

Finance and General Government Group

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**Finance and General Government Group
Summary & Executive Office**
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Board of Supervisors
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Assessor / Recorder / County Clerk
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Treasurer / Tax Collector
.....

Chief Administrative Office
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Auditor and Controller
.....

County Technology Office
.....

Civil Service Commission
.....

Clerk of the Board of Supervisors
.....

County Counsel
.....

Human Resources
.....

Media and Public Relations
.....

CAC Major Maintenance
.....

Finance and General Government Group & Executive Office



Group Description

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

Mission Statement

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

2001-02 Accomplishments

Fiscal Stability

- Maintained the current favorable ratings for credit (AA-bond rating) and the Treasurer's Investment Pool (AAAf/S1 rating from Standard & Poor's).
- Developed and implemented new cash status and trust fund reports that will enable improved asset and liabilities management.
- On target with implementation of the new Government Accounting Standards Board 34 financial reporting model. Contracted with KPMG for inventory and valuation of County material assets and development of depreciation standards.

Environment

- Served a major role, in the form of legal assistance, in implementing Stormwater Pollution Prevention programs.

- Contributed significantly, in the form of litigation support, to the success in enforcing County Code violations, thus promoting the health, safety, peace, and quiet of our communities.

Technology

- Exploring alternatives for a new Property Tax System, as submitted by the private sector in response to a County Request for Interest.
- Significantly expanded the information and services available over the Internet. Examples include: implementing the first phase of an on-line job application process; redesign of the County website, as well as many department websites; implemented on-line Tax Sale Auction program; expanded the use of the Document Management System to make official documents available to the public electronically; implemented electronic filing of Assessment Appeals applications; and implemented the "web-casting" of weddings.
- Partially implemented the Enterprise Resource Planning system for the human resource and performance management functions.



- Upgraded the telephone systems in several departments by activating features of the new County system, with emphasis on Interactive Voice Response (IVR).

Human Resources Modernization

- Streamlined several Department of Human Resources business practices to provide faster service to departments requesting recruitment and/or classification studies.
- Successfully developed and implemented the Leadership Academy, with sessions now scheduled twice per year. Development work progressing on Supervisory Academy.

Workplace Improvement

- Remodel projects were completed in several locations throughout the County Administration Center, resulting in greater efficiency, safety, and comfort for our employees, and a higher level of service for our customers.
- Utilized energy conservation measures in the County Administration Center to reduce the use of electricity by 15%, exceeding 10% reduction goal.

Continuous Improvement

- The trust of employees continues to be addressed and fostered through the use of multiple and regular channels of communication, successful bargaining with employee organizations, emphasizing the importance of employee input via the use of Process Improvement Teams, and addressing issues identified by the annual Employee Satisfaction Survey.
- Process improvement teams have been utilized throughout the Group to assist in achieving the County's strategic initiatives. Examples include: development of electronic applications for Assessment Appeals; installation of Interactive Voice Response telephone software to improve customer service; an increase in the

number of forms available via the internet and the intranet; and increased efficiency in remittance processing that results in decreased staffing requirements and increased speed in depositing payments.

- Operational Incentive Plan and Quality First goals have been aligned with the Strategic Plan.
- Quality customer service continues to be monitored and reinforced by using customer satisfaction surveys, Mystery Shoppers, and departmental evaluations. The Group Mystery Shopper rating remains above 4.0, and the Customer Satisfaction Survey results remain above 95.

Regional Leadership

- Government representatives, local stakeholders, and opinion leaders have been educated on the Strategic Plan, by both elected officials and executive staff.
- The County role and influence in Statewide forums has been expanded through the use of multiple appearances by both elected officials and County managers at the State legislature and at all levels of the CSAC organization.
- The County has taken a leadership role in addressing the energy crisis through its aggressive pursuit of legislative action. The County is also leading by example, by exceeding the goal of a 10% reduction in energy consumption.

2002-04 Objectives

Fiscal Stability

- Sustain the current favorable ratings for credit and the Treasurer's Investment Pool.
- Continue the implementation of strategies to protect funding for core County programs essential for public health and safety.



- Maintain a structurally-balanced budget in light of potentially drastic reductions in State revenue by continuing to balance prudent cash reserves with operational needs.
- Leverage the new GASB 34 financial reporting model to improve the management of assets and liabilities.
- Achieve and maintain a high level of financial expertise within County management by developing and implementing a comprehensive financial management training program.

Crime Prevention

- Ensure that information promoting crime prevention is available to the public via CTN, media outreach, publications, and the Internet.

Environment

- Ensure that information promoting protection of our environment is available to the public via CTN, media outreach, publications, and the Internet.
- Provide litigation support to the enforcement of County Code violations, thus promoting the health, safety, peace, and quiet of our communities.
- Provide legal assistance support to the implementation of the regional Clean Water Strategic Plan, as well as to the full compliance with state and federal requirements governing stormwater programs.

Self Sufficiency

- Ensure that information promoting self sufficiency is available to the public via CTN, media outreach, publications, and the Internet.
- Provide quarterly training to social workers to assist them in the performance of their duties in accordance with state law.

Health and Wellness

- Ensure that information promoting health and wellness is available to the public via CTN, media outreach, publications, and the Internet.
- Continue to provide, and encourage the use of, a comprehensive benefit package for County employees, thus promoting the health and wellness of these 18,000 County residents.

Technology

- Manage Information Technology as an asset to reduce the cost of doing business, and to enable enhancements in customer service.
- Implement the Enterprise Resource Planning system for the human resource, financial, and performance management functions.
- Continue Business Process Reengineering (BPR) efforts to expand and fully utilize the above new system.
- Complete the transformation of all 14,000 terminals and personal computers with state-of-the-art workstations running current releases of operating systems, including a single enterprise e-mail system.
- Continue to analyze all County department telephone processes and reengineer where appropriate to take advantage of new telephone system functionality, to include Automatic Call Distribution, auto-attendants, and Interactive Voice Response.

Human Resources Modernization

- Continue the comprehensive review of the County's classification system, and begin its implementation.
- Pilot the newly-developed Supervisory Academy and determine the feasibility of making this a mandatory program for all County supervisors.
- Coordinate the development of Personal Development Plans or Executive Development Plans for all employees with the County's Diversity Initiatives.



Workplace Improvement

- Continue to assist in the process to develop and adopt County-wide workstation and workplace standards.
- Further energy conservation measures in County facilities to reduce demand by 10%.

Continuous Improvement

- Expand and refine the use of the “Balanced Scorecard” in County decision making.
- Continue to foster trust and open communications with employees.
- Utilize employee process improvement teams to assist in achieving the County’s strategic initiatives.
- Ensure Operational Incentive Plan and Quality First goals are aligned with the Strategic Plan.
- Continue to monitor and improve customer service by using customer satisfaction surveys, Mystery Shoppers, and other forms of customer feedback.
- Develop performance measurements to assess performance in the delivery of County services.

Regional Leadership

- Continue to educate government representatives, local stakeholders, and opinion leaders on the Strategic Plan and the General Management System.
- Maximize opportunities to expand the County’s role and influence in Statewide forums, to promote Board policies and best-in-class governance practices.

Executive Office Changes from 2001-02 Adopted

Fiscal Year 2002-03 is the first year for a budget that includes staff years/positions for the Executive Office of the Finance and General Government Group.

Expenditure

- The budgeted increase of \$33.7 million includes funding for the thirteen staff years discussed below, as well as application and equipment costs associated with the Countywide transitional support for the Enterprise Resource Planning project.

Revenue

- The budgeted increase of \$21.9 million represents the use of fund balance savings to fund one-time activities associated with the Enterprise Resource Planning project.

Staffing

- Ten staff years are shifted from the Auditor and Controller Department to the Group Executive Office. Five of these staff years will provide Group support similar to the other Group staffs. The remaining five staff years will provide Countywide transitional support for the Enterprise Resource Planning project.
- Three staff years are shifted from the County Technology Office to the Group Executive Office, for transitional support for the Enterprise Resource Planning Project.



Staffing by Department

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Executive Offices	—	13.00	17.00
Board of Supervisors	62.00	62.00	62.00
Assessor / Recorder / County Clerk	449.00	462.00	462.00
Treasurer / Tax Collector	123.00	123.00	123.00
Chief Administrative Office	19.00	19.00	19.00
Auditor and Controller	299.00	284.00	284.00
County Technology Office	21.00	18.00	18.00
Civil Service Commission	4.00	4.00	4.00
Clerk of the Board of Supervisors	37.00	37.00	37.00
County Counsel	133.00	137.00	137.00
Human Resources	124.00	121.00	121.00
Media and Public Relations	22.00	22.00	22.00
Total	1,293.00	1,302.00	1,306.00

Expenditures by Department

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Executive Offices	\$ 8,654,447	\$ 4,203,006	\$ 42,329,373	\$ 19,340,385
Board of Supervisors	4,574,234	4,569,531	5,446,766	5,457,105
Assessor / Recorder / County Clerk	36,276,379	36,684,326	38,793,588	40,851,046
Treasurer / Tax Collector	12,521,633	10,971,528	12,197,458	12,424,344
Chief Administrative Office	3,651,004	3,157,393	3,662,969	3,815,697
Auditor and Controller	31,250,294	28,298,891	26,833,279	27,880,572
County Technology Office	143,375,476	120,586,967	125,462,987	122,340,338
Civil Service Commission	374,359	418,726	406,451	431,586
Clerk of the Board of Supervisors	4,783,240	5,146,751	5,424,278	5,123,000
County Counsel	14,080,371	13,930,374	15,202,931	16,111,528
Human Resources	15,042,304	12,736,168	16,950,279	16,835,640
Media and Public Relations	2,381,090	1,939,799	2,163,879	2,239,260
CAC Major Maintenance	2,133,800	2,569,647	1,133,800	1,133,800
Total	\$ 279,098,631	\$ 245,213,114	\$ 296,008,038	\$ 273,984,301



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Executive Offices	—	13.00	17.00
Total	0.00	13.00	17.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Executive Offices	\$ 8,654,447	\$ 4,203,006	\$ 42,329,373	\$ 19,340,385
Total	\$ 8,654,447	\$ 4,203,006	\$ 42,329,373	\$ 19,340,385

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ —	\$ —	\$ 4,776,890	\$ 5,523,922
Services & Supplies	4,639,705	4,103,264	14,965,973	11,742,428
Reserve/Designation Increase	3,200,000	—	11,916,000	—
Operating Transfers Out	64,742	99,742	70,510	74,035
Management Reserves	750,000	—	10,600,000	2,000,000
Total	\$ 8,654,447	\$ 4,203,006	\$ 42,329,373	\$ 19,340,385

Budget by Categories of Revenue

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Reserve/Designation Decreases	\$ —	\$ —	\$ —	\$ 3,238,200
Fund Balance	6,125,000	6,125,000	28,000,000	6,702,220
Miscellaneous Revenues	—	219,684	—	—
General Revenue Allocation	2,529,447	(2,141,678)	14,329,373	9,399,965
Total	\$ 8,654,447	\$ 4,203,006	\$ 42,329,373	\$ 19,340,385

Board of Supervisors



Department Description

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

Board General Office

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

District 1

Supervisor Greg Cox represents more than 550,000 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 Mission Bay in the north to the U.S./Mexico international border. 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 incorporated cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, Crown Point, Grant Hill, La Playa, Lincoln Park, Logan Heights, Loma Portal, Memorial, Midway, Mission Beach, Mount Hope, Mountain View, Nestor, Ocean Beach, Otay, Palm City, Point Loma, San Ysidro, Shelltown, Sherman Heights, Southcrest, Stockton, Sunset Cliffs, and Downtown San Diego. The district also includes the unincorporated communities of Bonita, Sunnyside, Lincoln Acres, and Otay Mesa.

Supervisor Cox directs a highly experienced professional staff whose fundamental mission is to make County government effective, responsible and visionary while ensuring its accessibility and responsiveness to citizens. Supervisor Cox's staff assists him in policy development, research, and review of the County budget and operations.

The District 1 budget reflects the appropriate professional staffing level for policy analysis, constituent services and an active student intern program.

Since joining the Board of Supervisors, Supervisor Cox has brought about an evolution in County government to better serve residents by increasing public safety resources; reforming San Diego County's welfare system; promoting the interests of children, youth and families; supporting the County's foster teens through projects like the San Pasqual Academy; ensuring the long-term environmental health of San Diego's beaches and bays with efforts such as Project Clean Water; developing relationships across the international border with Mexico to address issues of bi-national significance; and preserving open space while providing recreational opportunities through the creation of the Otay Valley Regional Park, and the expansion of the Sweetwater Regional Park, and the Tijuana River Valley Regional Park.

District 2

Supervisor Dianne Jacob represents more than 552,000 residents, including 256,000 unincorporated residents, living in 2,000 square miles of the majestic eastern portion of San Diego County. The Second Supervisorial District is geographically the largest of the five supervisorial districts with more unincorporated area residents than the other four districts combined. The Second District includes the cities of Poway, El Cajon, La Mesa, Lemon Grove, Santee and the communities of Allied Gardens, Del Cerro, Grantville and Rolando in the City of San Diego; the unincorporated communities of Alpine, Boulevard, Campo, Casa de Oro, Crest, Cuyamaca, Dehesa, Descanso, Dulzura, Granite



Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Julian, Lake Morena, Lakeside, Mount Laguna, Mount Helix, Pine Hills, Pine Valley, Potrero, Ramona, Rancho San Diego, San Pasqual, Santa Ysabel, Shelter Valley, Spring Valley, Tecate and Vallecitos; as well as the Indian Reservations of Barona, Campo, Cosmit, Cuyapaibe, Inaja, Jamul, LaPosta, Manzanita, Mesa Grande, Santa Ysabel, Sycuan and Viejas. Because of the large unincorporated areas in the Second District where residents rely on County Government for most local government services, residents have more contact and request more services from their County Supervisor than in more urbanized districts.

District 3

District Three Supervisor Pam Slater represents more than 578,000 residents. The district extends from Pacific Beach to Encinitas along the coast, then from Carmel Valley and Sorrento Hills, the Third District stretches east to Mira Mesa and Scripps Ranch. Along the Interstate 15 corridor, the district takes in the communities of Tierrasanta, San Carlos, Rancho Penasquitos, Carmel Mountain, Sabre Springs, Rancho Bernardo and the City of Escondido. The office budget reflects staffing commensurate with the size of the district, its population growth and the myriad of services provided to the constituents. The budget also reflects a quality service relationship with the Third District's population. District Three requires diverse services and professional skills by the members of the Third District staff. District Three's boundaries include a wide variety of industry, education, environmental issues and research facilities, retail, farming, the highest concentration of tourism, and five city governments. The district office reflects the business, education, environmental concerns and population diversity of the district. District Three is a growing, vibrant area. Population growth can be attributed to not only climate and lifestyle, but to the many economic opportunities available. County government must do its share to promote quality of life through economic prosperity, environmental protection and appropriate services such as parks and libraries.

District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, the most ethnically diverse district in San Diego County. Nearly 600,000 people reside in the district, which encompasses a majority of the City of San Diego. Since his election to the Board of Supervisors in 1994, Supervisor Roberts has focused his energy on a wide variety of issues - from improving the plight of foster children and preserving public safety, to making sure that the County of San Diego remains one of the best managed counties in America. Because most of the Fourth Supervisorial District is located within the City of San Diego, the bulk of municipal services, like street improvements, trash collection and tree trimming fall under the jurisdiction of the San Diego City Council. In general, the Board of Supervisors is responsible for issues that are more regional in nature, such as public health, air quality, water quality, probation, and operation of the jail system. The County's Fourth Supervisorial District spans almost 70 square miles, extending north to University City, west to Old Town, east to the College Area, and south to Paradise Hills. The district also includes the neighborhoods of Bay Park, Chollas View, City Heights, Downtown San Diego (part), Encanto, Hillcrest, Golden Hill, Kearny Mesa, Kensington, Linda Vista, Little Italy, Mission Hills, Mission Valley, Montgomery Field, Morena, Normal Heights, North Park, Oak Park, Old Town, Serra Mesa, Skyline, South Park, Talmadge Park, and University Heights. Points of interest within the district include Old Town State Historic Park, Balboa Park and the San Diego Zoo.

District 5

Supervisor Bill Horn represents the Fifth District. Stretching from the wave-swept beaches of Oceanside and Carlsbad to the pine-topped mountains of the Palomar Range and beyond to the expanses of the Borrego Desert, San Diego County's Fifth District is rich in resources and beauty. However, the key to its success and glory is the people who call San Diego's North County home.



Covering 1,860 square miles of North San Diego County, the Fifth District has four cities and communities with a combined population of more than 615,000. Personal service to people is top priority for Supervisor Horn. His staff assists with research, development and analysis of the County budget, operations and policies in addition to responding to the needs of constituents. Supervisor Horn is proud of the district's improved health care, public safety and new relationships with faith-based service groups.

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista and San Marcos. Unincorporated areas served are the communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, Combs Camp, DeLuz, Del Dios, Eagles Nest, Elfin Forest, Fairbanks Ranch, Fallbrook, Gopher Canyon, Harmony Grove, Hidden Meadows, Jesmond Dene, La Costa, La Jolla Amago, Lake Henshaw, Lake San Marcos, Lake Sutherland, Lake Wohlford, Live Oak Park, Lomas Santa Fe, Mesa Grande, Morettis, Oak Grove, Ocean Hills, Pala, Pala Mesa Village, Palomar, Pauma Valley, Rainbow, Ranchita, Rancho Santa Fe, Rancho Santa Margarita, Rancho Monserate, Rincon, Rock Springs, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, Vista Acres, Warner Springs and Winterwarm. In addition to the unincorporated areas, the district also has the Indian

Reservations of La Jolla, Los Coyotes, Mesa Grande, Pala, Pauma/Yuima, and Rincon. There are vast areas of National Forest and State Parks, and the U.S. Marine Corps Base at Camp Pendleton. These communities share common interests in business, shopping, education centers, and transportation corridors.

Supervisor Horn is an avocado rancher, so agriculture remains close to his heart. Agriculture is a major industry in the Fifth District, with many of the hills and valleys covered with forests 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 valleys and farmers plant and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the barren desert.

Tourism and industrial development are thriving in the Fifth District. The Biotechnology industry is represented in Oceanside, Carlsbad, Vista, and San Marcos. Many of the major golf club makers are also part of the business success of the Fifth District. Supervisor Horn is committed to balanced growth and environmental care.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Board of Supervisors District 1	11.00	11.00	11.00
Board of Supervisors District 2	12.00	12.00	12.00
Board of Supervisors District 3	12.00	12.00	12.00
Board of Supervisors District 4	12.00	12.00	12.00
Board of Supervisors District 5	13.00	13.00	13.00
Board of Supervisors General Offices	2.00	2.00	2.00
Total	62.00	62.00	62.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Board of Supervisors District 1	\$ 784,799	\$ 744,048	\$ 828,185	\$ 828,185
Board of Supervisors District 2	810,000	874,136	882,000	882,000
Board of Supervisors District 3	820,000	780,988	828,185	828,185
Board of Supervisors District 4	784,799	839,042	828,185	828,185
Board of Supervisors District 5	854,465	815,660	922,000	882,000
Board of Supervisors General Offices	520,171	515,654	1,158,211	1,208,550
Total	\$ 4,574,234	\$ 4,569,531	\$ 5,446,766	\$ 5,457,105

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 4,105,332	\$ 3,988,419	\$ 4,301,788	\$ 4,270,128
Services & Supplies	468,902	581,111	1,144,978	1,186,977
Total	\$ 4,574,234	\$ 4,569,531	\$ 5,446,766	\$ 5,457,105



Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 50,000	\$ 50,000	\$ 678,706	\$ 670,705
Charges For Current Services	—	2,478	—	—
General Revenue Allocation	4,524,234	4,517,053	4,768,060	4,786,400
Total	\$ 4,574,234	\$ 4,569,531	\$ 5,446,766	\$ 5,457,105

Assessor/Recorder/County Clerk



Department Description

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

Mission Statement

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

2001-02 Accomplishments

Fiscal Stability

- Completed construction of the new Chula Vista branch office and moved in.
- Issued Letter of Intent to acquire a building in the Kearny Mesa area to replace the department's largest leased facility.
- Continued to maintain a high level of customer satisfaction.
- Expanded customer service by establishing document recording services at the El Cajon and Chula Vista branch offices.

- Successfully handled the largest volume of recorded documents and document pages (images) ever processed in a single year in the history of the County of San Diego.

Technology

- Progressing toward obtaining a new integrated Property Tax system, the field of potential vendors has been narrowed to two.
- Implemented an on-line "E-filing" system for local businesses to file Business Property Statements.
- Succeeded in replacing/upgrading the hardware that operates the department's highly successful imaging system.
- Implemented 'weddings on the web' at the CAC.

2002-04 Objectives

Fiscal Stability

- Acquire and move into a County-owned building to replace the department's largest and most expensive facility in the Kearny Mesa area.
- Identify and proceed to implement a solution for replacing the leased office in San Marcos with a County owned facility.



- Continue to maintain a high level of customer satisfaction.
- Continue to maintain fair and full valuation of all property within San Diego County.

Technology

- Award a contract for a new integrated Property Tax system.
- Implement a seamless on-line electronic recording system to enable remote recording of certain documents.
- Continue to convert various microfilm and hard-copy documents into digital images. An estimated 8-10 million images will be converted during 2002-2003.
- Expand services and information available to the public over the Internet.

Changes from 2001-02 Adopted

Expenditure

- Includes a \$2.3 million increase in salaries & benefits for COLA, equity, and step adjustments for current staff as provided for through the labor contract, and the cost of thirteen additional staff.
- Includes \$589,000 for various upgrades and improvements to current automation applications. These increases are partially offset by a decrease of \$136,000 in Services & Supplies, including reduced rents and leases.

Revenue

- Recording-related revenues increased \$2 million in response to continued increase to recorded document workloads.
- While expenses increased by over \$2.5 million, growth in program revenues reduced the department's cost to the General Fund by \$74,000.

Staffing

- Adds a total of thirteen positions in response to dramatic increase in workload.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Assessment Appeals Cases Completed	3,000	2,562	3,000	3,500
Business Audits Performed	875	915	1,184	1,346
Number of Documents Recorded/Examined	780,000	1,250,929	1,000,000	1,000,000
Recorded Documents and Vital Records copied	200,000	282,118	295,000	300,000
Fictitious Business Name Filings	34,500	34,602	35,000	36,000



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Property Valuation ID	293.50	295.50	295.50
Recorder / County Clerk	119.00	131.00	131.00
Public Information Services	19.50	19.50	19.50
Management Support	17.00	16.00	16.00
Total	449.00	462.00	462.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Property Valuation ID	\$ 23,093,782	\$ 21,592,149	\$ 24,332,711	\$ 25,712,805
Recorder / County Clerk	9,404,727	10,869,066	10,740,511	11,239,337
Public Information Services	1,442,786	1,645,128	1,270,345	1,355,401
Management Support	2,335,084	2,577,981	2,450,021	2,543,503
Total	\$ 36,276,379	\$ 36,684,326	\$ 38,793,588	\$ 40,851,046

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 24,331,021	\$ 24,951,742	\$ 26,649,903	\$ 29,081,518
Services & Supplies	11,405,358	10,840,261	11,818,685	11,494,528
Fixed Assets Equipment	540,000	892,322	325,000	275,000
Total	\$ 36,276,379	\$ 36,684,326	\$ 38,793,588	\$ 40,851,046

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ —	\$ —	\$ —	\$ 893,109
Licenses Permits & Franchises	435,000	437,744	430,000	430,000
Revenue From Use of Money & Property	—	—	—	140,000
Charges For Current Services	24,629,085	31,380,576	27,260,294	28,337,353
Miscellaneous Revenues	25,000	34,997	30,000	30,000
General Revenue Allocation	11,187,294	4,831,009	11,073,294	11,020,584
Total	\$ 36,276,379	\$ 36,684,326	\$ 38,793,588	\$ 40,851,046

Treasurer-Tax Collector



Department Description

The Treasurer-Tax Collector provides investment, banking, and other financial services to public agencies located within the County of San Diego and collects all local property taxes. The office manages the Treasurer's \$4.1 billion investment funds, bills and collects \$2.5 billion in property taxes annually, establishes and maintains all banking relationships for the County, administers the County's Deferred Compensation Plans, and serves as Paying Agent and Fiscal Agent for various local agency bond issues. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the County's Retirement System Board.

Mission Statement

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

2001-02 Accomplishments

Fiscal Stability

- Provided world-class customer service while collecting over \$2.5 billion in property taxes for the County, cities, schools and local agencies.
- Collected 98.50% of secured taxes and 99.01% of unsecured taxes.
- Mailed tax bills sooner to facilitate earlier payments.
- Continued automation of mail extraction and remittance processing systems to process payments faster.
- Continued to expand payment options for citizens by adding a rapid pay option for VISA and Discover Card payments with a 1/3 reduction in call time for single parcel transactions.
- Opened a fourth Branch Office in Kearny Mesa to improve customer service and convenience.
- Relocated the Chula Vista Branch Office to a new facility.

- Increased bankruptcy collections by 2.05% through improved processes and increased legal filings.
- Increased Uniform Tourist Tax collections by \$66,897 using random audits.
- Tested the use of Saturday office hours during the busiest collection period.
- Maintained the current AAAf/S1 rating from Standard & Poor's for the Investment Pool.
- Received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the San Diego County Investment Pool's Comprehensive Annual Financial Report (CAFR) for Fiscal Year 2001-02.

Technology

- Expanded the capabilities of the automated cashiering system at branch offices.
- Started to add a Spanish option to the Integrated Voice Response System in Fiscal Year 2001-02.
- Redesigned the Department website to provide expanded information and ease of use and expanded functionality of the website by accepting Owner Change of Address Forms, conducting an online Tax Sale Auction and adding a Customer Feedback Form.



- Started to upgrade the Investment Financial System as part of the Financial Enterprise Resource Plan implementation in Fiscal Year 2001-02.
- Responded to customer e-mails within 24 hours.

Human Resources Modernization

- Increased the participation of employees in the 457 and 401(a) Deferred Compensation Plans by 634 accounts.
- Added a Deferred Compensation Interactive Voice Response System.
- Expanded Deferred Compensation information on the Web.
- Provided an Enhanced Retirement Video presentation for employees on the Web.
- Expanded investment educational opportunities for employees.

2002-04 Objectives

Fiscal Stability

- Provide world-class customer service while collecting over \$2.6 billion in property taxes for the County, cities, schools and local agencies.
- Collect 98% of secured taxes and 99% of unsecured taxes.
- Mail tax bills sooner to facilitate earlier payments and increase pooled money fund interest earnings.
- Continue automation of mail extraction and remittance processing systems to process payments faster.
- Continue to expand payment options for citizens.
- Increase Uniform Tourist Tax collections by using random audits.
- Maintain the current high rating from Rating Agencies for the Investment Pool.

Technology

- Complete adding a Spanish option to the Integrated Voice Response System in Fiscal Year 2002-03.
- Continue to improve the Department website to provide expanded information, increased functionality and ease of use.
- Improve the processing of Mobile Home Tax Clearance Certificates for customers by implementing a database shared with the Assessor.
- Complete upgrading of the Investment Financial System as part of the Financial Enterprise Resource Plan implementation in Fiscal Year 2002-03.
- Respond to customer e-mails within 24 hours.

Human Resources Modernization

- Prepare and distribute a Deferred Compensation Handbook to all employees in Fiscal Year 2002-03.
- Expand Deferred Compensation information on the Web.
- Expand investment educational opportunities for employees.

Changes from 2001-02 Adopted

Expenditure

- Reduces \$500,000 in one time costs from \$750,000 to \$250,000 fully offset by a reduction in pooled money revenue for on-going improvements in mail extraction and remittance processing systems.
- Reduces \$380,210 in costs from \$2,324,011 to \$1,943,801 for the Information Technology Internal Service Fund.
- Adds \$175,000 in one time costs from \$125,000 to \$300,000 fully funded with management reserves for improvements in imaging systems.



Revenue

- Adds \$80,055 in pooled money revenue to offset cost increases.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Secured Taxes Collected (\$ Millions)	2,303	2,445	2,542	2,761
Unsecured Taxes Collected (\$ Millions)	117	121	137	149
Rate of Return on Investment Pool (%)	4.50%	3.84%	4.25%	5.00%
Deferred Compensation Accounts	20,000	20,172	20,500	20,500
Customer Satisfaction Ratings (1-5)	4.5	4.7	4.6	4.6

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



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Treasury	40.00	40.00	40.00
Tax Collection	75.00	75.00	75.00
Administration - Treasurer / Tax Collector	8.00	8.00	8.00
Total	123.00	123.00	123.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Treasury	\$ 4,903,953	\$ 4,100,364	\$ 4,730,430	\$ 4,746,814
Tax Collection	6,830,150	6,072,313	6,587,394	6,734,452
Administration - Treasurer / Tax Collector	787,530	798,851	879,634	943,078
Total	\$ 12,521,633	\$ 10,971,528	\$ 12,197,458	\$ 12,424,344

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 6,277,633	\$ 5,931,472	\$ 6,698,730	\$ 7,422,664
Services & Supplies	6,111,280	4,588,290	5,468,728	4,971,680
Fixed Assets Equipment	132,720	451,765	30,000	30,000
Total	\$ 12,521,633	\$ 10,971,528	\$ 12,197,458	\$ 12,424,344

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 474,200	\$ 474,200	\$ 618,600	\$ 519,652
Fines, Forfeitures & Penalties	649,246	785,671	664,525	664,525
Intergovernmental Revenues	—	26,137	—	—
Charges For Current Services	5,733,864	6,288,748	5,440,460	5,157,466
Miscellaneous Revenues	35,512	39,565	35,512	35,512
General Revenue Allocation	5,628,811	3,357,207	5,438,361	6,047,189
Total	\$ 12,521,633	\$ 10,971,528	\$ 12,197,458	\$ 12,424,344

Chief Administrative Office



Department Description

The Chief Administrative Office is responsible for implementing the policy directives of the Board of Supervisors, by formulating the County's overall mission, goals and objectives, through the County's Agency/Groups.

Mission Statement

Working with the Board of Supervisors, the public, and County employees, create a County government that is customer-focused and responsive to citizens' needs and priorities; implement the policy direction of the Board of Supervisors and manage the day-to-day operations and functions of County Government.

2001-02 Accomplishments

Fiscal Stability

- Ranked among the top managed public sector organizations nationwide for cost accounting, focus on outcomes, capital management practices, revenue and cost accounting.
- Ranked among the top public sector organizations nationwide for balancing cash reserves with operational needs to preserve the County's stability and fiscal health.
- Maintained the County's favorable bond ratings for credit and pooled investments.
- Enhanced future fiscal stability by signing historic five year labor agreements with most employee unions.
- One of the few public agencies nationwide to successfully securitize tobacco settlement funds, thereby limiting our long-term risk and guarantee enhancements to health and wellness programs.
- Exceeded our goal to achieve a 10% reduction in energy use at County facilities and absorbed dramatically higher utility costs without cutting services.

- Maintained fiscal discipline to promote a structurally balanced budget in the face of recession and a mounting State deficit. Reduced departmental overhead and reinvested savings into front-line services.

Crime Prevention

- Promoted a Regional Security Commission to leverage Federal funding for terrorism and bioterrorism preparedness, including public health, law enforcement and emergency planning activities.
- Worked with the Federal Aviation Administration to enhance security plans at County operated airports.
- Completed a seamless transition of the Child Support Function from the District Attorney to a separate department within the Public Safety Group.
- Led the State in successful implementation of Drug Courts and the voter approved Substance Abuse and Crime Prevention Act (Proposition 36).
- Broke ground for construction on the new East Mesa Juvenile Hall.
- Increased communication between law enforcement by placing probation officers at police and sheriff's stations.
- Expanded domestic violence response teams Countywide.
- Strengthened the links between the juvenile correctional system and Children's Mental Health services.
- Installed backup battery power at all traffic signals in the unincorporated area to protect motorists in the event of power loss.



Environment

- Establishing a working relationship with Tribal Governments to mitigate the impacts of gaming facilities.
- Produced a work plan for completion of General Plan 2020 and a new Zoning Ordinance, and consensus reached on preferred land use alternatives.
- Continued work on an inclusive County Transportation Strategy that is coordinated with General Plan 2020.
- Acquired over \$40 million in State funds to continue habitat preservation and protect endangered species.
- Worked with corporations and businesses to achieve a business friendly environment, creating new employment opportunities in the region.
- Met Regional Stormwater Management guidelines, through development of an inter-jurisdictional standards manual.
- Produced a Regional Clean Water Strategy to improve the County's water quality and aggressively compete for State Bond funds.

Self Sufficiency

- Opened the San Pasqual Academy, a national model for creating a stable, nurturing residential campus for foster youth.
- Provided a seamless transition of Child Support Services and employees, from the District Attorney to the State Office of Child Support.
- Created a Public Authority for In-Home Supportive Services to assist seniors and people with severe disabilities, by helping their caregivers achieve a livable wage and health benefits.
- Initiated a legislative strategy to increase State financial participation to ensure a level of care provided to seniors and disabled individuals.

- Maintained a mix of internal and contract services for Welfare to Work participants, resulting in a high level of employment.
- Developed additional transitional housing opportunities and services for emancipated foster youth, reunifying parents, seniors, victims of domestic violence and Section 8 population.
- Promoted Internet access through the Futures Foundation and supervised programs at County Libraries as tools to improve learning and literacy.
- Opened the Rancho San Diego Library, and continued development of other new branches throughout the region.

Health and Wellness

- Collaborated with community partners and government to strengthen protection against bioterrorism and other biological threats to health.
- Guaranteed the receipt of tobacco settlement payments through securitization of these funds in support of regional health initiatives.
- Developed a strategy to replace Edegemoor Hospital, with Federal support.
- Promoted a strategic alliance with the health sector to obtain necessary funding to maintain the region's health safety net.
- Began assessing the region's Trauma Care System, with support from the regions trauma care providers.
- Enhanced the region's Children's Safety Net by identifying the resources to open and operate the San Pasqual Academy.
- Enhanced child welfare services to meet the emotional and developmental needs of abused and neglected children.
- Streamlined the eligibility process for Medi-Cal and Healthy Families programs with web-based technology to ensure eligible residents can access these programs.



- Implemented the Board approved expansion of County Medical Services to provide additional County residents with access to healthcare.

Technology

- Leveraged the County's new technology infrastructure and capability to implement e-commerce and web-based solutions (i.e. Jail Information Management Systems, Probation Case Management System, replacement of the Buy-net system, on-line County auction, and Weddings on the Web).
- Continued transformation of County Offices' through refresh of desktop computers.
- Explored new technologies such as wireless and document imaging to provide cost effective business solutions.
- Supported County department telephone processes improvements, to take advantage of new telephone system functionality, i.e., Automatic Call Distribution, Interactive Voice Response and Auto Attendants.
- Submitted a plan to the Secretary of State for replacement of punch card ballots with a state-of-the-art automated system.

Human Resources Modernization

- Ranked as the national leader for public sector agencies for utilizing performance-based compensation.
- Signed multi-year contracts with many employee bargaining units.
- Refined the Management Leadership Academy and graduated forty-five participants.
- Promoted the County's diversity initiatives with managers and employees.
- Significantly improved employees' Retirement Benefits as means to resolve litigation risks, as well as enhance our ability to recruit and retain a dedicated County workforce.

- Developing appropriate succession plans across all departments.

Workplace Improvement

- Completed construction of a new Central Animal Shelter and finalized plans for a new North County Animal Shelter.
- Broke ground on construction on the Valley Center, Spring Valley and Cardiff branch libraries.
- Continued the major maintenance program for all County facilities to prevent deferred maintenance.
- Emphasized the importance of employee workplace injury prevention education and improvements.

Regional Leadership

- Ranked in the top four of Best Run Counties Nationwide.
- Participated in activities sponsored by CSAC and UCC to expand San Diego County's role and influence in Statewide forums to promote the Board of Supervisors' policies.
- Provided a leadership role in addressing the region's energy crisis and led by example in energy conservation efforts.
- Worked cooperatively with other local governments and agencies to address regional issues such as transportation, land use planning, affordable housing and campus violence.
- Worked with our local legislators to aggressively pursue additional discretionary revenue for service enhancements and protect existing State and Federal revenue sources.
- Created a new model for rapidly responding to homeowners whose residences are destroyed by natural disasters.



Continuous Improvement

- Rated among the top managed public sector organizations nationwide for strategic planning, and performance information that drives operational and budgetary decisions.
- Meet regularly to foster trust and open communications with employees.
- Developed performance measurements to assess performance in the delivery of County services.
- Ensured Quality First and Operational Incentive Plan goals are aligned with the County's Strategic Plan.
- Continued monitoring and improving customer service using customer satisfaction surveys, Mystery Shoppers, phone surveys and other means.
- Worked with State and Federal legislators to protect existing revenue sources and secured additional funding, particularly for public health and bioterrorism services, as well as habitat acquisition.

2002-04 Objectives

Fiscal Stability

- Continue the implementation of strategies to protect funding for core County programs essential for public health and safety.
- Maintain a structurally-balanced budget in light of potentially drastic reductions in State revenue by continuing to balance prudent cash reserves with operational needs.
- Sustain the County's favorable bond rating and the Treasurer's Investment Pool.
- Leverage the new GASB 34 financial reporting model to improve the management of assets and liabilities.
- Achieve and maintain a high level of financial expertise within County management by developing and implementing a comprehensive financial management training program.

Crime Prevention/Public Safety

- Improve the County's terrorism preparedness activities with the newly created Regional Security Commission and new leadership in the County's Office of Disaster Preparedness.
- Leverage State and Federal funds for terrorism preparedness capabilities.
- Apply for forensic laboratory accreditation by the American Society of Crime Laboratory Directors/ Laboratory Accreditation Board (ASCLD/LAB) for the Sheriff's Crime Lab.
- Reevaluate funding strategies for crime prevention programs as a result of anticipated changes in State and Federal funding.
- Fully implement the Substance Abuse and Crime Prevention Act (Proposition 36) and advocate legislative amendments to improve the outcomes from the substance abuse treatment opportunities provided under that Act.
- Continue to explore creative funding strategies for alcohol and drug treatment resources for adolescents, including residential treatment.
- Augment coordination of mental health services and alcohol/drug treatment services to improve the quality of behavioral health services, including programs which address the growing number of dually diagnosed cases.
- Strengthen the links between the juvenile correctional system and Children's Mental Health services.
- Enhance linkages between Children's Mental Health Services and Adult Mental Health Services so that there is a continuum of care for youth transitioning into adulthood without a break in service.
- Ensure timely assistance to elder abuse victims through emergency call centers.



- Promote more cohesive communities and neighborhood revitalization through the Building Blocks for Better Neighborhoods program.
- Maintain construction schedule and budget for the new Juvenile Hall to achieve the scheduled November 2003 completion date.
- Encourage State and Federal actions that would provide adequate resources, including staffing and technology, to secure our border.

Environment

- Implement the Jurisdictional Urban Runoff Management Plan.
- Continue development of an action plan for implementation of the regional Clean Water Strategic Plan.
- Work towards completion of General Plan 2020 including a transportation circulation element and amendments to the Zoning ordinance.
- Continue habitat preservation efforts to protect endangered species including property acquisition in the MSCP approved area and maintenance in the MSCP preserves.
- Ensure compliance with emission control programs.
- Promote the County's agricultural economic element while protecting the environment and food safety.
- Establish working relationships with all 17 Tribal Governments in the County and negotiate agreements to mitigate impacts of Indian gaming facilities on County roads and other resources.

Self Sufficiency

- Conduct a one-year evaluation of the San Pasqual Academy.

- Seek Federal funding to continue renovation of additional buildings to maximize the number of facilities available for use by students and faculty at the San Pasqual Academy.
- Implement state-of-the-art senior and intergenerational services.
- Implement the IHSS Public Authority benefiting those who provide in-home assistance to low-income seniors and people with disabilities.
- Enhance child welfare services to meet the emotional and developmental needs of abused and neglected children.
- Sustain County and community sponsored efforts to fully immunize children by age 2.
- Link working families to necessary services in order to facilitate their transition from welfare to work, then to self-sufficiency.
- Establish a funding strategy to assist families in Public Housing and the Section 8 Housing Assistance Program by providing youth enrichment programs, educational scholarships, and computer training.
- Develop additional transitional housing opportunities and services for emancipated foster youth, reunifying parents, seniors, and victims of domestic violence.
- Advance the Board of Supervisors' goals through the TANF Reauthorization process.
- Continue to promote Internet access through the Futures Foundation and supervised programs at County Libraries as tools to improve learning and literacy.

Health and Wellness

- Collaborate with community partners and government to strengthen preparedness for bioterrorism and other domestic terrorism threats to the public's health.
- Conduct an assessment of the region's trauma system.



- Maintain the Board approved expansion of County Medical Services to provide additional County residents with access to health care.
- Implement a Countywide, web-based application process for Medi-Cal and Healthy Families programs using Health E-App.
- Work with community partners to reduce health disparities in order to improve the health status of all San Diego County residents.
- Coordinate with the Business Healthcare Connection to develop incentives for small business owners to provide health benefits to employees and their families.
- Finalize the construction plan and complete debt financing for a state-of-the-art Edgemoor Hospital.
- Support the creation of the San Diego County Coalition on Children and Weight through a public-private partnership.
- Implement a Public Health education campaign that focuses on children's asthma, the leading serious chronic illness among San Diego County children.
- Work with the San Diego Regional Chamber of Commerce and the San Diego Healthcare Association to create a first-of-its-kind Nursing Academy for San Diego County.

Technology

- Complete the transformation of all 14,000 terminals and personal computers with state-of-the-art workstations running current releases of operating systems, including a single enterprise e-mail system.
- Leverage the County's new technology infrastructure and capability to provide more services on-line instead of in line.

- Continue Business Process Reengineering (BPR) efforts to expand and fully utilize the County's new Human Resources/Financial Enterprise Resource Planning systems and pbViews Performance Management software.
- Continue to analyze all County department telephone processes and reengineer where appropriate to take advantage of new telephone system functionality to include Automatic Call Distribution, auto-attendants, and Interactive Voice Response.
- Complete upgrades to Quality Assurance Network hardware/equipment and continue the process of upgrading the application software to provide a vital communication link in medical disasters and acts of domestic terrorism.
- Support upgrades to the Regional Communication System (RCS) to improve interoperability for multi-agency responses to major events and emergencies.
- Develop a strategy and plan to move from the current punch card voting system to a new certified system by 2004.

Human Resources Modernization

- Implement the PeopleSoft and Human Resources/Payroll Enterprise Resource Planning system Countywide.
- Coordinate the development of Personal Development Plans and Executive Development Plans for all employees with the County's Diversity Initiatives.
- Continue the comprehensive review of the County's classification system and begin its implementation.
- Pilot the newly developed Supervisory Academy and determine the feasibility of making this a mandatory program for all County supervisors.
- Implement a fully web-based employment application system.



- Establish a network of satellite HR offices to better serve employment applicants and employees.
- Ensure that appropriate succession planning is implemented throughout departments.

County Facilities/Workplace Improvement

- Incorporate concepts of value design management (life cycle costing) and strategic operational planning into the Capital Improvement Plan development process.
- Continue implementation of a structured major maintenance program for all County facilities to prevent future backlogs.
- Further energy conservation measures in County facilities to reduce demand by 10 percent and exceed Title 24 energy efficiency design requirements by 15 percent in all new construction designs.
- Continue work on executing the projects in the ADA transition plan. Incorporate ADA facility inspections into the annual Facility Assessment Program and include data in the multi-year Capital Improvement Plan.
- Finalize plans for the conversion of the County Administration Center parking lots into scenic parkland.
- Complete construction of the Valley Center, Spring Valley, and Cardiff libraries.
- Finalize plans for rebuilding the North County Animal Shelter.
- Complete Proposition 14 Bond Act applications for new libraries in Alpine and Fallbrook.
- Plan for the replacement of the Las Colinas Women's Detention Facility in order to position the County to be competitive in seeking external funding for constructing a new facility.
- Systematically survey and audit employee work sites to ensure the use of ergonomically correct workstation and workplace standards.

- Emphasize employee workplace injury prevention training by providing departmental assessments and recommendations.

Regional Leadership

- Take the lead in obtaining State and Federal funding for terrorism and bioterrorism preparedness activities, including public health, law enforcement and intelligence, infrastructure security and emergency planning activities for the San Diego region.
- Work cooperatively with other local governments and agencies to address regional issues such as transportation and land use planning.
- Maximize opportunities to expand the County of San Diego's role and influence in Statewide forums to promote Board policies and best-in-class governance practices.
- Form strategic alliances with corporations and businesses to achieve a business friendly environment and create and retain jobs in the region.
- Provide regional leadership in water quality through Project Clean Water.
- As principal permittee, provide a leadership role to the cities and Port District on issues related to compliance with the revised Municipal Stormwater Permit.
- Work with our legislators to aggressively pursue additional funding and legislation that will enhance existing homeownership programs and create new opportunities for families in the San Diego region to purchase a home.
- Successfully conduct the November 5, 2002 Gubernatorial General Election which includes State and County measures and races and consolidated elections for 17 cities, 47 school districts, and 74 special districts.



Changes from 2001-02 Adopted

Expenditure

- Salary and Benefit increases of \$145,000 for negotiated pay and retirement increases are largely offset by \$133,000 reduction in Services and Supplies.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Executive Office	10.00	10.00	10.00
Office of Intergovernmental Affairs	5.00	5.00	5.00
Internal Affairs	4.00	4.00	4.00
Total	19.00	19.00	19.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Executive Office	\$ 1,503,119	\$ 1,285,080	\$ 1,583,286	\$ 1,658,251
Office of Intergovernmental Affairs	1,156,104	1,015,561	1,048,510	1,098,077
County Memberships and Audit	683,201	697,101	683,201	683,201
Internal Affairs	308,580	159,649	347,972	376,168
Total	\$ 3,651,004	\$ 3,157,393	\$ 3,662,969	\$ 3,815,697

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 1,766,419	\$ 1,520,457	\$ 1,911,472	\$ 2,071,692
Services & Supplies	1,848,958	1,636,936	1,715,870	1,736,005
Other Charges	8,000	—	8,000	8,000
Management Reserves	27,627	—	27,627	—
Total	\$ 3,651,004	\$ 3,157,393	\$ 3,662,969	\$ 3,815,697

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Intergovernmental Revenues	\$ 19,200	\$ —	\$ 19,200	\$ 19,200
Charges For Current Services	49,826	49,389	49,826	49,826
Miscellaneous Revenues	—	335	—	—
General Revenue Allocation	3,581,978	3,107,669	3,593,943	3,746,671
Total	\$ 3,651,004	\$ 3,157,393	\$ 3,662,969	\$ 3,815,697

Auditor and Controller



Department Description

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

Mission Statement

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

2001-02 Accomplishments

Fiscal Stability

- County Rated A- in Financial Management in the Maxwell School of Citizenship and Public Affairs at Syracuse University/Governing Magazine study of the 40 largest counties in the United States—the highest ratings awarded nationwide.
- County Rated A- in Capital Management in the Maxwell School/Governing Magazine study—the highest ratings awarded nationwide.
- Maintained the County's favorable AA- bond rating since May 2001.
- Developed and implemented new cash status and trust fund reports to assist the Agency/Groups manage assets and liabilities.
- Established an internal Cost Commission to develop, prescribe, and review financial transactions between and among County departments, other government agencies, and the public to assure proper cost accounting for costing, pricing, and billing.
- On-target with implementation of the new GASB 34 financial reporting model. Contracted through KPMG for inventory and valuation of County material assets and development of depreciation standards.
- Received Award for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA).



Technology

- Successfully implemented the Human Resources position management Enterprise Resource Planning tool.
- Successfully re-implemented BRASS, the County's budget development and management system, to align with the pending Enterprise Resource Planning financial tools.

Human Resources Modernization

- Implemented new staff development plan and succession plan. Staff training is based on these plans.
- Department staff actively participating in County Leadership Academy.

Continuous Improvement

- County Rated A- in Managing for Results in the Maxwell School/Governing Magazine study— the highest ratings awarded nationwide.
- Coordinated the successful review, evaluation, and update of the Five-Year Strategic Plan for the Strategic Planning Executive Committee.
- Maintained 95% customer satisfaction rating.

2002-04 Objectives

Fiscal Stability

- In collaboration with the Agency/Groups, improve the use of Performance Measurement in conjunction with the Operating and Strategic Plans under the General Management System.
- In collaboration with the Agency/Groups, continue training and monitoring to improve assets and liabilities management.
- Provide value-added information and services to meet operational, regulatory, and business requirements of our customers.

- In collaboration with the Agency/Groups, balance prudent cash reserves with operational needs to preserve the County's stability and fiscal health.
- Maintain the County's favorable bond rating.
- Continue implementing the new GASB 34 financial reporting model that includes detailed identification and inventory of material assets.
- Improve cost accounting for costing, pricing, and billing between and among County departments, other government agencies, and the public.

Technology

- Continue implementing the new Enterprise Resource Planning, Oracle Financials and PeopleSoft Payroll Systems with initial rollout scheduled in early 2003.
- Successfully implement the Financial, Human Resources, and Performance Management Enterprise Resource Planning tools to achieve positive business re-engineering results.
- Explore and utilize new technologies such as document imaging to interface with the Enterprise Resource Planning Financial A/P Module.

Human Resources Modernization

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

Continuous Improvement

- Refine performance measurements for the delivery of Auditor and Controller services.



- Continue to monitor and improve customer service using customer satisfaction surveys, Mystery Shoppers, telephone surveys, and other means.
- Develop and implement Balance Score Card initiative to define and document strategic direction for Auditor and Controller activities.

Changes from 2001-02 Adopted

Expenditure

- \$4.4 million in appropriations were transferred to the Finance and General Government Group Executive Office in Fiscal Year 2002-03. These appropriations are associated with the transfer of eleven staff discussed below, and to provide a reserve to fund possible future staffing needs associated primarily with Countywide Enterprise Resource Planning project support. A portion of these appropriations was transferred to provide funding for ARMS and Countywide payroll application functions as well as Revenue and Recovery Predictive Dialer automation.
- \$1.26 million in additional appropriations are proposed for Fiscal Year 2003-04 primarily for negotiated salary and benefit increases.

Revenue

- \$3.2 million of General Revenue allocation was transferred to the Finance and General Government Group Executive Office in Fiscal Year 2002-03 to fund Group-wide and Countywide support activities.

- Addition of \$54,886 in AB2890 Revenue allocation to the Accounting and Fiscal Control Division due to greater anticipated revenue from this source.

Staffing

- Ten staff years were transferred to the Finance and General Government Group Executive Office, to provide Group-wide support similar to the other organizational Groups, and Countywide transitional support for the Enterprise Resource Planning project.
- One position was transferred to the County Technology Office to provide centralized automation oversight for the Finance and General Government Group.
- Three staff years were transferred to the Department of Planning and Land Use due to the transfer of cashiering functions previously performed by the Auditor and Controller.
- Two positions with half time funding were added to perform Countywide Enterprise Resource Planning project support
- One staff year was deleted in anticipation of reduced labor cost distribution correction activities following the successful implementation of the Kronos Enterprise Resource Planning time reporting component scheduled for Fiscal Year 2002-03.
- Funding for one Performance Audits Manger in the Audits Division was reduced to 0.5 full time equivalent, a reduction of -0.5 FTE.
- Funding for one Principal Administrative Analyst in the Administrative Services Division was reduced to 0.5 full time equivalent, a reduction of -0.5 FTE.



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Implement GASB 34	Implemented	In Process ¹	Implemented	Implemented
Complete 100% of Mandated Audits	100%	100%	100%	100%
Implement ERP's	Implemented	In Process ²	Implemented	Implemented
Achieve An Accuracy Rate of 100% for Property Tax Bills, Roll and Tax Apportionments	100%	100%	100%	100%
Maintain County Bond Rating	AA-	AA-	AA-	AA-

¹ Auditor and Controller in association with KPMG is currently performing the Valuation of County Infrastructure, County buildings and establishing capitalization thresholds in accordance with Government Accounting Standards Board Statement 34, (GASB 34). The valuation of infrastructure and buildings is necessary for the County to implement the new financial statement reporting standards of GASB 34.

² New Enterprise Resource Planning (ERP) PeopleSoft Position Management system was implemented in July 2001, PeopleSoft Payroll Systems are scheduled for initial implementation by the end of 2002. Oracle Financials is in development. No exact date has been defined for initial implementation.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Audits	22.00	18.50	18.50
Office of Financial Planning	19.00	17.00	17.00
Accounting and Fiscal Control	110.00	109.50	109.50
Revenue and Recovery	114.00	114.00	114.00
Administration	34.00	25.00	25.00
Total	299.00	284.00	284.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Audits	\$ 2,071,726	\$ 1,737,681	\$ 1,884,841	\$ 2,011,523
Office of Financial Planning	1,981,720	2,110,494	1,554,072	1,668,406
Accounting and Fiscal Control	5,464,663	11,390,089	7,126,658	7,684,650
Revenue and Recovery	7,533,042	9,601,889	7,834,316	8,280,619
Administration	14,199,143	3,458,737	8,433,392	8,235,374
Total	\$ 31,250,294	\$ 28,298,891	\$ 26,833,279	\$ 27,880,572

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 16,300,281	\$ 15,883,826	\$ 15,579,214	\$ 16,947,746
Services & Supplies	13,937,784	12,308,119	10,654,065	10,832,826
Other Charges	149,900	106,945	100,000	100,000
Management Reserves	862,329	—	500,000	—
Total	\$ 31,250,294	\$ 28,298,891	\$ 26,833,279	\$ 27,880,572



Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 2,098,550	\$ 2,098,550	\$ 795,000	\$ —
Revenue From Use of Money & Property	—	70	—	—
Intergovernmental Revenues	125,000	248,831	125,000	125,000
Charges For Current Services	5,475,175	5,884,649	5,530,061	5,530,061
Miscellaneous Revenues	395,500	819,983	395,500	395,500
Other Financing Sources	25,000	—	25,000	25,000
General Revenue Allocation	23,131,069	19,246,808	19,962,718	21,805,011
Total	\$ 31,250,294	\$ 28,298,891	\$ 26,833,279	\$ 27,880,572

County Technology Office



Department Description

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

Mission Statement

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

2001-02 Accomplishments

Technology

- Provided IT and telecommunications support to County business operations.
- Over 5,000 new computers were installed at County workstations.
- Another 1,500 old County computers were donated to the San Diego Futures Foundation.
- Completed deployment of 1,500 new PC's for Probation Department for improved efficiency and performance.
- Completed redesign of County Internet site.
- Provided technical support and oversight for San Pasqual Academy.
- Enhanced Web-based services through web casting of weddings.
- Several new business applications throughout the County were implemented.
- Enhanced Chargeback System to assist in providing departments with Pennant Alliance contract billing information, including information to assist with cost recovery from State and Federal funding sources.
- The fourth phase of the Enterprise Resource Planning systems was completed.

- Implemented enhanced security measures for systems and applications.

2002-04 Objectives

Technology

- Accelerate residents' access to County information through additional services being web-enabled.
- Oversee and provide direction on the implementation of the Microsoft Windows 2000 enterprise operating system and the migration to the Microsoft Exchange e-mail system by December 2002.
- Oversee implementation of Enterprise Resource Planning systems.
- Oversee and provide direction on the refresh of all County desktops by December 2002.
- Oversee implementation of major new applications, including those in Probation, Housing and Community Development, Public Defender, Alternative Public Defender, Health and Human Services, Superior Court, Public Works, General Services, Assessor, and Revenue and Recovery.
- Establish a Countywide Document Management standard and master service agreement with a major Document Management vendor.
- Continue to develop and recommend strategic technical plans, application and system requirements, and architectural and security plans.



- Contribute to the success of the Health and Human Services Agency's San Pasqual Academy by ensuring technology is appropriately deployed.
- Successfully transition the Department of Child Support Services to the IT Outsourcing vendor.
- Work with the IT Provider to reengineer business processes and perform change management activities to maximize efficiencies and cost savings.
- Monitor IT Provider's compliance with contract provisions and Minimum Acceptable Service Levels (MASLs), with Minimum Service Levels being regularly met by the end of July 2002.
- Improve Service Level compliance and performance through enhancement of MASLs.
- Provide leadership within California and the US by helping other governments benefit from San Diego County's IT outsourcing experience.

Changes from 2001-02 Adopted

Expenditure

- CTO Office expenditures increased by \$515,000 to re-budget the implementation of the e-Commerce Exchange solution, based on anticipated fund balance

savings. This solution will augment the ERP procure-to-pay system to enable the County to conduct business with suppliers through the internet.

- CTO Office expenditures increased by \$100,000 due to anticipated increases in information technology and telecommunications costs, and increases in management reserves from prior fund balance savings. This increase is offset by a reduction in staffing, as described below.
- The Information Technology Internal Service Fund reflects a decrease of approximately \$18 million due to Enterprise Resource Planning (ERP) payments and Initiation fees that are no longer incurred.

Revenue

- Total revenue for the CTO Office reflects an increase of approximately \$260,000, due to projected cost recovery from funds outside the General Fund.

Staffing

- Three positions are transferred to the Finance and General Government Group Executive Office: two Technology Manager positions and one Chief ERP Manager.
- One Information Technology General Manager position is transferred from the Auditor and Controller.
- One Technology Manager position was deleted.



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
APAR rating green or better ¹	80%	51%	90%	90%
Percentage of Critical MASLs met ²	90%	88%	95%	95%
Percentage of MASLs met	80%	81%	90%	90%
CTO Office customer survey average rating	3.5	3.0	4.0	4.0
Number of telephones replaced	1,000	1,000	n/a	n/a
Number of conversions to Outlook e-mail ³	7,500	1,500	10,500	500
Number of desktop PCs replaced	4,000	5,000	4,000	4,000
Percent of network migrated to new technology	100%	90%	100%	100%

¹ APAR = monthly customer evaluation by department representatives. Challenges of infrastructure replacement impacted APAR performance during Fiscal Year 2001-02. By Fiscal Year 2002-03, indicators should improve as transformation activities progress.

² MASL = Minimum Acceptable Service Level

³ The deployment schedule for Outlook e-mail was adjusted for completion in December 2002



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
CTO Office	21.00	18.00	18.00
Total	21.00	18.00	18.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
CTO Office	\$ 6,849,225	\$ 6,301,597	\$ 7,468,806	\$ 7,025,233
Information Technology Internal Service Fund	136,526,251	114,285,370	117,994,181	115,315,105
Total	\$ 143,375,476	\$ 120,586,967	\$ 125,462,987	\$ 122,340,338

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 2,390,779	\$ 2,162,877	\$ 2,259,916	\$ 2,441,652
Services & Supplies	140,638,697	118,424,090	122,704,022	119,399,637
Management Reserves	346,000	—	499,049	499,049
Total	\$ 143,375,476	\$ 120,586,967	\$ 125,462,987	\$ 122,340,338

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 5,033,000	\$ 5,033,000	\$ 1,086,049	\$ 499,049
Revenue From Use of Money & Property	—	183,008	—	—
Intergovernmental Revenues	11,332,215	10,206,895	11,106,344	11,106,344
Charges For Current Services	92,313,536	90,742,487	105,925,739	103,204,663
Miscellaneous Revenues	—	51,908	75,000	75,000
Other Financing Sources	28,790,500	12,936,232	1,527,000	1,569,000
General Revenue Allocation	5,906,225	1,433,437	5,742,855	5,886,282
Total	\$ 143,375,476	\$ 120,586,967	\$ 125,462,987	\$ 122,340,338

Civil Service Commission



Department Description

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

Mission Statement

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

2001-02 Accomplishments

Fiscal Stability

- All decisions made by the Commission took into consideration County liability, due process, and fairness. During Fiscal Year 2001-02 fewer than 5% of Commission decisions were litigated. This aggressive approach resulted in the Courts' affirmation of 100% of the Commission's decisions. (One decision pending.)

Human Resources Modernization

- Worked with County Counsel and other departments to improve the County's performance appraisal system.
- Scheduled mandated hearings within a month after receiving appeals.
- Processed findings and proposed decisions for public meeting within three weeks of hearing.
- Same day response to public, department, or employees' inquiries.

Regional Leadership

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

Technology

- The Commission was accessible to provide immediate services to its customers via modern technology as well as having an open door for customers to be received as their needs require. Survey results indicate a high level of customer satisfaction.

2002-04 Objectives

Fiscal Stability

- All decisions made by the Commission will take into consideration County liability, due process, and fairness. During Fiscal Years 2002-04 fewer than 5% of Commission decisions will be litigated. This aggressive approach will result in the Courts' affirmation of 90% of the Commission's decisions.

Human Resources Modernization

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

Regional Leadership

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



Technology

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

Changes from 2001-02 Adopted

Expenditure

- Increased expenditures reflect negotiated salary and benefit increases.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Mandated Commission Hearings	40	26	40	40
Investigations	11	5	11	11
Staff Review / Recommendations	332	369	332	332

Actual number of mandated Commission hearings and investigations was less than projected due to a decrease in the number of appeals and investigation requests brought to the Commission.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Civil Service Commission	4.00	4.00	4.00
Total	4.00	4.00	4.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Civil Service Commission	\$ 374,359	\$ 418,726	\$ 406,451	\$ 431,586
Total	\$ 374,359	\$ 418,726	\$ 406,451	\$ 431,586

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 311,021	\$ 358,903	\$ 334,297	\$ 365,629
Services & Supplies	57,105	59,822	65,921	65,957
Management Reserves	6,233	—	6,233	—
Total	\$ 374,359	\$ 418,726	\$ 406,451	\$ 431,586

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Charges For Current Services	\$ 31,031	\$ 25,148	\$ 31,031	\$ 31,031
General Revenue Allocation	343,328	393,578	375,420	400,555
Total	\$ 374,359	\$ 418,726	\$ 406,451	\$ 431,586

Clerk of the Board of Supervisors



Department Description

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

Mission Statement

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

2001-02 Accomplishments

Fiscal Stability

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

Technology

- Made the agenda more easily accessible prior to Board Meeting.
- Expanded use of the Document Management System to make official documents available to the Public electronically.
- Developed automated database of customer service activities.
- Implemented procedure to electronically distribute agenda backup to General Services.
- Developed Document Management System "Marketing Brochure" and "Quick Reference Guide".
- Developed acceptance of Assessment Appeals applications filed electronically, utilizing electronic signatures.



- Developed a plan for the Tax Collector to update property tax notice forms with Clerk of the Board web information.
- Placed Department's Employee Policy Manual on Intranet.
- Published Quarterly Newsletter on Intranet.
- Improved communications equipment and standardize equipment operation procedures.

Workplace Improvement

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

Continuous Improvement

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

Regional Leadership

- Promoted the historical significance of the County Administration Center through sales of memorabilia.
- Produced a "Department Public Information Guide".
- Advertised art displays in the County Administration Center.
- Sponsored a training event for County departmental volunteer coordinators.

- Completed an Outreach Program throughout all County departments.

2002-04 Objectives

Fiscal Stability

- Reduce operating costs of the County Administration Center by focusing on energy conservation and equipment modification projects.
- Increase department revenue through a new marketing campaign associated with passport and notary public services.
- Develop a Clerk of the Board Business Recovery Plan to ensure continued operations in the event of an emergency or disaster.

Technology

- Utilizing the County's enhanced technology infrastructure, increase public Internet access to Special District's agendas and proceedings.
- Continue to find additional uses of the Document Management System that allow official documents to be available to the Public electronically.
- Enhance Facilities Services staff communications ability by upgrading equipment infrastructure.
- Reduce costs of interoffice hard copy distribution by the use of electronic distribution of documents.

Workplace Improvement

- Improve Public Service counters and Clerk of the Board reception area to bring about workplace improvements for the employees and better service for our customers.
- Phase 2 of improvements to the physical layout of the Board General Office.
- Complete maintenance and upgrade projects as planned for the County Administration Center and gardens.



Continuous Improvement

- Improve customer service monitoring by enhancing the Clerk of the Board customer survey card design and submission process.
- Recognize outstanding employee performance through the development of a service level standards program to bring about performance measurement standards in the delivery of services to our customers.
- Continue support for staff technical and safety training.
- Enhance staff professional skills and the department's customer service through implementation of a "skills training program" for all Clerk of the Board staff.
- Implement an internal quality review audit of two procedures in each Clerk of the Board program.
- In order to continue open communication with employees, Clerk of the Board will celebrate the diversity of our employees and the wider community by a program of sharing the values, perspectives, and uniqueness of others.
- Reengineer the hardcopy distribution process of the Board of Supervisors Agenda.
- Provide more responsive passport and notary public service to customers by enhancing cash handling procedures.

Regional Leadership

- Continue promotion of the historical significance of the County Administration Center through sales of memorabilia.
- Promote public art displays in the County Administration Center.
- Focus attention on the County Volunteer Program to increase public awareness and recognize outstanding contributions from participants.

Changes from 2001-02 Adopted

Expenditure

- The \$641,000 increase in expenditures is due to County-wide negotiated salary increases and additional security costs for the County Administration Center

Revenue

- The \$515,000 projected increase in revenue is due to our notary public and passport services, management reserves and one-time revenue for security costs for the County Administration Center.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Legislative Services	10.00	10.00	10.00
CAC Facilities Services	12.00	12.00	12.00
Public Services	10.00	10.00	10.00
Executive Services	5.00	5.00	5.00
Total	37.00	37.00	37.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Legislative Services	\$ 765,103	\$ 641,740	\$ 696,634	\$ 755,064
CAC Facilities Services	2,739,911	2,920,484	3,237,961	3,021,008
Assessment Appeals	—	66,960	—	—
Public Services	711,402	632,685	603,875	657,057
Executive Services	566,824	884,881	885,808	689,871
Total	\$ 4,783,240	\$ 5,146,751	\$ 5,424,278	\$ 5,123,000

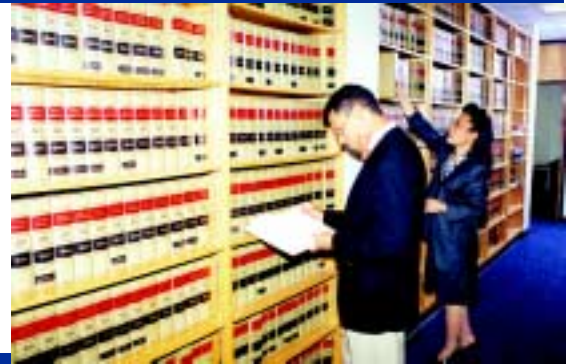
Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 1,939,142	\$ 1,840,977	\$ 2,102,305	\$ 2,315,812
Services & Supplies	2,822,847	3,305,774	3,100,722	2,832,188
Expenditure Transfer & Reimbursements	(25,000)	—	(25,000)	(25,000)
Management Reserves	46,251	—	246,251	—
Total	\$ 4,783,240	\$ 5,146,751	\$ 5,424,278	\$ 5,123,000

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ —	\$ —	\$ 500,000	\$ —
Charges For Current Services	72,750	255,304	87,750	87,750
Miscellaneous Revenues	40,170	205,390	40,170	40,170
General Revenue Allocation	4,670,320	4,686,057	4,796,358	4,995,080
Total	\$ 4,783,240	\$ 5,146,751	\$ 5,424,278	\$ 5,123,000

County Counsel



Department Description

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

Mission Statement

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

2001-02 Accomplishments

Environment

- Served a major role in implementing Stormwater Pollution Prevention programs to protect against polluted stormwater.
- Contributed significantly to the County's successes in enforcing County Code violations, which negatively impact the health, safety, peace and quiet of communities.

Fiscal Stability

- Prevailed in over 90% of cases decided by a court or jury that were resolved (i.e., no further avenue for appeal) during the fiscal year.

- Provided in-house legal support for the County's successful securitization of over \$466 million in tobacco litigation settlement proceeds for the support of health care related programs.
- Negotiated a reduction in attorney fees owed to County's outside counsels, who represented County in lawsuit against tobacco companies, from approximately \$55.7 million down to \$9.19 million, resulting in a savings of approximately \$46.5 million. These savings augment the County's commitment of tobacco settlement proceeds for health care related programs.
- Arranged for the County to receive free legal services valued at over \$100,000 from law firms who contribute their services to handle conservatorship trials for the County.
- Provided numerous training programs to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate against legal risk.

Regional Leadership

- Provided regional leadership in the development of Stormwater Pollution Prevention ordinances that will be used as a model throughout the County.



- Assisted with the successful development and opening of San Pasqual Academy.

Self Sufficiency/Health and Wellness

- Prevailed in over 99% of contested hearings involving juvenile dependency petitions filed by the Health and Human Services Agency.
- Prevailed in over 91% of juvenile dependency cases in the Court of Appeal.
- Provided quarterly training to social workers to assist them in the performance of their duties in accordance with State law.

Human Resources Modernization

- Played a key role in the implementation of the County's new retirement enhancements provided to County employees and retirees.

2002-04 Objectives

Environment

- Provide full assistance in support of the County's land use and environment goals.
- Provide litigation support to enforce County Code violations, which negatively impact the health, safety, peace and quiet of communities in the unincorporated area of the County.
- Assist County with its implementation of the regional Clean Water Strategic Plan, and with its full compliance with State and Federal requirements governing stormwater programs.

Fiscal Stability

- Prevail in over 90% of cases decided by a judge or jury (that have no further avenue for appeal).
- Provide training programs to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate legal risk.

- Provide risk management assistance to County departments through specialized training and risk roundtables to assist County officials to identify and mitigate risks.

Self Sufficiency/Health and Wellness

- Prevail in over 96% of all juvenile dependency petitions filed by the Health and Human Services Agency, which are subjected to a contested hearing in juvenile dependency court matters.
- Prevail in over 94% of juvenile dependency appeals and writs in the Court of Appeal.
- Provide quarterly training to social workers to assist them in the performance of their duties in accordance with State law.

Continuous Improvement

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

Changes from 2001-02 Adopted

Expenditure/Staffing

- The expenditure increase in Fiscal Year 2002-03 of approximately \$1.1 million is due primarily to: (a) negotiated salary increases and (b) new positions requested by the Land Use & Environment Group (LUEG) to provide needed program support.

Revenue

- Offsetting funding from LUEG will fund the attorney positions and the paralegal position that will provide exclusive legal services to LUEG departments. The total overall increase in revenue for Fiscal Year 2002-03 is approximately over \$920,000. In addition, the Office of



County Counsel plans to implement a new fee structure in the coming years, which will most likely result in additional revenue.

Staffing

- New positions are added as requested by the Land Use & Environment Group to provide needed program support as follows: two attorneys and a paralegal to provide

exclusive legal services to DPW; and one attorney position to provide exclusive legal services to DEH. The department is deleting one vacant Confidential Legal Secretary position in order to allow the additional paralegal position.

- An attorney is added to provide needed increased support for juvenile dependency matters.

Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Percent of Board of Supervisors short term assignments that will be completed by the established due date	100%	100%	100%	100%
Percentage of County departments short term assignments that will be completed in 30 days and long term assignments that will be completed by the established due date	90%	99%	90%	90%
Percentage of all draft Environmental Impact Reports (EIRs) that will be reviewed within 30 days	100%	100%	100%	100%
Percent of Juvenile Dependency petitions in which County Counsel will prevail	96%	99%	96%	96%
Percent of Juvenile Dependency appeals and writs in which County Counsel will prevail	94%	91%	94%	94%



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
County Counsel	133.00	137.00	137.00
Total	133.00	137.00	137.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
County Counsel	\$ 14,080,371	\$ 13,930,374	\$ 15,202,931	\$ 16,111,528
Total	\$ 14,080,371	\$ 13,930,374	\$ 15,202,931	\$ 16,111,528

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 12,189,811	\$ 12,529,171	\$ 13,791,422	\$ 14,657,674
Services & Supplies	1,727,599	1,523,380	1,549,874	1,596,370
Fixed Assets Equipment	30,000	11,323	—	—
Expenditure Transfer & Reimbursements	(120,972)	(133,501)	(138,365)	(142,516)
Management Reserves	253,933	—	—	—
Total	\$ 14,080,371	\$ 13,930,374	\$ 15,202,931	\$ 16,111,528

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 450,972	\$ 450,972	\$ 832,331	\$ 484,340
Licenses Permits & Franchises	—	10,537	—	—
Intergovernmental Revenues	150,700	151,663	151,139	155,673
Charges For Current Services	3,001,620	3,375,857	3,609,392	3,717,676
Miscellaneous Revenues	100,750	61,808	32,500	33,475
General Revenue Allocation	10,376,329	9,879,537	10,577,569	11,720,364
Total	\$ 14,080,371	\$ 13,930,374	\$ 15,202,931	\$ 16,111,528

Human Resources



Department Description

The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. The DHR serves as the in-house human resource consultant to the Chief Administrative Officer, executive staff, and County departments. Activities are diverse, including classification, compensation, recruitment, and selection for all County jobs.

Additional responsibilities include: administration of employee benefits programs; risk management activities including a workers' compensation program and property and casualty insurances; employee training programs; negotiation of labor contracts; and administration of employee incentive and career development programs.

Mission Statement

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

2001-02 Accomplishments

Human Resources Modernization

Recruitment

- Processed 64,712 applications.
- Processed 552 new exams requests.
- Administered 181 tests for 15,026 applicants.
- Conducted 43 management recruitments.
- Promulgated 29,208 applicants to employment lists.
- Processed 3,679 requisitions for the departments.
- Filled 252 vacancies through three one-day hiring halls.
- Provided 47 Transitional Assistance Programs (TAP) presentations for approximately 859 transitioning military personnel.
- Expanded our recruitment efforts by contracting with *SignOnSanDiego.com* and *HotJobs.com*.
- Implemented DHR's web-based online employment application process (1st Phase).

- Developed a multi-media recruitment card to market the County of San Diego as an employer of choice.
- Met with each Group Human Resources Director and Departmental Personnel Officers to continue forecasting vacancies and improve timeliness and diversity in recruitment efforts.
- Forecasted Countywide vacancies in anticipation of retirement enhancements and conducted the necessary recruitments

Labor Relations

- Successfully negotiated five-year Memoranda of Agreements with SEIU Local 2028, SEIU Local 535, and Deputy County Counsels' Association.
- Successfully negotiated four-year Memoranda of Agreement extensions with the Deputy Sheriffs' Association and District Attorney Investigators' Association.
- Successfully negotiated an initial Memorandum of Agreement with United Domestic Workers and the IHSS Public Authority.
- Implemented retirement enhancements for all employee organizations and other County employees.



Classification & Compensation

- Performed an organizational assessment, created new classifications, and made necessary classification and compensation changes to establish the Department of Child Support Services.
- Completed a large-scale classification study involving over 300 positions in the Sheriff clerical classification series. This will streamline career paths and reduce the number of clerical classifications.
- Completed an organizational assessment and strategic staffing study involving over 300 positions in the Department of Planning and Land Use. As a result, the Department will have a strategic staffing model and will be able to proactively hire staff to accommodate fluctuating workloads.

Employee Benefits

- Negotiated the lowest premium rate increase available for health insurance, as compared to other California Counties.
- Enhanced employee benefits by:
 - Implementing a variety of voluntary benefit programs (domestic partners, long term care/group auto/home insurance options, waiver of County insurance).
 - Implementing Month of Healthy Living.
 - Providing employees with on-site health education seminars and flu shots at no cost.
 - Redesigning the County's dental program to increase service and value.
 - Implementing two Health Benefit Expos.
 - Adding direct deposit feature to Flexible Spending Accounts.
- Successfully completed the OPTIONS Open Enrollment process, including answering over 5,800 telephone inquiries from employees regarding their benefits.
- Redesigned the New Employee Benefits Orientation.

Employee Development

- Provided skill-based training for Human Resources Analysts.
- Developed and implemented three Leadership Academies as part of our succession planning and employee development effort.

Risk Management

- Implemented a transitional work policy to provide light duty assignment alternatives for injured workers.
- Received the 2001 CSAC Merit Award for the reengineering of the Workers' Compensation Claims Administration.
- Facilitated departments' Injury, Illness Prevention Program updates.
- Implemented SPARTA insurance program that provides County contractors access to additional insurance markets.

PeopleSoft Administration

- Successfully implemented, on time, the PeopleSoft HR component.
- Implemented electronic salary approval process through PeopleSoft.
- Implemented phases of the PeopleSoft Human Resources Enterprise Resource Planning system Countywide. Solution demonstration labs completed. New business practices designed. User acceptance testing and end user training ongoing.

Diversity

- *Diversity Employment Magazine* featured the County's diversity efforts in their September edition.
- Enhanced our diversity and recruitment efforts by discussing County employment opportunities with over 27,200 applicants in 51 job fairs.



- Completed 25 outreach presentations to minority organizations, ROP programs, and career centers.
- Certified 341 bilingual applicants/employees.
- Coordinated the training of 100% of the employee population in diversity concepts. Updated the diversity training program curriculum, added diversity training scheduling to New Employee Orientation.

Workplace Improvement

- Expanded and upgraded existing training facilities at our Beech Street location.
- Began remodel of the DHR Pacific Highway office to improve customer service and workflow.
- Updated office located at the County Operations Center.
- Emphasized employee workplace injury prevention education and improvements.

2002-04 Objectives

Human Resources Modernization

Recruitment

- Complete phase two of on-line application process, which includes the Supplemental Application Form, to provide a fully web-based employment application system.
- Determine feasibility of utilizing an IVR system that would allow applicants to access application status, exam scores, and test schedule information. Implement if viable.
- Re-assess examinations to ensure their reliability and validity as evaluation instruments.
- Conduct County of San Diego job fairs throughout the region.
- Establish a self-service office at the County Operations Center to better serve employment applicants and employees.

- Determine feasibility of phased imaging project for DHR personnel files, identify necessary funding source, and begin implementation.

Labor Relations

- Complete negotiations on a successor Memorandum of Agreement with the Deputy District Attorneys' Association and the Public Defender Association.
- Update Labor Relations training on Progressive Discipline and expand training to include grievance administration.

Classification & Compensations

- Update and post all County classification specifications on the Internet and Intranet web sites.
- Review and revise salary ranges for unclassified management.
- Transition the current Operational Incentive Plan (OIP) database to PeopleSoft. Develop a streamlined OIP reporting system and process.
- Perform a comprehensive review of the County's classification system and develop an implementation plan in coordination with Group Managers.
- Complete and implement an Electronic Classification Activity Request System.

Employee Benefits

- Improve Open Enrollment for benefits by implementing an Interactive Voice Response/web-based enrollment system.
- Negotiate new health insurance plan.
- Employee Development & Training
- Emphasize Employee Development by: providing two Leadership Academies each fiscal year; piloting a Supervisory Academy; and continuing Project Management and Meyers-Briggs training Countywide. Continue to refine New Employee Orientation and continue with the LUEG pilot Clerical Academy.



- Develop an Executive Development program.

PeopleSoft Administration

- Deploy the self-service component of PeopleSoft.
- Update Policies and Procedures related to the use of PeopleSoft.
- Work with Pennant Alliance and ERP team to produce and streamline the quarterly reports in PeopleSoft and PB Views.

Risk Management

- Contract for enhanced loss prevention services at no additional cost to the County.
- Identify and implement two business process improvements.
- Obtain new medical, case management, and investigative service agreements that enhance workers' compensation cost containment efforts.

Diversity

- Enhance diversity recruitment activities by participating in job fairs, college and military outreach activities, and by utilizing the Web Card to market the County of San Diego as an employer of choice.
- Implement a Diversity Awareness program for executives by providing presentations and training on diversity issues.

Workplace Improvement

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

- Complete remodel of the DHR Pacific Highway office to improve customer service and workflow.

Changes from 2001-02 Adopted

Expenditure

Budgeted expenditures increased by \$1.9 million reflecting the funding of:

- Significant Countywide insurance cost increases following the September 11, 2001 tragedy.
- COLA increases for unclassified and broadband classifications, and other negotiated salary and benefit increases.
- Funding necessary to provide support to the ERP project.
- One-time costs associated with workplace improvements.
- One-time and ongoing resources needed to achieve Human Resources modernization in the areas of recruitment and employee development.

Revenue

- An overall \$1.9 million revenue increase is attributed to the increase in general revenue allocation to offset budgeted expenditure increases.
- As a result of revenue re-categorization, an additional \$1.4 million general fund allocation is budgeted.

Staffing

- Deleted four backfill positions that were funded one time in Fiscal Year 2001-02.
- Funded one position that was transferred from the County Technology Office mid-year in Fiscal Year 2001-02.



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
% Of recruitments promulgated within targeted timeframe	80%	85%	89%	89%
% Of Classification Activity Requests completed within prescribed timeframe	80%	78.4%	80%	85%
Overall satisfaction rating with training programs offered by Employee Development	95%	95%	95%	95%
Ratio of Workers' Compensation cases closed per number of cases open	1:1	1:1	1:1	1:1
% of grievance appealed to arbitration without recourse to hearing	10% ¹	80%	n/a	n/a
% of grievances filed for arbitration that are resolved without going to hearing ²	n/a	80%	80%	80%

¹ The Fiscal Year 2001-02 goal for this measure should have been 80%.

² New measure more accurately reflects program success.



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Department of Human Resources	124.00	121.00	121.00
Total	124.00	121.00	121.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Department of Human Resources	\$ 15,042,304	\$ 12,736,168	\$ 16,950,279	\$ 16,835,640
Total	\$ 15,042,304	\$ 12,736,168	\$ 16,950,279	\$ 16,835,640

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 7,995,299	\$ 7,517,728	\$ 8,951,082	\$ 9,713,979
Services & Supplies	6,553,053	5,160,296	7,845,245	7,121,661
Fixed Assets Equipment	340,000	58,142	—	—
Management Reserves	153,952	—	153,952	—
Total	\$ 15,042,304	\$ 12,736,168	\$ 16,950,279	\$ 16,835,640

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 1,588,904	\$ 1,588,904	\$ 820,622	\$ 335,048
Intergovernmental Revenues	—	1,029	—	—
Charges For Current Services	383,817	384,874	425,326	425,326
Miscellaneous Revenues	6,052,439	5,267,975	5,372,935	5,313,365
General Revenue Allocation	7,017,144	5,493,386	10,331,396	10,761,901
Total	\$ 15,042,304	\$ 12,736,168	\$ 16,950,279	\$ 16,835,640

Media and Public Relations



Department Description

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

Mission Statement

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

2001-02 Accomplishments

Continuous Improvement

- Expanded partnerships with County departments and increased department participation in Department of Media and Public Relations media relations threading activities, resulting in increased, improved CTN programming, more efficient media relations programs, and improved publications.
- Improved County's media relations program by providing media training to 76 staff in five departments.
- Expanded the level of communication support offered to County departments and the public making presentations at the County Administration Center.
- Used County Strategic Plan goals in Cable Grant Program selection criteria, and awarded five grants for programs that highlight self sufficiency, health and wellness, crime prevention and environment.

Regional Leadership

- Coordinated regional media relations activities in response to bioterrorism threats and informed public of County emergency response efforts through special CTN video production.
- Continued to develop best-in-class programming and operational policies for the County Television Network, to further establish CTN as a leader in the field of government access cable television.

Technology

- Upgraded CTN production equipment and operating systems with two new video editing systems and a state-of-the-art automated programming/playback system, using technology to increase operational efficiency, flexibility, and improve service to customers.
- Obtained and installed new software system to improve project tracking and performance measurement capabilities.
- Used Intranet technology to expand County News newsletter to provide additional information requested by employees.



Workplace Improvement

- Provided County employees with information on County initiatives, organizational priorities, and timely news by publishing 12 issues of County News newsletter.
- Remodeled Department of Media and Public Relations offices in two locations, improving the work environment for employees and customers, utilizing space more efficiently, and enhancing security.

2002-04 Objectives

Continuous Improvement

- Continue to promote County Strategic Plan Initiatives by developing and enhancing collaborative partnerships with County departments, managers, and the Board of Supervisors to provide information about important programs and services to the public.
- Meet or exceed Department targets set for staff training and cross-training in areas that enhance product quality and customer service.

Fiscal Stability

- Monitor current revenues and expenditures, and develop long term plan to identify new revenue sources to meet anticipated future cost increases.

Regional Leadership

- Continue to develop best-in-class programming and operations standards for County Television Network, to maintain CTN's status as a regional leader in government access cable television.

Technology

- Continue to identify opportunities for automation within CTN and Department operations and use new technology, wherever possible, to streamline and upgrade services.

Workplace Improvement

- Evaluate newly remodeled Department offices and workspaces, and implement additional enhancements where necessary to improve efficiency, productivity, and safety.

Changes from 2001-02 Adopted

Expenditure

- Decrease of \$217,000 in Total Expenses reflects one-time expense in Fiscal Year 2001-02 for CTN production and playback equipment upgrade. Salaries and Employee Benefits expenditures increased by \$60,000, and Services and Supplies expenditures increased by \$57,000, consistent with increases in cable franchise revenues.

Revenue

- Increase of \$152,000 in Licenses Permits and Franchises from cable franchise fees due to predicted revenue growth in the cable television industry.



Performance Measures	2001-02 Adopted	2001-02 Actual	2002-03 Projected	2003-04 Projected
Number of media trainings conducted by DMPP staff for other Departments.	n/a	5	6	6
Number of new programs, segments and PSAs produced by CTN highlighting one or more Strategic Plan Initiatives.	n/a	69	75	80
Percentage of staff training and professional development targets actually achieved.	n/a	100%	100%	100%
Percentage difference between estimated and actual cable television franchise fees.	n/a	3%	Within 5%	Within 5%



Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Media and Public Relations	22.00	22.00	22.00
Total	22.00	22.00	22.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Media and Public Relations	\$ 2,381,090	\$ 1,939,799	\$ 2,163,879	\$ 2,239,260
Total	\$ 2,381,090	\$ 1,939,799	\$ 2,163,879	\$ 2,239,260

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Salaries & Employee Benefits	\$ 1,554,647	\$ 1,477,111	\$ 1,615,727	\$ 1,755,582
Services & Supplies	426,969	340,412	483,678	483,678
Fixed Assets Equipment	187,500	82,276	40,000	—
Operating Transfers Out	187,500	40,000	—	—
Management Reserves	24,474	—	24,474	—
Total	\$ 2,381,090	\$ 1,939,799	\$ 2,163,879	\$ 2,239,260

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Fund Balance	\$ 211,974	\$ 211,974	\$ 24,474	\$ —
Licenses Permits & Franchises	1,916,874	1,981,109	2,068,895	2,165,225
Revenue From Use of Money & Property	—	66,835	—	—
Charges For Current Services	—	39,004	—	—
Miscellaneous Revenues	—	3,388	—	—
Other Financing Sources	252,242	139,742	70,510	74,035
General Revenue Allocation	—	(502,253)	—	—
Total	\$ 2,381,090	\$ 1,939,799	\$ 2,163,879	\$ 2,239,260

County Administration Center Major Maintenance



Department Description

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

Mission Statement

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

2001-02 Accomplishments

Fiscal Stability

- Replaced outdated air handling units with energy efficient units.
- Completed energy efficiency lighting sensor / timer project.

Workplace Improvement

- Repaired / replaced exterior perimeter drainage system.
- Repaired west entrance stairway.
- Completed hallways / restrooms refresh project.

2002-04 Objectives

Fiscal Stability

- Complete retrofit of outdated air handling units with new energy efficient models.
- Focus on electrical system maintenance and energy conservation projects.

Workplace Improvement

- Continue with building security modification projects.
- Complete the elevator improvement project.
- Complete phase one of public conference room refresh project.

Changes from 2001-02 Adopted

Expenditure

- Reduction corresponds to reduced need for major maintenance projects during this time period.



County Administration Center Major Maintenance

Staffing by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Total	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
CAC Major Maintenance	\$ 2,133,800	\$ 2,569,647	\$ 1,133,800	\$ 1,133,800
Total	\$ 2,133,800	\$ 2,569,647	\$ 1,133,800	\$ 1,133,800

Budget by Categories of Expenditures

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Services & Supplies	\$ 2,133,800	\$ 2,569,647	\$ 1,133,800	\$ 1,133,800
Total	\$ 2,133,800	\$ 2,569,647	\$ 1,133,800	\$ 1,133,800

Budget by Categories of Revenues

	Fiscal Year 2001-2002 Adopted Budget	Fiscal Year 2001-2002 Adjusted Actuals	Fiscal Year 2002-2003 Adopted Budget	Fiscal Year 2003-2004 Approved Budget
Revenue From Use of Money & Property	\$ 13,800	\$ 17,282	\$ 13,800	\$ 13,800
General Revenue Allocation	2,120,000	2,552,365	1,120,000	1,120,000
Total	\$ 2,133,800	\$ 2,569,647	\$ 1,133,800	\$ 1,133,800