County of San Diego

Finance and General Government Group

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

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 Fiscal Year 2014–15, the County of San Diego completed a major strategic renovation to simplify the Strategic Framework and enhance Strategic Alignment across the organization. This included changes to the Strategic Initiatives. Transitioning from three initiatives—Healthy Families, Safe Communities, Sustainable Environments and the eight Required Disciplines for Excellence—to streamlining the Required Disciplines for Excellence into a fourth Strategic Initiative named Operational Excellence. New Audacious Visions and Enterprise-Wide Goals (EWG) were developed to assist departments in alignment to and support of the County's Vision and Strategic Initiatives. In addition, four focus groups comprised of subject matter experts from departments across the County produced a pre-determined set of Cross-Departmental Objectives (CDO). These CDOs demonstrate how departments and/or external partners

are collaborating to contribute to the larger EWG. The creation of CDO nomenclature assists in the identification of each CDO throughout the Operational Plan and shows how the department is making a strategic contribution to its outcome. For more information on the new strategic alignment, refer to the Strategic Framework and Alignment section on page 29.

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

2014–15 Anticipated Accomplishments

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - The multi-year phased restoration and preservation project for historical recorded documents was delayed. Phase I will preserve the old microfilm and ensure its survival for future generations. This project will begin in Fiscal Year 2015–16 with anticipated completion in Fiscal Year 2017–18. Phase II will restore and preserve historical recorded documents and maps. This project is a three to five year effort and is estimated to be complete in Fiscal Year 2019–20.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Achieved a collection rate of 99% 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.
  - Resolved 80% (44 of 55) of all lawsuits against the County by a court decision/dismissal, and resolved 20% (11 of 55) by settlement.
  - Negotiated fiscally prudent successor agreements with 11 of 25 bargaining units and 6 of 9 existing employee organizations by June 30, 2015.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - 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 identification naming standards. Anticipated completion date for initial phase of this project is the end of June 2015 with subsequent phases to be implemented in Fiscal Year 2015–2016.
  - Upgraded the County's Kronos employee timekeeping application. The Kronos 7.0 upgrade initiative has provided the County users with a more supportable timekeeping platform and enhanced functional capabilities.
  - The County Technology Office, Assessor/Recorder/County Clerk, Auditor & Controller and the Treasurer-Tax Collector continued the design and development of the Integrated Property Tax System (IPTS), which will significantly improve property assessment, tax collection and apportionment activities in the County.
  - Provided open access to County business by making 42 audio recordings of Board of Supervisors meetings available on the Internet within three days of the related meeting.
- Strengthen our customer service culture to ensure a positive customer experience
  - Reviewed and updated 219 classification specifications as Phase I of the Classification Modernization Project as of June 30, 2015. The goal of reviewing and updating the specifications for Phase II will be completed by June 30, 2016.
- 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 255 content items (article or video) in support of the County's Strategic Plan during Fiscal Year 2014–15.

2015–17 Finance and General Government Group (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 2015–17 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 on page 29.

Strategic Initiative	Cross-Departmental Objective		Contributing FGG Departments and Business Groups
	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, Public Safety Group
	HF4	Pursue policy changes that support clean air, clean water, active living and healthy eating	County Counsel, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	HF5	Develop an employee-centric campaign based on a simple consistent message to 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, Community Services Group, Health and Human Services Agency, Public Safety Group

Strategic Initiative	Cross-Departmental Objective		Contributing FGG Departments and Business Groups
	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	Provide youth and their caregivers with opportunities to promote healthy relationships, identify risk factors and access services to prevent crime, neglect and abuse	County Counsel, Health and Human Services Agency, Public Safety Group
	SE1	Improve policies and systems across departments to reduce economic barriers for business 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	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, Health and Human Services Agency, Land Use and Environment Group
	SE7	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, Community Services Group, 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, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE3	Develop a plan to 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, County Technology Office, 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, 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	Develop a Countywide management philosophy that fosters employee well-being, inclusion and development	Treasurer-Tax Collector, Civil Service Commission, County Counsel, 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:

- http://www.sandiegocounty.gov/fg3/

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

Staffing

No changes to staffing.

Expenditures

Net decrease of $0.6 million.

- Salaries & Benefits—decrease of $0.1 million due to removal of costs for the management internship program initially sponsored by Finance and General Government Group Executive Office ($0.2 million) offset by increases in negotiated labor agreements ($0.1 million).
- Service & Supplies—decrease of $1.0 million due primarily to reduction in one-time expenditures appropriated for the Kronos timekeeping system ($3.0 million), increase in data center storage costs ($1.0 million) and increase in facility operations and maintenance costs in and around the County Administration Center (CAC) ($1.0 million) including updating of the exterior lighting at the CAC.
- Management Reserves—increase of $0.5 million budgeted as a contingency for any unanticipated information technology or emergent Finance and General Government Group needs.

Revenues

Net decrease of $0.6 million.

- Intergovernmental Revenues—increase of $1.8 million in revenue received under a tax sharing agreement with the City of San Diego to partially offset operation and maintenance costs associated with the CAC Waterfront Park and one-time costs associated with updating the exterior lighting at the CAC.
- Charges for Current Services—decrease of $0.1 million in A-87 revenues for reimbursement of administrative services provided to other County departments due to the loss of revenue from Superior Court.
- Use of Fund Balance—decrease of $3.5 million for a total of $5.7 million. Recommended major planned uses of fund balance include:
  - CAC one-time major maintenance projects for $1.5 million.
  - Data servers and storage for enterprise resource planning (ERP) systems for $1.0 million.
  - Performance Budgeting upgrade project for $0.2 million.
  - Management reserves for Groupwide unanticipated IT, facility, and emergent needs for $3.0 million.
- General Purpose Revenue Allocation- net increase of $1.2 million to address ongoing increases in information technology expenses, negotiated salary and benefit costs, and to offset a decrease in revenue recovered from external agencies for support services.

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

Net decrease of $1.8 million in expenditures primarily driven by removal of one-time expenditures planned for Fiscal Year 2015–16.

Group Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Finance & General Government Executive Office	21.00	21.00	21.00	0.0	21.00
Board of Supervisors	56.00	56.00	56.00	0.0	56.00
Assessor / Recorder / County Clerk	410.50	410.50	410.50	0.0	410.50
Treasurer - Tax Collector	121.00	123.00	123.00	0.0	123.00
Chief Administrative Office	14.50	14.50	14.50	0.0	14.50
Auditor and Controller	232.50	232.50	234.50	0.9	234.50
County Technology Office	17.00	17.00	17.00	0.0	17.00
Civil Service Commission	4.00	4.00	4.00	0.0	4.00
Clerk of the Board of Supervisors	27.00	27.00	27.00	0.0	27.00
County Counsel	136.00	138.00	138.00	0.0	138.00
Grand Jury	1.00	1.00	1.00	0.0	1.00
Human Resources	115.00	117.00	118.00	0.9	118.00
County Communications Office	22.00	22.00	22.00	0.0	22.00
Total	**1,177.50**	**1,183.50**	**1,186.50**	**0.3**	**1,186.50**

Group Budget by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Finance & General Government Executive Office	$ 31,017,462	$ 21,564,317	$ 21,004,076	(2.6)	$ 19,291,617
Board of Supervisors	8,075,907	8,366,841	8,556,848	2.3	8,556,920
Assessor / Recorder / County Clerk	60,307,881	63,127,842	66,317,674	5.1	65,409,510
Treasurer - Tax Collector	22,024,206	21,659,445	22,640,120	4.5	21,529,415
Chief Administrative Office	4,441,349	4,649,068	4,744,476	2.1	4,785,972
Auditor and Controller	35,964,386	33,891,372	35,105,281	3.6	34,076,551
County Technology Office	169,808,926	171,291,537	182,729,989	6.7	168,899,000
Civil Service Commission	616,736	606,114	493,377	(18.6)	504,696
Clerk of the Board of Supervisors	3,466,941	3,482,832	3,876,080	11.3	3,589,399
County Counsel	23,459,268	27,604,747	25,392,692	(8.0)	25,861,262
Grand Jury	592,346	595,975	800,784	34.4	802,170
Human Resources	23,937,245	24,779,192	27,263,270	10.0	24,203,059
County Communications Office	3,088,171	3,151,234	3,246,121	3.0	3,199,164
Total	**$ 386,800,824**	**$ 384,770,516**	**$ 402,170,788**	**4.5**	**$ 380,708,735**

Executive Office Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Finance & General Government Executive Office	8.00	8.00	8.00	0.0	8.00
Office of Financial Planning	13.00	13.00	13.00	0.0	13.00
Total	**21.00**	**21.00**	**21.00**	**0.0**	**21.00**

Executive Office Budget by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Finance & General Government Executive Office	$ 28,398,023	$ 18,846,376	$ 17,851,920	(5.3)	$ 16,276,300
Office of Financial Planning	2,619,439	2,717,941	3,152,156	16.0	3,015,317
Total	**$ 31,017,462**	**$ 21,564,317**	**$ 21,004,076**	**(2.6)**	**$ 19,291,617**

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Salaries & Benefits	$ 3,297,219	$ 3,425,668	$ 3,336,546	(2.6)	$ 3,423,840
Services & Supplies	19,220,243	15,638,649	14,667,530	(6.2)	12,867,777
Management Reserves	8,500,000	2,500,000	3,000,000	20.0	3,000,000
Total	**$ 31,017,462**	**$ 21,564,317**	**$ 21,004,076**	**(2.6)**	**$ 19,291,617**

Executive Office Budget by Categories of Revenues

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Revenue From Use of Money & Property	$ 10,000	$ 10,000	$ —	(100.0)	$ —
Intergovernmental Revenues	29,551	429,896	2,246,240	422.5	1,446,240
Charges For Current Services	923,639	1,034,980	900,376	(13.0)	900,376
Use of Fund Balance	20,558,000	9,187,986	5,700,000	(38.0)	4,500,000
General Purpose Revenue Allocation	9,496,272	10,901,455	12,157,460	11.5	12,445,001
Total	**$ 31,017,462**	**$ 21,564,317**	**$ 21,004,076**	**(2.6)**	**$ 19,291,617**

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COUNTY OF
SAN DIEGO
MDCCCLI

Board of Supervisors

Department Description

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

District 1

Supervisor Greg Cox represents the more than 617,000 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 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. One of his major economic initiatives is growing the Blue Economy, the cluster of maritime related businesses that includes more than 1,400 companies and a workforce of almost 46,000 people. 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 $33 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 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 and become productive citizens. 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.

By promoting the *Live Well San Diego* initiative, Supervisor Cox is empowering San Diegans to adopt healthier lifestyles. He created the Grandparents Raising Grandchildren initiative to help older San Diegans who suddenly find themselves taking care of their children's children.

Supervisor Cox understands that protecting the public's health extends to safeguarding San Diego's environment. He has worked to ensure that the County can closely monitor our beaches and bays and protect our water quality. The Board of the Supervisors sits as the Air Pollution Control District; and the Board's efforts have led to our region attaining the cleanest air on record.

Supervisor Cox works to preserve open space and create recreational opportunities through the expansion of the Otay Valley, Sweetwater and Tijuana River Valley Regional parks. He champions active transportation through creation of the Bayshore Bikeway, the Sweetwater River Bike Trail and the creation of a new urban corridor for bikes and pedestrians along Chollas Creek in San Diego. He is leading San Diego's effort to become the first California county to complete the California Coastal Trail.

Supervisor Greg Cox serves on the California Coastal Commission and the San Diego County Regional Airport Authority and has active leadership roles in the California State Association of Counties and the Institute for Local Government.

District 2

Supervisor Dianne Jacob is proud to represent the people of San Diego County's majestic Second District which encompasses all of East County and includes the U.S./Mexico Border as its southern boundary, stretches to the mountains of the greater Julian area in its northern reaches and extends to the Imperial County line. The largest of the County's five districts, the Second District features 2,000 square miles of dynamic landscape including stunning chaparral, bustling downtowns, quiet forest and breathtaking desert. Home to more than 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 $317 million to make the region safer from wildfire. A former teacher, Supervisor Jacob has long made kids a top priority. Whether it's expanding health care coverage for young children or building and improving places for kids to play, Supervisor Jacob believes safe and healthy kids represent the district's bright future.

The Second District includes the unincorporated communities of Alpine, Boulevard, Campo, Casa de Oro, Crest, Cuyamaca, Dehesa, Descanso, Dulzura, Granite Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Julian, Lake Morena, Lakeside, Mount Laguna, Mount Helix, Pine Hills, Pine Valley, Potrero, Ramona, Rancho San Diego, San Pasqual, Santa Ysabel, Shelter Valley, Spring Valley, Tecate, Vallecitos and Wynola, as well as the Indian Reservations of Barona, Campo, Ewiiaapaayp, Inaja/Cosmit, Jamul, La Posta, Manzanita, Mesa Grande, Santa Ysabel, Sycuan and Viejas. The Second District encompasses the cities of El Cajon, La Mesa, Lemon Grove, Santee, Poway and the communities of Allied Gardens, College Area, Del Cerro, Grantville, Navajo, Rolando and San Carlos in the City of San Diego.

District 3

Supervisor Dave Roberts represents a district that stretches from the coastline to the inland valleys and includes research centers, a military base, bedroom communities, 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 the eastern portion 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-paying jobs to thousands of workers. North County is also becoming a regional powerhouse for higher education and healthcare, as the California State University San Marcos campus continues to grow and the $1 billion, 740,000 square foot Palomar Medical Center was 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:

- http://www.sandiegocounty.gov/general/bos.html

Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Board of Supervisors District 1	9.00	9.00	9.00	0.0	9.00
Board of Supervisors District 2	11.00	11.00	11.00	0.0	11.00
Board of Supervisors District 3	11.00	11.00	11.00	0.0	11.00
Board of Supervisors District 4	10.00	10.00	10.00	0.0	10.00
Board of Supervisors District 5	13.00	13.00	13.00	0.0	13.00
Board of Supervisors General Offices	2.00	2.00	2.00	0.0	2.00
Total	**56.00**	**56.00**	**56.00**	**0.0**	**56.00**

Budget by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Board of Supervisors District 1	$ 1,375,059	$ 1,443,812	$ 1,494,345	3.5	$ 1,494,345
Board of Supervisors District 2	1,378,529	1,447,455	1,447,455	0.0	1,447,455
Board of Supervisors District 3	1,375,059	1,443,812	1,479,907	2.5	1,479,907
Board of Supervisors District 4	1,359,913	1,427,909	1,485,025	4.0	1,485,025
Board of Supervisors District 5	1,479,886	1,479,886	1,516,883	2.5	1,516,883
Board of Supervisors General Offices	1,107,461	1,123,967	1,133,233	0.8	1,133,305
Total	**$ 8,075,907**	**$ 8,366,841**	**$ 8,556,848**	**2.3**	**$ 8,556,920**

Budget by Categories of Expenditures

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Salaries & Benefits	$ 7,058,109	$ 7,347,007	$ 7,512,855	2.3	$ 7,512,963
Services & Supplies	1,017,798	1,019,834	1,043,993	2.4	1,043,957
Total	**$ 8,075,907**	**$ 8,366,841**	**$ 8,556,848**	**2.3**	**$ 8,556,920**

Budget by Categories of Revenues

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Use of Fund Balance	$ —	$ 3,362	$ —	(100.0)	$ —
General Purpose Revenue Allocation	8,075,907	8,363,479	8,556,848	2.3	8,556,920
Total	**$ 8,075,907**	**$ 8,366,841**	**$ 8,556,848**	**2.3**	**$ 8,556,920**

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 the Government Code to examine, record, index and archive records submitted for recordation or filing and to make available to the public all records in the custody of the Recorder. The County Clerk is mandated by the Government Code to issue and maintain a record of fictitious business names, issue marriage licenses, offer civil marriage ceremonies and provide certified copies of vital records, including birth, death and marriage certificates.

To ensure these critical services are provided, the Assessor/Recorder/County Clerk has 410.50 staff years and a budget of $66.3 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.

2014–15 Anticipated 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.
  - Located, identified and appraised all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules and regulations.
  - Recorded births, deaths, marriages and Fictitious Business Name statements in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs.
  - Completed Birth, Death and Marriage Backfile Imaging Project to electronically preserve critical recorded documents and vital records.
  - Completed the redaction of identity information from documents recorded during the period 1990 through 2008. This ensures compliance with Government Code 27301a to truncate social security numbers from documents recorded during the period 1990 through 2008.
  - The multi-year phased restoration and preservation project for historical recorded documents was delayed. Phase I will preserve the old microfilm and ensure its survival for future generations. This project will begin in Fiscal Year 2015–16 with anticipated completion in Fiscal Year 2017–18. Phase II will restore and preserve historical recorded documents and maps. This project is a three to five year effort and is estimated to be complete in Fiscal Year 2019–20.

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.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Recording Phase of the new integrated recording and vital records system went live on December 15, 2014. This allows the Assessor/Recorder/County Clerk (ARCC) to leverage necessary new technologies in order to improve recording services to residents.
  - Implemented the electronic recording module that will allow the department to electronically accept documents for recording, in addition to reducing document processing time and enhance customer service.
  - Provided the public with a variety of online forms for submittal and related services. This provides a more efficient and effective level of customer service by leveraging the latest in online form processing and electronic signature technology.
  - Addition of recording services at the Chula Vista and Kearny Mesa branches was not implemented. Document recording services will be offered to the public in the Chula Vista branch in Fiscal Year 2015–16 following implementation of electronic recording.
  - Added Goodsnitch tablet application for real-time customer feedback. Timely, useable feedback information allows a more granular look at operational and customer service problems.
  - Initiated the use of mobile tablet technology to automate the previously used manual paper process. The use of mobile tablets provides appraisal staff with the increased ability to accurately and efficiently discover, research, and assess vessels and aircraft, from their prospective field location.
  - Initiated Commercial industrial appraisal information database for better roll equalization/standardization and more efficient valuation operations.
  - Initiated on-line Property Appraisal Record posting to eliminate errors, transportation of paper records, and to speed up processing of new assessments.
- 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 by achieving a customer service rating of at least 93%.
  - Maintained excellent customer service by ensuring that at least 50% of new departmental staff completed the customer service training program initiated by ARCC before June 30, 2015.

2015–17 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 and appraise all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules and regulations. (SE2)
  - Record births, deaths, marriages and Fictitious Business Name statements in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs. (SE2)
  - Begin multi-year phased restoration and preservation project for historical recorded documents. Phase I will preserve the old microfilm and ensure its survival for future generations. This project will begin in Fiscal Year 2015–16 with anticipated completion in Fiscal Year 2017–18. Phase II will restore and preserve historical recorded documents and maps. This project is a three to five year effort and is estimated to be complete in Fiscal Year 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
  - In coordination with the Auditor & Controller, Treasurer-Tax Collector and the County Technology Office, continue the design and development of the Integrated Property Tax System (IPTS), which will significantly improve property assessment, tax collection and apportionment activities in the County. (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. (OE3)

- Extend document recording services at the Chula Vista branch office to the public. (OE3)
- In coordination with the Clerk of Appeals Board, create "intent to attend hearing" feedback option for appeal applicants to increase efficiency and reduce labor costs. Project to be completed in Fiscal Year 2016–17. (OE3)
- In coordination with Planning & Development Services, vendor and other agencies, develop a consortium of cost sharing users of Pictometry oblique imagery. This will be a multi-year or possibly decade long pursuit of bringing together users who are willing to pool resources to maximize the benefits of high resolution oblique imagery (i.e., Assessor, Public Safety, Public Works, GIS users and others. Increases Assessor efficiency by reducing field trips, increasing accuracy of assessment information and final assessments). (OE3)
- Examine and process documents submitted for eRecording within four (4) hours of receipt to facilitate customers in a more efficient and secure recording and document return process than paper recording. (OE3)
- Explore and pursue e-signature opportunities for fictitious business name applications and renewals to save our customers time and increase our efficiency and service to customers. (OE3)
- Implement e-property tax notifications to save mailing costs, increase efficiency and service to customers. (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	2013–14 Actuals	2014–15 Adopted	2014–15 Estimated Actuals	2015–16 Recommended	2016–17 Recommended
Recorded documents indexed within two business days[1]	100% of 691,555	99%	100% of 712,828	N/A	N/A
Mandated assessments completed by close of annual tax roll[2]	100% of 417,451	98%	99% of 380,842	98%	98%
Vital records, certificates and licenses indexed within 48 hours of receipt of all files so the public can have the most current information[3]	100% of 96,763	99%	99% of 97,000	99% of 97,000	99% of 97,000
Satisfactory customer service rating[4]	98%	93%	93%	93%	93%
Examine and process all documents submitted for eRecording within four (4) hours of receipt[5]	N/A	N/A	N/A	90%	95%

Table Notes

[1] Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property. It will no longer be reported on in Operational Plan beginning in Fiscal Year 2015–16.

[2] 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.

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

[4] Customer satisfaction rating measures how individuals perceive the department's ability to provide services of value to them. This rating 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. New measure for Fiscal Year 2015–16.

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

Staffing

No net change in staffing.

- Transfer of 2.00 staff years from Recorder/County Clerk to Management Support.

Expenditures

Increase of $3.2 million.

- Salaries & Benefits—net increase of $0.5 million to support negotiated salary and benefit increases.
- Services & Supplies—net increase of $2.9 million
  - Increase of $2.4 million in Modernization Trust Fund due to anticipated remodeling projects associated with the integrated recording and vital records system and one-time information technology projects.
  - Increase of $1.1 million due to anticipated remodeling projects associated with the integrated recording and vital records system.
  - Decrease of $0.6 million due to delay in the initiative of restoration and preservation of Recorder maps and old books.
  - Decrease of $0.4 million due to completion of one-time projects in Fiscal Year 2014–15.
  - Net Increase of $0.4 million in miscellaneous Services and Supplies accounts.
- Capital Assets Equipment
  - Decrease of $0.2 million in office equipment due to completion of one-time projects.

Revenues

Net increase of $3.2 million

- Charges for Current Services—net increase of $4.1 million.
  - Increase of $2.4 million in Modernization Trust Fund due to anticipated remodeling projects associated with the integrated recording and vital records system and one-time IT projects.
  - Increase of $1.1 million in Certified Copy Vital Statistics revenue as a result of anticipated remodeling projects associated with the integrated recording and vital records system.
  - Increase of $0.7 million in AB 2890 Recovered Costs revenue to reflect anticipated increase in supplemental assessment revenues.
  - Increase of $0.7 million in Special Assessments revenues due a reclassification of revenues previously budgeted as Miscellaneous Revenues.
  - Increase of $0.2 million in Duplicating and Filing fees based on projected demand for services.
  - Decrease of $0.6 million in Micrographics Trust Fund revenue as a result of delay in the restoration and preservation of Recorder maps and old books.
  - Decrease of $0.4 million in Social Security Number Truncation revenue due to completion of one-time projects in Fiscal Year 2014–15.
- Decrease of $0.7 million in Miscellaneous Revenues as described above.
- Use of Fund Balance—net decrease of $0.7 million for a total of $0.3 million due to removal of one-time salary and benefit payments. Fiscal Year 2015–16 use of $0.3 million due to one-time Information Technology project costs related to upgrade of SQL database environment.
- General Purpose Revenue Allocation—increase of $0.5 million due primarily to negotiated labor agreements.

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

Significant changes include remodel of one-time appropriations included in Fiscal Year 2015–16.

Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Property Valuation ID	270.75	270.75	270.75	0.0	270.75
Recorder/County Clerk	115.75	114.75	112.75	(1.7)	112.75
Management Support	24.00	25.00	27.00	8.0	27.00
Total	**410.50**	**410.50**	**410.50**	**0.0**	**410.50**

Budget by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Property Valuation ID	$ 33,850,873	$ 35,118,903	$ 36,911,652	5.1	$ 37,322,938
Recorder/County Clerk	22,891,407	23,056,730	24,842,032	7.7	23,487,104
Management Support	3,565,601	4,952,209	4,563,990	(7.8)	4,599,468
Total	**$ 60,307,881**	**$ 63,127,842**	**$ 66,317,674**	**5.1**	**$ 65,409,510**

Budget by Categories of Expenditures

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Salaries & Benefits	$ 39,153,897	$ 41,889,990	$ 42,357,671	1.1	$ 42,947,745
Services & Supplies	20,936,221	21,037,852	23,910,003	13.7	22,411,765
Capital Assets Equipment	217,763	200,000	50,000	(75.0)	50,000
Total	**$ 60,307,881**	**$ 63,127,842**	**$ 66,317,674**	**5.1**	**$ 65,409,510**

Budget by Categories of Revenues

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Licenses Permits & Franchises	$ 900,000	$ 1,000,000	$ 1,000,000	0.0	$ 1,000,000
Revenue From Use of Money & Property	30,000	59,000	60,500	2.5	60,500
Charges For Current Services	37,101,640	37,682,986	41,740,086	10.8	40,143,414
Miscellaneous Revenues	700,000	700,000	—	(100.0)	—
Use of Fund Balance	—	969,435	300,000	(69.1)	—
General Purpose Revenue Allocation	21,576,241	22,716,421	23,217,088	2.2	24,205,596
Total	**$ 60,307,881**	**$ 63,127,842**	**$ 66,317,674**	**5.1**	**$ 65,409,510**

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 $7.7 billion in public funds; the billing and collection of approximately $5.0 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 $22.6 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.

2014–15 Anticipated 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.

  - To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector invested public monies held in the Treasury and maximized cash resources, without sacrificing the principles of safety or liquidity, for a yield of 0.40% in Fiscal Year 2014–15.
  - Achieved a collection rate of 99% 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.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - In coordination with the Assessor/Recorder/County Clerk, Auditor & Controller, and the County Technology Office, participated in the design and development of the IPTS, which will significantly improve property assessment, tax collection and apportionment activities in the County.
- Strengthen our customer service culture to ensure a positive customer service experience
  - Achieved a customer satisfaction rating of 4.7 on a 5.0 scale, based on formal Customer Satisfaction Survey results.
- 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 by the following measures:
    - Recorded enrollment in the Deferred Compensation 457 Plan to 47.0% through June 30, 2015.
    - Maintained the average participant contribution in the Deferred Compensation 457 Plan above $169 per pay period through June 30, 2015.

- Continued to educate employees on the Deferred Compensation Plan by presenting two Investment and Retirement Symposiums each fiscal year.
- Continued to increase employee awareness and understanding by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees by June 30, 2015.

2015–17 Objectives

Operational Excellence

- Align service to available resources to maintain fiscal stability
  - To safeguard public funds and maintain public trust, the Treasurer-Tax Collector will efficiently manage the provisions of banking services for public entities and County departments. The Treasurer-Tax Collector will also provide accurate recording of all funds on deposit and facilitate daily reconciliation of funds. (OE1)
  - To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector will invest public monies held in the Treasury and maximize cash resources without sacrificing the principles of safety or liquidity, for an anticipated weighted average rate of return of 0.45% in Fiscal Year 2015–16 and 0.50% in Fiscal Year 2016–17. (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 99.5% 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
  - In coordination with Assessor/Recorder/County Clerk, Auditor & Controller, and the County Technology Office, continue the design and development of the IPTS, which will significantly improve property assessment, tax collection and apportionment activities in the County. (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 formal 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 by the following measures. (OE6)
    - Maintain enrollment in the Deferred Compensation 457 Plan to 46.3% through June 30, 2016 and achieve modest improvement to 46.5% by June 30, 2017.
    - Maintain the average participant contribution in the Deferred Compensation 457 Plan above $91 per pay period by June 30, 2016 and a modest improvement of $100 through June 30, 2017.
    - Continue to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums each fiscal year.
    - Continue to increase employee awareness and understanding by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees by June 30, 2016.

Related Links

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

- http://www.sdtreastax.com/

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Estimated Actuals	2015–16 Recommended	2016–17 Recommended
Secured Taxes Collected (% of total)[1]	99.1%	98%	99%	98.5%	98.5%
Unsecured Taxes Collected (% of total)[1]	97.7%	97%	97%	97%	97%
Rate of Return on Investment Pool (%)[2]	0.42%	0.40%	0.40%	0.45%	0.50%
Customer Satisfaction Ratings (Scale of 1-5, 5 being highest)[3]	4.64	4.70	4.70	4.70	4.70
457 Deferred Compensation Plan average deferral amount per employee per pay period	$151	$91	$169	$91	$100
Percentage of eligible County employees participating in the 457 Deferred Compensation Plan[4]	46.3%	48.2%	47.0%	48.5%	48.7%
Number of newly Certified Cash Handlers for the County and other government entities	96	40	134	100	100
Number of Unclaimed Property Tax Refunds[5]	3,144	2,355	2,355	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] Since the Federal Reserve has maintained the Federal Funds target rate at the lowest possible range during the past five years, it is expected that as the economy improves, the Investment Pool's Rate of Return will increase accordingly. However, in the short term, higher yielding investments are expected to mature, which will lower the return until interest rates rise significantly.

[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] Number of active participants includes open accounts for current employees with suspended contributions. 402 Plan participants retired or terminated from County employment Fiscal Year 2014–15. 867 employees enrolled in the Deferred Compensation program in Fiscal Year 2014–15, but for the second consecutive year since the 401(a) plan's inception, 401(a) enrollments exceeded 457 enrollments resulting in a net decrease in 457 Plan participation. Combined 401(a)/457 participation rate increased from 58.3% to 59.4% in Fiscal Year 2014–15.

[5] The Treasurer-Tax Collector issues more than 60,000 property tax refunds per year. The refund warrants become stale if they are not cashed after 6 months. The Unclaimed Property Tax Refunds List published on www.sdtreastax.com is updated every month. Continued improvement in efficiencies and research tools are expected to contribute to the reduced number of unclaimed property tax refunds. After analysis and re-engineering of the business process it was determined that the number of Unclaimed Property Tax Refunds is largely impacted by circumstances beyond the control of the tax collector. This performance measure will be removed for Fiscal Year 2015–16.

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

Staffing

No net changes in staffing.

Expenditures

Net increase of $1.0 million.

- Salaries & Benefits—increase of $0.1 million due to negotiated wage and benefits increases.
- Services & Supplies—net increase of $0.9 million.
  - Increase of $1.3 million in application services for upgrade of the department's payment processing application.
  - Increase of $0.3 primarily for implementation costs associated with treasury management software and other miscellaneous accounts.
  - Decrease of $0.7 million in contracted services as a result of reduced fees for wholesale banking services.

Revenues

Net increase of $1.0 million.

- Charges for Current Services—increase of $0.9 million primarily due to supplemental property tax revenue collectable under Assembly Bill (AB) 2890 and an increase of Banking Services Pooled Money to be used for one-time IT projects.
- Use of Fund Balance—net increase of $0.1 million for a total budget of $0.3 million for one-time IT projects related to electronic billing and payment applications.

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

Net decrease of $1.1 million to reflect the anticipated completion of one-time funded projects for the development of e-Billing functionality and implementation costs associated with e-Payment Channels.

Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Treasury	22.00	21.00	21.00	0.0	21.00
Deferred Compensation	3.00	3.00	3.00	0.0	3.00
Tax Collection	82.00	84.00	82.00	(2.4)	82.00
Administration-Treasurer/Tax Collector	14.00	15.00	17.00	13.3	17.00
Total	**121.00**	**123.00**	**123.00**	**0.0**	**123.00**

Budget by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Treasury	$ 6,880,832	$ 6,937,272	$ 6,090,908	(12.2)	$ 6,026,205
Deferred Compensation	462,223	375,513	446,934	19.0	453,937
Tax Collection	11,439,011	10,874,918	12,361,715	13.7	11,283,589
Administration-Treasurer/Tax Collector	3,242,140	3,471,742	3,740,563	7.7	3,765,684
Total	**$ 22,024,206**	**$ 21,659,445**	**$ 22,640,120**	**4.5**	**$ 21,529,415**

Budget by Categories of Expenditures

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Salaries & Benefits	$ 11,236,246	$ 12,044,652	$ 12,160,757	1.0	$ 12,407,376
Services & Supplies	10,787,960	9,614,793	10,479,363	9.0	9,122,039
Total	**$ 22,024,206**	**$ 21,659,445**	**$ 22,640,120**	**4.5**	**$ 21,529,415**

Budget by Categories of Revenues

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Fines, Forfeitures & Penalties	$ 1,035,450	$ 1,035,450	$ 1,035,450	0.0	$ 1,035,450
Charges For Current Services	13,416,992	13,834,977	14,675,916	6.1	13,738,416
Miscellaneous Revenues	787,472	685,429	701,748	2.4	701,748
Use of Fund Balance	1,038,000	190,348	312,500	64.2	—
General Purpose Revenue Allocation	5,746,292	5,913,241	5,914,506	0.0	6,053,801
Total	**$ 22,024,206**	**$ 21,659,445**	**$ 22,640,120**	**4.5**	**$ 21,529,415**

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 14.50 staff years and a budget of $4.7 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.

2014–15 Anticipated Accomplishments

Healthy Families

- Promote the implementation of a service delivery system that is sensitive to those individuals who have been affected by traumatic circumstances
  - Ensured the success of the child support program by establishing and enforcing court orders to support the long-term well-being of children by collaborating with custodial and non-custodial parents, courts, government agencies and community resources.
  - Processed 2,600 compensation and pension claims to allow veterans and their dependents to thrive by promptly facilitating their access to needed benefits.
  - Expanded In-Home Outreach Team (IHOT) program services county wide to link treatment-resistant individuals and their families with existing behavioral health services and community resources. This outreach and engagement is essential in assisting this population to willingly receive needed services. The IHOT program served a total of 229 unique (unduplicated) participants from July 1, 2014 through December 31, 2014.
  - Improved recruitment efforts to significantly increase attendance at Foster/Adoption Orientations by 34%. Expanded caller options and customer support on the Foster and Adoption KIDSline to serve more than 370 calls over an average of 6 months. Improved the Adoption website by adding features such as children available for adoption and links to resources. Improved customer service through utilizing a Foster/Adoption Ombudsman to provide additional support to foster and adoptive parents.

- Enhanced the service delivery system for children and youth in foster care by implementing "Pathways to Wellbeing," a cross departmental effort which:
  - Developed and implemented a joint screening tool that integrates mental health assessments into the foster care intake process.
  - Implemented a cross-training model to ensure Child Welfare Services and Behavioral Health staff has common understanding of how to screen and connect children to needed services.
  - Implemented a plan for the integration and co-location of Child Welfare Services and Behavioral Health Services staff to ensure appropriate referral for assessment and treatment.
- Created a trauma informed atmosphere in new and modernized facilities. This was accomplished at the following locations by creating a professional setting that includes a welcoming customer greeting area and a family-friendly area.
  - Mid-City Child Welfare Services
  - Fallbrook Community Resource Center
  - North Inland Live Well Center
  - Lemon Grove Family Resource Center & Document Processing Center
  - Viewridge Document Processing Center
  - Live Well Administration Center
  - Magnolia Child Welfare Services, Aging & Independence Services, and Public Health Center
- Stabilized psychiatric staffing at the San Diego County Psychiatric Hospital by utilizing physician recruitment firms.
- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it Land Use and Environment Group's Thriving Team in conjunction with the Health in All Policies (HiAP) Team, produced consumer-oriented certified farmer's market brochures in English and Spanish with information on availability of healthy, locally produced fruit, vegetables, and other agricultural products.
- Conducted nutrition education for 500 low-income families with children to reduce the risk of childhood obesity and chronic diseases (such as diabetes, heart disease, and high blood pressure) through lifestyle change related to diet and physical activity.

- 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
  - Enrolled 100% (91,394 of 91,394) of Medi-Cal eligible applicants as part of the Affordable Care Act and increased the number of Americans with health insurance to reduce the costs of health care to families and individuals.
  - Performed 20,494 blood pressure screenings at over 150 locations, with 84 partners as part of the 2015 Love Your Heart campaign. One out of every two individuals with a reported blood pressure level was identified as having an elevated blood pressure. Screened individuals received educational materials about heart health. This event helped to elevate the importance that blood pressure plays in overall health and is directly linked to 3-4-50 (3 behaviors—no physical activity, poor diet and tobacco use—that result in 4 diseases—cancer, heart disease and stroke, type 2 diabetes and lung disease—that result in over 50 percent of deaths in San Diego).
  - Collaborated with the San Diego Foundation on its Climate Initiative and helped coordinate with government, nonprofits, businesses, and consumers to advance regional efforts to reduce greenhouse gas emissions.

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
  - Completed a disaster preparedness curriculum, which aligns and complies with the Common Core State Standards, for San Diego County's 4th grade students.
  - Ensured professional, timely emergency response was provided to the residents of County Service Area 135 through the supervision of the San Diego County Fire Authority.
  - Continued the implementation process of replacing the Regional Communications System (RCS) with a state of the art, next-generation communications system.
- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Recruited and trained 375 adults and teens (19 years and over) 4-H volunteers, exceeding the goal of 350, to deliver positive youth development experiences to youth ages 5-19 years in reaching their full potential as competent, confident leaders of character who contribute and are connected to their communities. Four experiential learning activities were held: Large Animal Field Day, Agriculture Judging Day, Bates Nut Farm 2-Day Archery Exhibition and North County Area Beach Clean Up Project, reaching a total of approximately 600 youth and their families.
  - Maintained the capability to deploy an emergency network of two fine particulate matter (PM2.5) monitors within 48 hours of any wildfire and link the instruments via satellite for real time data delivery to the public.
  - Repainted and or used thermoplastic to re-mark crosswalks and roadway legends adjacent to 121 public school and 12 private school locations in the unincorporated area of the county. Thermoplastic has been introduced at some school sites to minimize the need for annual repainting.
  - Reduced risks to lives by ensuring buildings and improvements were designed and constructed in accordance with building safety codes.
    - Reviewed 11,985 building plans to ensure structures were properly and safely designed.

- Helped 50,985 customers navigate the building permit and inspection process by explaining code requirements and exploring options to achieve compliance.
- Conducted 30,694 building inspections during construction to ensure structures were built in accordance with approved building plans and applicable building safety codes.

- Protected county residents by conducting 357 safety inspections on structural fumigations in San Diego County, exceeding the goal of 320 safety inspections.
- Provided four workshops for the Local Agency Management Program to educate stakeholders on the new standards and regulations for onsite wastewater treatment systems.
- Collaborated with law enforcement agencies and community services organizations to combat human trafficking and enhance the support to victims and education to the community.
- Enhanced enforcement of required standards of care in long-term care facilities.
- Worked collaboratively with County Fire Authority, Planning & Development Services, Office of Emergency Services, County Department of Parks and Recreation, regional fire authorities, government agencies, university staff and community groups to enhance wildfire related research. Disseminated information through a minimum of four outreach activities such as distributing Wildfire Zone preparedness and safety tip cards in English and Spanish; participated in six meetings with the Fire Safe Council of San Diego; management of the Wildfire Zone website; established a You Tube channel and curated relevant videos for the Extension Wildfire Information Network (eWIN).
- Facilitated two trainings for federal agency staff and local aviation community members on foreign flight school students vetting and screening requirements.
- Flood Control staff assisted communities in preparing and responding to flood events by inspecting 75% of flood control facilities and maintaining County flood control facilities to their design capacities by removing debris from clogged or blocked facilities.
- Increased Aging & Independence Services Ombudsman positions from 5 to 11, to improve the oversight of Skilled Nursing Facilities (SNF) and Residential Care Facilities for the Elderly (RCFE). This provides an increase in advocating efforts for SNF and RCFE residents through recruitment, training and oversight of additional volunteers.
- Improved the quality of life of all San Diego residents by proactively working to make our streets, parks, public spaces and buildings safer from crime and injury.
- Created safer parks, preserves and recreation centers by using more than 100,000 hours of volunteer service to assist with park patrols, operations, and maintenance.
- Expanded data-driven crime prevention and information-led policing strategies, focusing on prolific offenders and utilizing current technologies to reduce crime at the local and regional level.
- In support of the County's *Live Well San Diego* Living Safely initiative, expanded the use of social media to educate the public and increase awareness of various issues such as animal safety, neglect and disaster preparedness by posting quarterly educational bulletins on the DAS Facebook page and website.
- Funded 30 public community projects for parks, street/sidewalk improvements, Americans with Disabilities Act (ADA) improvements, firefighting equipment, public services, community, youth and family centers, health clinics, and affordable housing activities to promote wellness and enhance the quality of life in San Diego County neighborhoods.

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Exceeded the previous year's levels of services by offering an average of 360 after-school programs each month, and offered students and families a safe place for the pursuit of education and constructive civic engagement in support of the County's *Live Well San Diego* Living Safely initiative.
- Fully implement a balanced-approach model that reduces crime by holding offenders accountable while providing them access to rehabilitation
  - Continued participation in multi-agency operations and multi-agency task forces.
  - Improved offender reintegration into the community through a continuum of care and case management through reentry that begins at Sheriff facilities and juvenile institutions with an assessment of offender needs, which also occurs at the Community Transition Center (CTC) for certain offenders. Probation continued to engage with offenders on supervision to provide case management and rehabilitative services.

Sustainable Environments

- Provide and promote services that increase consumer and business confidence
  - Assisted the business community by creating two new compliance assistance videos and posted them on the Air Pollution Control District (APCD) website.
  - Maintained the planned schedule of library operations.
  - Provided virtual library services that were available and relevant such as e-books, audio downloads, video downloads and access to premium databases.
  - The multi-year phased restoration and preservation project for historical recorded documents was delayed. Phase I will preserve the old microfilm and ensure its survival for future generations. This project will begin in Fiscal Year 2015–16

with anticipated completion in Fiscal Year 2017–18. Phase II will restore and preserve historical recorded documents and maps. This project is a three to five year effort and is estimated to be complete in Fiscal Year 2019–20.

- Completed a Business Process Reengineering to identify improvements to streamline the plan check process for new retail food and public swimming pool projects to less than 50% of the State law requirement of 20 days. Improvements identified are being implemented to help make the plan check process more efficient and reduce review time.

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
  - Acquired 348 acres within the MSCP plan areas that will count toward the County's commitment to the Multiple Species Conservation Program (MSCP) Implementing Agreement. The goal of 500 acres was not met due to multiple properties still in negotiations.
  - Used Board Policy I-138, Mitigation on County-Owned Land Managed by the Department of Parks and Recreation (DPR) to generate $40,000 of revenue for acquisitions, operations and maintenance of MSCP lands. This objective was not met since DPR was not approached by public or private project proponents for mitigation needs. However, DPR did achieve mitigation requirements on park projects through on-site habitat restoration efforts.
  - The Board of Supervisors approved Form-Based Zoning Codes for Ramona Town Center and Alpine Village on July 30, 2014 (2). Received San Diego Gas & Electric partnership funding to work o n a Form Based Code for Valley Center South Village.
  - Identified problems and potential solutions for endemic and invasive pests such as insects, diseases, weeds (Asian Citrus Psyllid, Gold Spotted Oak Borer, Phytophthora, invasive grasses, etc.) impacting San Diego agriculture, nursery, ornamental horticultural and landscapes though workshops for 195 participants at various locations throughout San Diego County, including County libraries; trainings in eradication techniques and 35 participants from the Department of Agriculture, Weights and Measure; field research project on Pala Reservation and the establishment of a website (http://ucanr.edu/sites/socaloakpests/Polyphagous_Shot_Hole_Borer).
  - Prevented the spread of the insidious pest Glassy-winged Sharpshooter, a serious threat to California's $4 billion grape industry, by ensuring 100% of more than 2,350 plant shipments arrived at destination with no viable life stages of the pest.
  - Maintained, supported and managed the volunteer Master Gardener program which provides research-based information in the areas of home gardening, community gardening, landscaping, water conservation and pest management to San Diego County residents and other County departments. The 297 Master Gardeners volunteered 21,087 hours for a savings of over $466,000.
  - Agriculture, Weights and Measures promoted the diversion of recyclable materials from landfills through recycling events in conjunction with the Department of Public Works by implementing two collection events for recycling of used pesticide containers from the agricultural community.
  - Conserved irrigation water by installing smart irrigation controllers at Felicita Park.
  - Installation of photovoltaic panels to offset energy consumption and provide a clean source of renewable energy at Sweetwater Park is currently under design; the completion date has been delayed from June 2015 to fall 2015 due to redesign of the project.
  - Worked on Phase One of Comprehensive Renewable Energy Plan (CREP) with stakeholder meetings held in October 2014, January 2015 and April 2015 with the intent to present Phase One of CREP to the Board of Supervisors in fall 2015.
  - Enhanced recreation opportunities by improving sports fields by installing new turf at 4S Ranch and Pine Valley parks.
  - Monitored 100% of 173 major stormwater outfalls to assess the health of watersheds.
  - Maintained an inspection program to protect the public from the harmful effects of air pollution by conducting more than 7,400 inspections of equipment at regulated facilities for compliance with air pollution laws.
  - Conducted emissions measurement tests on all 41 natural gas fired reciprocating internal combustion engines required to show ongoing compliance with the National Emission Standards for Hazardous Air Pollutants.
  - Incorporated cultural, historical or environmental interpretive components at Barnett Ranch and Flume Trail.
  - Assisted 100 businesses and 60 multifamily complexes in initiating or expanding recycling programs.
  - Provided residential composting at nine workshops, one community event and three schools in the unincorporated area of the county. As part of the awareness campaign, installed a new composting demonstration site at the Ramona High School for composting food scraps and landscape materials.
  - Provided two stakeholder workshops for the Environmental Corrective Action Program (ECAP) which is a program now delegated to the Department of Environmental Health by the Department of Toxic Substances Control to oversee the clean-up of contaminated sites.

- Increased awareness of the Mobile Source Incentive Program by participating in 11 community outreach events about APCD's mobile source emission reduction incentive programs and grant funding opportunities, exceeding the goal of eight events.

- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces, and outdoor experiences
  - Promoted healthy lifestyles for 2,000 adults and seniors through participation in 60 recreation programs and services that increase physical, intellectual, social and/or emotional abilities.
  - Fostered positive development of 6,848 youth through 180 recreation programs and services that increase physical, intellectual, social and/or emotional abilities, exceeding goal of 6,500.
  - Created additional recreational opportunities by constructing exercise stations along Dos Picos and Tijuana River Valley Regional Park Trails.
  - Continued implementation of the Purchase of Agriculture Conservation Easement (PACE) program which supports the local agricultural industry and the preservation of community character. A total of 1,151 acres of agricultural easements were acquired on 15 properties.
  - Stopped the spread of Red Imported Fire Ants (RIFA), a devastating pest of agriculture and urban environments (community parks, ball fields, and schools), by planning and conducting a comprehensive survey of high risk habitats throughout the entire county for RIFA infestations. Conducted three RIFA training sessions with key personnel from the Departments of Parks and Recreation and Public Works.
- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and finding solutions to current and future challenges
  - Recruited and replaced non-accessible poll sites to comply with federal and State accessibility requirements.
  - Increased the number of permanent vote-by-mail voters.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Achieved a collection rate of 99% 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.
  - Resolved 80% (44 of 55) of all lawsuits against the County by a court decision/dismissal, and resolved 20% (11 of 55) by settlement.
  - Implemented identified process changes to realize a 10% cost reduction in delivery costs for street repavement projects to complete the second year of a cost reduction goal begun in Fiscal Year 2014–15. The Department of Public Works can only control the costs of delivery; not the cost of materials. Revised processes have been implemented and actual savings will be reported out at the end of Fiscal Year 2015–16.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Began design-build construction of the new libraries in Alpine and Imperial Beach.
  - Continued due diligence for donated property, planning and design for a new Borrego Springs Library.
  - Continued construction of the Cedar and Kettner Development Parking Structure for completion and occupancy in October 2015.
  - Initiated replacement/renewal projects with the Health and Human Services Agency for key Family Resource Centers and Levant Adoptions Center.
  - Completed the master plan for capital improvements to the animal shelter in Bonita.
  - Funded the completion of various accessibility improvements in County facilities and pilots for innovative technology programs.
  - Improved communications with volunteer firefighters through the continued implementation of the Advanced Situational Awareness for Public Safety Network (ASAP NET).
  - Provided open access to County business by making 42 audio recordings of Board of Supervisors meetings available on the Internet within three days of the related meeting.
  - Made contracts available through the internet to the public by posting at least 90% of new and amended contracts within five business days of award.
  - Installation of a 24/7 Library-to-Go kiosk at another County location to be determined to provide library services to remote areas currently without library services is in the planning stages for implementation in Fiscal Year 2015–16; examined the viability and feasibility of rolling out these devices to other potential locations.
  - Updated the Library's website to maximize customer usability and access to self-published e-materials and publishers' e-book catalog.
  - Provided enhanced customer service by sharing/disseminating information on the Housing Choice Voucher (HCV) program information via the Housing and Community Development (HCD) website, emails, videos, social media and/or Quick Response (QR) barcodes.
  - Increased efficiency, consistency and accuracy by implementing auto-generated Notices of Proposed Action (NOPA) for Agriculture, Weights and Measures' retail fuel meters and water dispensers, developed associated business practices and conducted staff training.

- Ensured responsible stewardship of resources expended to fulfill Public Records Act requests by identifying the top three requested public records and making them available on Agriculture, Weights and Measures' webpage for 24/7 customer access.
- Implemented a new Airport Lease Management System (ALMS), using Land Use and Environment Group's enterprise-wide Business Case Management System as the platform, to track County airport leases and other contracts.
- Conducted an analysis of the building permit pre-review process to identify and implement improvements to reduce customer wait and transaction times, while ensuring continued quality review. Phase One deployed in July 2014 and included expanded appointments and revisions to the pre-review process. Phase Two deployed in November 2014 and included the Initial Study Research Report and the Property Summary Report; both automate portions of work previously done by Planning and Development staff.
- Completed an internal Business Process Reengineering to streamline the Temporary Event permit process. Improved methods for receiving permit applications and tracking temporary events; improved customer information and updated online resources. Conducted a workshop for annual temporary event organizers and vendors, who learned about food safety and permitting requirements for temporary food vendors.
- Upgraded the County's Kronos employee timekeeping application. The Kronos 7.0 upgrade initiative has provided the County users with a more supportable timekeeping platform and enhanced functional capabilities.
- 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 identification naming standards. Anticipated completion date for initial phase of project is end of June 2015 with subsequent phases to be implemented in Fiscal Year 2015–2016.

- Strengthen our customer service culture to ensure a positive customer experience
  - Reviewed and updated 219 classification specifications as Phase I of the Classification Modernization Project as of June 30, 2015. The goal of reviewing and updating the specifications for Phase II will be completed by June 30, 2016.
- 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 255 content items (article or video) in support of the County's Strategic Plan during Fiscal Year 2014–15.
  - Supported the Department of Human Resources employee wellness initiatives that promote healthy and safe behaviors in the workplace, including employee volunteers who serve as Wellness Champions on the Wellness Committee to promote activities such as the Stairwell Campaign, and the blood and bone marrow drive.

2015–17 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 our vision—a region that is Building Better Health, Living Safely and Thriving.

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.
  - Be transparent in all fiscal reporting and audits.
- Align services to available resources to maintain fiscal stability while providing core service needs to our region
  - Collaborate with the Maxwell School of Citizenship and Public Affairs on a Public Administration and International Affairs graduate research project to determine the benchmarks of fiscal strength in a local government. (OE1)
  - Manage risks with regional acumen, fiscal discipline and in accordance with federal/state regulations and Board of Supervisor 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 our 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)
- 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 to 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

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

Staffing

No staffing changes.

Expenditures

Increase of $0.1 million.

- Salaries & Benefits—increase of $0.05 million as a result of negotiated labor agreements.
- Services & Supplies—increase of $0.05 million due to public liability costs.

Revenues

Increase of $0.1 million.

- General Purpose Revenue Allocation—increase of $0.1 million, which is primarily a result of negotiated labor agreements and public liability costs.

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

No significant changes.

Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Executive Office	6.00	6.00	6.00	0.0	6.00
Office of Intergovernmental Affairs	4.50	4.50	4.50	0.0	4.50
Office of Ethics & Compliance	4.00	4.00	4.00	0.0	4.00
Total	**14.50**	**14.50**	**14.50**	**0.0**	**14.50**

Budget by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Executive Office	$ 1,595,399	$ 1,754,063	$ 1,785,072	1.8	$ 1,805,512
Office of Intergovernmental Affairs	1,468,203	1,488,361	1,515,050	1.8	1,527,226
County Memberships and Audit	764,579	767,579	769,521	0.3	769,245
Office of Ethics & Compliance	613,168	639,065	674,833	5.6	683,989
Total	**$ 4,441,349**	**$ 4,649,068**	**$ 4,744,476**	**2.1**	**$ 4,785,972**

Budget by Categories of Expenditures

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Salaries & Benefits	$ 2,516,848	$ 2,674,577	$ 2,729,964	2.1	$ 2,771,736
Services & Supplies	1,924,501	1,974,491	2,014,512	2.0	2,014,236
Total	**$ 4,441,349**	**$ 4,649,068**	**$ 4,744,476**	**2.1**	**$ 4,785,972**

Budget by Categories of Revenues

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Charges For Current Services	$ 112,548	$ 130,343	$ 177,206	36.0	$ 177,206
Use of Fund Balance	—	44,352	—	(100.0)	—
General Purpose Revenue Allocation	4,328,801	4,474,373	4,567,270	2.1	4,608,766
Total	**$ 4,441,349**	**$ 4,649,068**	**$ 4,744,476**	**2.1**	**$ 4,785,972**

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, and continuous improvement and innovation, the Auditor and Controller has four primary responsibilities. First, in accordance with the County Charter and generally accepted accounting principles, the department maintains accounts for the financial transactions of all departments and of those agencies or special districts whose funds are kept in the County Treasury and provides reports necessary to manage the County operations. The department furnishes customer focused financial decision making support to the Board of Supervisors and the Chief Administrative Officer, and advances the goals and visions of the Board utilizing the General Management System and County's Strategic Plan. Additionally, the department performs independent, objective and cost effective audit services. Finally, the department provides cost effective and efficient professional collections and accounts receivable management services to maximize recovery of monies due the County and 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 234.50 staff years and a budget of $35.1 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.

2014–15 Anticipated Accomplishments

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Submitted 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
  - Auditor and Controller staff exhibit regional leadership by serving in key positions for various external organizations, including The Institute of Internal Auditors, Association of Local Government Auditors, and the California Revenue Officers Association.
  - Earned the State Controller's Award for Achieving Excellence in Financial Reporting for the Fiscal Year ending June 30, 2013.
  - Received recognitions through GFOA Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the PAFR.
  - Processed 99% of County payments within five business days after receipt of invoice by Accounts Payable to ensure timely payment of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment. Although the goal was not achieved, all available discounts were captured.
  - Achieved a recovery rate percentage of 6.60%, which was below the goal of 7.25%. This measure represents the effectiveness of collection activities performed by the Office of Revenue & Recovery. The recovery percentage continues to be impacted by Telephone Consumer Protec-

tion Act changes which significantly reduced the ability of the County to utilize the automated phone dialer for 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.
  - Developed and provided County-wide training on changes implemented by the federal government on new administrative requirements and Cost Principals affecting all new federal awards. This will ensure County departments are informed of new compliance requirements and meet federal statutes and regulations.
- Strengthen our customer service culture to ensure a positive customer experience
  - Conducted a customer satisfaction survey to evaluate the services provided to County customers of the Auditor and Controller (A&C). Ninety-four percent of the survey responses were satisfied and 39% of which were strongly satisfied with the services provided by the Auditor and Controller. Results of the survey are basis for future improvements to the A&C customer service activities.
  - Thirty-two Auditor and Controller staff received Customer Service Hero Awards for providing superior customer service.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Clerk of the Board of Supervisors as to the tracking of assessment appeals, and the County Technology Office continued the design and development of the Integrated Property Tax System (IPTS), which will significantly improve property assessment, tax collection and apportionment activities in the County.
  - Upgraded the County's Kronos employee timekeeping application. The Kronos 7.0 upgrade initiative has provided the County users with a more supportable timekeeping platform and enhanced functional capabilities.
  - Published reports in Department's website of completed audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, to improve performance across the enterprise, and to ensure the most efficient use of resources. Of all audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services, 95% were implemented on or before their due date.
  - In coordination with the Office of Ethics and Compliance, continued the administration of the Ethics Hotline. Monitored the investigation and resolution of cases reported through the Ethics Hotline.

2015–17 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 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
  - Earn the State Controller's Award for Achieving Excellence in Financial Reporting for the Fiscal Year ending June 30, 2014. (OE1)
  - Continue to apply for recognition through GFOA Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the PAFR. (OE1)
  - Support financial literacy in the county by developing A&C curriculum and conducting trainings that focus on core competencies of employees in accounting functions. (OE2)
  - Publish in Department's website all reports of completed audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, to improve performance across the enterprise, and to ensure the most efficient use of resources. (OE4)
  - 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. (OE4)
  - 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.

- Provide modern infrastructure innovative technology and appropriate resources to ensure superior service delivery to our customers
  - In coordination with other County Departments, the Auditor & Controller will implement a digital signature solution throughout the organization in order to reduce the staff time required in the signature approval process, decrease paper consumption and printing costs, and lessen our impact on the environment. (OE3)
  - Implement Kronos Workforce Mobile Timekeeping which is an application that runs on mobile devices and is downloadable from various online application stores. Once Kronos Workforce Mobile is implemented, County employees and managers will have the ability to enter and review work schedules and approve timecards from their mobile devices. (OE3)
  - Design and implement an enhanced disaster recovery solution for the County's core ERP applications (Oracle Financials with Oracle Fusion Middleware and Oracle Business Intelligence, PeopleSoft, and Kronos). Once implemented, the enhanced disaster recovery solution will serve to reduce the amount of system downtime in the event of a disaster.
  - 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 and development of the Integrated Property Tax System (IPTS), which will significantly improve property assessment, tax collection and apportionment activities in the County.
  - 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 Auditor and Controller staff, to enhance customer service skills and techniques. (OE5)
  - Increase the number of online customer self-service 24/7/365 payments by 3%.

Related Links

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

- http://www.sandiegocounty.gov/auditor/

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Estimated Actuals	2015–16 Recommended	2016–17 Recommended
Processing–County payments processed within five days of receipt of invoice in Accounts Payable	99% of 164,035	100%	99% of 154,000	100%	100%
Reporting–Financial reports/ disclosures in the Auditor and Controller that are submitted on or before their respective due date	100% of 1,476	100%	100% of 1,476	100%	100%
Auditing–Audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) that were implemented on or before their due date[1]	96% of 307	95%	95%	95%	95%
Collections–Meet or exceed Actual Recovery Rate Percentage (total dollars collected / total available accounts receivable)[2]	6.79%	7.25%	6.60%	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.

[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.

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

Staffing

Increase of 2.00 staff years.

- Increase of 2.00 staff years due to a transfer from the Health and Human Services Agency's (HHSA) Regional Operations to support expanded collection recovery efforts for HHSA programs.

Expenditures

Net increase of $1.2 million.

- Salaries & Benefits—increase of $0.2 million as a result of negotiated wage and benefit increases and the staffing changes described above.
- Services & Supplies—increase of $1.2 million primarily as a result of one-time costs associated with the design and implementation of a digital signature solution and upgrades to the Revenue and Recovery cashiering system.
- Expenditure Transfers & Reimbursement—increase of $0.2 million to reflect cost reimbursement from the Health and Human Services Agency for services rendered. Since this is a reimbursement, it has the effect of a $0.2 million decrease in expenditures.

Revenues

Net increase of $1.2 million.

- Charges For Current Services—decrease of $0.5 million as a result of a reduction of services provided to the Superior Court.
- Use of Fund Balance—increase of $0.6 million for a total budget of $1.6 million to fund one-time IT projects related to Digital Signature and upgrades to the Revenue and Recovery cashiering system.
- General Purpose Revenue Allocation—increase of $1.2 million, which is primarily a result of negotiated labor agreements and to offset a decrease in revenue from external agencies for support services.

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

Net decrease of $1.0 million is primarily to the elimination of one-time expenditures planned for Fiscal Year 2015–16.

Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Audits	15.00	15.00	15.00	0.0	15.00
Controller Division	97.00	96.00	96.00	0.0	96.00
Revenue and Recovery	93.00	95.50	97.50	2.1	97.50
Administration	16.50	15.00	15.00	0.0	15.00
Information Technology Mgmt Services	11.00	11.00	11.00	0.0	11.00
Total	**232.50**	**232.50**	**234.50**	**0.9**	**234.50**

Budget by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Audits	$ 2,463,468	$ 2,761,962	$ 2,425,391	(12.2)	$ 2,468,901
Controller Division	10,946,360	11,234,054	11,190,583	(0.4)	11,447,605
Revenue and Recovery	8,912,695	9,112,718	9,381,978	3.0	9,592,008
Administration	3,082,520	3,393,102	2,955,350	(12.9)	2,988,147
Information Technology Mgmt Services	10,559,343	7,389,536	9,151,979	23.9	7,579,890
Total	**$ 35,964,386**	**$ 33,891,372**	**$ 35,105,281**	**3.6**	**$ 34,076,551**

Budget by Categories of Expenditures

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Salaries & Benefits	$ 21,817,942	$ 22,496,929	$ 22,692,294	0.9	$ 23,271,972
Services & Supplies	14,145,444	11,344,443	12,577,745	10.9	10,982,729
Other Charges	1,000	50,000	50,000	0.0	50,000
Expenditure Transfer & Reimbursements	—	—	(214,758)	0.0	(228,150)
Total	**$ 35,964,386**	**$ 33,891,372**	**$ 35,105,281**	**3.6**	**$ 34,076,551**

Budget by Categories of Revenues

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Intergovernmental Revenues	$ 75,628	$ 118,449	$ 99,532	(16.0)	$ 103,413
Charges For Current Services	6,754,163	6,732,545	6,228,840	(7.5)	6,228,840
Miscellaneous Revenues	290,000	280,000	280,000	0.0	280,000
Use of Fund Balance	3,430,000	1,022,515	1,600,000	56.5	—
General Purpose Revenue Allocation	25,414,595	25,737,863	26,896,909	4.5	27,464,298
Total	**$ 35,964,386**	**$ 33,891,372**	**$ 35,105,281**	**3.6**	**$ 34,076,551**

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 and an operating budget of $20.1 million and an internal service fund of $162.6 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.

2014–15 Anticipated 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. New services were reviewed and analyzed for best value to the County to provide a fair and reasonable price.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Completed upgrade of Windows 7 operating system software on all County workstations prior to the end of the one-year Windows XP Custom Extended Support on April 2015.
  - Created the capability to produce Application runbooks (a collection of supporting documentation that describes the use and structure of the application) on-demand. The goal

is to eliminate the Microsoft Word document runbooks and replace them with runbooks generated by the Applications Manager system to produce an Application Runbook report. This will synchronize the runbook with the actual application production information. Anticipated completion date is December 2015.
  - 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 identification naming standards. Anticipated completion date for initial phase of project is end of June 2015 with subsequent phases to be implemented in Fiscal Year 2015–16.
  - Expanded the use of DocVault, a repository of archived documents, to include historical documents to provide a single repository of all critical documents current and past. Scope of objective was changed to exclude historical documents due to migration cost.
  - Continued to provide Program Management and overall oversight over the Internal Property Tax System (IPTS) project. When completed, this system will significantly improve property assessment, tax collection and apportionment activities in the County.
  - Provided technical support for the upgrade of the County's employee timekeeping application, Kronos. The Kronos 7.0 upgrade initiative will provide County users with a more supportable timekeeping platform and enhanced functional capabilities such as the ability to perform time management tasks on mobile devices. Anticipated to be completed June 2015.
  - Provided technical support for the upgrade of PeopleSoft, the County's human resources application. The PeopleSoft upgrade initiative will provide County users with a current

version of PeopleSoft and also add employee benefits and performance management modules. PeopleSoft version 9.2 went into production February 2015.

- Provided technical support for implementation of the Knowledge Integration Program (KIP) beginning in Fiscal Year 2014–15. KIP is an HHSA initiative that, when completed, will provide HHSA, its community partners and other County departments access to a comprehensive view of a client's history of past and current services received as well as identifying potential needs for other services, creating a coordinated care network between multiple providers. The KIP project contract was signed in February 2015; the CTO assisted with creating the terms and conditions and statement of work.
- Effectively managed performance of the County's IT Outsourcing Provider to ensure timeliness and value of IT services.
- Developed and executed a strategy to improve County's performance on industry award competitions, such as the Center for Digital Government awards.
- Provided employees and community members with IT learning opportunities via vendor fairs and IT education days. The CTO sponsored "IT Innovation Day" in collaboration with HP and AT&T in March 2015 and will host a "Documentum and Adobe Solutions Day" in June 2015 in collaboration with EMC, Adobe, HP and County departments.
- Implemented Phase II of Data Loss Prevention technologies that will improve mitigation of unauthorized disclosure of Personal Identifiable Information (PII). Anticipated to be completed December 2015.
- Implemented Phase II of the County Constituent Relationship Management (CCRM) system to integrate with the Land Use and Environment Group's Business Case Management System. Anticipated completion date is 2016.
- Upgraded the existing SharePoint platform (an Intranet tool for content and document management) from SharePoint 2010 to SharePoint 2013. This will allow the County to stay current with the technology and licensing requirements, as well as bring additional functionality that can be leveraged by the County's SharePoint user base. Anticipated completion date is October 2015.

- Strengthen our customer service culture to ensure a positive customer experience
  - Used the results of the 2013 IT Employee Satisfaction Surveys to determine specific opportunities for continuous improvement, including communication and project management processes. The County worked with IT Outsourcer to improve communication, project management, reduce review cycle time for projects and implement Agile Methodology for software development.

2015–17 Objectives

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Implement Phase II of the Data Loss Prevention initiative for the monitoring of unauthorized disclosure of confidential Personal Identifiable Information. (OE4)
  - Integrate the County CCRM system to support the County's business case management system, Accela, as well as with the County's document repository and archiving solution, Documentum. (OE3)
  - Implement an Open Data portal as part of the County's Open Data initiative, making certain County data sets available for public consumption. (OE4)
  - Upgrade components of the County's Enterprise Document Processing Platform to remain current with the application and enable additional product capabilities. (OE3)
  - Upgrade the County's enterprise SharePoint software to remain current with the application and enable additional product capabilities. (OE3)
  - Continue to expand the Identity Management platform to increase efficiencies and security management through single sign-on and identity management controls. (OE3)
  - Continue to enhance functionality in the County's IT cost management application, ITrack, to support users' need for a robust, user-friendly application. (OE3)
  - Continue to provide quarterly ITrack User Group meetings to support users' ongoing need for information, resources and tools so that they more efficiently and effectively perform their tasks. (OE3)
  - Continue to provide technical support for the KIP project. KIP 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)
  - Continue to provide Program Management and overall 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)

Related Links

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

- http://www.sandiegocounty.gov/cto/

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Estimated Actuals	2015–16 Recommended	2016–17 Recommended
Employee Satisfaction with Outsourcing Contractor Services[1]	80%	85%	82.4%	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%	97%	99%	99%
Outsourcing Provider IT project performance to budget and schedule[4]	93%	85%	85%	86%	87%
Employee Satisfaction with Outsourcing Contractor Services based on Gartner Inc.'s Best in Class IT Satisfaction Survey results. [5]	N/A	N/A	N/A	90%	90%

Table Notes

[1] The percentage reported reflects the satisfaction with the Outsourcing Provider as measured by the annual All County IT Customer Satisfaction survey, which is based on a 5.0 point rating scale. Based on this scale, the customer satisfaction rating is at 82.4%; however, based on Gartner Inc.ís Best in Class score of 4.2 for IT Customer Satisfaction, the County is at a 98% satisfaction rating. This measure will be replaced Fiscal Year 2015–16. See superscript 5.

[2] CTO-driven advanced planning initiatives such as:

1) Modernization and rebuild of the County's Active Directory domain.

2) Expanded the use of DocVault, the County's system repository for all Applications-related documents.

3) Upgraded the County to Windows 7 Operating System.

4) Upgraded the County's Internet Web Services Platform to Adobe Experience Manager.

[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.

[5] This is a new Performance Measure effective Fiscal Year 2015–16. The percentage reflects the 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.

County Technology Office Recommended Budget Changes and Operational Impact: 2014–15 to 2015–16

Staffing

No change in staffing.

Expenditures

Net increase of $3.8 million.

- Salaries & Benefits—overall no significant changes. Reflects negotiated salary and benefit increases.
- Services & Supplies—net increase of $3.8 million including increase in ongoing IT operational and maintenance costs to support enterprise platforms ($1.4 million), one-time IT costs associated with enterprise platform upgrades such as Enterprise Document Processing Platform, County Constituent Relationship Management, Open Data Portal, SharePoint, Oracle Identity Management ($8.0 million) and one-time costs related for planning and consulting for a new multi-year IT Outsourcing Agreement ($0.2 million). These increases are partially offset by a reduction of Public Liability costs ($0.1 million) and decreases resulting from the completion of one-time IT projects in Fiscal Year 2014–15, including Documen-

tum, Identity and Access Management, Disaster Recovery Point-of-Presence, DocVault, Data Loss Prevention, Oracle Business Intelligence, and Oracle Fusion Middleware ($5.7 Million).

Revenues

Net increase of $3.8 million.

- Use of Fund Balance—increase of $2.4 million for a total of $8.2 million, including:
  - $3.8 million for one-time upgrades to the Enterprise Document Processing Platform (EDPP) including Documentum upgrade to new environment.
  - $2.2 million for one-time IT initiatives including County Constituent Relationship Management integration, implementation of the Open Data Portal, and Security Automated Provisioning with Microsoft Active Directory Services and PeopleSoft.
  - $0.8 million for one-time upgrade of County's SharePoint environment.
  - $0.5 million for implementation of Oracle Identity Management.
  - $0.4 million for new licensing costs associated with management of enterprise platforms.
  - $0.3 million for emergent/unanticipated IT platform needs.
  - $0.2 million for costs related for planning and consulting for a new multi-year IT Outsourcing agreement.
- General Purpose Revenue Allocation—increase of $1.4 million to primarily support operational and maintenance cost of the enterprise platforms.

Recommended Budget Changes and Operational Impact: 2015-16 to 2016-17

Net decrease of $5.9 million in the County Technology Office's operating budget is due to completion of one-time projects in Fiscal Year 2015–16.

Information Technology Internal Service Fund Recommended Budget Changes and Operational Impact: 2014–15 to 2015–16

Expenditures

Net increase of $7.6 million.

- Services & Supplies—increase of $7.6 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 $7.6 million.

- Charges for Current Services—increase of $7.2 million primarily due to increases in departmental operation and maintenance costs.
- Other Financing Sources—increase of $0.4 million primarily due to increase in enterprise-wide license costs.

Recommended Budget Changes and Operational Impact: 2015-16 to 2016-17

Net decrease of $7.9 million in the Information Technology Internal Service Fund is based on departmental projections for IT needs throughout the County.

Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
CTO Office	17.00	17.00	17.00	0.0	17.00
Total	**17.00**	**17.00**	**17.00**	**0.0**	**17.00**

Budget by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
CTO Office	$ 14,542,587	$ 16,272,592	$ 20,091,824	23.5	$ 14,177,766
Information Technology Internal Service Fund	155,266,339	155,018,945	162,638,165	4.9	154,721,234
Total	**$ 169,808,926**	**$ 171,291,537**	**$ 182,729,989**	**6.7**	**$ 168,899,000**

Budget by Categories of Expenditures

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Salaries & Benefits	$ 3,195,367	$ 3,308,651	$ 3,297,373	(0.3)	$ 3,352,785
Services & Supplies	166,613,559	167,982,886	179,432,616	6.8	165,546,215
Total	**$ 169,808,926**	**$ 171,291,537**	**$ 182,729,989**	**6.7**	**$ 168,899,000**

Budget by Categories of Revenues

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Intergovernmental Revenues	$ 7,035	$ 5,003	$ 12,472	149.3	$ 5,003
Charges For Current Services	151,013,082	150,904,724	158,046,979	4.7	149,854,052
Miscellaneous Revenues	100,000	100,000	100,000	0.0	100,000
Other Financing Sources	5,012,608	4,833,967	5,270,877	9.0	5,586,928
Use of Fund Balance	4,080,000	5,768,927	8,183,863	41.9	2,181,951
General Purpose Revenue Allocation	9,596,201	9,678,916	11,115,798	14.8	11,171,066
Total	**$ 169,808,926**	**$ 171,291,537**	**$ 182,729,989**	**6.7**	**$ 168,899,000**

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
SAN DIEGO
MDCCCLI

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.

2014–15 Anticipated Accomplishments

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Resolved 65% (28 of 43) 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
  - Ensured all decisions made by the Commission took into consideration fairness, due process and were in compliance with the law. The decisions were thoroughly reviewed by Commissioners, staff and counsel.
  - Distributed 100% (22) of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public.

  - Maintained and updated desk book manual on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency and effectiveness and operational consistency.
  - Updated website with additional practical information and visual materials about Civil Service Commission hearings so that participants are better prepared to take part in the hearing process, resulting in improved efficiency and customer experience.
- Strengthen our customer service culture to ensure a positive customer experience
  - Achieved a positive customer satisfaction rating of 95%. Customer satisfaction surveys focus primarily on responsiveness, courtesy, and knowledge of staff.
  - Created a new survey for participants of Commission hearings that will focus on the "hearing experience". Information gathered from this survey will be used to improve hearing processes and procedures.
  - Provided customers with hearings that were fair, impartial and efficient in order to achieve legally sound decisions.
  - Ensured direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters. Many inquiries are general in nature, and could be resolved by directing individuals to the appropriate resource.
  - Provided a neutral environment that facilitated open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.

- 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 and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.
  - Provided training to employee representatives on the Commission's role in the County's human resources system in order to increase our customer's knowledge of current Commission processes and procedures.

2015–17 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)
  - 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 manual on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency and effectiveness 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.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Participate in ongoing training in areas of human resources, technology, workplace safety and pertinent legal updates to increase staff's knowledge in order to provide superior customer service. (OE6)

Related Links

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

- http://www.sandiegocounty.gov/civilservice/

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Estimated Actuals	2015–16 Recommended	2016–17 Recommended
Positive customer satisfaction rating[1]	95%	95%	95%	95%	95%
Personnel disputes resolved without need of an evidentiary hearing[2, 3]	75% of 28	55%	65% of 43	55%	55
Commission decisions distributed within 48 hours of Commission approval[3]	100% of 10	95%	100% of 24	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.

[3] Increase in total number of personnel disputes and Commission decisions over prior fiscal year reflects increased number of appeals and complaints filed with the Commission office.

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

Staffing

No change in staffing levels.

Expenditures

Net decrease of $0.1 million.

- Salaries & Benefits—decrease of $0.1 million primarily as a result of staffing changes and negotiated salary and benefit costs.

Revenues

Net decrease of $0.1 million.

- General Purpose Revenue Allocation—decrease of $0.1 million as a result of expenditure changes.

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

No significant changes.

Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Civil Service Commission	4.00	4.00	4.00	0.0	4.00
Total	**4.00**	**4.00**	**4.00**	**0.0**	**4.00**

Budget by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Civil Service Commission	$ 616,736	$ 606,114	$ 493,377	(18.6)	$ 504,696
Total	**$ 616,736**	**$ 606,114**	**$ 493,377**	**(18.6)**	**$ 504,696**

Budget by Categories of Expenditures

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Salaries & Benefits	$ 530,119	$ 519,567	$ 406,989	(21.7)	$ 418,404
Services & Supplies	86,617	86,547	86,388	(0.2)	86,292
Total	**$ 616,736**	**$ 606,114**	**$ 493,377**	**(18.6)**	**$ 504,696**

Budget by Categories of Revenues

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Charges For Current Services	$ 51,233	$ 51,341	$ 44,675	(13.0)	$ 44,675
Use of Fund Balance	—	9,294	—	(100.0)	—
General Purpose Revenue Allocation	565,503	545,479	448,702	(17.7)	460,021
Total	**$ 616,736**	**$ 606,114**	**$ 493,377**	**(18.6)**	**$ 504,696**

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, Clerk of the Air Pollution Control Board and various other special districts and committees. The department administers the Board of Supervisors General Office and manages of the Board of Supervisors' budgets. Three program areas are included within the department: Executive Office, Public Services and Legislative Services.

To ensure these critical services are provided, the Clerk of the Board of Supervisors has 27.00 staff years and a budget of $3.9 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.

2014–15 Anticipated Accomplishments

Operational Excellence

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

  - Ensured the efficiency and transparency of the property tax assessment appeal process by processing 6,896 property tax assessment appeal applications within seven days of receipt.
  - Provided open access to County business by making 42 audio recordings of Board of Supervisors meetings available on the Internet within three days of the related meeting.
  - Enhanced the efficiency and transparency of the property tax assessment appeal process by participating in the development of the Integrated Property Tax System.
  - Completed the vendor selection process to replace current automated agenda management system to increase the reliability and efficiency of the Board of Supervisors agenda creation procedure.
- Strengthen our customer service culture to ensure a positive customer experience
  - Ensured satisfaction with the services provided by achieving consistently high ratings on surveys of over 2,500 customers.
  - Provided opportunities to San Diego residents by processing and mailing 100% of 20,500 completed U.S. Passport applications on the same day they are received.

2015–17 Objectives

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - 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 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)
- Expand 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)
- Enhance the Public Services work area to support ongoing Business Process Reengineering efforts.

- Strengthen our customer service culture to ensure a positive customer experience
  - Ensure satisfaction with services provided by achieving consistently high ratings on surveys of more than 2,000 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)
  - Engage in Business Process Reengineering of U.S. Passport acceptance to improve services provided to customers and the efficiency and effectiveness of staff.

Related Links

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

- http://www.sandiegocounty.gov/cob/

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Estimated Actuals	2015–16 Recommended	2016–17 Recommended
Average score on internal customer surveys[1]	4.8 of 6,180 surveys	4.9	4.9 of 2,200 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]	99% of 6,997 applications	98%	98% of 6,896 applications	98%	98%
Audio recordings of Board of Supervisors meetings added to Clerk of the Board Internet site within five days of the related meeting	100% of 47 recordings	100%	100% of 47 recordings	100%	100%
United States Passport applications processed and mailed on the same day they are received	100% of 21,337 applications	100%	100% of 20,500 applications	100%	100%

Table Notes

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

[2] During Fiscal Year 2014–15, total applications received were 6,868. Target varies with volume: 1-5,000 received = 98%, 5,001 - 10,000 received = 95%, 10,001 or more received = 85%.

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

Staffing

No change in staffing.

Expenditures

Net increase of $0.4 million.

- Salaries & Benefits—increase of $0.1 million as a result of negotiated labor agreements.
- Services & Supplies—increase of $0.3 million for one-time expense to replace Agenda Management Creation System.

Revenues

Net increase of $0.4 million.

- Use of Fund Balance—increase of $0.3 million for one-time costs associated with the replacement of Agenda Management Creation System.
- General Purpose Revenue Allocation- increase of $0.1 million as a result of negotiated labor agreements.

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

Decrease primarily due to the completion of the Agenda Management Creation System replacement.

Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Legislative Services	12.00	12.00	12.00	0.0	12.00
Public Services	12.00	12.00	12.00	0.0	12.00
Executive Office	3.00	3.00	3.00	0.0	3.00
Total	**27.00**	**27.00**	**27.00**	**0.0**	**27.00**

Budget by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Legislative Services	$ 1,324,384	$ 1,309,353	$ 1,388,627	6.1	$ 1,423,167
Public Services	1,219,095	1,235,435	1,258,633	1.9	1,293,127
Executive Office	923,462	938,044	1,228,820	31.0	873,105
Total	**$ 3,466,941**	**$ 3,482,832**	**$ 3,876,080**	**11.3**	**$ 3,589,399**

Budget by Categories of Expenditures

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Salaries & Benefits	$ 2,700,694	$ 2,806,388	$ 2,862,145	2.0	$ 2,941,168
Services & Supplies	766,247	676,444	1,013,935	49.9	648,231
Total	**$ 3,466,941**	**$ 3,482,832**	**$ 3,876,080**	**11.3**	**$ 3,589,399**

Budget by Categories of Revenues

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Charges For Current Services	$ 710,600	$ 685,600	$ 716,171	4.5	$ 700,100
Miscellaneous Revenues	5,085	11,085	10,185	(8.1)	10,185
Use of Fund Balance	—	46,071	350,000	659.7	—
General Purpose Revenue Allocation	2,751,256	2,740,076	2,799,724	2.2	2,879,114
Total	**$ 3,466,941**	**$ 3,482,832**	**$ 3,876,080**	**11.3**	**$ 3,589,399**

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 138.00 staff years and a budget of $25.4 million.

Strategic Initiative Legend

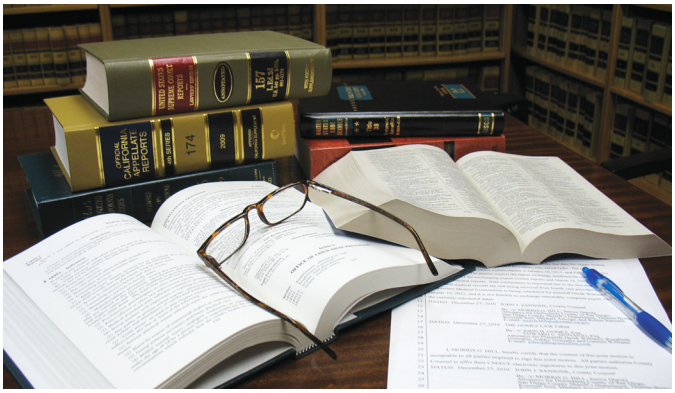
HF	SC	SE	OE	
○				- Audacious Vision
●				- Enterprise-Wide Goal
	□			- Cross-Departmental Objective
	■			- Department Objective
		◆		- Objective Sub-Dot Point Level 1

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

2014–15 Anticipated Accomplishments

Safe Communities

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Provided effective legal services to the Health and Human Service Agency (HHSA) in matters relating to children who have been dependents of the Juvenile Court.



    - Prevailed in 98% (975 of 990) of Juvenile Dependency petitions contested in Superior Court.
    - Prevailed in 95% (220 of 232) of Juvenile Dependency appeals and writs filed.

Sustainable Environments

- Foster an environment where residents engage in recreational interests by enjoying parks, open spaces and outdoor experiences
  - Supported the County's objective of promoting responsible development, economic vitality and the highest quality of life.
    - Completed 100% (3 of 3) of all draft Environmental Impact Report reviews within 40 days or less.

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.
    - Completed 98% (49 of 50) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
    - Completed 95% (1042 of 1096) of all advisory assignments for County departments by the agreed upon due dates.
    - Continued County Counsel law student internship program (10 interns) to provide quality service to clients.
  - Aggressively represented the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.
    - Resolved 80% (44 of 55) of all lawsuits against the County by a court decision/dismissal, and resolved 20% (11 of 55) by settlement.

- Prevailed in 95% (42 of 44) of court decisions in all lawsuits filed against the County.
- Achieved a success rate of 100% (1 of 1) in County code enforcement and other lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
- Handled 96% (53 of 55) 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.

- County Counsel attorneys engaged in numerous leadership roles in the County and throughout the State, which will provide positive and constructive influences in the professional practice of law in the region.
  - Maintained significant involvement in the activities of 15 regional organizations and committees.

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Optimized information technology systems to improve operational efficiency and service to customers.
    - The goal to continue developing a centralized document repository and electronic briefcase system for Juvenile Dependency-related court documents was not met because our partner Health and Human Services Agency (HHSA) is still assessing the viability of the paperless processes.
    - The goal to transition to a new Web-based office practice management system (Tymetrix's T360) was not met due to ongoing data migration issues and resource issues on the vendor's side of the contract. We will carry over to Fiscal Year 2015–16.
    - Provided attorney staff with laptops and smartphones to expand the use of available mobile technologies thereby increasing the use of mobile computing and efficiencies. We also developed an IT Strategic Plan to efficiently implement new mobile technologies and web-based solutions.
    - The goal to implement a paperless electronic billing technology which will streamline invoicing procedures and payment processes was not met due to ongoing data migration issues and resource issues on the vendor's side of the contract. We will carry over to 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
  - Provided education and risk mitigation training to County officers and employees to support a committed, capable and diverse workforce.
    - Provided 75 education programs on selected legal subjects for County departments.
    - Provided 50 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.
    - Provided 24 internal and/or external training sessions for County Counsel staff, including Mandatory Continuing Legal Education, to ensure staff continues to provide the highest quality legal services to the County by remaining current on developments in the law.

2015–17 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 95% of all applicable advisory assignments for County departments by the agreed upon due dates.
    - Achieve a 90% or more success rate in related County Code Enforcement cases.
- 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
  - Implement a plan to provide 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, Public Safety Group and other local law enforcement. (HF4)

Safe Communities

- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
  - Provide effective legal services to HHSA 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.

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 within 40 days or less.
  - Conduct at least 10 internal meetings with both advisory and litigation land use staff to evaluate new projects and status of ongoing project review.

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 50 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.
  - 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 Practice Management System (T360), which is a web-based practice management system that manages all case and advisory information, has calendaring capabilities, retains client and contact information, stores supporting legal documents, and tracks time and billing information. The project was delayed until Fiscal Year 2015–16 due to continuing concerns with data validation and resource issues on the vendor's side of the contract. Data migration issues seem to be on the path to resolution, and we anticipate an operational system in Fiscal Year 2015–16. (OE3)
  - Implement a paperless electronic billing technology which will streamline invoicing procedures and payment processes. This technology will create a bidirectional data feed into the County's Oracle Financial system, and will provide efficiencies in data entry and reconciliation. (OE3)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - 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 2015–16.
    - Evaluate office structure and organization on a quarterly basis at a minimum.
    - Establish three in-house trainings for new and current employees.

Related Links

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

- http://www.sandiegocounty.gov/CountyCounsel/

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Estimated Actuals	2015–16 Recommended	2016–17 Recommended
Advisory assignments for Board of Supervisors to be completed by the due date	100% (35 of 35 assignments)	98%	100% (25 of 25 assignments)	98%	98%
Advisory assignments for all departments completed by the due date	99% (1,289 of 1,297)	95%	99% (1090 of 1096 assignments)	95%	95%
Resolved cases filed against the County by court decision or dismissal / settlements[1]	69%/31% (67 of 97) (30 of 97)	80%/20%	80%/20% (44 of 55) (11 of 55)	N/A	N/A
Resolved court cases filed against the County in which County will prevail (County success rate)	99% (66 of 67)	90%	95% (42 of 44)	90%	90%
Non-conflict cases against the County that were handled by County Counsel	99% (66 of 67)	95%	96% (53 of 55)	95%	95%
Success rate in County cases against other parties	100% (11-0 record)	90%	100% (1 of 1)	90%	90%
Number of training programs presented by County Counsel[2]	149	50	75	N/A	N/A
Number of risk mitigation education sessions provided by County Counsel	62	50	50	50	50
Draft Environmental Impact Report reviews completed within 40 days or less	100% (3 of 3 reviews)	100%	100% (3 of 3 reviews)	100%	100%
Success rate in Juvenile Dependency petitions contested in Superior Court	99% (980 of 982 petitions)	98%	98% (975 of 990 petitions)	98%	98%
Success rate in Juvenile Dependency appeals and writs filed	100% (369 of 369 appeals and writs)	95%	95% (220 of 232 appeals and writs)	95%	95%
All advisory assignments related to promoting the County's initiative of strengthening the local food system completed by the due date[3]	N/A	N/A	N/A	95%	95%
Success rate in County Code Enforcement cases[3]	N/A	N/A	N/A	90%	90%
Number of in-house trainings for new and current employees[3]	N/A	N/A	N/A	3	3

Table Notes

[1] Fewer cases have been resolved through the court system this fiscal year due to significant court budget reductions and the related delay in processing cases, resulting in the percentage of cases resolved by settlements to be greater. Note that although the percentage of settlements has increased compared to previous fiscal years, the total number of settlements is consistent with previous fiscal years. Performance measure will no longer be reported in Op Plan beginning Fiscal Year 2015–16.

[2] County Counsel reengineered processes and relied upon volunteer attorneys and legal interns to absorb some of the more routine workload to enable the deputies to provide clients the risk mitigation and training sessions necessary to maintain its efforts towards reducing/eliminating liability risks to the County. The increase in training programs is necessitated by liability exposure related to Public Safety Realignment, notwithstanding County Counsel staff reductions. Performance measure will no longer be reported in Op Plan beginning Fiscal Year 2015–16.

[3] 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*.

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

Staffing

No significant changes.

Expenditures

Net decrease of $2.2 million.

- Salaries & Benefits—no overall net change. Reflects negotiated salary and benefit increases.
- Services & Supplies—decrease of $2.2 million primarily due to the delay of a major maintenance remodel of the department office space in the County Administration Center (CAC).

Revenues

Net decrease of $2.2 million.

- Use of Fund Balance—decrease of $2.4 for a total of $0.2 million primarily due to the delay of a remodel of the CAC office space. Fiscal Year 2015–16 use of $0.2 million is budgeted for one-time costs related to negotiated labor agreements and to fund the one-time costs to support one-time projects related to Fire Authority matters and an environmental impact review of a planned development project.
- General Purpose Revenue Allocation—increase of $0.2 million based primarily on negotiated labor increases.

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

No significant changes.

Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
County Counsel	136.00	138.00	138.00	0.0	138.00
Total	**136.00**	**138.00**	**138.00**	**0.0**	**138.00**

Budget by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
County Counsel	$ 23,459,268	$ 27,604,747	$ 25,392,692	(8.0)	$ 25,861,262
Total	**$ 23,459,268**	**$ 27,604,747**	**$ 25,392,692**	**(8.0)**	**$ 25,861,262**

Budget by Categories of Expenditures

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Salaries & Benefits	$ 22,643,941	$ 24,452,089	$ 24,487,624	0.1	$ 24,978,713
Services & Supplies	1,871,828	4,006,841	1,740,050	(56.6)	1,719,627
Expenditure Transfer & Reimbursements	(1,056,501)	(854,183)	(834,982)	(2.2)	(837,078)
Total	**$ 23,459,268**	**$ 27,604,747**	**$ 25,392,692**	**(8.0)**	**$ 25,861,262**

Budget by Categories of Revenues

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Charges For Current Services	$ 10,822,384	$ 12,070,104	$ 12,084,312	0.1	$ 12,616,154
Miscellaneous Revenues	1,100	2,000	2,000	0.0	2,000
Use of Fund Balance	360,000	2,683,259	245,730	(90.8)	—
General Purpose Revenue Allocation	12,275,784	12,849,384	13,060,650	1.6	13,243,108
Total	**$ 23,459,268**	**$ 27,604,747**	**$ 25,392,692**	**(8.0)**	**$ 25,861,262**

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 utilized by government to determine whether they can be made more efficient and effective. It may examine any aspect of county government and city government, including special legislative districts and joint powers agencies, to ensure that the best interests of San Diego County citizens are being served. Also, the Grand Jury may inquire into written complaints brought to it by the public. Additionally, Penal Code §904.6 authorizes the empanelment of a second Grand Jury to issue criminal indictments. Civil grand jurors are selected from a pool of applicants nominated by Superior Court Judges. Grand jurors serve in office for one year. Jurors impaneled to review and issue criminal indictments are drawn from the petit (regular trial) jury pool, as needed, at the request of the District Attorney. Department support staff consists of one full-time coordinator and one part-time assistant.

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

2014–15 Anticipated Accomplishments

Safe Communities

- Plan, build and maintain safe communities to improve the quality of life for all residents
  - Reviewed and investigated 90 citizen's complaints, issues and other County matters of civil concern brought before the Grand Jury.
  - Returned 40 criminal indictments and prepared other reports and declarations as mandated by law (Penal Code §939.8, et seq.).

2015–17 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.

Related Links

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

- http://www.sandiegocounty.gov/grandjury/

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

Staffing

No change in staffing.

Expenditures

Net increase of $0.2 million.

- Salary & Benefits—decrease of $0.1 million, reflects the costs for the Grand Jury Coordinator being moved to a Services and Supplies account, in accordance with the Memorandum of Understanding between the County and Superior Court.
- Services & Supplies—increase of $0.3 million, primarily as a result of lease costs associated with the relocation of the Grand Jury and the reclassification salary and benefit costs for the Grand Jury Coordinator as noted above.

Revenues

Net increase of $0.2 million.

- General Purpose Revenue Allocation—increase of $0.2 million to fund lease costs associated with the relocation of the Grand Jury.

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

No significant changes.

Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Grand Jury	1.00	1.00	1.00	0.0	1.00
Total	**1.00**	**1.00**	**1.00**	**0.0**	**1.00**

Budget by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Grand Jury	$ 592,346	$ 595,975	$ 800,784	34.4	$ 802,170
Total	**$ 592,346**	**$ 595,975**	**$ 800,784**	**34.4**	**$ 802,170**

Budget by Categories of Expenditures

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Salaries & Benefits	$ 125,188	$ 130,479	$ —	(100.0)	$ —
Services & Supplies	467,158	465,496	800,784	72.0	802,170
Total	**$ 592,346**	**$ 595,975**	**$ 800,784**	**34.4**	**$ 802,170**

Budget by Categories of Revenues

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Use of Fund Balance	$ —	$ 1,728	$ —	(100.0)	$ —
General Purpose Revenue Allocation	592,346	594,247	800,784	34.8	802,170
Total	**$ 592,346**	**$ 595,975**	**$ 800,784**	**34.4**	**$ 802,170**

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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 and selection, 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 $27.3 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.

2014–15 Anticipated Accomplishments

Healthy Families

- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
  - Encouraged employee participation in eight Employee Wellness Program activities to increase employees' knowledge about what it means to be healthy and support healthy lifestyles.

  - Encouraged employee participation in the *Love Your Heart* blood pressure campaign, an annual event offering blood pressure screenings at County facilities as part of *Live Well San Diego* and American Heart Health Month, to help reduce heart disease and support employee wellness. Increased employee participation by 127% (1,099 to 2,494).
  - Developed and implemented the fourth year Employee Wellness Program components and achieved a 12% overall employee program participation rate.
  - Partnered with Land Use and Environment Group to develop a life-saving techniques class for any County employee to attend in support of *Live Well San Diego* by December 31, 2014.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Negotiated fiscally prudent successor agreements with 11 of 25 bargaining units and 6 of 9 existing employee organizations by June 30, 2015.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Developed and implemented an upgrade to the County's core Human Resources software application PeopleSoft, to improve operational efficiency in personnel record management in February 2015.
  - Converted Medical Standards paper files, where feasible, to electronic form to enhance file security, enable more efficient sharing of data with appropriate staff requiring file access and reduce costs associated with the storage and production of paper files by June 30, 2015.
  - Completed coordination of the migration of the Learning Management System (LMS) to a new hosting environment to improve operational efficiency by June 30, 2015.

- Strengthen our customer service culture to ensure a positive customer experience
  - Provided departments with positions that match their staffing needs by completing 98% of classification activity requests by established timelines.
  - Reviewed and updated 219 classification specifications as Phase I of the Classification Modernization Project as of June 30, 2015. The goal of reviewing and updating the specifications for Phase II will be completed by June 30, 2016.
  - Enhanced the Veterans Outreach Program by updating the webpage and increasing community partnerships by June 30, 2015, resulting in 12% of hires being filled by veterans.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
  - Increased diversity outreach by including advertisements in diverse publications on 100% of recruitments.
  - Preparing the Discipline Case Advocacy Institute (DCAI) for implementation by June 30, 2016.
  - Provided Countywide formal, informal and social learning opportunities in support of the Leadership Development Model by June 30, 2015.
  - Maintained a high quality workforce by adhering to 99% of established timelines for recruitment of County employees.
  - Identified five knowledge activities that complement formal training to encourage continuous learning opportunities as of June 30, 2015. Three knowledge activities will be identified by June 30, 2016.
  - Redesigned Sexual Harassment Prevention for Supervisors online training by June 30, 2015.

2015–17 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 a single location at the County Operations Center to include multiple locations at County facilities for the purpose of supporting healthy food choices at work and at home. (HF2)
- Leverage internal communication resources, resource groups, and social media to enhance employee understanding of *Live Well San Diego*
  - Expand the Wellness Expos at County facilities from 10 to 12 locations to support healthy choices at home and at work. (HF5)
  - Increase employee participation by 1% in the *Love Your Heart* blood pressure campaign, an annual event offering blood pressure screenings at County facilities as part of *Live Well San Diego* and American Heart Health Month, to help reduce heart disease and support employee wellness.
  - Achieve a 5% (902 to 947) increase in employee participation in the Dare to Stair campaign.
  - Achieve a 5% (476 to 500) increase in employee participation in the Amazing Race campaign.
  - Achieve a 5% (950 to 998) increase in employee participation in the Maintain Don't Gain campaign.

Operational Excellence

- Align services to available resources to maintain fiscal stability
  - Successfully implement the redesigned Work Safe/Stay Healthy Countywide safety and injury prevention program aimed to reduce workplace injuries and their resultant costs by June 30, 2016. (OE1)
  - Negotiate fiscally prudent successor Memorandum of Agreements with 12 of 25 bargaining units and 2 of 9 existing employee organizations by June 30, 2017. (OE1)
  - Increase financial literacy for County employees by collaborating with the Finance and General Government Group Executive Office in the development of an online Financial Literary training course accessible through the Learning Management System. (OE2)
  - To ensure timely and effective services, reduce the hours of lost productivity related to workers' compensation claims by 3%.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
  - Utilize 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 by December 31, 2015. (OE3)
  - Integrate 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 procure and implement an enhanced Workers' Compensation Claims Management system by June 30, 2017. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
  - Complete Phase II of the Classification Modernization Project by reviewing 326 classification specifications by June 30, 2016.
  - Increase veteran outreach and community partnerships by increasing participation in Veteran Outreach Program activities.
  - Provide excellent customer service to County departments by completing 90% of classification activity request within prescribed timelines.

- 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.
  - Conduct the Discipline Case Advocacy Institute (DCAI) by June 30, 2016.
  - Develop the remaining three knowledge activities, for a total of eight, that complement formal training to encourage continuous learning opportunities by June 30, 2016.
  - Advertise 100% of all recruitments in diverse publications in order to attract a diverse applicant pool.
  - Increase number of Learning Management System (LMS) training hours completed by participants by 5% in Fiscal Year 2015–16.
  - Increase the number of professional training opportunities available in LMS by adding 20 new trainings in Fiscal Year 2015–16.

Related Links

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

- www.sandiegocounty.gov/hr/

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Estimated Actuals	2015–16 Recommended	2016–17 Recommended
Recruitment plan/service agreements/timelines met	98% of 484	98% of 400	99%	98% of 400	99% of 400
Rate of overall employee participation in Employee Wellness Program activities	N/A	12% of 17,037	13% of 17,037	15%	15%
Rate of employee participation in the Love Your Heart blood pressure campaign	N/A	12% of 17,037	15% (2,557 of 17,037)	16% (2,727 of 17,044)	17% (2,897 of 17,044)
Include diversity outreach in all recruitments[1]	N/A	N/A	N/A	100%	100%
Increase the number of LMS training hours completed by participants [2]	N/A	N/A	N/A	5%	5%
Increase the number of professional development training opportunities available in LMS[3]	N/A	N/A	N/A	20	20
Reduce the hours of lost productivity related to workers' compensation claims[4]	N/A	N/A	N/A	3%	3%

Table Notes

[1] This is a new measure effective Fiscal Year 2015–16 to reflect DHR's commitment to attracting a skilled, adaptable and diverse workforce.

[2] This is a new measure effective Fiscal Year 2015–16 to reflect DHR's commitment to developing and enhancing training for employees. Current base: 659,000 hours.

[3] This is a new measure effective Fiscal Year 2015–16 to reflect DHR's commitment to developing and enhancing training for employees.

[4] This is a new measure effective Fiscal Year 2015–16 to reflect DHR's commitment to a County that maintains a safe, healthy and thriving workforce.

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

Staffing

Increase of 1.00 staff year.

- Increase of 1.00 staff year in Human Resources Services, due to a position transfer from the Public Safety Group to support centralized functions.

Expenditures

Net increase of $2.5 million.

- Salaries & Benefits—net increase of $0.1 million due to additional position from Public Safety Group and negotiated salaries and benefits.
- Services & Supplies—net increase of $2.4 million due to increase in one time projects associated with the Workers Compensation claims management system, Documentum Cabinet, Work Safe Stay Healthy, Health Reimbursement Utilization ($2.0 million); Increase for one-time implementation and ongoing costs for Health Reimbursement Utilization ($0.2 million); Increase for one-time IT project for PeopleSoft integration ($0.5 million). These increases are offset by a decrease in one-time projects in Fiscal year 2014–15 associated with the Wellness Portal ($0.3 million. A rebudget of $0.3 million for the Affordable Care Act Module project is planned for Fiscal Year 2015-16.

Revenues

Net increase of $2.5 million.

- Miscellaneous Revenue—increase of $0.2 million due to increase in cost reimbursement from Employee Benefits Division and Workers' Compensation portion of the Employee Benefits Internal Service Fund.
- Use of Fund Balance—net increase of $1.9 million for a total budget of $3.1 million including:
  - $1.7 million for replacement of claims management software system.
  - $0.5 million for one-time Peoplesoft integrations.
  - $0.3 million for Workforce Academy for Youth program.
  - $0.3 million for one-time funding due to a rebudget for the Affordable Care Act Module project.
  - $0.1 million for one-time IT project for the Loss Prevention Documentum Cabinet.
  - $0.1 million for one-time costs related to Work Safe Stay Healthy Program.
  - $0.1 million for one-time Health Reimbursement Arrangement account implementation.
- General Purpose Revenue Allocation—increase of $0.4 million primarily to offset increase in salaries and benefits and the transfer of position from the Public Safety Group.

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

Net decrease of $3.1 million primarily due to the completion of one time projects planned in Fiscal Year 2015–16.

Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Department of Human Resources	115.00	117.00	118.00	0.9	118.00
Total	**115.00**	**117.00**	**118.00**	**0.9**	**118.00**

Budget by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Department of Human Resources	$ 23,937,245	$ 24,779,192	$ 27,263,270	10.0	$ 24,203,059
Total	**$ 23,937,245**	**$ 24,779,192**	**$ 27,263,270**	**10.0**	**$ 24,203,059**

Budget by Categories of Expenditures

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Salaries & Benefits	$ 13,582,698	$ 14,160,576	$ 14,247,598	0.6	$ 14,117,943
Services & Supplies	10,543,414	10,807,483	13,219,539	22.3	10,288,983
Capital Assets Equipment	15,000	15,000	—	(100.0)	—
Expenditure Transfer & Reimbursements	(203,867)	(203,867)	(203,867)	0.0	(203,867)
Total	**$ 23,937,245**	**$ 24,779,192**	**$ 27,263,270**	**10.0**	**$ 24,203,059**

Budget by Categories of Revenues

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Intergovernmental Revenues	$ 8,174	$ 4,792	$ 4,730	(1.3)	$ 4,730
Charges For Current Services	1,867,249	1,676,582	1,666,880	(0.6)	1,666,880
Miscellaneous Revenues	7,661,901	7,537,194	7,711,963	2.3	7,711,963
Use of Fund Balance	547,000	1,172,717	3,120,000	166.0	—
General Purpose Revenue Allocation	13,852,921	14,387,907	14,759,697	2.6	14,819,486
Total	**$ 23,937,245**	**$ 24,779,192**	**$ 27,263,270**	**10.0**	**$ 24,203,059**

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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 $3.2 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.

2014–15 Anticipated 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 at least two drills this fiscal year to prepare for and respond to major natural or man-made disasters impacting the San Diego County region.
  - Provided accurate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County's new emergency website, social media, new releases, video and mobile technology.
  - Organized 1–2 meetings per year of regional Public Information Officers from various sectors, such as education, healthcare and government, to review disaster preparedness and response. Meetings build critical relationships needed during regional emergencies and provide a forum for sharing ideas and resources to better serve all residents of San Diego County before and during a disaster.

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior customer service delivery to our customers
  - Created awareness among taxpayers about the value of County programs and services, emphasizing the fact that the County of San Diego is a responsible steward of tax dollars by posting 300 video presentations in Fiscal Year 2014–15.

- Worked proactively to deliver vital information including County news, challenges and successes directly to San Diego County residents and position the County to define itself, rather than relying on traditional media to do so.
- Updated County News Center regularly to establish the site as a valid news source. Added at least one new content item (article or video) every business day for a total of 547 during Fiscal Year 2014–15.
- Provided easy, on-the-go access to important County information through social media. Increased number of followers on Facebook and Twitter by 44% during Fiscal Year 2014–15.

- 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 255 content items (article or video) in support of the County's Strategic Plan during Fiscal Year 2014–15.

2015–17 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 1–2 meetings per year of regional Public Information Officers from various sectors, such as education, healthcare and government, to review disaster preparedness and response. Meetings will build critical relationships needed during regional emergencies and provide a forum for sharing ideas and resources. (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 2015–16 and another 365 items during Fiscal Year 2016–17. (SE7)

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 20% during Fiscal Year 2014–15, and an additional 20% during 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
  - 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 2015–16, and another 200 during Fiscal Year 2016–17.

Related Links

For additional information about the County Communications Office, please visit:

- www.countynewscenter.com

Performance Measures	2013–14 Actuals	2014–15 Adopted	2014–15 Estimated Actuals	2015–16 Recommended	2016–17 Recommended
New presentations, programs, segments, Public Service Announcements (PSAs), Web videos and internal videos produced by CCO highlighting one or more Strategic Plan Initiatives or performance stories[3]	306	205	300	N/A	N/A
Participate in two emergency preparedness drills to test readiness	2	2	2	2	2
News items (article or video) posted on County News Center[1]	624	315	547	365	365
Increase in followers of County social media sites[2]	86% (15,187 above 17,723 actual base)	10%	44% (14,389 above 32,910 actual base)	20%	20%
Articles, videos and information posted on department's intranet site[4]	261	140	255	200	200

Table Notes

[1] 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. In the coming fiscal years, the goal has been increased to provide at least one new piece of content each calendar day, reflecting the department's commitment to updating the public regularly and providing additional content as needed.

[2] Several high profile posts, including one shared on the account of a nationally recognized veterinarian, led to a significant increase.

[3] Most video items are now incorporated into County News Center and the County's intranet. Performance measures for those are reflected above.

[4] The goal in future fiscal years has been adjusted to reflect trends seen in past years.

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

Staffing

No change in staffing.

Expenditures

Net increase of $0.1 million.

- Salary & Benefits—no significant overall change, however this reflects a reduction in one-time prior year negotiated salary and benefit payments which is offset by negotiated salary and benefit growth.
- Services & Supplies—no significant change, however this reflects a reduction in one-time prior year costs associated with a digital signage project.
- Capital Assets Equipment—increase of $0.1 million primarily due to one-time capital expenditures for CNC TV production equipment.

Revenues

Net increase of $0.1 million.

- Licenses, Permits & Franchises—increase of $0.1 million in Public Educational Governmental (PEG) Access Fee revenue, as a result of the increases in capital assets equipment expenditures for CNC TV production equipment.
- Use of Fund Balance—decrease of $0.1 million for prior year one-time salary and benefit payments and one-time costs associated with a digital signage project.
- General Purpose Revenue Allocation—increase of $0.1 million as a result of negotiated labor agreements.

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

No significant changes.

Staffing by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
County Communications Office	22.00	22.00	22.00	0.0	22.00
Total	**22.00**	**22.00**	**22.00**	**0.0**	**22.00**

Budget by Program

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
County Communications Office	$ 3,088,171	$ 3,151,234	$ 3,246,121	3.0	$ 3,199,164
Total	**$ 3,088,171**	**$ 3,151,234**	**$ 3,246,121**	**3.0**	**$ 3,199,164**

Budget by Categories of Expenditures

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Salaries & Benefits	$ 2,651,889	$ 2,739,561	$ 2,763,257	0.9	$ 2,778,852
Services & Supplies	486,882	538,673	491,864	(8.7)	491,312
Capital Assets Equipment	299,400	223,000	341,000	52.9	279,000
Expenditure Transfer & Reimbursements	(350,000)	(350,000)	(350,000)	0.0	(350,000)
Total	**$ 3,088,171**	**$ 3,151,234**	**$ 3,246,121**	**3.0**	**$ 3,199,164**

Budget by Categories of Revenues

	Fiscal Year 2013–14 Adopted Budget	Fiscal Year 2014–15 Adopted Budget	Fiscal Year 2015–16 Recommended Budget	% Change	Fiscal Year 2016–17 Recommended Budget
Licenses Permits & Franchises	$ 320,700	$ 242,300	$ 356,500	47.1	$ 294,500
Use of Fund Balance	—	90,748	—	(100.0)	—
General Purpose Revenue Allocation	2,767,471	2,818,186	2,889,621	2.5	2,904,664
Total	**$ 3,088,171**	**$ 3,151,234**	**$ 3,246,121**	**3.0**	**$ 3,199,164**