facilities. (HF5)
 - Expand the employee diabetes management program from two to three locations at County facilities. (HF5)



Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents





- Support the Countywide Security Program by providing training to increase awareness on emergency responses.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Negotiate fiscally prudent successor Memoranda of Agreement with 12 of 25 bargaining units and 2 of 9 existing employee organizations by June 30, 2017. (OE1)
 - Increase financial literacy of all department staff, by ensuring they complete the online Financial Literacy training course in the Learning Management System. (OE2)
 - Work to transition all DHR contracts to the Exigis System for electronic certification of insurance tracking by June 30, 2017.
 - To ensure timely and effective services, reduce the hours of lost productivity related to workers’ compensation claims by 2%.
 - Maintain a 98% accuracy rate in transactions in the human resources information system, PeopleSoft.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Integrate the human resources information system, PeopleSoft, into the enterprise’s Oracle Identity Management solution to increase security and eliminate staff intervention of password request and system logins by June 30, 2017. (OE3)
 - Enhance the Workers Compensation Claim Management System by June 30, 2017. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
 - In order to improve services and provide the best customer service, attain a 97% satisfaction rate on recruitment surveys.

- Provide excellent customer service to County departments by completing 95% of Classification Activity Requests within anticipated timelines.
- To provide excellent customer service and serve customer departments timely, strive to accomplish recruitment timelines with a 99% success rate.
- Complete Phase III of the Classification Modernization Project by reviewing 74 classification specifications by June 30, 2017.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Strengthen awareness of diversity, inclusion, and cultural competence through increased learning opportunities by June 30, 2017. (OE6)
 - To increase Countywide knowledge and understanding of the function and role of the Risk Assessment Team, conduct five presentations throughout all five County groups by June 30, 2017.
 - Advertise open recruitments in diverse publications in order to attract a diverse applicant pool 100% of the time.
 - Increase the number of Learning Management System (LMS) training hours by 5,000 compared to prior year actuals. (OE6)
 - Increase the number of professional training opportunities available in LMS by adding 20 new trainings in Fiscal Year 2016–17.

Related Links

For additional information about the Department of Human Resources, refer to the website at:

- ◆ www.sandiegocounty.gov/hr

Performance Measures		2014-15 Actuals	2015-16 Adopted	2015-16 Actuals	2016-17 Adopted	2017-18 Approved
	Rate of overall employee participation in Employee Wellness Program activities ¹	14% of 17,037	15%	16% of 17,044	16%	16%
	Rate of employee participation in the Love Your Heart blood pressure campaign ²	15% (2,557 of 17,037)	16% (2,727 of 17,044)	22% (3,743 of 17,044)	N/A	N/A
	Recruitment plan/service agreements/timelines met	99%	98% of 400	98% of 400	99%	99%
	Include diversity outreach in all recruitments ³	N/A	100%	100%	100%	100%
	Increase the number of LMS training hours completed by participants ^{3,4}	N/A	5%	0%	N/A	N/A
	Increase the number of professional development training opportunities available in LMS ³	N/A	20	20	20	20
	Reduce the hours of lost productivity related to workers' compensation claims ^{3,5}	N/A	3%	4.8%	2%	2%
	Classification Activity Request completed within prescribed timeframe ⁶	N/A	N/A	N/A	95%	95%
	Overall customer satisfaction rate for recruitment survey ⁶	N/A	N/A	N/A	97%	97%
	Increase in the number of completed LMS training hours compared to prior year actuals ⁷	N/A	N/A	N/A	5,000	5,000

Table Notes

- ¹ This measure is calculated based on various activities including Amazing Race, Flu Shot Campaign, Dare to Stair, Maintain Don't Gain, Love Your Heart, Thrive Across America, Wellness Expos, and Biometric Screening Online Health Risk Assessment.
- ² Employee participation in the Love Your Heart Campaign will be included in the overall Wellness Program Performance Measure effective Fiscal Year 2016–17 and will be discontinued as a stand-alone goal.
- ³ This measure was added in Fiscal Year 2015–16.
- ⁴ Due to departments consolidating training, fewer trainings were required for County employees in Fiscal Year 2015–16. Therefore, the target of a 5% increase in training hours completed by participants was not met. This measure will be discontinued effective Fiscal Year 2016–17 and replaced with a new measure that reflects an increase over the previous fiscal year. See Table Note 7.
- ⁵ The target for this measure is reduced from Fiscal Year 2015–16 due to the unstable trends of workers' compensation claims.
- ⁶ This is a new measure effective Fiscal Year 2016–17 to reflect DHR's commitment to attracting a skilled, adaptable, and diverse workforce.
- ⁷ This is a new measure effective Fiscal Year 2016–17 to reflect DHR's commitment to a County that maintains a safe, healthy and thriving workforce.



Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing

Expenditures

Net decrease of \$0.3 million

- ◆ Salaries & Benefits—increase of \$0.6 million as a result of negotiated labor agreements and an increase in retirement contributions.
- ◆ Services & Supplies—net decrease of \$1.0 million
 - ◆ Decrease of \$2.8 million due to anticipated completion of one-time projects in Fiscal Year 2015–16, including the Workers Compensation claims management system (\$1.7 million), Documentum Cabinet (\$0.1 million), Work Safe Stay Healthy (\$0.1 million), Health Reimbursement Utilization (\$0.1 million), IT projects for PeopleSoft integration (\$0.5 million) and the Affordable Care Act Module project (\$0.3 million).
 - ◆ Increase of \$1.5 million due to one-time projects associated with an Oracle Database Upgrade used by PeopleSoft (\$1.2 million), Learning Management System Upgrade and training opportunities (\$0.2 million), and Flexible Spending Account Implementation (\$0.1 million).
 - ◆ Increase of \$0.3 million due to the expansion of contracted employee assistance programs and miscellaneous services and supplies for operational needs.
- ◆ Expenditure Transfer & Reimbursements—Increase of \$0.1 million to reflect cost reimbursement from the Sheriff’s Department for the expansion of contracted employee assistance programs. Since this is a reimbursement, it has the effect of a \$0.1 million decrease in expenditures.

- ◆ Management Reserves—Increase of \$0.2 million. A total of \$0.2 million is budgeted as a contingency for unanticipated countywide insurance needs.

Revenues

Net decrease of \$0.3 million

- ◆ Miscellaneous Revenues—Increase of \$0.4 million due to increased cost reimbursement from the Employee Benefits Division and Workers’ Compensation portions of the Employee Benefits Internal Service Fund.
- ◆ Use of Fund Balance—net decrease of \$1.2 million for a total budget of \$2.0 million including:
 - ◆ \$1.2 million for a one-time IT project for the Oracle Database Upgrade used by PeopleSoft
 - ◆ \$0.3 million for the Workforce Academy for Youth program
 - ◆ \$0.2 million for a one-time Learning Management System Upgrade and training opportunities
 - ◆ \$0.2 million for unanticipated countywide insurance needs through Management Reserves
 - ◆ \$0.1 million for one-time Flexible Spending Account implementation
- ◆ General Purpose Revenue Allocation—net increase of \$0.5 million primarily due to negotiated labor agreements.

Budget Changes and Operational Impact: 2016–17 to 2017–18

Net decrease of \$1.6 million primarily due to the anticipated completion of one-time projects in Fiscal Year 2016–17.

Staffing by Program						
		Fiscal Year 2015–16 Adopted Budget			Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Department of Human Resources		118.00			118.00	118.00
Total		118.00			118.00	118.00

Budget by Program						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Department of Human Resources	\$ 21,340,601	\$ 27,263,270	\$ 28,413,696	\$ 22,113,513	\$ 26,964,462	\$ 25,315,313
Total	\$ 21,340,601	\$ 27,263,270	\$ 28,413,696	\$ 22,113,513	\$ 26,964,462	\$ 25,315,313

Budget by Categories of Expenditures						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Salaries & Benefits	\$ 13,618,196	\$ 14,247,598	\$ 14,247,598	\$ 14,168,664	\$ 14,869,693	\$ 14,971,525
Services & Supplies	7,927,404	13,219,539	14,358,962	8,162,956	12,199,636	10,648,655
Capital Assets Equipment	12,682	—	11,003	11,003	—	—
Expenditure Transfer & Reimbursements	(217,680)	(203,867)	(203,867)	(229,109)	(304,867)	(304,867)
Management Reserves	—	—	—	—	200,000	—
Total	\$ 21,340,601	\$ 27,263,270	\$ 28,413,696	\$ 22,113,513	\$ 26,964,462	\$ 25,315,313

Budget by Categories of Revenues						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Intergovernmental Revenues	\$ —	\$ 4,730	\$ 4,730	\$ 12,299	\$ 4,274	\$ 4,274
Charges For Current Services	1,678,256	1,666,880	1,666,880	1,670,967	1,635,463	1,635,463
Miscellaneous Revenues	6,665,006	7,711,963	7,711,963	7,182,916	8,090,459	8,184,775
Use of Fund Balance	(1,390,568)	3,120,000	4,270,426	(1,512,366)	1,970,000	—
General Purpose Revenue Allocation	14,387,907	14,759,697	14,759,697	14,759,697	15,264,266	15,490,801
Total	\$ 21,340,601	\$ 27,263,270	\$ 28,413,696	\$ 22,113,513	\$ 26,964,462	\$ 25,315,313



County Communications Office

Mission Statement

To build confidence in County government by providing clear, accurate and timely information to the public about County programs and services. To achieve world class communications status and become a preferred information provider by using current technology and communications tools.

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, and internal communications and projects. The department is also responsible for 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 has extensive experience in communications for the public, private and nonprofit sectors through traditional and emerging technologies and continually looks for new opportunities and methods to share information.

To ensure these critical services are provided, the County Communications Office has 22.00 staff years and a budget of \$3.6 million.



2015–16 Accomplishments



Safe Communities

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
 - ▣ Participated in two drills to prepare for and respond to major natural or man-made disasters impacting the San Diego County region. (SC1)
 - ▣ Organized two meetings of regional Public Information Officers from various sectors, such as education, healthcare and government, to review disaster preparedness and response, including a meeting specific to El Niño storm topics. Meetings build critical relationships needed during regional emergencies and provide a forum for sharing ideas and resources. (SC1)
 - 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 emergency website and app, social media, new releases, news conferences and video.



Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges.
 - ▣ Provided timely and relevant information to the public about the County's programs and services while demonstrating the fact that the County is a responsible steward of tax dollars through content posted on County News Center. The department provided at least one content item (article, video or graphic) per day for a total of 510 items during Fiscal Year 2015–16. (SE7)

Strategic Initiative Legend

HF	SC	SE	OE
○	●	□	■
- Audacious Vision			
- Enterprise Wide Goal			
- Cross-Departmental Objective			
- Department Objective			
◆ - Objective Sub-Dot Point Level 1			

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

 Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Provided information access to all customers ensuring consistency, transparency and customer confidence. (OE4)
 - Supported County departments’ goals and objectives by sharing vital information with the public, stakeholders and employees by creating print, video, web, mobile and graphic content shared through public awareness campaigns, news conferences, public service announcements and additional formats. This included the live broadcast of all Board of Supervisors meetings to ensure the public has access to its County government.
 - Provided easy, on-the-go access to important County information through social media. Increased the number of followers on Facebook and Twitter by 54% (increase of 25,945) during Fiscal Year 2015–16.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Fostered an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County’s intranet site, posting 218 content items, such as an article or video, during Fiscal Year 2015–16.

2016–18 Objectives

 Safe Communities

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
 - Participate in at least two drills each fiscal year to prepare for and respond to major natural or man-made disasters impacting the San Diego County region. (SC1)
 - Organize one to two meetings per fiscal 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. (SC1)
 - 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 emergency website and app, social media, new releases, news conferences and video.

 Sustainable Environments

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges.
 - Provide timely and relevant information to the public about the County’s programs and services while demonstrating the fact that the County is a responsible steward of tax dollars through content posted on County News Center. The department will provide at least one content item (article, video or graphic) per day for a total of 365 items during Fiscal Year 2016–17 and another 365 items during Fiscal Year 2017–18. (SE6)

 Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Provide information access to all customers ensuring consistency, transparency and customer confidence. (OE4)
 - Support County departments’ goals and objectives by sharing vital information with the public, stakeholders and employees by creating print, video, web, mobile and graphic content shared through public awareness campaigns, news conferences, public service announcements and additional formats. This includes the live broadcast of all Board of Supervisors meetings to ensure the public has access to its County government.
 - Provide easy, on-the-go access to important County information through social media. Increase number of followers on Facebook and Twitter by 54% during Fiscal Year 2016–17 (25,945 above 47,957 actual base), and an additional 20% during Fiscal Year 2017–18.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Foster an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County’s intranet site, posting at least 200 content items, such as an article or video, during Fiscal Year 2016–17, and another 200 during Fiscal Year 2017–18.

Related Links

For additional information about the County Communications Office, please visit:
 ♦ www.countynewscenter.com





Performance Measures		2014-15 Actuals	2015-16 Adopted	2015-16 Actuals	2016-17 Adopted	2017-18 Approved
	Participate in two emergency preparedness drills to test readiness	4	2	2	2	2
	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 ¹	272	N/A	N/A	N/A	N/A
	News items (article or video) posted on County News Center ²	555	365	510	365	365
	Increase in followers of County social media sites ³	46% (15,047 above 32,910 actual base)	20%	54% (25,945 above 47,957 actual base)	20%	20%
	Articles, videos and information posted on department's intranet site	269	200	218	200	200

Table Notes

- ¹ This measure was discontinued in Fiscal Year 2015–16 as most video items are now incorporated into County News Center and the County's intranet. Performance measures for those are reflected above.
- ² 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.
- ³ The department exceeded its goal due in large part to a change in Facebook during the fiscal year which allows videos to play in line, rather than having to provide a link to another website to watch a video. This resulted in higher engagement and a larger than expected increase in followers.

Budget Changes and Operational Impact: 2015–16 to 2016–17

Staffing

No change in staffing

Expenditures

Net increase of \$0.4 million

- ◆ Salaries & Benefits—increase of \$0.2 million as a result of negotiated labor agreements and an increase in retirement contributions.
- ◆ Services & Supplies—increase of \$0.2 million primarily as a result of one-time costs associated with enhancements to InSite, the County's internal website.

Revenues

Net increase of \$0.4 million

- ◆ Use of Fund Balance—increase of \$0.2 million for a total budget of \$0.2 million to fund one-time enhancements to InSite, the County's internal website.
- ◆ General Purpose Revenue Allocation—increase of \$0.2 million primarily due to negotiated labor agreements and an increase in retirement contributions.

Budget Changes and Operational Impact: 2016–17 to 2017–18

No significant changes



Staffing by Program						
		Fiscal Year 2015–16 Adopted Budget			Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
County Communications Office		22.00			22.00	22.00
Total		22.00			22.00	22.00

Budget by Program						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
County Communications Office	\$ 2,793,532	\$ 3,246,121	\$ 3,443,909	\$ 2,904,632	\$ 3,620,533	\$ 3,286,976
Total	\$ 2,793,532	\$ 3,246,121	\$ 3,443,909	\$ 2,904,632	\$ 3,620,533	\$ 3,286,976

Budget by Categories of Expenditures						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Salaries & Benefits	\$ 2,716,549	\$ 2,763,257	\$ 2,763,257	\$ 2,760,597	\$ 2,920,025	\$ 2,981,468
Services & Supplies	340,778	491,864	610,215	408,002	661,508	504,508
Capital Assets Equipment	105,489	341,000	420,437	79,747	389,000	151,000
Expenditure Transfer & Reimbursements	(369,284)	(350,000)	(350,000)	(343,715)	(350,000)	(350,000)
Total	\$ 2,793,532	\$ 3,246,121	\$ 3,443,909	\$ 2,904,632	\$ 3,620,533	\$ 3,286,976

Budget by Categories of Revenues						
	Fiscal Year 2014–15 Actuals	Fiscal Year 2015–16 Adopted Budget	Fiscal Year 2015–16 Amended Budget	Fiscal Year 2015–16 Actuals	Fiscal Year 2016–17 Adopted Budget	Fiscal Year 2017–18 Approved Budget
Licenses Permits & Franchises	\$ 137,382	\$ 356,500	\$ 356,500	\$ 87,199	\$ 430,000	\$ 185,000
Miscellaneous Revenues	335	—	—	—	—	—
Use of Fund Balance	(162,371)	—	197,788	(72,189)	150,000	—
General Purpose Revenue Allocation	2,818,186	2,889,621	2,889,621	2,889,621	3,040,533	3,101,976
Total	\$ 2,793,532	\$ 3,246,121	\$ 3,443,909	\$ 2,904,632	\$ 3,620,533	\$ 3,286,976

