

Finance and General Government Group

Finance and General Government Group

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**Finance and General Government Group
Summary & Executive Office**
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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.

2004-05 Accomplishments

Strategic Initiative – Kids

- Completed 99% of all advisory assignments for Health and Human Services Agency (HHSA) in support of its goal to improve services provided to children.
- Reviewed 100% of all juvenile dependency petitions prior to filing by HHSA in Juvenile Court to identify legal issues associated with factors that place children at risk.
- Continued to collect revenue supporting health services for children, including services aiding in the prevention of fetal and infant deaths.
- Continued to collect the marriage license fees funding Domestic Violence programs.

Strategic Initiative – The Environment

- Provided timely completion of 100% of all advisory assignments involving departments pursuing code enforcement matters.
- Handled 100% of all civil cases for departments pursuing code enforcement matters.
- Favorably settled 100% of all resolved court cases involving civil code enforcement matters.

Strategic Initiative – Safe and Livable Communities

- Achieved timely completion of 100% of the advisory assignments for the departments of Agriculture, Weights, and Measures and Animal Services in support of their goals to protect the public from harmful pests and animals.
- Achieved timely completion of 99% of the advisory assignments for the departments of Environmental Health and Air Pollution Control in support of their goals to protect communities from hazardous pollutants and public nuisances.
- Provided 60 training programs Countywide to train department staff to perform their duties safely, and to avoid creating risks for members of the public. Such trainings included the following:



- Provided eight Risk Roundtable training sessions for various County departments.
- Participated in 21 Settlement Committee sessions involving rendering of advice, guidance, and recommendations on how to perform duties more safely in order to avoid risks to the public.

Required Discipline – Fiscal Stability

- Provided accounting, budget, and payroll services to County departments to provide the essential infrastructure for fiscal discipline and stability across the organization.
- Monitored fiscal performance and stability of the County through participation in the Quarterly review process for all County groups.
- Provided leadership in the development of mitigation strategies to maintain core public services as economic challenges are faced by the County due to State revenue reductions.
- Monitored the limitation of the use of one-time resources for one-time expenditures to maintain a structurally balanced budget and strong credit ratings.
- Provided capital finance management services to County departments to maintain a favorable standing in the capital market and prudent management of the County's debt portfolio.
- Managed and maintained a favorable credit quality rating and volatility rating for the San Diego County Treasurer's Pooled Money Fund by protecting the pool investments against losses through the execution of prudent and conservative investment policies.
- Provided resources for the provision of services to the public through the collection of revenue from the assessment of property, processing Documentary Transfer Taxes, associated property taxes, and Recording and County Clerk fees.

- Provided fair and uniform assessment of all property within San Diego County to ensure full valuation and compliance with property tax laws.
- Achieved a pre-trial dismissal of 74% of all resolved cases won by the County through an aggressive pre-trial motion practice to dismiss lawsuits against the County in the early stages of the litigation in order to avoid the high cost of attorney time, expert witnesses, discovery, trial costs, and other miscellaneous litigation costs.
- Provided 157 training sessions for County departments to assist with the goal of avoiding or mitigating risks of liability associated with program operation and performance of duties.
- Collected 98% of secured taxes and 99% of unsecured taxes.

Required Discipline – Accountability/Transparency

- Obtained the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada, demonstrating that visible, clear, and comprehensible decisions related to resource allocation are made by the County on behalf of its citizens.

Required Discipline – Skilled, Competent Workforce

- Worked with the Federal Mediation and Conciliation Service and Service Employees International Union (SEIU), Local 2028 to enhance existing Labor/Management Committees.
- Benchmarked turnover rates with comparable organizations to determine the County's success in the retention of a skilled and competent workforce. Developed appropriate retention strategies as necessary.
- Conducted process analyses of recruitment, selection and compensation activities to improve efficiency and effectiveness of core human resources processes.



- Provided over 150 separate training programs to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate legal risk.
- Provided over 40 specialized training, risk roundtables, settlement committee discussions, and post-litigation debriefings to specifically address risk management issues for various County departments.
- Issued 10 County Counsel Special Bulletins to inform County officials of new developments involving court rulings and new legislation.
- Provided 105 training sessions for HHS social workers and other staff to assist them in the performance of their duties in accordance with State law.

Required Discipline – Information Management

- Completed the procurement process and awarded a contract to replace the existing System Managed Accounts Receivable System (SMART). The replacement of the current system will significantly reduce annual maintenance costs and will improve overall collection activities.
- Awarded a contract to replace the existing Property Tax System.
- Continued with implementation of remaining phases of the Enterprise Resource Planning (ERP) project.
- Implemented an automated Recording System to increase productivity and enhance efficiency within Assessor/Recorder/County Clerk and make information readily accessible to the public.
- Recorded, maintained and provided access to information regarding actions taken by the Board of Supervisors and other official County records and actions.

- Began development of a replacement for the Clerk of the Board Assessment Appeals (CBAA) software system as a part of the new property tax administration system project in collaboration with the Assessor, Tax Collector and Auditor and Controller.
- Implemented a web-based open enrollment process available to County employees for the selection of and update of health benefits.
- Converted hardcopy records and reports to electronic images.
- Purchased and implemented a Countywide Integrated Electronic Payment system to streamline payment processing and access by the public.

Required Discipline –Customer Satisfaction

- Achieved a customer satisfaction survey result of a minimum of 95%.
- Recorded, archived, and made available all vital records to the public.

2005-07 Objectives

Required Discipline – Fiscal Stability

- Provide superior financial services for the County of San Diego that ensures financial integrity, promotes accountability in government, and maintains the public trust.
- Deliver the highest quality legal services to our clients as efficiently and economically as possible to facilitate the achievement of County government’s goal to better serve the residents of San Diego County.

Required Discipline –Customer Satisfaction

- Create, maintain and provide County official records, and fair and uniform assessments of all properties in San Diego County so that all citizens and customers may benefit from superior government services.



- 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.

Required Discipline – Information Management

- Provide Information Technology support to County departments so that they may continue to provide superior services to the citizens of San Diego County.

Required Discipline – Skilled, Competent Workforce

- Provide and retain a skilled and competent workforce to County of San Diego Departments so that they may continue to deliver superior services to San Diego County residents.

Required Discipline – Accountability/Transparency

- Maintain taxpayer confidence in San Diego County government by providing clear, timely, and accurate communication on the County's performance.

Executive Office Changes from 2004-05 Adopted

Staffing

Decrease of 3.00 staff years due to the transfer of 2.00 staff years to the Department of Human Resources to support the Countywide staff training and development program for

the Enterprise Resource Planning (ERP) System and the transfer of 1.00 staff year to Auditor and Controller to maintain the new timekeeping system.

Expenditures

Net decrease in expenditures of \$1.1 million.

- Net increase in Salaries and Benefits of \$1.3 million due to negotiated salary and benefit increases offset by the reduction of 3.00 staff years.
- Decrease of \$2.2 million in Services and Supplies costs due to a decrease in one-time information technology costs as a result of further implementation of the ERP and the related decline in the maintenance and support of the legacy systems.
- Management Reserves of \$1.8 million to be used for one-time projects related to the implementation or licensing of the ERP.

Revenues

Net decrease in revenues of \$1.1 million.

- Decrease in use of Fund Balance of \$3.8 million. Budgeted Fund Balance will be used to fund one-time information technology projects.
- Increase of \$2.7 million in General Revenue Allocation for the ongoing needs of the Group.



Staffing by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Finance & Genl Govt Exec Offices	24.00	21.00	21.00
Board of Supervisors	59.00	59.00	59.00
Assessor / Recorder / County Clerk	462.00	462.00	462.00
Treasurer - Tax Collector	123.00	123.00	123.00
Chief Administrative Office	15.50	15.50	15.50
Auditor and Controller	256.00	252.00	252.00
County Technology Office	17.00	15.00	15.00
Civil Service Commission	4.00	4.00	4.00
Clerk of the Board of Supervisors	37.00	37.00	37.00
County Counsel	135.00	138.00	138.00
Grand Jury	1.00	1.00	1.00
Human Resources	112.00	118.00	118.00
Media and Public Relations	22.00	22.00	22.00
Total	1,267.50	1,267.50	1,267.50

Expenditures by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Finance & Genl Govt Exec Offices	17,503,894	16,185,688	16,389,307	14,394,281
Board of Supervisors	6,179,860	5,935,225	6,072,107	6,052,974
Assessor / Recorder / County Clerk	45,540,080	45,972,411	46,214,380	47,577,535
Treasurer - Tax Collector	14,493,592	13,927,841	15,307,637	15,284,923
Chief Administrative Office	3,986,672	3,864,225	4,311,912	4,233,661



Expenditures by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Auditor and Controller	25,628,882	25,377,959	28,015,277	26,796,282
County Technology Office	116,577,235	110,340,002	122,593,014	107,273,030
Civil Service Commission	412,766	468,749	563,318	555,870
Clerk of the Board of Supervisors	5,594,619	4,878,249	6,446,254	6,400,226
County Counsel	19,071,831	18,626,189	19,691,493	20,126,489
Grand Jury	511,630	470,683	570,283	573,013
Human Resources	18,234,661	16,769,287	19,527,623	19,494,717
Media and Public Relations	2,369,952	2,531,868	2,602,205	2,586,093
CAC Major Maintenance	375,000	903,525	834,949	225,000
Total	\$ 276,480,674	\$ 266,251,909	\$ 289,139,759	\$ 271,574,094



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Executive Offices	24.00	21.00	21.00
Total	24.00	21.00	21.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Executive Offices	\$ 17,503,894	\$ 16,185,688	\$ 16,389,307	\$ 14,394,281
Total	\$ 17,503,894	\$ 16,185,688	\$ 16,389,307	\$ 14,394,281

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 2,371,295	\$ 2,223,660	\$ 3,670,971	\$ 3,614,490
Services & Supplies	13,132,599	11,398,598	10,918,336	8,979,791
Other Charges	—	2,563,430	—	—
Management Reserves	2,000,000	—	1,800,000	1,800,000
Total	\$ 17,503,894	\$ 16,185,688	\$ 16,389,307	\$ 14,394,281

Budget by Categories of Revenue

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Reserve/Designation Decreases	3,238,200	—	3,238,200	2,201,400
Fund Balance	5,820,000	5,820,000	2,000,000	2,836,800
Intergovernmental Revenues	—	34,634,455	—	—
Charges For Current Services	—	322	—	—
Miscellaneous Revenues	—	171,580	—	—
General Revenue Allocation	8,445,694	(24,440,669)	11,151,107	9,356,081
Total	\$ 17,503,894	\$ 16,185,688	\$ 16,389,307	\$ 14,394,281



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 611,000 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 Crown Point on 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 part of Downtown San Diego. The district also includes the unincorporated communities of Bonita, Sunnyside, Lincoln Acres, and East Otay Mesa.

Supervisor Cox directs a highly experienced professional staff whose fundamental mission is to make County government work for citizens by being effective, responsible and accountable to taxpayers while ensuring its accessibility and responsiveness to residents. 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 and constituent services.

Since joining the Board of Supervisors, Supervisor Cox has brought about an evolution in County government to better serve residents by increasing coordination among public safety resources to better protect residents and fight child and elder abuse; bringing innovation and reform to the County's welfare system; actively promoting the well-being of children, youth and families by creating more opportunities to succeed through projects like the San Pasqual Academy; ensuring the long-term environmental health of the region's beaches and bays through 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 River Regional Park, and the Tijuana River Valley Regional Park.

District 2

Supervisor Dianne Jacob represents more than 565,000 residents, including 263,000 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 El Cajon, La Mesa, Lemon Grove, Santee, Poway and the communities of Allied Gardens, Del Cerro, Grantville 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, Ewiiapaayp, Inaja/Cosmit, Jamul, La Posta, Manzanita, 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

Chairwoman Pam Slater-Price represents more than 600,000 residents in a district encompassing an expansive area that includes large parts of coastal and inland North County and most of suburban San Diego, as well as vital institutions such as the University of California San Diego (UCSD) and the technology/medical/scientific hub that has grown up around it in Sorrento Valley, Mira Mesa, and La Jolla.

The supervisor represents diverse communities and constituencies in Escondido and Mira Mesa, respectively; the eclectic community of Pacific Beach; semi-rural areas in Encinitas and Escondido; distinct beach communities along Highway 101; the bedroom communities of Scripps Ranch, Mira Mesa, and Sabre Springs; older San Diego neighborhoods like Navajo and San Carlos; and La Jolla.

The services provided by the County in her district are various and crucial. The County provides law enforcement services for the cities of Del Mar, Solana Beach, and Encinitas, and there are often issues relating to those services that the supervisor is asked to address. Constituents frequently contact the office to ask for assistance with health and welfare services. An increasing number of residents

throughout the district call the office with requests to assist them with cases before the Department of Child Support Services. There are also four County libraries within the Third District.

In addition, the district has a unique blend of urban, suburban, semi-rural, and open space areas. Maintaining the balance between these areas requires that the supervisor be actively engaged in issues relating to growth and habitat preservation. This includes participation in numerous boards, commissions and Joint Power Agreements (JPAs) charged with managing open space areas. Supervisor Slater-Price has also taken a leadership role in helping to bring the cities within her district together in order to resolve issues relating to traffic and beach erosion. Finally, as the representative of communities directly threatened by wildfires, she has a strong interest in public safety and environmental issues dealing with fire abatement and service response.

With the onset of significant fiscal problems at both the State and federal levels, an increasing number of non-profits and business organizations are turning to the supervisor for help with funding. In response, the supervisor has become involved in various health, charitable, community, and service organizations that provide vital services to constituents in her district and to residents throughout the county. She has also taken a leadership role in issues that affect the county as a whole, such as military base closures.

Given the scope of the supervisor's duties, her office budget reflects staffing needs commensurate with demand. District Three includes a wide variety of commercial, educational, environmental, socio-economic, and political interests that require professional and timely attention. The district office as currently constituted enables Chairwoman Slater-Price to provide her constituents with access to appropriate County functions such as law enforcement, health and human services, child support services, environmental protection, economic development, and libraries.



District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically diverse district in San Diego County. More than 590,000 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, part of Downtown San Diego, 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 world-famous San Diego Zoo.

District 5

Supervisor Bill Horn has represented the Fifth District since his election to the Board of Supervisors in 1994. The district covers the northern most area of San Diego County and stretches from the wave-swept sands of the Oceanside coast, to the pine-topped hills of the Palomar Mountain Range and beyond to the expanses of the Borrego Desert.

The district, with nearly 1,800 square miles, is a vast resource of nature, industry, resorts, golf courses, fine restaurants, and agriculture. Nearly 587,000 people reside in the Fifth District. Efficient and friendly service is a top priority for Supervisor Horn. His staff assists with research, development and analysis of the County budget, operations and policies in addition to responding to the needs of constituents and supporting Supervisor Horn in his contact with the public. Supervisor Horn is proud of the district's improved health care, public safety and strong relationships with faith-based groups.

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista and San Marcos, as well as Marine Corps Base Camp Pendleton. The district includes the unincorporated communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, DeLuz, Del Dios, Eagles Nest, Eden Valley, 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, Lilac, Morettis, Live Oak Park, Oak Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley, Rainbow, Ranchita, Rancho Monserate, Rancho Santa Fe, Rancho Santa Margarita, Rock Springs, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, Vista Acres, Warner Springs and Winterwarm. The district is also home to the Indian Reservations of La Jolla, Los Coyotes, Mesa Grande, Pala, Pauma/Yuima, Rincon, and San Pasqual. Also within the district boundaries are vast areas of National Forest, State Park lands, and the United States Naval Weapons Station at Fallbrook. Supervisor Horn is an avocado rancher, so agriculture remains close to his heart. Agriculture is a major industry (the fourth most important in the county) in the Fifth District, with many hills and valleys covered with groves of avocado and citrus trees. Decorative flowers, grown commercially, paint the hills of Carlsbad each year with a rainbow of colors. Elsewhere, cattlemen tend their herds in the oak-studded, inland valleys and farmers plant



and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the Borrego 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 property rights, public safety, balanced growth, traffic relief and properly using our natural resources.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Board of Supervisors District 1	10.00	10.00	10.00
Board of Supervisors District 2	11.00	11.00	11.00
Board of Supervisors District 3	11.00	11.00	11.00
Board of Supervisors District 4	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	59.00	59.00	59.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Board of Supervisors District 1	\$ 1,027,346	\$ 1,012,312	\$ 1,027,346	\$ 1,027,346
Board of Supervisors District 2	1,054,121	1,004,694	1,054,121	1,054,121
Board of Supervisors District 3	1,015,560	1,068,091	1,015,560	1,015,560
Board of Supervisors District 4	1,027,346	963,441	1,027,346	1,027,346
Board of Supervisors District 5	1,114,642	1,075,080	1,114,642	1,114,642
Board of Supervisors General Offices	940,845	811,603	833,092	813,959
Total	\$ 6,179,860	\$ 5,935,225	\$ 6,072,107	\$ 6,052,974

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 5,343,775	\$ 5,138,373	\$ 5,281,455	\$ 5,284,857
Services & Supplies	836,085	796,851	790,652	768,117
Total	\$ 6,179,860	\$ 5,935,225	\$ 6,072,107	\$ 6,052,974



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Charges For Current Services	—	2,562	—	—
Miscellaneous Revenues	—	12	—	—
General Revenue Allocation	6,179,860	5,932,651	6,072,107	6,052,974
Total	\$ 6,179,860	\$ 5,935,225	\$ 6,072,107	\$ 6,052,974

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 to provide for the efficient distribution of vital records to the public.

2004-05 Accomplishments

Strategic Initiative – Kids

- Collected revenue to support children's health services, such as the prevention of fetal and infant deaths.
- Recorded judgments to collect funds from parents, delinquent with their child support payments.
- Helped the County's abused and neglected children by donating money collected from wedding photo fees to the Polinsky Children's Center.
- Supported the Battered Children's Fund by collecting fees funding the program.

Strategic Initiative – The Environment

- Collected the Fish and Game filing fees that defray the costs of fish and wildlife resource management.

Strategic Initiative – Safe and Livable Communities

- Supported County Criminal Justice services by collecting fees funding the programs.
- Collected the fees funding the District Attorney's efforts to combat real estate fraud.
- Collected the marriage license fees funding Domestic Violence programs.

Required Discipline – Fiscal Stability

- Ensured that the County remained fiscally sound by accurately assessing property, processing Documentary Transfer Taxes, and collecting associated property taxes and recording fees.
- Maintained fair and full valuation of all property within San Diego County.

Required Discipline – Customer Satisfaction

- Continued high customer service with over 94% positive Customer Survey results.

Required Discipline-Information Management

- Implemented an automated Recording System to enhance efficiency.



2005-07 Objectives

Strategic Initiative – Kids, The Environment, and Safe and Livable Communities

- Record property ownership that enables access to public ownership information in a timely manner to facilitate the buying, selling, and financing of property.
- Locate, identify, and appraise all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules, and regulations.
- Record births, deaths, marriages, and Fictitious Business Name statements, which enable the public and businesses to establish identity in order to conduct their affairs in a timely manner.

Required Discipline – Fiscal Stability

- Collect, distribute, and account for all mandated fees and transfer taxes so County departments, federal and State agencies, cities, and special districts can fulfill their legally mandated responsibilities.

Changes from 2004-05 Adopted

Staffing

There are no changes in staffing.

Expenditures

Net increase in expenditures of \$0.7 million.

- Salaries and Benefits increase of \$1.2 million due to negotiated labor agreements.
- Services and Supplies decrease of \$0.6 million due to fewer maintenance projects and reduced information technology costs as a result of newer, more efficient systems.
- No change in Management Reserves. The budgeted \$0.2 million will be used for one-time projects.

Revenues

Net increase in revenues of \$0.7 million.

- Charges for Current Services increase of \$2.1 million in Property Tax Administration revenue to fund one-time projects.
- General Revenue Allocation decrease of \$1.5 million.
- No change in use of Fund Balance. The budgeted \$0.2 million will be used for one-time projects.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Appraisals Performed ¹	125,000	166,629	N/A	N/A
Business Audits Performed ¹	1,000	1,000	N/A	N/A
Number of Documents Recorded/Examined ¹	1,300,000	1,367,005	N/A	N/A
Recorded Documents and Vital Records copied ¹	295,000	305,159	N/A	N/A
Fictitious Business Name Filings ¹	35,000	47,600	N/A	N/A
% of ownership records indexed within two business days. ²	N/A	N/A	95%	95%
% rating achieved on the State Board of Equalization Valuation Survey samples. ²	N/A	N/A	95%	95%
% of mandated assessments completed by close of annual tax roll. ²	N/A	N/A	100%	100%
% Vital Records certificates and licenses indexed within 48 hours of receipt of the electronic files. ²	N/A	N/A	95%	95%

¹ These measures will be discontinued as of Fiscal Year 2005-2006 as they do not reflect outcome-based performance.

² These measures are new as of Fiscal Year 2005-06 to better reflect outcome-based performance.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Property Valuation ID	294.50	294.50	294.50
Recorder / County Clerk	131.00	131.00	131.00
Public Information Services	19.50	19.50	19.50
Management Support	17.00	17.00	17.00
Total	462.00	462.00	462.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Property Valuation ID	\$ 28,543,514	\$ 27,276,477	\$ 28,716,095	\$ 29,558,583
Recorder / County Clerk	12,436,187	14,609,743	12,295,561	12,671,236
Public Information Services	1,525,522	1,769,450	1,559,655	1,603,741
Management Support	3,034,857	2,316,740	3,643,069	3,743,975
Total	\$ 45,540,080	\$ 45,972,411	\$ 46,214,380	\$ 47,577,535

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 33,915,509	\$ 33,739,561	\$ 35,147,596	\$ 36,462,851
Services & Supplies	11,424,571	12,051,472	10,866,784	10,914,684
Capital Assets Equipment	—	181,376	—	—
Management Reserves	200,000	—	200,000	200,000
Total	\$ 45,540,080	\$ 45,972,411	\$ 46,214,380	\$ 47,577,535



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	200,000	200,000	200,000	—
Licenses Permits & Franchises	440,000	467,096	440,000	440,000
Revenue From Use of Money & Property	140,000	193,454	140,000	140,000
Charges For Current Services	38,538,807	39,381,766	40,707,137	38,572,392
Miscellaneous Revenues	30,000	25,758	30,000	30,000
Other Financing Sources	—	(17)	—	—
General Revenue Allocation	6,191,273	5,704,354	4,697,243	8,395,143
Total	\$ 45,540,080	\$ 45,972,411	\$ 46,214,380	\$ 47,577,535



Treasurer-Tax Collector



Department Description

The Treasurer-Tax Collector (TTC) 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 an estimated \$4.0 billion in investment funds, bills and collects \$2.9 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 San Diego County Employees Retirement Association (SDCERA) Board.

Mission Statement

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

2004-05 Accomplishments

Strategic Initiative – Kids

- Implemented the Deferred Compensation business plan to expand and improve education, information and services for employees and their families.
- Conducted three Financial & Investment Educational Symposiums for more than 1,000 attendees, to expand and improve education, information and services for employees and their families.
- Worked toward development of financial literacy program for kids in elementary schools throughout the County. This initiative is in coordination with the banking services contract for the County. Completion pending final implementation of new Countywide banking services.

Strategic Initiative – The Environment

- Worked towards converting hardcopy records and reports to electronic images to conserve natural resources but evaluation indicated this project would not be cost effective due to the significant cost of conversion.
- Worked towards purchase and implementation of a Countywide Integrated Electronic Payment system to streamline payment processing and conserve natural resources. This initiative is in coordination with the banking services contract for the County. Completion pending final implementation of new Countywide banking services.

Required Discipline – Fiscal Stability

- Collected 98% of secured taxes and 99% of unsecured taxes.
- Reviewed and evaluated custody services and deferred compensation plan management services. The evaluation of custody services is on-hold pending final implementation of new Countywide banking services. Dramatic changes have been made to a portion of the deferred compensation plan management services resulting in significant savings to the County and plan participants. Evaluation will continue in Fiscal Year 2005-06.



Required Discipline – Information Management

- Continued development of Integrated Property System with the Assessor/Recorder/Clerk, Auditor & Controller, and Chief Technology Office.

Required Discipline - Continuous Improvement

- Collaborated with the Enterprise Resource Planning team to automate the wire transfer process.
- Streamlined banking processes by partnering with primary banking services provider to automate and consolidate existing processes.

Required Discipline - Customer Satisfaction

- Redesigned tax bills to improve their readability and clarity.
- Redesigned and enhanced the departmental website to increase customer satisfaction, including a Spanish version of the website.
- Enhanced the Interactive Voice Response (IVR) system to improve customer satisfaction, including a Spanish version of the IVR.
- Implemented the Treasurer’s Monthly Management package including an online Treasurer’s Monthly Management Report and Pooled Money Fund Portfolio Newsletter for full disclosure and education.
- Implemented departmentwide communication procedures to be followed by managers and employees to ensure smooth operations.

2005-07 Objectives

Required Discipline – Fiscal Stability

- Manage banking services for public entities and County departments to provide accurate recording of all funds on deposit and to facilitate daily reconciliation of funds in order to safeguard public funds and maintain public trust.

- Invest public monies held in the Treasury to maximize cash resources, without sacrificing the safety of principle or liquidity in order to continue to fund the delivery of superior services throughout the San Diego County region.
- Provide broad-based financial and consulting services to public agencies within the San Diego County region so they can make informed decisions that minimize taxpayer cost when issuing debt, and to ensure correct and timely payments to bond holders.
- Issue bills and notice to San Diego County taxpayers in order to collect the resources necessary to pay for publicly funded services.
- Receive and process payments in order to deposit funds in a timely manner in order to optimize investment opportunities on behalf of San Diego taxpayers.

Required Discipline – Information Management

- Coordinate an eCommerce initiative for the County of San Diego that will standardize processing of credit card and check payments through a web-based system, in order to minimize cost to the County.
- Continue to implement the Countywide Integrated Electronic Payment system to streamline payment processing and conserve natural resources.
- Continue participation in the development of an Integrated Property Tax System with the Assessor/Recorder/Clerk, Auditor & Controller, and Chief Technology Office.

Changes from 2004-05 Adopted

Staffing

There are no changes in staffing.

Expenditures

Increase in expenditures of \$0.8 million.



- Salaries and Benefits increase of \$0.5 million due to negotiated labor agreements and the reclassification of 11 positions in midyear Fiscal Year 2004-05 to create an Investment Accounting unit to support of the new automated wire transfer process.
- Services and Supplies increase of \$0.3 million due to planned information technology projects related to the new Countywide banking services, the implementation of toll-free calling services for County residents, and the automation of a bond tracking system.
- No change in Management Reserves. The budgeted \$0.2 million will be used for one-time operational needs.

Revenues

Net increase in revenues of \$0.8 million.

- Charges for Current Services increase of \$0.2 million due to an anticipated increase in property tax administration revenue.
- No change in Fund Balance. The budgeted \$0.2 million will be used for one-time operational needs.
- General Revenue Allocation increase of \$0.6 million to fund increased expenditures noted above.

Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Secured Taxes Collected (% of total)	98%	99%	98%	98%
Unsecured Taxes Collected (% of total)	99%	99%	97%	99%
Rate of Return on Investment Pool (%)	1.75%	2.25%	3.00%	3.25%
On-time and accurate payments to bond holders ¹	N/A	N/A	100%	100%
Customer Satisfaction Ratings (1-5, 5 being highest)	4.8	4.73	4.8	4.8

¹ This measure is new as of Fiscal Year 2005-06 to better reflect outcome-based performance.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Treasury	30.00	30.00	30.00
Tax Collection	82.00	82.00	82.00
Administration - Treasurer / Tax Collector	11.00	11.00	11.00
Total	123.00	123.00	123.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Treasury	\$ 5,250,726	\$ 4,807,259	\$ 5,506,160	\$ 5,517,106
Tax Collection	7,806,332	7,804,456	8,247,275	8,315,891
Administration - Treasurer / Tax Collector	1,436,534	1,316,126	1,554,202	1,451,926
Total	\$ 14,493,592	\$ 13,927,841	\$ 15,307,637	\$ 15,284,923

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 8,812,330	\$ 8,075,674	\$ 9,328,326	\$ 9,592,733
Services & Supplies	5,481,262	5,852,166	5,779,311	5,492,190
Management Reserves	200,000	—	200,000	200,000
Total	\$ 14,493,592	\$ 13,927,841	\$ 15,307,637	\$ 15,284,923

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	200,000	200,000	200,000	200,000
Fines, Forfeitures & Penalties	800,000	864,732	799,000	799,000
Charges For Current Services	8,478,837	9,618,462	8,707,620	8,757,620
Miscellaneous Revenues	100,700	136,507	100,700	100,700
General Revenue Allocation	4,914,055	3,108,140	5,500,317	5,427,603
Total	\$ 14,493,592	\$ 13,927,841	\$ 15,307,637	\$ 15,284,923

Chief Administrative Office



Department Description

The Chief Administrative Office (CAO) is responsible for implementing the policy directives of the Board of Supervisors as well as achieving the County's overall mission, goals, and objectives through the County's Agency and Groups.

Mission Statement

Work with the Board of Supervisors, public, and County employees to create a County government that is customer-focused and responsive to resident's needs and priorities, effectively implementing the policy direction of the Board of Supervisors and efficiently managing the day-to-day operations and functions of County Government.

2004-05 Accomplishments:

Throughout Fiscal Year 2004-2005, the Chief Administrative Officer used the principals and disciplines of the County's General Management System (GMS) to achieve and maintain operational excellence despite challenging circumstances. The Chief Administrative Officer and County management team:

- Achieved program needs outlined in the County's Strategic Plan, focusing on improving opportunities for children, protecting the environment and promoting safe and livable communities.
- Continued to manage operations using strict fiscal disciplines – such as maintenance of a structurally-balanced budget, limiting use of one-time funding to one-time projects, maintenance of prudent reserves and investing in preventive maintenance – earning the County of San Diego the highest credit ratings in the state.
- Managed organizational resources to maintain service levels and respond to changing needs without increasing staff years.
- Reversed the local and Statewide trend of double-digit workers' compensation increases, reducing County workers' compensation costs by 12% or \$3 million in Fiscal Year 2004-2005 through the Work Safe/Stay Healthy program.
- Improved professional development opportunities to ensure that the organization has a skilled, capable and diverse workforce – ready to meet future challenges and provide the public with consistent, quality public services.
- Sustained the County's commitment to accountability and transparency by maintaining the highest standards of accuracy in County financial reports and audits, responding to all Public Record Act requests, and maintaining the County's Office of Internal Affairs as an independent unit to investigate and report on allegations of improper government activity or discrimination.
- Vigorously advocated for the interests of San Diego County residents and businesses at the local, State, and federal level, obtaining State and federal funds for Homeland Security, fire fuel reduction, public safety, and programs for seniors and youth. Also, successfully fought proposed funding cuts for Probation and Child Support Services, as well as the imposition of new fees in unincorporated areas and the erosion of local control of land use matters.
- Achieved local, State and national recognition for government excellence. In Fiscal Year 2004-2005, San Diego County received numerous awards including:



- A record 41 Achievement Awards from the National Association of Counties (NACo). The County of San Diego received the highest number awards given to any county;
- One of the three National Association of Counties (NACo) 2005 Acts of Caring Awards given nationwide went to San Diego County's Health and Human Services Agency for its "Volunteering to Fill Health Care Gaps" program, a collaboration with public and private dental health providers to meet the dental health needs of children in low-income families;
- A tie for second place on a list of the nation's most digital savvy counties, according to the 2005 Digital Counties Survey, which examined how county governments use information technology to deliver services to citizens. The nationwide survey was conducted jointly by the Center for Digital Government and National Association of Counties (NACo); and,
- The 2005 Crumline Award, a prestigious national award dating back to 1955 and given annually to local environmental health jurisdictions who demonstrate excellence and continual improvement in a comprehensive food protection program was awarded to the Food and Housing Division of the Department of Environmental Health.

Strategic Initiatives & Required Disciplines

Specific accomplishments relating to the County's three Strategic Initiatives and the Required Disciplines are summarized under each County Department which reports to the CAO through the County's five Business Groups: The Public Safety Group, Community Services Group, Land Use and Environment Group, Finance and General Government Group and the Health and Human Services Agency.

2005-07 Objectives

Strategic Initiatives & Required Disciplines:

Specific goals relating to the County's three Strategic Initiatives and the Required Disciplines are summarized under each County Department that reports to the CAO through the County's five Business Groups – the Public Safety Group, Community Services Group, Land Use and Environment Group, Finance and General Government Group, and the Health and Human Services Agency.

In addition, the Chief Administrative Office will continue to manage County operations using the fiscal disciplines outlined in the County's General Management System and will focus on improving business processes to provide more services with fewer dollars at a faster speed with a higher level of quality.

The Chief Administrative Office will also oversee the timely completion of public facilities throughout the region, will oversee the successful award of a follow-on contract for Countywide Information Technology services and will oversee labor negotiations with 24 bargaining units, in addition to efficiently and effectively implementing all policy decisions made by the Board of Supervisors.

Changes from 2004-05 Adopted

The changes outlined in this section are limited to the budget area assigned specifically to capture expenditures related to the immediate staff within the CAO's Department. They are not reflective of the overall County budget changes recommended by the Chief Administrative Officer.

Staffing

There are no changes in staffing.

Expenditures

Expenditures increase by a net \$0.3 million.



- Increase of \$0.2 million in Salaries and Benefits due to negotiated labor agreements and the full funding of five partially funded existing positions without an increase to current staff years.
- Increase in Services and Supplies of a net \$0.1 million due to cost of living adjustments in negotiated contracts and increases in Internal Service Fund accounts offset by the transfer of the San Dieguito River Valley Membership to the Land Use & Environment Group.

Revenues

Increase in revenues of \$0.3 million.

- Net increase in Charges for Current Services of \$0.01 million associated with increased reimbursement based on the cost allocation plan (A-87 charges).
- Increase in General Revenue Allocation of \$0.3 million to fund increases noted above.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Executive Office	7.50	7.50	7.50
Office of Intergovernmental Affairs	4.00	4.00	4.00
Internal Affairs	4.00	4.00	4.00
Total	15.50	15.50	15.50

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Executive Office	\$ 1,606,021	\$ 1,523,309	\$ 1,655,227	\$ 1,674,866
Office of Intergovernmental Affairs	1,266,543	1,242,795	1,433,240	1,414,679
County Memberships and Audit	615,201	602,076	661,201	615,201
Internal Affairs	498,907	496,044	562,244	528,915
Total	\$ 3,986,672	\$ 3,864,225	\$ 4,311,912	\$ 4,233,661

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 2,159,813	\$ 2,079,264	\$ 2,377,284	\$ 2,455,079
Services & Supplies	1,806,859	1,784,960	1,914,628	1,758,582
Management Reserves	20,000	—	20,000	20,000
Total	\$ 3,986,672	\$ 3,864,225	\$ 4,311,912	\$ 4,233,661

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	20,000	20,000	20,000	20,000
Intergovernmental Revenues	—	247	—	—
Charges For Current Services	49,826	42,970	57,023	57,023
Miscellaneous Revenues	—	377	—	—
General Revenue Allocation	3,916,846	3,800,631	4,234,889	4,156,638
Total	\$ 3,986,672	\$ 3,864,225	\$ 4,311,912	\$ 4,233,661

Auditor and Controller



Department Description

The Auditor and Controller (A&C) Department has four primary responsibilities. First, in accordance with the County Charter and generally accepted accounting principles, the department provides an integrated system of financial support services for all County departments, agencies and special districts including: accounting; cash management; payroll, accounts payable; cost accounting; and property tax services. The department performs independent operational, management, performance, and departmental audits and oversees contracts for audit services. Also, the department is responsible for the development, preparation, and monitoring of the County's Operational Plan and 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 (GMS) 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.

Mission Statement

To provide superior financial services for the County of San Diego that ensures financial integrity, promotes accountability in government, and maintains the public trust.

2004-05 Accomplishments

Required Discipline - Regional Leadership

- Supported Community charitable causes that support and care for children. The department exceeded prior year collections for San Pasqual Academy, raising over \$8,000 for the Academy and Auditor and Controller personnel also continued to contribute to the County Employees Charitable Organization (CECO)
- Auditor and Controller was designated County lead organizer for the 2004-05 March of Dimes charitable contribution campaign, raising \$53,250.

Required Discipline - Fiscal Stability

- Continued to provide value-added financial information and services to meet the operational, regulatory, and business requirements of our customers. Significant accomplishments included the following:
 - Completed the County's Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ending June 30, 2004;
 - Distributed over \$100 million of tax increment revenue to redevelopment agencies and over \$1.4 billion in property taxes to school districts and taxing agencies; and
 - Completed and submitted the Fiscal Year 2004-05 line-item budget required by the State of California.
- Through prudent fiscal management and adherence to the General Management System (GMS) principles, the County has continued to maintain its strong bond ratings of AA- (Fitch and S&P) and A1 (Moody's).



- Facilitated the development of the two-year Operational Plan for Fiscal Years 2005-06 and 2006-07.

Required Discipline - Accountability /Transparency

- Completed 100% of all mandatory audits and issued periodic audit advisories on emergent topics.

Required Discipline - Skilled, Competent Workforce

- Developed and updated annual employee development plans. These individual plans outline the core competency training and development objectives for the fiscal year. The department has exceeded their fiscal year 2004-05 goal of completing 80% of identified curriculum.
- Developed courses as part of the Dynamic Management Seminars led by the Department of Human Resources that includes training County managers in areas of budgeting and debt management.

Required Disciplines - Continuous Improvement and Information Management

- Completed the procurement process and awarded a contract to replace the existing System Managed Accounts Receivable System (SMART). The replacement of the current system will significantly reduce annual maintenance costs and will improve overall collection activities.
- Participated in the procurement process that ultimately awarded a contract to replace the existing Property Tax System, in coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, and County Technology Office. The new Integrated Property Tax System will significantly improve the ability of the County to provide for the accurate assessment, collection, and apportionment of property taxes.
- Continued as an executive sponsor of the Enterprise Resource Planning (ERP) system implementation. The first and second phases of the timekeeping function were

implemented, and included approximately 7,000 employees. The final completion date for the final phase will be in Fiscal Year 2005-06.

- Initiated a business process re-engineering effort related to the purchasing and accounts payable functions throughout the County in conjunction with the Finance and General Government Group Executive Office. This effort is expected to create greater efficiencies within these functions, and will be completed in Fiscal Year 2005-06.
- Completed the procurement process and awarded a multi-year contract to Macias, Gini, and Company Limited Liability Partnership (LLP) to perform annual audit services of the County's financial statements, the County's Comprehensive Annual Financial Report (CAFR) and the San Diego County Investment Pool CAFR.
- Completed the procurement process and awarded a contract for an Accounts Payable audit of payments for Fiscal Years 2002 through 2005 to recover erroneous or duplicate payments.

2005-07 Objectives

Required Discipline - Regional Leadership

- Identify current and future revenue, cost and cash flow trends in order to facilitate the allocation of limited resources to San Diego County groups and departments to achieve the most effective use of taxpayer dollars.

Required Discipline - Fiscal Stability

- Provide timely and accurate accounting, payment and collection services for County departments and external agencies that are compliant to County policies, procedures, laws and regulations.
- Through prudent fiscal management and adherence to the GMS principles, maintain the County's strong bond ratings of AA- (Fitch and S&P) and A1 (Moody's).



Required Discipline - Accountability /Transparency

- Provide timely federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers to ensure accountability and transparency for San Diego County financial transactions.
- Provide audit services, including State mandated and operational/performance audits, that ensure the integrity of management control systems, consistent performance across the enterprise, and a better use of resources.

Changes from 2004-05 Adopted

Staffing

Net staffing decrease of 4.00 staff years.

- Increase of 1.00 staff year as a result of fully funding two positions for operational needs, which had previously been partially funded.
- Transfer of 2.00 staff years to the Department of Planning and Land Use (DPLU) for the Developer Deposit Program. This is part of the implementation of the Oracle Projects and Grants and Accounts Receivable modules. This program spans over several departments within the Land Use and Environmental Group (LUEG) as well as managing cashiering services for departments outside of LUEG.
- Transfer of 2.00 staff years to the Department of Public Works to assist with rents and leases, accounts payable and accounts receivable functions.

- Transfer of 1.00 staff year to the Department of General Services to perform accounts receivable functions.

Expenditures

Increase in expenditures of \$2.4 million.

- Increase of a net \$1.2 million in Salaries and Benefits due to negotiated labor agreements and fully funding two positions that had previously been partially funded offset by the reduction of salaries and benefits related to the transfer of 5.00 staff years to other departments.
- Increase of \$1.1 million in Services & Supplies primarily due to \$0.7 million rebudgeted for the SMART replacement system and new information technology projects needed to enhance existing accounting and reporting functionality and processes.
- No change in Management Reserves. The budgeted \$0.2 million will be used for one-time projects.

Revenues

Revenues decrease by a net of \$2.4 million.

- Decrease of \$0.8 million in Intergovernmental Revenues, Charges for Current Services, Miscellaneous Revenues and Other Financing Sources. These changes reflect a reduction in reimbursements (reduced A-87 charges) and conservative projections correcting areas of revenue shortfalls in previous fiscal years.
- Increase of \$0.7 million in use of Fund Balance to reflect the SMART replacement system rebudget.
- Net increase of \$2.5 million in General Revenue Allocation to offset expenditure increases and revenue decreases discussed above.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Complete 100% of Mandated Audits ¹	100%	100%	N/A	N/A
Implement Enterprise Resource Planning (ERP) Systems ¹	Continue Phase 5B – 6 Implementation	Continued Phase 5B-6 Implementation	N/A	N/A
Achieve An Accuracy Rate of 100% for Property Tax Bills, Roll and Tax Apportionments ¹	100%	100%	N/A	N/A
Maintain County Bond Rating ¹	AA-	AA-	N/A	N/A
Planning – Percent difference between projected and actual General Purpose Revenues ²	N/A	N/A	3%	2.5%
Planning – Project General Fund Cash Flows within 2% of Arbitrage limits ²	N/A	N/A	2%	1%
Processing – Percent of County payments processed within 8 days of receipt of invoice in Accounts Payable ²	N/A	N/A	90%	92%
Reporting – Percent of reports/disclosures submitted on time ²	N/A	N/A	95%	95%
Auditing – Percent of audit recommendations implemented in current fiscal year ²	N/A	N/A	90%	92%

¹ These measures will be discontinued as of Fiscal Year 2005-2006 as they do not reflect outcome-based measures.

² These measures are new as of Fiscal Year 2005-06 to better reflect outcome-based measures.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Audits	15.00	15.00	15.00
Office of Financial Planning	11.00	12.00	12.00
Accounting and Fiscal Control	102.00	97.00	97.00
Revenue and Recovery	106.00	105.50	105.50
Administration	22.00	22.50	22.50
Total	256.00	252.00	252.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Audits	\$ 1,833,187	\$ 1,606,220	\$ 2,079,815	\$ 2,061,627
Office of Financial Planning	1,607,311	1,867,970	1,982,158	1,909,210
Accounting and Fiscal Control	9,259,882	9,382,234	9,155,670	9,301,458
Revenue and Recovery	9,369,900	8,958,699	10,369,703	9,506,752
Administration	3,558,602	3,562,834	4,427,931	4,017,235
Total	\$ 25,628,882	\$ 25,377,959	\$ 28,015,277	\$ 26,796,282

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 18,536,932	\$ 18,526,804	\$ 19,774,873	\$ 20,207,033
Services & Supplies	6,871,950	6,851,155	8,020,404	6,389,249
Other Charges	20,000	—	—	—
Capital Assets Equipment	—	—	20,000	—
Management Reserves	200,000	—	200,000	200,000
Total	\$ 25,628,882	\$ 25,377,959	\$ 28,015,277	\$ 26,796,282



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	200,000	200,000	900,000	200,000
Fines, Forfeitures & Penalties	—	(132)	—	—
Intergovernmental Revenues	80,000	45,548	—	—
Charges For Current Services	6,667,920	6,141,481	6,236,205	6,316,988
Miscellaneous Revenues	626,776	512,295	335,500	335,500
Other Financing Sources	25,000	—	—	—
General Revenue Allocation	18,029,186	18,478,767	20,543,572	19,943,794
Total	\$ 25,628,882	\$ 25,377,959	\$ 28,015,277	\$ 26,796,282

County Technology Office



Department Description

The County Technology Office (CTO) 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

To provide Information Technology support to County Departments so that they may continue to provide superior services to the citizens of San Diego County.

2004-05 Accomplishments

Strategic Initiatives – Kids

- Supported the San Diego Futures Foundation providing technology to organizations that promote the well being of kids.

Required Discipline - Fiscal Stability

- Reduced IT Application Maintenance Costs by developing a process, utilizing Information Technology Investment Management (ITIM), to ensure application investments target reductions in maintenance and support costs.

Required Discipline - Customer Satisfaction

- Increased CTO customer satisfaction results on surveys from 90% to 95% response.

Required Discipline - Regional Leadership

- Demonstrated regional leadership by participating in the regional meetings between County, City, Port, and Airport Chief Information Officers.

Required Discipline - Accountability/Transparency

- Used information technology as a tool to provide County departments and the public access to information.

Required Discipline - Essential Infrastructure

- Maintained the essential IT infrastructure required by County departments.

Required Discipline - Information Management

- Assisted County departments in identifying commercial-off-the-shelf (COTS) software that meets their needs.
- Continued to manage the implementation of the Enterprise Resource Planning (ERP) systems and the Integrated Property Tax System.

2005-07 Objectives

Required Discipline - Information Management

- Provide enterprise and department planning which enables County departments to leverage common technologies, conform to County IT standards, and implement best-value solutions (for delivery of services).
- Manage the final deployment for the remaining modules of the ERP system and the development of the Integrated Property Tax System.

Required Discipline - Essential Infrastructure

- Provide technology management services that enable County departments to successfully implement projects on time, within budget, and that work as planned.
- Provide the IT infrastructure and applications service model to support departmental needs.



Required Discipline - Customer Satisfaction

- Provide technology (IT) support that allows County departments to deliver uninterrupted services to their customers.

Required Discipline - Fiscal Stability

- Oversee the County's Technology Outsourcing Contract in order to ensure fair, responsible use of taxpayer resources and to attain the best value for the County's investment.

Changes from 2004-05 Adopted

Staffing

Net decrease of 2.00 staff years to align staffing with current workload.

Expenditures

Expenditures increase of \$6.0 million.

- Net increase of \$0.03 million in Salaries and Benefits due to negotiated labor agreements offset by the reduction of 2.00 staff years.
- Net increase of \$5.7 million in Services and Supplies is primarily due to the payment of development and implementation costs of the Integrated Property Tax System, and costs related to the solicitation, negotiation and contracting of a new multi-year information technology outsourcing agreement due to the ending of the contract term of the existing outsourcing contract. The increase is also due to the payment of amounts due for the ERP system implementation, contractual cost of

living adjustments, and an increase in planned applications development projects in various departments.

- Increase of \$0.3 million in Management Reserves for a total of \$0.5 million for the funding of unplanned enterprise information technology initiatives that may be required during the fiscal year.

Revenues

Revenues increase of \$6.0 million.

- Increase in Charges for Current Services of \$2.8 million reflects the contractual cost of living adjustments and planned applications development projects in various departments.
- Increase in Other Financing Sources of \$2.5 million is due to the planned use of bond proceeds for the payment of the ERP system.
- Decrease of \$0.8 million in use of Fund Balance. The remaining \$3.9 million will primarily be used to fund development and implementation costs of the Integrated Property Tax System, and costs related to the solicitation, negotiation and contracting of a new multi-year information technology outsourcing agreement.
- Increase of \$1.6 million in General Revenue Allocation is due to an increase in resources allocated for recurring costs related to information technology systems maintenance and support costs managed by the department, and other professional services costs in the department.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Number of Groups trained in the use of applications investment tracking ¹	2	2	N/A	N/A
Number of days contract disputes remain open ¹	20	17	N/A	N/A
Number of desktops refreshed ^{1,3}	3,000	2,752	N/A	N/A
Number of IT Guiding Principles implemented ¹	5	5	N/A	N/A
Number of days for CTO workorder authorization ¹	5	5	N/A	N/A
Number of servers refreshed ^{1,3}	85	92	N/A	N/A
Number of County departments receiving IT Planning Support Services ²	N/A	N/A	20	25
% Of projects implemented on time ²	N/A	N/A	95%	95%
% Of projects implemented within budget ²	N/A	N/A	95%	95%
% Of Customers who report satisfaction with Contactor Support Services ²	N/A	N/A	90%	95%
% Of Contract Disputes resolved within Contract Specified Timeframes ²	N/A	N/A	95%	95%

¹ These measures will be discontinued as of Fiscal Year 2005-2006 as they do not reflect outcome-based performance.

² These measures are new as of Fiscal Year 2005-06 to better reflect outcome-based performance.

³ Number of items to be refreshed is a contractual obligation for a percentage of desktops/servers to be refreshed in County environment at the beginning of each year. "Refresh" essentially means to replace aging hardware and to update software to a more recent version.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
CTO Office	17.00	15.00	15.00
Total	17.00	15.00	15.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
CTO Office	\$ 4,811,698	\$ 6,204,468	\$ 8,645,060	\$ 4,540,812
Information Technology Internal Service Fund	111,765,537	104,135,534	113,947,954	102,732,218
Total	\$ 116,577,235	\$ 110,340,002	\$ 122,593,014	\$ 107,273,030

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 2,490,207	\$ 2,165,242	\$ 2,522,866	\$ 2,592,502
Services & Supplies	113,887,028	108,174,760	119,570,148	104,480,528
Management Reserves	200,000	—	500,000	200,000
Total	\$ 116,577,235	\$ 110,340,002	\$ 122,593,014	\$ 107,273,030

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	4,700,000	4,700,000	3,900,000	574,956
Intergovernmental Revenues	10,647,500	9,421,868	10,562,000	10,562,000
Charges For Current Services	90,530,981	93,204,379	93,296,848	91,029,112
Miscellaneous Revenues	3,500	396	4,000	4,000
Other Financing Sources	8,136,450	1,614,500	10,638,000	1,690,000
General Revenue Allocation	2,558,804	1,398,859	4,192,166	3,412,962
Total	\$ 116,577,235	\$ 110,340,002	\$ 122,593,014	\$ 107,273,030

Civil Service Commission



Department Description

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

Mission Statement

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

2004-05 Accomplishments

Required Discipline – Customer Satisfaction

- Provided our customers with prompt hearings that were fair, efficient, and resulted in legally sound decisions.
- Received positive ratings in 98% of customer satisfaction surveys.
- Identified opportunities to increase customer satisfaction through the use of improved customer surveys.
- Worked with the Department of Human Resources and County Counsel to make administrative updates to the Civil Service Rules.
- Improved and updated the Commission website by including Commission meeting agendas and expanding the meeting minutes online by an additional two years.
- Started the process of automating current and past Commission meeting minutes and case findings into an easily searchable database.
- Explored and implemented more effective and efficient ways of providing consistently excellent services to our customers through the use of technology and an improved customer focus.

Required Discipline – Accountability/Transparency

- Decisions made by the Commission took into consideration fairness, due process, and County liability.
- Updated format of Commission agendas, minutes, case findings, document registry, and hearing introductory statement.

Required Discipline – Skilled, Competent Workforce

- Commission staff successfully completed training relating to: Kronos timekeeping system; Oracle Financials system; County Counsel legal workshops; Ralph M. Brown Act open meeting law implementation; universal waste workshop; performance measures workshop; and various professional human resources seminars.
- Seamlessly transitioned to new Executive Officer of the Civil Service Commission, the first such transition in over 23 years.

Required Discipline – Fiscal Stability

- Continuously monitored office operations and identified and utilized cost-saving measures.
- Partnered with County Counsel and the Assessor/Recorder/County Clerk to share costs and maximize efficient use of resources.

2005-07 Objectives

Required Discipline – Customer Satisfaction

- Maintain a positive customer satisfaction rating of 95% or above.



- Provide our customers with prompt hearings that are fair, impartial, and efficient, resulting in legally sound decisions.
- Expand the Commission's website and the use of technology to be more effective and efficient in providing consistently excellent services to our customers.
- Work with the Department of Human Resources, Labor Relations and County Counsel in ongoing updates of the Civil Service Rules.
- Complete the automation of current and past Commission meeting minutes and case findings into an easily searchable database.

Required Discipline – Accountability/Transparency

- Maintain the number of Commission decisions overturned by the Court below 10% of all decisions.
- Ensure all decisions made by the Commission will take into consideration fairness, due process, and County liability. The decisions will be thoroughly reviewed by Commissioners, staff and County Counsel.

Required Discipline –Skilled, Competent Workforce

- Increase the number of personnel disputes resolved without the need for a full evidentiary hearing by 5%.

Changes from 2004-05 Adopted

Staffing

There are no changes in staffing.

Expenditures

Increase in expenditures of \$0.15 million.

- Increase in Salaries and Benefits of \$0.08 million due to the full-time funding of the Executive Officer position, which was previously frozen, and negotiated salaries and benefits costs.
- Increase of \$0.06 million in Services and Supplies expenditure is primarily due to increased funding of professional and specialized services and minor equipment for continuation of automation and technology goals.
- No change in Management Reserves. The budgeted \$0.01 million will be used towards automation and technology goals.

Revenues

Increase in revenues of \$0.15 million due to an increase in the General Revenue Allocation for the changes listed above.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Positive Customer Satisfaction Rating	95%	98%	95%	95%
% Increase in Number of Personnel Disputes Resolved without Need of Evidentiary Hearing ¹	N/A	N/A	5%	5%
% Commission Decisions Litigated ¹	5%	0%	N/A	N/A
% Commission Decisions Overturned by Court	< 10%	0%	< 10%	< 10%

¹ The “% Commission Decisions Litigated” measure will be replaced by “% Increase in Number of Personnel Disputes Resolved without Need of Evidentiary Hearing”, effective Fiscal Year 2005-06 to better reflect outcome-based performance.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Civil Service Commission	4.00	4.00	4.00
Total	4.00	4.00	4.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Civil Service Commission	\$ 412,766	\$ 468,749	\$ 563,318	\$ 555,870
Total	\$ 412,766	\$ 468,749	\$ 563,318	\$ 555,870

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 353,956	\$ 394,240	\$ 439,898	\$ 458,157
Services & Supplies	48,810	74,509	113,420	97,713
Management Reserves	10,000	—	10,000	—
Total	\$ 412,766	\$ 468,749	\$ 563,318	\$ 555,870

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	10,000	10,000	10,000	—
Intergovernmental Revenues	—	1,375	—	—
Charges For Current Services	31,031	27,684	38,929	38,929
Miscellaneous Revenues	—	394	—	—
General Revenue Allocation	371,735	429,296	514,389	516,941
Total	\$ 412,766	\$ 468,749	\$ 563,318	\$ 555,870

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 (CAC), 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.

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.

2004-05 Accomplishments

Strategic Initiative – Kids

- Sponsored the annual Holiday Tree fundraiser to benefit the kids at San Pasqual Academy.

Required Discipline – Information Management

- Recorded, maintained, and provided access to information regarding actions taken by the Board of Supervisors and other official County records and actions.
- Began development of a replacement for the Clerk of the Board Assessment Appeals (CBAA) software system as a part of the new property tax administration system project in collaboration with the Assessor, Tax Collector and Auditor and Controller.

Required Discipline – Customer Satisfaction

- Created a Tenant's Guide to the County Administration Center, focusing on issues such as security, the wellness center, use regulations, the cafeteria, vending machines, etc.

Required Discipline – Fiscal Stability

- Reduced workers' compensation incident rates through staff safety training, use of the departmental safety committee, use of ergonomic equipment and participation in the County's Work Safe Stay-Healthy Program.

Required Discipline – Continuous Improvement

- Implemented a quality process review of two procedures in each of the four departmental programs.



2005-07 Objectives

Required Discipline – Information Management

- Assist the County in maintaining a fair and equitable property tax system by providing an accurate quality review process of property tax assessment appeal applications received and prompt entry into the computer database.

Required Discipline – Customer Satisfaction

- Improve customer service quality as demonstrated by increased scores on the Clerk of the Board internal customer satisfaction surveys.
- Provide rapid public access to Board of Supervisors actions through timely approval of draft Board of Supervisor meeting Statements of Proceedings

Required Discipline – Fiscal Stability

- Reduce long-term equipment replacement costs at the County Administration Center through on-schedule completion of preventive maintenance work orders on major mechanical equipment.

Required Discipline – Continuous Improvement

- Review and monitor the request process for Board of Supervisor records to assure timely response.

Changes from 2004-05 Adopted

Staffing

There are no changes in staffing.

Expenditures

Increase in expenditures of \$0.8 million.

- Increase of \$0.2 million in Salaries & Benefits expenditures due to negotiated labor agreements.
- Increase of \$0.6 million in Service & Supplies due to increases in facility utility and contracted services costs.
- No change in Management Reserves. The budgeted \$0.2 million will be used for one-time projects.

Revenues

Increase in revenues of \$0.8 million.

- Increase of \$0.2 million in Charges for Current Services due to anticipated increases in property tax administration fees, passport business, and notary public business.
- No change in use of Fund Balance. The budgeted \$0.2 million will be used for one-time projects.
- Increase of \$0.6 million in General Revenue Allocation to fund expenditure increases discussed above.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Average score on internal customer surveys	4.5 (out of 5)	4.9 (out of 5)	4.7 (out of 5)	4.7 (out of 5)
Percent of draft Board of Supervisor Statement of Proceedings approved within 24 hours of each Board Meeting	100%	100%	100%	100%
Percent of property tax assessment appeal applications quality reviewed and entered into the computer system within 7 days of receipt during the filing period	90%	90%	90%	90%
Percent of County Administration Center Facilities Services preventive maintenance work orders completed as scheduled	90%	91%	90%	90%
Percent of record requests responded to within 10 days of receipt	100%	100%	100%	100%



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Legislative Services	10.00	11.00	11.00
CAC Facilities Services	11.00	10.00	10.00
Public Services	11.00	11.00	11.00
Executive Services	5.00	5.00	5.00
Total	37.00	37.00	37.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Legislative Services	\$ 794,355	\$ 648,739	\$ 932,279	\$ 972,701
CAC Facilities Services	3,065,188	2,827,403	3,686,418	3,550,189
Assessment Appeals	—	2,131	—	—
Public Services	786,938	734,555	861,740	898,267
Executive Services	948,138	665,420	965,817	979,069
Total	\$ 5,594,619	\$ 4,878,249	\$ 6,446,254	\$ 6,400,226

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 2,648,627	\$ 2,411,552	\$ 2,841,243	\$ 2,968,715
Services & Supplies	2,770,992	2,466,697	3,430,011	3,256,511
Expenditure Transfer & Reimbursements	(25,000)	—	(25,000)	(25,000)
Management Reserves	200,000	—	200,000	200,000
Total	\$ 5,594,619	\$ 4,878,249	\$ 6,446,254	\$ 6,400,226

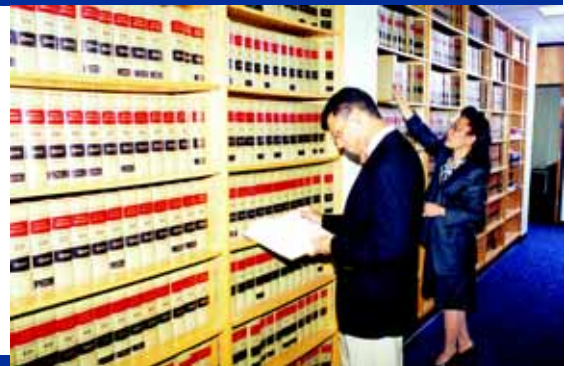


Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	200,000	200,000	200,000	200,000
Revenue From Use of Money & Property	—	59,409	20,000	20,000
Charges For Current Services	136,619	391,855	345,750	345,750
Miscellaneous Revenues	40,170	44,267	40,170	40,170
General Revenue Allocation	5,217,830	4,182,718	5,840,334	5,794,306
Total	\$ 5,594,619	\$ 4,878,249	\$ 6,446,254	\$ 6,400,226



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 serves as the attorney for the County through the Board of Supervisors, County officers, employees, departments, boards, and commissions. The legal services provided to the County include the County Counsel's representation of the County Health and Human Services Agency (HHSA) in juvenile dependency matters in Juvenile Court. County Counsel also, on a case-by-case basis provides legal services to certain school districts and special districts, which are provided on a fee basis. The County Counsel also oversees the County's Claims Division, which administers claims filed against the County by members of the public, as well as employee lost property claims.

Mission Statement

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

2004-05 Accomplishments

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Prevailed in 98% (101 out of 103) of all resolved court cases filed against the County.
- Achieved timely completion of 100% (28 out of 28) of all advisory assignments for the Board of Supervisors.
- Achieved timely completion of 98% (1,686 out of 1,716) of all advisory assignments for all County departments.
- Completed 100% (11 out of 11) of all reviews of draft Environmental Impact Reports within 30 days.

- Provided over 150 separate training programs to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate legal risk.
- Provided over 40 specialized training, risk roundtables, settlement committee discussions, and post-litigation debriefings to specifically address risk management issues for various County departments.
- Issued 10 County Counsel Special Bulletins to inform County officials of new developments involving court rulings and new legislation.

Strategic Initiative – Kids

County Counsel provided quality legal services to County departments to permit them to achieve their goals to improve opportunities for children, including but not limited to, the following objectives:

- Achieved timely completion of 99% (207 out of 208) of all advisory assignments for HHSA in support of its goal to improve services provided to children.



- Reviewed 100% (2,763 out of 2,763) of all juvenile dependency petitions prior to filing by HHSA in Juvenile Court to identify legal issues associated with factors that place children at risk.
- Represented HHSA Child Welfare Services in 100% (2,039 out of 2,039) of all Juvenile Dependency Court proceedings to support HHSA goal of protecting children and preserving families.
- Prevailed in 99% of all juvenile dependency petitions for which a jurisdictional trial is held.
- Represented HHSA Child Welfare Services in 100% (272 out of 272) of all appeals/writs filed in the Court of Appeal.
- Prevailed in 88% (242 out of 272) of all appeals/writs filed in the Court of Appeal.
- Provided 105 training sessions for HHSA social workers and other staff to assist them in the performance of their duties in accordance with State law.

Strategic Initiative – The Environment

County Counsel provided quality legal services to County departments to permit them to achieve their goals to promote natural resource management strategies that ensure environmental preservation, quality of life, and economic development including, but not limited to, the following objectives:

- Achieved timely completion of 100% (16 out of 16) of all advisory assignments involving departments pursuing code enforcement matters.
- Handled 100% (8 out of 8) of all civil cases for departments pursuing code enforcement matters.
- Favorably settled 100% (8 out of 8) of court cases involving civil code enforcement matters.
- Achieved timely completion of 98% (191 out of 194) of all legal assignments in support of the overall County’s land use and environment goals.

- Handled 100% (5 out of 5) of all cases in support of the overall County’s land use and environmental duties.
- Prevailed in 100% (5 out of 5) of all resolved court cases involving land use and environmental issues.
- Achieved timely completion of 89% (17 out of 19) of all advisory assignments associated with the County’s implementation of the regional Clean Water Strategic Plan, and with full compliance with State and federal requirements governing stormwater programs.

Strategic Initiative – Safe and Livable Communities

County Counsel provided quality legal services to County departments to permit them to achieve their goals to promote safe and livable communities including, but not limited to, the following objectives:

- Achieved timely completion of 100% (32 out of 32) of the advisory assignments for the departments of Agriculture, Weights, and Measures and Animal Services in support of their goals to protect the public from harmful pests and animals.
- Achieved timely completion of 99% (87 out of 88) of the advisory assignments for the departments of Environmental Health and Air Pollution Control in support of their goals to protect communities from hazardous pollutants and public nuisances.
- Achieved timely completion of 98% (58 out of 59) of the advisory assignments for the Sheriff’s Department and District Attorney Office in support of their goal to facilitate safe and livable communities.
- Provided 60 training programs Countywide to train department staff to perform their duties safely, and to avoid creating risks for members of the public. Such trainings included the following:
 - Provided eight Risk Roundtable training sessions for various County departments.



- Participated in 21 Settlement Committee sessions involving rendering of advice, guidance, and recommendations on how to perform duties more safely in order to avoid risks to the public.

Required Discipline – Fiscal Stability

- Defended 100% (574 out of 574) of lawsuits filed against the County, and therefore avoided the high cost of retaining outside counsel.
- Achieved a pre-trial dismissal of 74% (78 out of 101) of all resolved cases won by the County through an aggressive pre-trial motion practice to dismiss lawsuits against the County in the early stages of the litigation in order to avoid the high cost of attorney time, expert witnesses, discovery, trial costs, and other miscellaneous litigation costs.
- Provided 157 training sessions for County departments to assist with the goal of avoiding or mitigating risks of liability associated with program operation and performance of duties.

Required Discipline – Regional Leadership

- County Counsel served his annual term as President of the County Counsels’ Association of California through the end of September 2004.
- County Counsel served as the County Counsels’ Association representative to the California State Association of Counties (CSAC) Board of Directors and Executive Committee.
- County Counsel also served as a member on the following committees of the County Counsels’ Association: Litigation Overview Committee, Cost Shift Committee, and as chairman of the Orientation Committee.
- County Counsel served as a member of the City/County Attorneys Association of San Diego County, which includes cooperative and collaborative activities among the city attorneys’ staff and County Counsel staff.

2005-07 Objectives

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

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

- County Counsel will strive to accomplish the following in furtherance of this objective:
 - Complete timely 100% of all advisory assignments for the Board of Supervisors and CAO.
 - Complete timely over 95% of all advisory assignments for all County departments.
 - Complete timely 100% of all draft Environmental Impact Reviews within 30 days.

County Counsel will aggressively represent the County in litigation in order to protect the County from liability, as well as advance the overall interests of the County of San Diego and the public it serves.

- County Counsel will strive to accomplish the following in furtherance of this objective:
 - Take to court over 70% of all cases filed against the County to fight these lawsuits, as opposed to making settlement payments to plaintiffs.
 - Prevail in court in over 90% of all lawsuits filed against the County.
 - Obtain over 90% court ordered pre-trial dismissals of all resolved cases won by the County through an aggressive pre-trial motion practice to dismiss lawsuits in the early stages of the litigation to avoid the high cost of attorney time, expert witnesses, discovery, trial costs, and other litigation costs.
 - Handle 100% of the defense of all lawsuits filed against the County, unless a conflict of interest requires outside counsel to handle a case.



- Review 100% of all juvenile dependency petitions prior to filing by HHSA in Juvenile Court to identify legal issues associated with factors that place children at risk.
- Represent HHSA Child Welfare Services in 100% of all Juvenile Dependency Court proceedings to support HHSA goal of protecting children and preserving families.
- Prevail in court in over 95% of all juvenile dependency petitions in contested jurisdictional trials.
- Represent HHSA Child Welfare Services in 100% of all appeals/writs filed in the Court of Appeal.
- Prevail in over 90% of all appeals/writs filed in the Court of Appeal.

County Counsel will provide education and risk mitigation training to County officers and employees so that they may enhance the quality of their job performance, reduce the risks of liability, and ensure that they are performing their responsibilities in accordance with the law.

- County Counsel will strive to accomplish the following in furtherance of this objective:
 - Provide over 150 education/training programs in Fiscal Year 2005-06 to the County on selected legal subjects.
 - Provide over 40 specialized training sessions, risk roundtables, settlement committee discussions, and post-litigation debriefings during Fiscal Year 2005-06 to specifically address risk management issues.
 - Issue 12 or more County Counsel Special Bulletins during 2005-06 to inform County officials of new developments involving court rulings and new legislation.

Required Discipline – Regional Leadership

County Counsel will strive to accomplish the following objectives by taking a leadership role in the region:

- County Counsel will serve as an officer on the Board of Directors of the County Counsels’ Association of California through the end of September 2005.
- County Counsel will serve as the County Counsels’ Association representative to the CSAC Board of Directors and Executive Committee.
- County Counsel also will serve as a member on the following committees of the County Counsels’ Association: Litigation Overview Committee, Cost Shift Committee, and as chairman of the Orientation Committee.
- County Counsel attorneys will participate as presenters in 12 Mandatory Continuing Legal Education (MCLE) training sessions provided to members of legal professional organizations, such as the County Counsels’ Association of California.
- County Counsel will continue to serve as a member of the City/County Attorneys Association of San Diego County, which includes cooperative and collaborative activities among the city attorneys’ staff and County Counsel staff.
- County Counsel attorneys will be involved in activities of the San Diego County Bar Association.

Changes from 2004-05 Adopted

Staffing

Staffing increase of 3.00 staff years to provide more effective legal support services to the Public Administrator/Public Guardian program. The staff years are transferred from the Health and Human Services Agency, Aging and Independence Services and Administrative Services programs.

Expenditures

Net increase in expenditures of \$0.6 million.



- Increase of \$0.7 million in Salaries & Benefits due to negotiated labor agreements and 3.00 staff years transferred from the Health and Human Services Agency (HHSA).
- Increase of \$0.1 million in Expenditure Transfer & Reimbursements due to increases in costs applied reimbursements for positions providing exclusive legal services to HHSA.
- No change in Management Reserves. The \$0.2 million is budgeted for one-time expenses.
- Decrease of \$0.2 million in Charges for Current Services due to fewer than anticipated billings associated with legal services relating to land development projects.
- Increase of \$0.1 million in Miscellaneous Revenues due to increases in recovered expenditures for exclusive legal services provided to Department of Environmental Health.
- No change in use of Fund Balance. The \$0.2 million is budgeted for continuing one-time costs.
- Increase of \$0.7 million in General Revenue Allocation to fund expenditures noted above.

Revenues

Net increase in revenues of \$0.6 million.

Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Percent of resolved court cases filed against the County in which County will prevail	90%	98%	90%	90%
Percent of resolved cases that will be decided by court decision or dismissal without settlement	70%	72%	70%	70%
Percent of advisory assignments for Board of Supervisors to be completed by the due date	100%	100%	100%	100%
Percentage of advisory assignments for all departments to be completed by the due date	95%	98%	95%	95%
Percentage of all draft Environmental Impact Reports (EIRs) to be reviewed within 30 days	100%	100%	100%	100%
Percent of Juvenile Dependency petitions in which County Counsel will prevail	95%	99%	95%	95%
Percent of Juvenile Dependency appeals and writs in which County Counsel will prevail	90%	88%	90%	90%



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
County Counsel	135.00	138.00	138.00
Total	135.00	138.00	138.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
County Counsel	\$ 19,071,831	\$ 18,626,189	\$ 19,691,493	\$ 20,126,489
Total	\$ 19,071,831	\$ 18,626,189	\$ 19,691,493	\$ 20,126,489

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 17,807,844	\$ 17,618,585	\$ 18,543,162	\$ 18,965,516
Services & Supplies	1,255,678	1,203,012	1,278,796	1,301,338
Capital Assets Equipment	—	8,620	—	—
Expenditure Transfer & Reimbursements	(191,691)	(204,028)	(330,465)	(340,365)
Management Reserves	200,000	—	200,000	200,000
Total	\$ 19,071,831	\$ 18,626,189	\$ 19,691,493	\$ 20,126,489

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	200,000	200,000	200,000	200,000
Charges For Current Services	8,236,887	8,520,918	7,982,286	8,151,318
Miscellaneous Revenues	209,340	744,847	339,796	350,351
General Revenue Allocation	10,425,604	9,160,424	11,169,411	11,424,820
Total	\$ 19,071,831	\$ 18,626,189	\$ 19,691,493	\$ 20,126,489

San Diego County Grand Jury



Department Description

The Grand Jury is a body of 19 citizens who are charged and sworn to investigate County matters of civil concern as well as inquire into public offenses committed or triable within the County. Grand Jury duties, powers, responsibilities, qualifications, and selection processes are outlined in the California Penal Code §888 et seq. Additionally, Penal Code §904.6 authorizes the empanelment of a second Grand Jury to issue criminal indictments. Civil grand jurors are selected from a pool of applicants nominated by Superior Court Judges. Grand Jurors serve in office for one year. Jurors impaneled to review and issue criminal indictments are drawn from the petit (regular trial) jury pool, as needed, at the request of the District Attorney. Department support staff consists of one full-time coordinator and one part-time assistant.

Mission Statement

Protect and safeguard the citizens of San Diego County from corrupt and inefficient governmental programs of the County, cities and special districts, by investigating the operations of these agencies and reporting findings and recommendations.

2004-05 Accomplishments

Strategic Initiative – Kids, The Environment, and Safe and Livable Communities

- Assembled a well-qualified and widely representative civil panel to ensure that all significant complaints, issues, and other matters of public concern are brought before the Grand Jury.
- Submitted Final Report to the Presiding Judge of the Superior Court, the Board of Supervisors, and/or other responsible agencies, when applicable, as required by law (Penal Code §933).
- Reviewed and investigated 71 citizens complaints, issues and other County matters of civil concern brought before the Grand Jury.

- Conducted timely hearings to determine whether there was sufficient evidence to bring an indictment charging a person with a public offense in response to criminal complaints filed by the District Attorney.
- Returned 69 criminal indictments, and prepared other reports and declarations as required by law (Penal Code §939.8, et seq).

2005-07 Objectives

Strategic Initiative – Kids, Environment and Safe and Livable Communities

- Review, prioritize, and investigate all significant citizens complaints, issues and other County matters of civil concern brought before the Grand Jury.

Changes from 2004-05 Adopted

Staffing

There are no changes in staffing.

Expenditures

Increase in expenditures of \$0.06 million.



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- Increase of \$0.03 million in Salaries and Benefits due to negotiated labor agreements and costs for temporary help.
 - Increase of \$0.03 million in Services and Supplies due to an increase in utilities, information technology, and other Jury panel costs.

Revenues

Increase of \$0.06 million in General Revenue Allocations to fund cost increases noted above.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Grand Jury	1.00	1.00	1.00
Total	1.00	1.00	1.00

Budget by Program

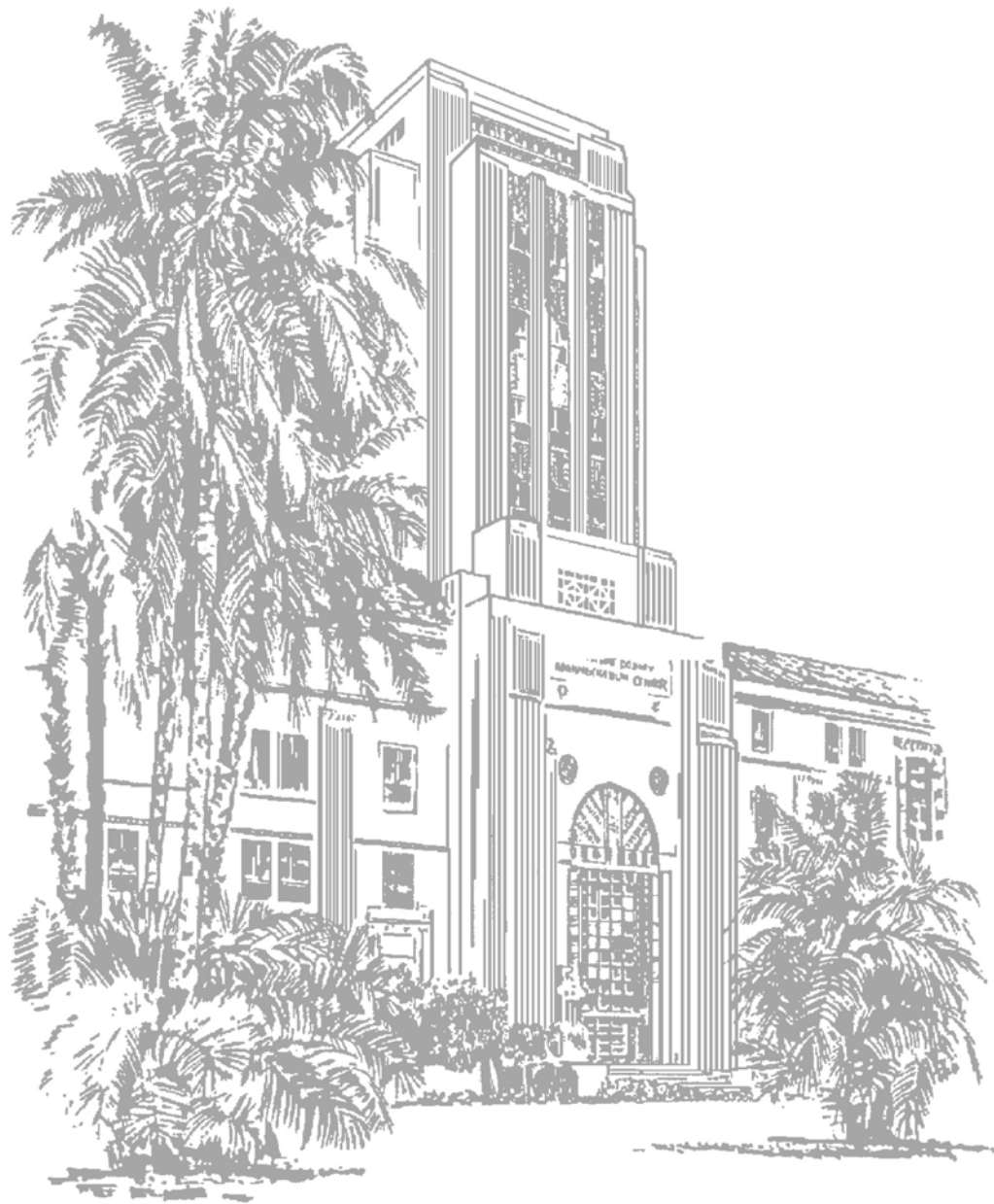
	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Grand Jury	\$ 511,630	\$ 470,683	\$ 570,283	\$ 573,013
Total	\$ 511,630	\$ 470,683	\$ 570,283	\$ 573,013

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 98,947	\$ 102,086	\$ 127,336	\$ 129,260
Services & Supplies	392,683	368,596	422,947	423,753
Management Reserves	20,000	—	20,000	20,000
Total	\$ 511,630	\$ 470,683	\$ 570,283	\$ 573,013

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	20,000	20,000	20,000	20,000
Miscellaneous Revenues	—	122	—	—
General Revenue Allocation	491,630	450,561	550,283	553,013
Total	\$ 511,630	\$ 470,683	\$ 570,283	\$ 573,013



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 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

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

2004-05 Accomplishments

Required Discipline – Fiscal Stability

- Reversed workers' compensation costs trend after successive years of dramatic increases, and reduced costs by 6.2% (\$1.4 million) through injury prevention efforts and best management practices.
- Increased financial strength through funding dental and life insurance reserves at 100%.
- Negotiated health plan renewals with cost increases that were below the industry norm.

Required Discipline – Skilled, Competent Workforce

- Provided wellness information packets to all 17,000 employees.
- Enhanced knowledge and skills of 282 employees through various training academy programs (115 participants for Supervisory Academy, 108 participants

for Administrative Support Academy, and 59 participants for Dynamic Management Seminar) and trained 1,681 employees on the Oracle financial system and all employees on the new timekeeping system.

- Utilized Federal Mediation and Conciliation Services (FMCS) to improve Labor-Management Committees in the Health & Human Services Agency (HHSA), Probation Department, and General Services Department.
- Incorporated customer service skills and abilities as essential job functions in 100% (13) of new class specifications.
- Developed brochure emphasizing the General Management System (GMS) principles in 100% (106 recruitments) of management and executive recruitments.
- Continued to succeed in keeping a skilled and competent workforce as evidenced by a turnover rate of 10% (1,714 terminations/17,157 regular employees), which is below industry standards based on International Public Management Association for Human Resources (IPMA-HR) national data.



- Increased Departmental Personnel Officers' skills through: four Human Resources Roundtables training presentations to 156 participants; job shadow program for twelve participants; Departmental Personnel Officers' Certificate Program for 25 participants; and seven Interviewing and Selection Classes with 210 participants.
- Facilitated and increased workplace safety as evidenced by a 12.8% reduction in injuries (253 fewer injuries) through safety education and awareness.
- Increased Departmental Personnel Officers' skills through the 40-hour Discipline Case Advocacy Institute (27 participants).

Required Discipline – Information Management

- Increased departments' ability to manage employee-related information through upgrade of the Human Resources Information Management system.
- Increased departments' staff expertise by presenting 10 training sessions on system upgrades of the Human Resources Information Management System.
- Cycle time for processing of job applications was reduced by 40% through implementation of job application software technology.
- File room imaging development and Sigma job applicant tracking system upgrade were both successfully completed.

Required Discipline – Continuous Improvement

- Individual employees held leadership positions in the National Public Employer Labor Relations Associations and in statewide organizations: California State Association of Counties (CSAC) Excess Insurance Authority, California Public Employee Labor Relations Association, and the International Public Management Association for Human Resources (IPMA-HR) and its local chapter.

- Expanded health benefits program capabilities by contracting with a vendor that has debit card technology.
- Conducted process improvement analysis of the Human Resources Services Division (Recruitment/Selection & Classification functions) to improve efficiency and effectiveness through technology and best business practices.
- Improved hiring and classification processes through consolidation of separate applications for Sheriff's Cadet (Law Enforcement Option) and Sheriff's Cadet (Detentions Option); redesigned the Administrative Analyst examination; eliminated need to file multiple applications for nursing positions within a class series, and redesigned the Position Information Questionnaire.
- Updated review process of employees with permanent work restrictions resulting in a 60% accommodation rate for peace officers (29 peace officers) and a 91% rate (50) for all others.

2005-07 Objectives

Required Discipline – Skilled, Competent Workforce

- Provide County departments with qualified applicants for employment so that they can build a workforce that can deliver superior services to residents of San Diego County.
- Market County employment opportunities in order to attract and build a diverse, qualified pool of candidates so that departments may continue to deliver superior services to residents of San Diego County.
- Deliver competitive and sustainable pay and benefit options to San Diego County departments so they can employ qualified individuals and make the best use of taxpayer dollars.



- Deliver legally mandated training and documentation to ensure employees and volunteers follow fair labor and safety practices which support the delivery of efficient, quality services to San Diego County residents.
- Provide professional development opportunities that allow San Diego County employees to excel in their current jobs so that they can continue to deliver quality services to San Diego County residents.
- Deliver career planning that supports the County's workforce needs and maximizes employee potential, which will promote continuity of knowledge, reduce turnover, and increase cross-organizational career opportunities, in order to continue to support the delivery of quality services to the community.
- Provide timely and innovative program guidance, direction and tools to the leadership of San Diego County departments so that they can foster employee commitment, loyalty and motivation as well as promote performance excellence in a fair and consistent manner.
- Provide effective communications, prompt conflict resolutions, and labor negotiations on behalf of elected officials, County leadership, and employees in order to maintain a stable and competitive workforce, minimize exposure, promote good workforce relations, and create an environment that supports excellence.

Required Discipline –Fiscal Stability

- Negotiate fiscally prudent successor agreements with twenty (20) bargaining units and six (6) employee organizations.

Required Discipline – Information Management

- Increase departments' ability to manage employees' training needs by initiating the implementation of a Learning Management System.
- Train all key users on reports/queries capabilities on PeopleSoft 8.8 human resources application in order to expand data analysis skills and management reports.

- Develop an online application review capability to reduce departmental time and expense when reviewing applications for candidates on eligible lists.

Changes from 2004-05 Adopted

Staffing

Staffing increase of 6.00 staff years.

- Restoration of 4.00 staff years in the training and development division that were partially funded in Fiscal Year 2004-05
- Increase of 2.00 staff years transferred from the Finance and General Government Group Executive Office to support the Enterprise Resource Planning System training program.

Expenditures

Increase in expenditures of \$1.3 million.

- Increase of \$0.8 million in Salaries and Benefits due to the addition of 6.00 staff years and negotiated labor agreements.
- Increase of \$0.5 million in Services and Supplies due to information technology expenditures including software licensing and deployment.
- No change in Management Reserves. The \$0.2 million budgeted will be used for workforce and succession training needs.

Revenues

Net increase in revenues of \$1.3 million.

- Increase of \$0.2 million in Charges for Current Services associated with increased reimbursement based on the cost allocation plan (A-87 charges).
- Increase of \$0.1 million in Miscellaneous Revenues due to anticipated increase costs in Workers' Compensation Internal Service Fund (ISF) programs;



- Decrease of \$0.3 million in Fund Balance due to decreased funding for one-time expenditures. Remaining Fund Balance of \$0.2 million will be used for workforce and succession training needs.

- Increase of \$1.3 million in General Revenue Allocation to offset expenditure increases.

Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
% of recruitments promulgated within established guidelines ¹	89%	93%	N/A	N/A
% of classification activity requests completed within prescribed timeframe	85%	91%	85%	85%
Overall satisfaction rating with training programs offered by Employee Development Division	95%	100%	95%	95%
Ratio of workers' compensation cases closed per number of cases open ¹	1:1	1:1	N/A	N/A
% of grievances filed for arbitration that are resolved without going to hearing	80%	90%	80%	80%
% of recruitment plan/service agreements/timelines are met ²	N/A	N/A	89%	89%
Overall satisfaction rating with employment lists (1 to 5 scale) ²	N/A	N/A	4	4
% of key users who have been trained on reports/queries ²	N/A	N/A	100%	100%
% reduction on Workers' Compensation costs compared to prior year ²	N/A	6.2%	5%	5%

¹ These measures will be discontinued as of Fiscal Year 2005-2006 as they do not reflect outcome – based performance.

² These measures are new as of Fiscal Year 2005-06 to better reflect outcome-based performance.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Department of Human Resources	112.00	118.00	118.00
Total	112.00	118.00	118.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Department of Human Resources	\$ 18,234,661	\$ 16,769,287	\$ 19,527,623	\$ 19,494,717
Total	\$ 18,234,661	\$ 16,769,287	\$ 19,527,623	\$ 19,494,717

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 10,249,166	\$ 10,130,933	\$ 11,034,208	\$ 11,274,569
Services & Supplies	7,785,495	6,632,497	8,293,415	8,020,148
Capital Assets Equipment	—	5,855	—	—
Management Reserves	200,000	—	200,000	200,000
Total	\$ 18,234,661	\$ 16,769,287	\$ 19,527,623	\$ 19,494,717

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	586,836	586,836	200,000	200,000
Charges For Current Services	837,143	838,708	1,063,460	1,063,460
Miscellaneous Revenues	5,751,402	5,854,891	5,885,476	5,991,163
General Revenue Allocation	11,059,280	9,488,852	12,378,687	12,240,094
Total	\$ 18,234,661	\$ 16,769,287	\$ 19,527,623	\$ 19,494,717



Media and Public Relations



Department Description

The Board of Supervisors established the Department of Media and Public Relations (DMPR) 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, and publications, as well as operation and programming for the County Television Network (CTN), the County's government access cable channel. The department also administers the County's franchise agreements with cable television companies operating within unincorporated areas.

Mission Statement

To build taxpayer confidence in San Diego County government by providing clear, timely, and accurate communication on the County's performance.

2004-05 Accomplishments

Strategic Initiatives – Kids, The Environment, Safe and Livable Communities

- CTN Strategic Initiative Video Programs: Produced and aired over 140 programs, segments and Public Service Announcements (PSAs) highlighting County Strategic Initiative programs and services.
- Media Outreach: Placed over 250 stories about County Strategic Initiative programs and services.
- Emergency Communications: Deployed the technology and procedures to provide accurate and timely emergency response and recovery information to the public and media during major natural or man-made disasters. Met at least 80% of DMPR benchmarks for each emergency response drill.

Required Discipline – Fiscal Stability

- Cable Franchise Administration: Maximized franchise revenues by monitoring compliance, conducted a financial review of one small operator resulting in \$9,000 in additional revenues and began renewal negotiations with four operators.

Required Discipline – Information Management

- Media Training: Conducted eight group and/or one-on-one media trainings for other departments.

Required Discipline – Continuous Improvement

- Emergency Communications:
 - Developed a set of performance measurements to evaluate department's level of response to public and media information needs during disasters or emergency incidents.
 - Implemented technology and procedures to ensure that Public Information Officer (PIO) staffing at the Emergency Operations Center (EOC) is sufficient to adequately respond to media inquiries and emergency communications needs during any EOC activation.



- Installed a video link between the EOC and CTN facilities to allow news conferences and other emergency information originating from the EOC to be cablecast live to CTN viewers throughout the County.

2005-07 Objectives

Strategic Initiatives – Kids, The Environment, Safe and Livable Communities

- Educate San Diego County residents, decision-makers and media on the scope, role, and benefits of County government so that they may get the most out of government services and improve the overall quality of life in San Diego County.
 - Produce and air 90 programs, segments or PSAs highlighting County Strategic Initiative programs and services in each of the Fiscal Years 2005-06 and 2006-07.
- Provide timely, accurate and appropriate information to the media and internal customers so that a relationship of trust and cooperation can be maintained to ensure that the questions and concerns of the public are addressed.
 - Provide at least nine media trainings to County departments in each of the Fiscal Years 2005-06 and 2006-07, so that departments may enhance the quality of their job performance and ensure that information provided to the public and media is accurate and appropriate.
- Enable taxpayers, the public and County employees to understand, make use of and trust County government by collecting, and promoting County performance stories.
 - Place at least 100 stories about the County's Strategic Initiatives or performance stories in each of the Fiscal Years 2005-06 and 2006-07.

- Provide multiple means of connecting experts to the media, to ensure that the public has the information that it needs to take appropriate action in order to minimize loss, accelerate recovery, and maintain confidence in County government through their computers, television, radio, or newspaper. In the event of a major natural or man-made disaster, provide accurate and timely emergency response and recovery information to the public and media.
 - Meet at least 85% of DMPR benchmarks for each emergency response drill in Fiscal Year 2005-06, and meet at least 90% of DMPR benchmarks for drills in Fiscal Year 2006-07.

Changes from 2004-05 Adopted

Staffing

There are no changes in staffing.

Expenditures

Increase in expenditures of \$0.23 million.

- Increase of \$0.16 million in Salaries and Benefits due to negotiated labor agreements.
- Increase of \$0.02 million in Services and Supplies for one-time costs of cable television renewal consultants.
- Increase of \$0.05 million in Capital Assets Equipment for planned upgrades to CTN production equipment.

Revenues

Net increase in revenues of \$0.23 million.

- Increase of \$0.15 million in Charges for Current Services due to anticipated revenue from cost recovery video campaigns and shift of revenues from Miscellaneous Revenues.
- Decrease of \$0.05 in Miscellaneous Revenues as the revenues are now recorded in Charges for Current Services.



- Increase of \$0.11 million in use of Fund Balance for anticipated one-time expenses for Services and Supplies and Capital Assets Equipment.

Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Number of media trainings conducted by DMPPR staff for other departments.	8	8	9	9
Number of new programs, segments and PSAs produced by CTN highlighting one or more Strategic Plan Initiatives or performance stories.	85	140	90	90
Percentage difference between estimated and actual cable television franchise fees.	Within 5%	Within 5%	N/A	N/A
Media placements coordinated by DMPPR staff.	50	250	100	100
Benchmarks met for each emergency drill or training. ¹	NA	NA	85%	90%

¹ This measure is new as of Fiscal Year 2005-06 to better reflect outcome-based performance.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Media and Public Relations	22.00	22.00	22.00
Total	22.00	22.00	22.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Media and Public Relations	\$ 2,369,952	\$ 2,531,868	\$ 2,602,205	\$ 2,586,093
Total	\$ 2,369,952	\$ 2,531,868	\$ 2,602,205	\$ 2,586,093

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 1,938,843	\$ 1,991,101	\$ 2,099,603	\$ 2,181,028
Services & Supplies	431,109	425,997	452,602	405,065
Capital Assets Equipment	—	114,769	50,000	—
Total	\$ 2,369,952	\$ 2,531,868	\$ 2,602,205	\$ 2,586,093

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	—	—	110,000	—
Licenses Permits & Franchises	2,323,223	2,215,774	2,347,205	2,441,093
Revenue From Use of Money & Property	—	51,035	—	—
Charges For Current Services	—	222,596	145,000	145,000
Miscellaneous Revenues	46,729	3,479	—	—
General Revenue Allocation	—	38,984	—	—
Total	\$ 2,369,952	\$ 2,531,868	\$ 2,602,205	\$ 2,586,093

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 (CAC). 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.

2004-05 Accomplishments

Required Discipline – Essential Infrastructure

- Replaced the south entrance doors.
- Cleaned the marble walls in first and second floor lobby areas.
- Replaced north basement hallway floor.
- Completed the elevator replacement project.
- Completed the northeast basement asbestos abatement and renovation project.
- Completed construction of a wheelchair accessible washroom on the basement level.
- Sealed and painted the north and south parking lots.
- Refurbished exterior metal railings at north and south entrances.
- Replaced washroom exhaust fans and cleaned ductwork.

2005-07 Objectives

Required Discipline – Essential Infrastructure

- Replace carpet in public conference rooms and hallway.

- Resurface flat roofs.
- Resurface exterior balcony floors north and south.
- Replace air conditioning unit for 9th Floor telephone switch room.
- Complete American with Disabilities Act (ADA) upgrade in the South Board Chambers conference room.
- Clean and refinish metal door and window trim at main entrances.
- Initiate an energy conservation project for Heating, Ventilation, and Air Conditioning (HVAC) central plant equipment and controls.
- Prepare a 20-year Major Maintenance Reserve study for the building.

Changes from 2004-05 Adopted

Expenditures

Increase of \$0.5 million in Services and Supplies expenditures due to increased planned major maintenance projects.

Revenues

Increase of \$0.5 million in use of Fund Balance to fund major maintenance projects described above.



County Administration Center Major Maintenance

Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Total	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
CAC Major Maintenance	\$ 375,000	\$ 903,525	\$ 834,949	\$ 225,000
Total	\$ 375,000	\$ 903,525	\$ 834,949	\$ 225,000

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Services & Supplies	375,000	903,525	834,949	225,000
Total	\$ 375,000	\$ 903,525	\$ 834,949	\$ 225,000

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	358,154	358,154	820,000	210,051
Revenue From Use of Money & Property	16,846	5,640	14,949	14,949
Miscellaneous Revenues	—	1,320	—	—
General Revenue Allocation	—	538,411	—	—
Total	\$ 375,000	\$ 903,525	\$ 834,949	\$ 225,000