

**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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- Board of Supervisors**  
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- Assessor / Recorder / County Clerk**  
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- Treasurer - Tax Collector**  
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- Chief Administrative Office**  
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- Auditor and Controller**  
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- County Technology Office**  
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- Civil Service Commission**  
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- Clerk of the Board of Supervisors**  
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- County Counsel**  
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- Human Resources**  
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- Media and Public Relations**  
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# Finance and General Government Group & Executive Office



## 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.

## Group Description

The Finance and General Government Group provides an array of services to a wide range of customers. A primary function of the Finance and General Government Group is to provide the essential infrastructure to the organization to enable adherence to the General Management System, specifically the Required Disciplines. We evaluate our performance based on our ability to provide services to our customers on the following principles borne out in the Required Disciplines with a focus on performance leadership and accountability:

- Consistent and fair administration of laws, regulations and policies and training to ensure that our employees are informed of such laws and regulations;
- Genuine respect for our fiduciary responsibilities as stewards of the taxpayer resources;
- Maintenance of a robust and capable workforce focused on employee development;
- Use of enabling technologies to improve business processes and operational excellence; and,
- Commitment to demonstrating the value of the services we provide to County departments and the public, through performance monitoring and management.

Departments in the Finance and General Government Group include:

- Assessor/Recorder/County Clerk
- Treasurer/Tax Collector
- Chief Financial Officer/Auditor and Controller
- County Technology Office

- Civil Service Commission
- Clerk of the Board of Supervisors
- County Counsel
- Human Resources
- Media & Public Relations
- Grand Jury
- CAC Major Maintenance

## 2005-06 Accomplishments

Under the leadership of the Chief Financial Officer/Auditor and Controller, we are committed to developing a structurally-balanced budget, limiting the use of one-time funding for one-time projects, maintaining prudent reserves, investing in preventative maintenance, and extinguishing long-term debt. These strong fiscal management practices have allowed the County to maintain one of the highest credit ratings in the State, and to receive several distinguished recognition awards for financial leadership, including the Government Finance Officers' Association Distinguished Budget Presentation Award and The Certificate of Achievement in Financial Reporting.

Contributing to the County and other local public entities' ability to provide vital services to the citizens of San Diego County is the Assessor/Recorder/County Clerk's assessment and recording of property records and the Treasurer/Tax Collectors' collection of property taxes based on these records. An average of 99% of secured and unsecured property taxes was collected in Fiscal Year 2005-06. In addition, we out performed our rate of return target of 3% on the Treasurers' Investment Pool to the benefit of not only the County, but also other local public entities that participate in the pool.

We continue to be committed to conducting business as openly as possible. Examples of our adherence to this discipline are demonstrated in our commitment to continuous improvement in how we served the public in Fiscal Year 2005-06:



- Consistency in legal compliance with County Counsel prevailing in 90% of their cases;
- Complete transparency in auditing and disclosure and implementation of 90% of audit recommendations;
- Training in ethics, legal standards, and conduct in the workplace; and,
- Provided County Television Network, programs and segments on pertinent information and services available to the public.

The real strength of the County is embodied in our 17,000 employees and their commitment to continuous improvement and efficiency and expanding our use of information technology. We received the Crystal Award for Workplace Excellence recognizing the County as an “employer of choice” by the local chapter of the Society of Human Resource Management. We continued to focus on employee development and retention of our most vital resource through the offering of training academies for Administrative Staff, Supervisors and Leadership. We worked with our representatives from labor to deal with issues that arose. Through this partnership, we achieved an approximately 5.4% reduction in worker’s compensation cost through our Work Safe/Stay Healthy Program.

Management excellence continues in the County Technology Office as we were recognized as a national leader in technology by the Center for Digital Government in Fiscal Year 2005-06. We advanced the use of the internet to make services more accessible to the public and provided wireless access at public libraries. We also successfully negotiated and contracted for information technology services for the next seven to 12 years.

**2006-08 Objectives**

We will continue to provide superior financial, human resources, legislative and audit services for the County of San Diego that ensures financial integrity, promotes accountability in government, and maintains the public

trust. We will be ever vigilant in our planning and analysis of emergent issues and maintaining the appropriate level of reserves to effectively manage these issues.

- We will safeguard public resources by continuing to ensure that our employees adhere to laws regulations and policies through ongoing training and employee development programs.
- We will continue to deliver the highest quality legal services as efficiently and economically as possible to facilitate the achievement of County government’s goal to better serve the residents of San Diego County.
- We will 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 these services.
- We will also effectively manage the Treasurers’ Investment Pool for the County and other local public entities.
- We will continue to provide Information Technology support to County departments so that they may continue to enhance services available to the citizens of San Diego County, including implementation of the new Information Technology contract and replacement of obsolete legacy property tax systems with a state-of-the-art Integrated Property Tax System and reengineering of related business processes to achieve dramatic improvement in our performance.

**Executive Office Changes from 2005-06 Adopted**

**Staffing**

With the completion of the Enterprise Resource Planning Systems, a transfer of 10.00 staff years to the Auditor and Controller Office to manage sustaining efforts is proposed.

**Expenditures**

Proposes a net decrease of \$2.9 million.



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- Net decrease of \$1.4 million in Salaries and Benefits due to a decrease related to staff years transferred to the Auditor and Controller Department, offset by an increase due to an allowance for negotiated or anticipated cost of living adjustments.
  - Decrease of \$2.5 million in Services and Supplies due to the transfer of funding to the County Technology Office for the maintenance and support of enterprise server hardware.
  - Increase of \$1.0 million in Management Reserves for unanticipated expenditures.
  - Reserve/Designation decrease of \$1.0 million due to the depletion of reserves established for the payment of enterprise server hardware.
  - Fund Balance increase of \$1.8 million to fund one-time information technology projects and unanticipated expenditures.
  - General Revenue Allocation decrease of \$3.7 million due to a decrease in expenditures noted above.

**Significant Changes in Fiscal Year 2007-08**

No significant changes are anticipated.

**Revenues**

Proposes a net decrease of \$2.9 million.



## Finance and General Government Group & Executive Office

### Staffing by Department

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Finance & Genl Govt Exec Offices	21.00	11.00	11.00
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	16.00	16.00
Auditor and Controller	252.00	264.00	264.00
County Technology Office	15.00	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	138.00	139.00	139.00
Grand Jury	1.00	1.00	1.00
Human Resources	118.00	118.00	118.00
Media and Public Relations	22.00	22.00	22.00
<b>Total</b>	<b>1,267.50</b>	<b>1,271.00</b>	<b>1,271.00</b>

### Expenditures by Department

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Finance & Genl Govt Exec Offices	\$ 16,185,688	\$ 16,389,307	\$ 20,381,156	\$ 13,445,483	\$ 14,140,207
Board of Supervisors	5,935,225	6,072,107	6,081,974	6,802,626	6,802,626
Assessor / Recorder / County Clerk	45,972,411	46,214,380	48,165,342	48,529,001	48,834,593
Treasurer - Tax Collector	13,927,841	15,307,637	14,491,408	16,489,196	16,590,763
Chief Administrative Office	3,864,225	4,311,912	3,689,440	4,464,678	4,535,298



Expenditures by Department

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Auditor and Controller	25,377,959	28,015,277	27,571,138	29,955,318	29,927,361
County Technology Office	110,340,002	122,593,014	114,570,377	128,684,088	113,951,535
Civil Service Commission	468,749	563,318	540,147	619,976	592,548
Clerk of the Board of Supervisors	4,878,249	6,446,254	5,024,908	6,549,254	6,414,189
County Counsel	18,626,189	19,691,493	19,935,941	21,247,231	21,286,515
Grand Jury	470,683	570,283	488,364	583,462	568,195
Human Resources	16,769,287	19,527,623	18,575,857	21,859,300	20,813,819
Media and Public Relations	2,531,868	2,602,205	2,599,122	2,776,594	2,634,639
CAC Major Maintenance	903,525	834,949	540,949	1,595,000	1,643,000
Total	\$ 266,251,909	\$ 289,139,759	\$ 282,656,129	\$ 303,601,207	\$ 288,735,288



## Finance and General Government Group & Executive Office

### Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Executive Offices	21.00	11.00	11.00
Total	21.00	11.00	11.00

### Budget by Program

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Executive Offices	\$ 16,185,688	\$ 16,389,307	\$ 20,381,156	\$ 13,445,483	\$ 14,140,207
Total	\$ 16,185,688	\$ 16,389,307	\$ 20,381,156	\$ 13,445,483	\$ 14,140,207

### Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Salaries & Benefits	\$ 2,223,660	\$ 3,670,971	\$ 2,427,066	\$ 2,276,655	\$ 2,323,884
Services & Supplies	11,398,598	10,918,336	17,954,090	8,368,828	11,816,323
Other Charges	2,563,430	—	—	—	—
Management Reserves	—	1,800,000	—	2,800,000	—
Total	\$ 16,185,688	\$ 16,389,307	\$ 20,381,156	\$ 13,445,483	\$ 14,140,207

### Budget by Categories of Revenue

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Reserve/Designation Decreases	\$ —	\$ 3,238,200	\$ —	\$ 2,201,400	\$ —
Fund Balance	—	2,000,000	—	3,836,800	—
Intergovernmental Revenues	34,634,455	—	—	—	—
Charges For Current Services	322	—	1,377,977	—	—
Miscellaneous Revenues	171,580	—	(2,173)	—	—
General Revenue Allocation	(18,620,669)	11,151,107	19,005,352	7,407,283	14,140,207
Total	\$ 16,185,688	\$ 16,389,307	\$ 20,381,156	\$ 13,445,483	\$ 14,140,207



# 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 the 642,685 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 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 and the Bonita-Sunnyside Library; ensuring the long-term environmental health of the region's beaches and bays through Project Clean Water; 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. Supervisor Cox currently serves as the President of the U.S./Mexico Border Counties Coalition and the Immediate Past President of the California State Association of Counties.

### 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 the 622,921 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. Currently, 606,895 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. Currently, 627,458 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



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and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the Borrego desert.

Tourism and light 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 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 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
<b>Total</b>	<b>59.00</b>	<b>59.00</b>	<b>59.00</b>

Budget by Program

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Board of Supervisors District 1	\$ 1,012,312	\$ 1,027,346	\$ 1,150,757	\$ 1,149,611	\$ 1,149,611
Board of Supervisors District 2	1,004,694	1,054,121	1,098,657	1,159,533	1,159,533
Board of Supervisors District 3	1,068,091	1,015,560	1,122,168	1,117,116	1,117,116
Board of Supervisors District 4	963,441	1,027,346	911,789	1,078,713	1,078,713
Board of Supervisors District 5	1,075,080	1,114,642	1,049,155	1,226,106	1,226,106
Board of Supervisors General Offices	811,603	833,092	749,446	1,071,547	1,071,547
<b>Total</b>	<b>\$ 5,935,225</b>	<b>\$ 6,072,107</b>	<b>\$ 6,081,974</b>	<b>\$ 6,802,626</b>	<b>\$ 6,802,626</b>

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Salaries & Benefits	\$ 5,138,373	\$ 5,281,455	\$ 5,238,978	\$ 5,779,711	\$ 5,783,149
Services & Supplies	796,851	790,652	842,996	1,022,915	1,019,477
<b>Total</b>	<b>\$ 5,935,225</b>	<b>\$ 6,072,107</b>	<b>\$ 6,081,974</b>	<b>\$ 6,802,626</b>	<b>\$ 6,802,626</b>



Budget by Categories of Revenues

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Charges For Current Services	\$ 2,562	\$ —	\$ 1,041	\$ —	\$ —
Miscellaneous Revenues	12	—	1,512	—	—
General Revenue Allocation	5,932,651	6,072,107	6,079,421	6,802,626	6,802,626
Total	\$ 5,935,225	\$ 6,072,107	\$ 6,081,974	\$ 6,802,626	\$ 6,802,626



# 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.

## 2005-06 Accomplishments

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

- Provided the Grantor/Grantee index of all recorded documents regarding property ownership within two business days so public ownership information is available in a timely manner to facilitate the buying, selling, and financing of real property.
- Located, identified, and appraised all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules, and regulations.
- Vital Records, certificates, and licenses indexed within 48 hours of receipt of all documents enabling the public and businesses to establish identity in order to conduct their affairs.

## Required Discipline – Fiscal Stability

- Collected, accounted for, and distributed all mandated fees and transfer taxes so County departments, federal and State agencies, cities, and special districts could fulfill their legally mandated responsibilities.

## 2006-08 Objectives

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

- Record property ownership that enables access to 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 enables the public and businesses to establish identity in order to conduct their affairs in a timely manner.



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**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 legal mandated responsibilities.

**Required Discipline – Customer Satisfaction**

- Provide the public with the services that are of value to them in a competent and professional manner.

**Changes from 2005-06 Adopted**

**Staffing**

- No staffing changes.

**Expenditures**

- Net increase in expenditures of \$2.3 million.
- The increase in Salaries and Benefits expenditures of \$1.1 million is due to an increase in negotiated salary and benefits costs.
- Increase in Services and Supplies expenditures of \$1.4 million is due to an increase in IT costs, plus one-time expenditures for IT upgrades to enhance public access to information and facility reconfiguration to alleviate public and employee health and safety issues.

- Decrease in Management Reserve expenditures of \$0.2 million is due to revenue offsets for one-time expenditures.

**Revenues**

- Net increase in revenues of \$2.3 million.
- Decrease in Charges for Current Services of \$6.2 million due to the suspension of Property Tax Administration Grant funding from the State and a reduction in revenue due to a decline in real estate sales.
- Decrease of \$0.2 million in use of Fund Balance is due to use of trust fund revenue to offset one-time expenditures. Budgeted Fund Balance will be used for unanticipated one-time operational needs.
- Increase of \$8.7 million in General Revenue Allocation to offset the revenue loss from the Property Tax Administration Grant and the increase in expenditures noted above.

**Significant Changes in Fiscal Year 2007-08**

Property Tax Administration Grant (AB 589) funding of \$4.1 million is projected to be restored in Fiscal Year 2007-08.





Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Actual	2006-07 Adopted	2007-08 Approved
% of ownership records indexed within two business days <sup>1</sup>	N/A	95%	100%	96%	97%
% rating achieved on the State Board of Equalization Valuation Survey samples <sup>2</sup>	N/A	95%	99.95%	N/A	N/A
% of mandated assessments completed by close of annual tax roll <sup>3</sup>	N/A	100%	100%	100%	100%
% Vital Records certificates and licenses indexed within 48 hours of receipt of all files <sup>4</sup>	N/A	95%	100%	96%	97%
Satisfactory customer service rating <sup>5</sup>	N/A	N/A	N/A	94%	94%

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

<sup>2</sup> Measure discontinued after Fiscal Year 2005-06 since the audit survey only occurs every five years.

<sup>3</sup> Measures the performance in locating, identifying, and fairly and uniformly appraising all property.

<sup>4</sup> Measures the timely manner in which the public can access vital records and certificates.

<sup>5</sup> Customer satisfaction indicates how individuals perceive ARCCs ability to provide services of value to them. New measure beginning in Fiscal Year 2006-07.



Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 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
<b>Total</b>	<b>462.00</b>	<b>462.00</b>	<b>462.00</b>

Budget by Program

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Property Valuation ID	\$ 27,276,477	\$ 28,716,095	\$ 28,632,962	\$ 29,117,454	\$ 29,953,022
Recorder/County Clerk	14,609,743	12,295,561	15,294,350	15,462,156	14,856,212
Public Information Services	1,769,450	1,559,655	1,754,800	1,226,272	1,265,869
Management Support	2,316,740	3,643,069	2,483,228	2,723,119	2,759,490
<b>Total</b>	<b>\$ 45,972,411</b>	<b>\$ 46,214,380</b>	<b>\$ 48,165,342</b>	<b>\$ 48,529,001</b>	<b>\$ 48,834,593</b>

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Salaries & Benefits	\$ 33,739,561	\$ 35,147,596	\$ 35,451,057	\$ 36,222,828	\$ 37,481,075
Services & Supplies	12,051,472	10,866,784	12,602,500	12,306,173	11,353,518
Capital Assets/Equipment	181,376	—	111,783	—	—
Management Reserves	—	200,000	—	—	—
<b>Total</b>	<b>\$ 45,972,411</b>	<b>\$ 46,214,380</b>	<b>\$ 48,165,342</b>	<b>\$ 48,529,001</b>	<b>\$ 48,834,593</b>



Budget by Categories of Revenues

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Fund Balance	\$ —	\$ 200,000	\$ —	\$ —	\$ —
Licenses Permits & Franchises	467,096	440,000	464,022	440,000	440,000
Revenue From Use of Money & Property	193,454	140,000	192,926	140,000	140,000
Charges For Current Services	39,381,766	40,707,137	38,805,384	34,489,392	38,572,392
Miscellaneous Revenues	25,758	30,000	27,027	30,000	30,000
Other Financing Sources	(17)	—	—	—	—
General Revenue Allocation	5,904,354	4,697,243	8,675,983	13,429,609	9,652,201
Total	\$ 45,972,411	\$ 46,214,380	\$ 48,165,342	\$ 48,529,001	\$ 48,834,593



# 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 \$3.5 billion in property taxes annually, establishes and maintains all banking relationships for the County, administers the County's Deferred Compensation Plans, and serves as paying agent and fiscal agent for various local agency bond issues. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the 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.

## 2005-06 Accomplishments

### Required Discipline – Fiscal Stability

- Managed 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.
- Invested 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. By prudently managing the funds, the County was able to maintain its AAA rating for the Pooled Money Fund.
- Successfully implemented the new Governmental Accounting Standards Board (GASB) Statement No. 40 addressing the common deposit and investment risk related to credit risk, concentration of credit risk, interest rate risk, and foreign currency risk.
- Developed a Cash Handling Manual and conducted Cash Handling Workshops for Government entities and County departments. In addition, initiated a review and update of policies and procedures.
- Provided 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.
- Issued bills and notices to San Diego County taxpayers in order to collect the resources necessary to pay for publicly funded services.
- Refunded 1996-2002 prior year property tax over-payments.
- Received and processed payments in order to deposit funds in a timely manner in order to optimize investment opportunities on behalf of San Diego taxpayers.



- Conducted a review and consolidation of Deferred Compensation Funds. Value of assets in the plan increased by 15.2%.
- Conducted three Deferred Compensation Retirement Symposiums and 64 worksite educational seminar series meetings. Average deferral amount has increased by 3.2% (average deferral amount is \$195 per pay period).
- Received a distinguished recognition award for financial reporting from Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting. The Treasurer-Tax Collector also received national recognition from the National Association of Counties (NACo). The Treasurer-Tax Collector received the "Achievement Award" for Outstanding Treasurer's Month-end Reporting Packet on the web.

**Required Discipline – Information Technology**

- Coordinated 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.
- Completed development of a commercial website for escrow companies and other financial institutions in order to provide property tax information, while reducing the impact on the department's customer service unit.
- Collaborated with the Enterprise Resource Planning team in the automation of the Treasurer's Accountability Ledger in Oracle Financials decreasing the staff hours that were needed for the manual input and reconciliation process used previously.
- Continued to implement the Countywide Integrated Electronic Payment system to streamline payment processing and conserve natural resources.

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

**2006-08 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.
- Require taxpaying agencies to submit payments electronically to allow for prompt collection of large volume high dollar payers in order to maximize dollars for investments.
- Implement the new Governmental Accounting Standards Board (GASB) Statement No. 44, "Economic Condition Reporting: The Statistical Section",



providing guidance on the schedules in the statistical section of the San Diego County Investment Pool Comprehensive Annual Financial Report.

- Continue to provide two value-added Financial and Investment Symposiums per fiscal year to expand and improve education, information, and services for County investment pool participants.
- Schedule six Cash Handling Workshops for Government entities and County departments. In addition, include a manual on the Treasury Services website.
- Continue Deferred Compensation Fund Review and conduct two value-added educational symposiums and 64 educational seminar series meetings per fiscal year to continue plan asset growth, deferral rate increases, and participation rate increases.

**Required Discipline – Information Technology**

- 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.
- Automate the reconciliation between the Portfolio Order Management System (in which investment transactions are recorded) and the custodial bank to reduce the staff hours by 5 hours per month as required of a manual reconciliation.
- Continue to participate in the Oracle Financials process improvement for Accounts Payable, Accounts Receivable, and General Ledger under the leadership of the Business Process Improvement Team.
- Continue the successful automation of the Treasurer's Accountability Ledger in Oracle Financials in a collaborative effort with the Enterprise Resource Planning and Business Process Improvement teams.

**Changes from 2005-06 Adopted**

**Staffing**

No changes in total staffing. Includes transfer of positions between divisions based on operational needs.

**Expenditures**

Increase of \$1.2 million.

- Salaries and Benefits increase of \$0.6 reflects an allowance for negotiated cost of living adjustments.
- Services and Supplies increase of \$0.6 primarily due to professional services related to financial advisory services for Treasury Investments; increased professional development activities for accountants and investment officers, and anticipated increases in information technology costs due to planned projects.

**Revenues**

Increase of \$1.2 million.

- Fines, Forfeitures and Penalties revenue increase of \$0.1 million due to anticipated increase in penalty and delinquency taxes based on trends over the last three years.
- Charges for Current Services increase of \$0.7 million due to an anticipated increase in Assembly Bill (AB) 2890, *Supplemental Tax Administrative Reimbursement and Recorded Document Fees*, recovered cost revenue and banking services pooled money revenue, as a result of sustained economic growth impacting property tax services.
- No change in Fund Balance. The budgeted \$0.2 million will be used for unanticipated one-time operational needs.
- General Revenue Allocation increase of \$0.4 million to fund increased expenditures noted above.

**Significant Changes in Fiscal Year 2007-08**

No significant changes.



<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Actual	2006-07 Adopted	2007-08 Approved
Secured Taxes Collected (% of total)	99%	98%	98%	98%	98%
Unsecured Taxes Collected (% of total)	99%	97%	99%	99%	99%
Rate of Return on Investment Pool (%)	2.25%	3.00%	3.47%	3.75%	4.00
On-time and accurate payments to bond holders <sup>1</sup>	N/A	100%	100%	100%	100%
Customer Satisfaction Ratings (1-5, 5 being highest)	4.73	4.8	4.64	4.8	4.8
Deferred Compensation Plan Asset Growth <sup>1</sup>	N/A	N/A	15.2%	15%	15%
Deferred Compensation average deferral rate per pay period <sup>1</sup>	N/A	N/A	\$195	\$205	\$214

<sup>1</sup> These measures are new as of Fiscal Year 2005-06 to better reflect outcome-based performance.





Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Treasury	30.00	29.00	29.00
Tax Collection	82.00	83.00	83.00
Administration - Treasurer / Tax Collector	11.00	11.00	11.00
Total	123.00	123.00	123.00

Budget by Program

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Treasury	\$ 4,807,259	\$ 5,506,160	\$ 4,819,232	\$ 5,576,169	\$ 5,667,274
Tax Collection	7,804,456	8,247,275	7,802,453	9,186,182	9,166,802
Administration - Treasurer / Tax Collector	1,316,126	1,554,202	1,869,722	1,726,845	1,756,687
Total	\$ 13,927,841	\$ 15,307,637	\$ 14,491,408	\$ 16,489,196	\$ 16,590,763

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Salaries & Benefits	\$ 8,075,674	\$ 9,328,326	\$ 9,052,417	\$ 9,907,955	\$ 10,209,522
Services & Supplies	5,852,166	5,779,311	5,440,258	6,381,241	6,381,241
Other Charges	—	—	(1,267)	—	—
Management Reserves	—	200,000	—	200,000	—
Total	\$ 13,927,841	\$ 15,307,637	\$ 14,491,408	\$ 16,489,196	\$ 16,590,763



Budget by Categories of Revenues

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Fund Balance	\$ —	\$ 200,000	\$ —	\$ 200,000	\$ —
Fines, Forfeitures & Penalties	864,732	799,000	997,706	915,000	915,000
Intergovernmental Revenues	—	—	33,748	—	—
Charges For Current Services	9,618,462	8,707,620	10,414,765	9,363,221	9,462,231
Miscellaneous Revenues	136,507	100,700	299,341	100,700	100,700
General Revenue Allocation	3,308,140	5,500,317	2,745,848	5,910,275	6,112,832
Total	\$ 13,927,841	\$ 15,307,637	\$ 14,491,408	\$ 16,489,196	\$ 16,590,763

# Chief Administrative Office



## Department Description

The Chief Administrative Office (CAO) is responsible for implementing the policy directives of the Board of Supervisors as well as achieving the County's overall mission, goals and objectives through the County's five business groups - which include Community Services, Finance and General Government, Land Use and Environment, Public Safety, and the Health and Human Services Agency.

## Mission Statement

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

## 2005-06 Accomplishments

### Strategic Initiatives & Required Disciplines:

Throughout Fiscal Year 2005-06, the Chief Administrative Officer used the principles and disciplines of the County's General Management System (GMS) to achieve and maintain operational excellence. Implementing the policy directives of the Board of Supervisors, 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, maintaining a structurally-balanced budget and prudent reserves; limiting use of one-time funding to one-time projects; regularly reviewing and managing debt; and investing in preventive maintenance – earning the County of San Diego one of the highest credit ratings in the State.
- Managed organizational resources to maintain service levels and respond to changing needs without increasing staff years.
- Reduced the number of workplace injuries by 5.4%, avoiding costs of approximately \$1.2 million in Fiscal Year 2005-06, for a total cost avoidance savings of \$5.7 million since initiation of the Work Safe/Stay Healthy program.
- Successfully re-competed the County's contract for Information Technology (IT) services, obtaining Board approval to enter into a seven-year contract with Northrop Grumman for IT services and business process improvement support. Also, awarded a contract for, and began design of, an innovative Integrated Property Tax System that will significantly streamline the County's property appraisal and tax collection systems, and serve as a model for other counties.
- Continued the County's commitment to continuous improvement by re-engineering key customer-facing processes in Public Health Services and Land Use permitting to cut red tape and provide faster service to customers. Also, outsourced the organization's Print & Records functions to improve efficiency for customers and taxpayers and established outcome-based performance measures in all departments.
- Established a new process to plan for and fund the facilities needed now and in the future by County residents. Also, to ensure that local residents have



adequate public facilities to meet their needs, built and opened two new libraries and a new North County animal shelter, acquired 344 additional acres of open space, and continued construction of a new Skilled Nursing Facility to serve our region's most vulnerable residents.

- Completed seven managed competition procurements to identify the most cost-effective way to provide quality mental health services to 5,000 clients and successfully managed the transition of all seven programs to either a new vendor or re-engineered County program, achieving more than \$7.6 million in cost avoidance savings with no interruption in service.
- Conducted five elections during Fiscal Year 2005-06, with each election conducted in four languages, in compliance with all State and federal laws, and with 70% of precinct results reported by 11:30 p.m. election night.
- Took numerous steps to better prepare the region for emergencies: conducted the County's largest-ever, full-scale, multi-jurisdictional emergency drill; worked with unincorporated communities to prepare 10 community evacuation plans (in addition to the 12 prepared the previous year); placed two new fire-fighting helicopters into service; implemented the Fire Services Program providing additional funds to 16 fire agencies covering 39 fire stations; and worked aggressively with other agencies in the region to prepare comprehensive response plans for an influenza pandemic or other possible disease outbreaks.
- 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, public safety, reimbursement for winter storm costs, and programs for seniors and youth. Also, successfully secured grants for habitat conservation

planning, violence prevention program activities, infrastructure development planning, and public safety communications infrastructure.

- Received recognition for government excellence at the local, State and national level. In Fiscal Year 2005-06, San Diego County:
  - Won 41 Achievement Awards from the National Association of Counties – the highest number of awards given to any county in the nation.
  - Received a California State Association of Counties Challenge Award for innovative Library management (one of only 10 awards given statewide for excellence in county administration).
  - Was ranked #2 on a list of the nation's most digital-savvy counties, according to the Center for Digital Government, the National Association of Counties (NACo), and Government Technology magazine. Also, saw key County executives recognized for technology achievements by the Center for Digital Government and Government Technology magazine.
  - Won the Crystal Award for Workplace Excellence from the San Diego Society for Human Resources and the San Diego Union-Tribune, and was nominated by County employees.
  - Received a 5<sup>th</sup> consecutive Excellence in Procurement Award from the National Purchasing Institute and National Institute of Government Purchasing, scoring in the top five counties nationwide for purchasing and contracting excellence.
  - Received recognition for Parks and Recreation excellence from the California Parks and Recreation Society and the National Association of County Parks and Recreation Officials.
  - Was selected to receive the 2005 Crumline Award, a prestigious national award given to one local environmental health agency each year for excellence and continual improvement in food safety.



Specific accomplishments relating to the County's three Strategic Initiatives and its Required Disciplines are listed in detail under individual County departments which report to the CAO through the County's five business groups.

### 2006-08 Objectives

#### Strategic Initiatives & Required Disciplines:

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, as well as to efficiently and effectively implement all policy decisions made by the Board of Supervisors.

During Fiscal Years 2006-08, the CAO will manage the successful transition of contracted IT services from the Pennant Alliance to Northrop Grumman, the completion and implementation of the County's new Integrated Property Tax System, and will complete labor negotiations with 24 bargaining units.

The Chief Administrative Office will also oversee the timely completion of public facilities throughout the region, including the commencement of design and construction for a new regional Medical Examiner facility and the completion of the County's new Skilled Nursing Facility, along with the continued restoration of fire-damaged County parks, acquisition of open space for the region's Multiple Species Conservation Program and various regional parks, construction of two new libraries, and upgrades to the County's Emergency Operations Center.

Additionally, the Chief Administrative Office will also continue to enhance the County's ability to respond to and recover from emergencies, to ensure that the region is as prepared as possible for natural disasters, terrorist attacks, or disease outbreaks.

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.

### Changes from 2005-06 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.

#### Staffing

Includes an increase of 0.50 staff years to fully fund a CAO Staff Officer position in the Office of Strategy and Intergovernmental Affairs.

#### Expenditures

Includes an increase of \$0.15 million.

- Increase of \$0.14 million in Salaries and Benefits due to an allowance for negotiated cost of living adjustments and full-funding of a CAO Staff Officer position.
- Increase of \$0.01 million in Services and Supplies associated with increased costs for the County's outside audit contract, memberships, and webpage development.

#### Revenues

Includes an increase of \$0.15 million.

- Increase in Charges of Current Services of \$0.01 million associated with increased reimbursement based on the cost allocation plan (as recommended in U.S. Office of Management and Budget Circular A-87: Cost Principles for State, Local, and Indian Tribal Governments).
- No Change in Fund Balance. The budgeted \$0.02 million will be used for unanticipated one-time operational needs.



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- Increase of \$0.14 million in General Revenue Allocation to fund increases noted above.

**Significant Changes in Fiscal Year 2007-08**  
No significant changes.



Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Executive Office	7.50	7.00	7.00
Office of Intergovernmental Affairs	4.00	5.00	5.00
Internal Affairs	4.00	4.00	4.00
Total	15.50	16.00	16.00

Budget by Program

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Executive Office	\$ 1,523,309	\$ 1,655,227	\$ 1,372,772	\$ 1,720,996	\$ 1,764,166
Office of Intergovernmental Affairs	1,242,795	1,433,240	1,310,871	1,533,456	1,549,560
County Memberships and Audit	602,076	661,201	478,915	653,201	653,201
Internal Affairs	496,044	562,244	526,881	557,025	568,371
Total	\$ 3,864,225	\$ 4,311,912	\$ 3,689,440	\$ 4,464,678	\$ 4,535,298

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Salaries & Benefits	\$ 2,079,264	\$ 2,377,284	\$ 2,289,278	\$ 2,520,560	\$ 2,576,962
Services & Supplies	1,784,960	1,914,628	1,400,161	1,924,118	1,958,336
Management Reserves	—	20,000	—	20,000	—
Total	\$ 3,864,225	\$ 4,311,912	\$ 3,689,440	\$ 4,464,678	\$ 4,535,298



Budget by Categories of Revenues

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Fund Balance	\$ —	\$ 20,000	\$ —	\$ 20,000	\$ —
Intergovernmental Revenues	247	—	272	—	—
Charges For Current Services	42,970	57,023	60,116	65,615	65,615
Miscellaneous Revenues	377	—	375	—	—
General Revenue Allocation	3,820,631	4,234,889	3,628,677	4,379,063	4,469,683
Total	\$ 3,864,225	\$ 4,311,912	\$ 3,689,440	\$ 4,464,678	\$ 4,535,298



# Auditor and Controller

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## 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. Also, the department performs independent operational, financial, and performance audits and oversees contracts for audit services. In addition, the department is responsible for the development, preparation, and monitoring of the County's Operational Plan and provides financial advisory support to the Board of Supervisors and the Chief Administrative Officer, advancing the goals and vision of the Board through use of the General Management System (GMS) and the County's Strategic Plan. Finally, the department provides cost effective and professional collection and accounts receivable management services to maximize recovery of funds due to the County.

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## 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.

## 2005-06 Accomplishments

### Required Discipline - Regional Leadership

- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, and the County Technology Office, the Auditor and Controller began the replacement of the existing Property Tax System. The new Integrated Property Tax System (IPTS) will significantly improve assessment, collection, and apportionment activities in the County.
- Received the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual

Financial Report (CAFR) and the State Controller's Award for Achieving Excellence in Financial Reporting for the Fiscal Year Ended June 30, 2005.

- The Auditor and Controller's Office of Financial Planning received the Distinguished Budget Presentation Award from the GFOA for the two-year 2005-07 Operational Plan.
- Identified 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 – Skilled, Competent and Diverse Workforce

- Developed and updated the annual employee development plan. These individual plans outline the core competency training and development objectives for the fiscal year. The department exceeded their Fiscal Year 2005-06 goal of completing 80% of identified curriculum.



**Required Discipline - Fiscal Stability**

- Completed the County's CAFR for the Fiscal Year ending June 30, 2005.
- Facilitated quarterly fund balance projections throughout the year, demonstrating one of the County's strong fiscal management practices. The County's Unreserved, Undesignated General Fund balance at June 30, 2005 was \$264 million, a 23% increase over prior year.
- Distributed over \$1.5 billion in property taxes to school districts and taxing agencies and over \$121 million of tax increment revenue to redevelopment agencies.
- Processed 90% of County payments within 5 business days after receipt of invoice.
- Provided 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 General Management System(GMS) principles, continued to maintain the County's strong credit ratings of AA- (Fitch and S&P) and A1 (Moody's).

**Required Discipline - Accountability /Transparency**

- Provided 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. Completed and submitted 99% of all financial reports/disclosures on time.
- Provided 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. Completed 100% of all mandatory audits, meeting objective.

- Facilitated the development of the two-year Operational Plan for Fiscal Years 2006-08.
- Acquired Continuous Auditing Software (CAS) to perform continuous monitoring and review of the County's financial systems.

**2006-08 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.
- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, and the County Technology Office continue the implementation of the new IPTS, which will significantly improve assessment, collection, and apportionment activities in the County.

**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 General Management System (GMS) principles, continue to maintain the County's strong credit 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 2005-06 Adopted

#### Staffing

Staffing increase of 12.00 staff years:

- Transfer of 7.00 staff years from the Finance and General Government Group to manage Oracle sustaining efforts.
- Transfer of 3.00 staff years from the Finance and General Government Group to manage the KRONOS time keeping system sustaining efforts in the Payroll Division.
- Increase of 2.00 staff years to implement and sustain the Continuous Audit Software (CAS) activities in the Audits and Advisory Services Division.

#### Expenditures

Increase in expenditures of \$1.9 million.

- Increase of \$2.3 million in Salaries and Benefits due to the additional staff years and to reflect an allowance for negotiated cost of living adjustments.
- Net decrease of \$0.4 million in Services and Supplies due to the discontinuance of a prior year contract for the Revenue Plus Collections System (RPCS).

#### Revenues

Revenues increase by a net of \$1.9 million.

- Decrease of \$0.3 million in Charges for Current Services due to a discontinuance of collections for damages for fraud revenue and a restructure of Revenue and Recovery's Internal Revenue Service (IRS) Intercept accounting activity.
- Net Increase in Miscellaneous Revenue of \$0.2 million in the Revenue and Recovery Division due to a restructure of Revenue and Recovery's Internal Revenue Service (IRS) Intercept accounting activity, and a reduction in miscellaneous revenue in the Central Projects and Accounting Services Division due to a decrease in anticipated revenues for Fiscal Year 2006-07.
- Decrease of \$0.4 million in Fund Balance is due to the completion of one-time projects in Fiscal Year 2005-06. Budgeted Fund Balance will be used for unanticipated one-time operational needs.
- Increase of \$2.4 million in General Revenue Allocation to fund expenditures noted above.

#### Significant Changes in Fiscal Year 2007-08

No significant changes.



Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Actual	2006-07 Adopted	2007-08 Approved
Planning – Percent difference between projected and actual General Purpose Revenues <sup>1</sup>	N/A	3%	13%	2.5%	2.5%
Planning – Project General Fund Cash Flows within 2% of Arbitrage limits Target: % within Arbitrage limits. <sup>2</sup>	N/A	2%	2%	1%	1%
Processing – Percent of County payments processed within 5 days of receipt of invoice in Accounts Payable	N/A	90%	90%	92%	92%
Reporting – Percent of financial reports/disclosures submitted on time	N/A	95%	99%	100%	100%
Auditing – Percent of audit recommendations implemented in current fiscal year	N/A	90%	90%	92%	92%

<sup>1</sup> Actual General Purpose Revenues exceeded budget by 13%. This is attributable to increased property tax revenues that have exceeded projections due to a continued strong real estate market. These factors have been included in the General Purpose Revenue projections for Fiscal Years 2006-07 and 2007-08.

<sup>2</sup> Project General Fund Cash Flows – This performance measure relates to the accuracy of cash flow projections used in determining cash borrowing needs each year as part of the Tax and Revenue Anticipation Notes (TRANS) borrowing program. General Fund Cash flow projections must be accurate to meet arbitrage limit or the County could incur penalties by paying back interest earned.



Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Audits	15.00	17.00	17.00
Office of Financial Planning	12.00	12.00	12.00
Controller Division	97.00	105.00	105.00
Revenue and Recovery	105.50	105.50	105.50
Administration	22.50	24.50	24.50
Total	252.00	264.00	264.00

Budget by Program

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Audits	\$ 1,606,220	\$ 2,079,815	\$ 1,784,359	\$ 2,529,040	\$ 2,599,915
Office of Financial Planning	1,867,970	1,982,158	1,886,156	2,330,624	2,199,461
Controller Division	9,382,234	9,155,670	9,201,679	11,486,255	11,642,457
Revenue and Recovery	8,958,699	10,369,703	10,658,153	9,746,791	9,727,547
Administration	3,562,834	4,427,931	4,040,791	3,862,608	3,757,981
Total	\$ 25,377,959	\$ 28,015,277	\$ 27,571,138	\$ 29,955,318	\$ 29,927,361

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Salaries & Benefits	\$ 18,526,804	\$ 19,774,873	\$ 19,075,895	\$ 22,085,054	\$ 22,623,303
Services & Supplies	6,851,155	8,020,404	8,488,724	7,660,264	7,304,058
Capital Assets/Equipment	—	20,000	6,518	10,000	—
Management Reserves	—	200,000	—	200,000	—
Total	\$ 25,377,959	\$ 28,015,277	\$ 27,571,138	\$ 29,955,318	\$ 29,927,361



Budget by Categories of Revenues

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Fund Balance	\$ —	\$ 900,000	\$ —	\$ 500,000	\$ —
Fines, Forfeitures & Penalties	(132)	—	—	—	—
Intergovernmental Revenues	45,548	—	68,787	—	—
Charges For Current Services	6,141,481	6,236,205	7,251,948	5,941,187	5,941,187
Miscellaneous Revenues	512,295	335,500	599,815	555,500	555,500
General Revenue Allocation	18,678,767	20,543,572	19,650,588	22,958,631	23,430,674
Total	\$ 25,377,959	\$ 28,015,277	\$ 27,571,138	\$ 29,955,318	\$ 29,927,361

# 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 Outsourcing 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.

## 2005-06 Accomplishments

### Required Discipline - Information Technology

- Successfully competed, negotiated, and awarded a new IT Outsourcing Agreement.
- Provided 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).
- Managed the final deployment for the remaining modules of the Enterprise Resource Planning (ERP) system and the development of the Integrated Property Tax System.

### Required Discipline - Essential Infrastructure

- Provided the IT infrastructure and applications service model to support departmental needs.
- Provided technology management services that enabled County departments to successfully implement planned projects 90% on time and 93% within budget.

### Required Discipline - Customer Satisfaction

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

### Required Discipline - Fiscal Stability

- Provided oversight to 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.

## 2006-08 Objectives

### Required Discipline - Information Technology

- Provide technology management services that will enable the County to transition all services to the new Outsourcing provider.
- Continue to manage the implementation 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.

### Required Discipline - Customer Satisfaction

- Provide information technology (IT) support that allows County departments to deliver uninterrupted services to their customers. Target: 95%.

### Required Discipline - Fiscal Stability

- Provide IT planning support for the IT information managers (ITIMs) to ensure application investments target higher business value and lower IT costs.





- Provide oversight to the County's IT Outsourcing Contract to ensure fair, responsible use of taxpayer resources and to attain the best value for the County's investment.

**Required Discipline – Continuous Improvement**

- Contribute in the planning and technical support of the departments Business Process Re-engineering initiatives.

**Required Discipline – Regional Leadership**

- Present outsourcing strategies and lessons learned with other agencies through State and local committees, conferences, and professional organizations.

**Changes from 2005-06 Adopted**

**Staffing**

No changes in staffing.

**Expenditures**

Net increase of \$6.1 million.

- Increase of \$0.08 million in Salaries & Benefits due to an allowance for negotiated cost of living adjustments and an increase in workers' compensation costs.
- Net increase of \$6.3 million in Services and Supplies primarily due to increases related to the maintenance and support cost of enterprise servers and higher than anticipated departmental budgets for IT costs. This increase is offset by a decrease in expenditures related to the Courts no longer participating in certain contract

services and a decrease in expenditures resulting from a fixed price payment for the Enterprise Resource Planning Systems.

- Decrease of \$0.3 million in Management Reserves as a result of completing a contract for new IT outsourcing services.

**Revenues**

Net increase of \$6.1 million.

- Decrease of \$7.9 million in Intergovernmental Revenues due to a decrease in revenues received from the Courts for IT contract services.
- Increase of \$22.6 million in Charges for Current Services due to an increase in anticipated departmental funding for IT costs.
- Decrease of \$9.8 million in Other Financing Sources related to the decrease in costs for the Enterprise Resource Planning Systems.
- Decrease of \$0.3 million in Fund Balance due to the completion of one-time projects in Fiscal Year 2005-06. Budgeted Fund Balance will be used for unanticipated one-time operational needs.
- Increase of \$1.4 in General Revenue Allocation to fund increased expenditures noted above.

**Significant Changes in Fiscal Year 2007-08**

Proposes a decrease of \$14.7 million primarily due to reduced departmental IT budgets in the second year.





Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Actual	2006-07 Adopted	2007-08 Approved
Number of County departments receiving IT Planning Support Services <sup>1</sup>	N/A	20	23	25	25
% Of projects implemented on time <sup>1/3</sup>	N/A	95%	90% <sup>2</sup>	N/A	N/A
% Of projects implemented within budget <sup>1/3</sup>	N/A	95%	93% <sup>2</sup>	N/A	N/A
% Of projects implemented on time and within budget <sup>4</sup>	N/A	N/A	N/A	95%	95%
% Of Customers who report satisfaction with Contactor Support Services <sup>1</sup>	N/A	90%	94.6%	95%	95%
% Of Contract Disputes resolved within Contract Specified Timeframes <sup>1</sup>	N/A	95%	96.4%	N/A	N/A
Ensure forecasted annual IT Outsourcing costs are not exceeded. Target: Meet forecast - 100% <sup>4</sup>	N/A	N/A	N/A	100%	100%
Number of presentations and communications regarding outsourcing strategies and lessons learned <sup>4</sup>	N/A	N/A	N/A	4	6

<sup>1</sup> These measures are new as of Fiscal Year 2005-06 to better reflect outcome-based performance.

<sup>2</sup> Goals were not met due to lack of experience with new technology and flaws in estimating process. Processes are changing with new Outsourcing provider in order to meet goals for next year.

<sup>3</sup>These measures will be discontinued and combined into one measure.

<sup>4</sup> These measures are new as of Fiscal Year 2006-07 to better reflect outcome-based performance.



Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
CTO Office	15.00	15.00	15.00
Total	15.00	15.00	15.00

Budget by Program

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
CTO Office	\$ 6,204,468	\$ 8,645,060	\$ 4,453,998	\$ 9,870,949	\$ 6,739,275
Information Technology Internal Service Fund	104,135,534	113,947,954	110,116,379	118,813,139	107,212,260
Total	\$ 110,340,002	\$ 122,593,014	\$ 114,570,377	\$ 128,684,088	\$ 113,951,535

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Salaries & Benefits	\$ 2,165,242	\$ 2,522,866	\$ 2,269,967	\$ 2,600,956	\$ 2,676,417
Services & Supplies	108,174,760	119,570,148	112,300,409	125,883,132	111,275,118
Management Reserves	—	500,000	—	200,000	—
Total	\$ 110,340,002	\$ 122,593,014	\$ 114,570,377	\$ 128,684,088	\$ 113,951,535



Budget by Categories of Revenues

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Fund Balance	\$ —	\$ 3,900,000	\$ —	\$ 3,624,956	\$ 1,000,000
Fines, Forfeitures & Penalties	—	—	104	—	—
Intergovernmental Revenues	9,421,868	10,562,000	9,804,590	2,710,000	2,710,000
Charges For Current Services	93,204,379	93,296,848	94,660,191	115,915,039	105,159,160
Miscellaneous Revenues	396	4,000	181	500	500
Other Financing Sources	1,614,500	10,638,000	1,664,000	845,000	—
General Revenue Allocation	6,098,859	4,192,166	8,441,311	5,588,593	5,081,875
Total	\$ 110,340,002	\$ 122,593,014	\$ 114,570,377	\$ 128,684,088	\$ 113,951,535



# 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.

## 2005-06 Accomplishments

### Required Discipline – Customer Satisfaction

- Maintained a positive customer satisfaction rating of 100%, exceeding the goal of 95%.
- Provided our customers with prompt hearings that were fair, impartial, and efficient, resulting in legally sound decisions.
- Expanded the Commission's website and the use of technology to be more effective and efficient in providing consistently excellent services to our customers.
- Worked with the Department of Human Resources, Labor Relations, and County Counsel in the appropriate application of the Civil Service Rules.
- Completed the automation of current and past Commission meeting minutes and case findings into an easily searchable database.

### Required Discipline – Accountability/Transparency

- Reduced the number of Commission decisions overturned by the Court to 5% (1 total) of all decisions, exceeding the goal of 10%.

- Ensured all decisions made by the Commission took into consideration fairness, due process, and County liability. The decisions were thoroughly reviewed by Commissioners, staff, and County Counsel.

### Required Discipline – Skilled, Competent and Diverse Workforce

- Increased the number of personnel disputes resolved without the need for a full evidentiary hearing by 5% (34 total), meeting the goal of 5%.
- Commission staff successfully completed training relating to: Kronos timekeeping system, Oracle Financials system, Procurement Card use and administration, County Counsel legal workshops, Administrative Academy, Departmental Personnel Officer certification, performance measures workshop, various computer courses, and professional human resources seminars.

## 2006-08 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.



- Ensure proper referral of 100% of inquiries.
- Provide a neutral environment that facilitates open discussion of issues for departments, employees, and employee representatives.

**Required Discipline – Accountability/Transparency**

- 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.
- Work with other County departments to ensure mutual understanding of personnel record maintenance practices.
- Disseminate at least 85% of Commission decisions within 48 hours of Commission approval.

**Required Discipline – Skilled, Competent and Diverse Workforce**

- Increase the number of personnel disputes resolved without the need for a full evidentiary hearing by 5%.
- Continue staff training in human resources, computer technology, and pertinent legal updates.

**Changes from 2005-06 Adopted**

**Staffing**

No changes in staffing.

**Expenditures**

Net increase of \$0.06 million.

- Increase in Salaries and Benefits to reflect an allowance for negotiated cost of living adjustments and in Service and Supplies for minor office improvements.

**Revenues**

Net increase of \$0.06 million.

- Increase of \$0.02 million in Charges for Current Services and General Revenue Allocation to fund expenditures noted above.
- Increase of \$0.03 million in Fund Balance. Budgeted Fund Balance will be used for unanticipated one-time operational needs.

**Significant Changes in Fiscal Year 2007-08**

No significant changes.



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<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Actual	2006-07 Adopted	2007-08 Approved
Positive Customer Satisfaction Rating	98%	95%	100%	95%	95%
% Increase in Number of Personnel Disputes Resolved without Need of Evidentiary Hearing <sup>1</sup>	N/A	5%	5%	5%	5%
% Commission Decisions Disseminated within 48 Hours of Commission Approval <sup>2</sup>	N/A	N/A	N/A	85%	85%
% Commission Decisions Overturned by Court <sup>2</sup>	< 10%	< 10%	5%	N/A	N/A

<sup>1</sup> New Performance measure effective Fiscal Year 2005-06 to better reflect outcome-based performance.

<sup>2</sup> The “% Commission Decisions Overturned by Court” measure will be replaced by “% Commission Decisions Disseminated within 48 Hours of Commission Approval”, effective Fiscal Year 2006-07.



Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Civil Service Commission	4.00	4.00	4.00
Total	4.00	4.00	4.00

Budget by Program

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
CivilServiceCommission	\$ 468,749	\$ 563,318	\$ 540,147	\$ 619,976	\$ 592,548
Total	\$ 468,749	\$ 563,318	\$ 540,147	\$ 619,976	\$ 592,548

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Salaries & Benefits	\$ 394,240	\$ 439,898	\$ 456,399	\$ 462,081	\$ 473,266
Services & Supplies	74,509	113,420	83,747	113,895	119,282
Management Reserves	—	10,000	—	44,000	—
Total	\$ 468,749	\$ 563,318	\$ 540,147	\$ 619,976	\$ 592,548

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Fund Balance	\$ —	\$ 10,000	\$ —	\$ 44,000	\$ —
Intergovernmental Revenues	1,375	—	—	—	—
Charges For Current Services	27,684	38,929	38,929	50,165	50,165
Miscellaneous Revenues	394	—	—	—	—
General Revenue Allocation	439,296	514,389	501,218	525,811	542,383
Total	\$ 468,749	\$ 563,318	\$ 540,147	\$ 619,976	\$ 592,548



# 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.

## 2005-06 Accomplishments

### Required Discipline – Information Technology

- Assisted 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

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

### Required Discipline – Fiscal Stability

- Reduced long-term equipment replacement costs at the CAC through on-schedule completion of preventive maintenance work orders on major mechanical equipment.

### Required Discipline – Continuous Improvement

- Reviewed and monitored the request process for Board of Supervisor records to assure timely response.

## 2006-08 Objectives

### Required Discipline – Customer Satisfaction

- Develop and conduct at least four training sessions on elements of customer service, Frequently Asked Questions (FAQ), and mission critical tasks to improve knowledge and skills of the team.

### Required Discipline – Fiscal Stability

- Decrease water consumption in landscaping at the CAC by implementing recommendations from the San Diego Water Authority survey recently conducted.



**Required Discipline – Continuous Improvement**

- Revise the Boards, Committees & Commissions process through the analysis of business needs and identification of new technology that may improve these processes.
- Prepare for the replacement of the Document Management System in an effort to make documents readily accessible to departments and the public.

**Changes from 2005-06 Adopted**

**Staffing**

No changes in staffing.

**Expenditures**

Increase of \$0.1 million in Salaries and Benefits reflects an allowance for negotiated cost of living adjustments.

**Revenues**

Increase of \$0.1 million in General Revenue Allocation to fund expenditure increases noted above.

**Significant Changes in Fiscal Year 2007-08**

No significant changes.

<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Actual	2006-07 Adopted	2007-08 Approved
Average score on internal customer surveys <sup>1</sup>	4.9	4.7	4.8	4.9	4.9
Percent of draft Board of Supervisor Statement of Proceedings approved within 24 hours of each Board Meeting	100%	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%	92%	90%	90%
Percent of County Administration Center Facilities Services preventive maintenance work orders completed as scheduled	91%	90%	91%	92%	92%
Percent of record requests responded to within 10 days of receipt	100%	100%	100%	100%	100%

<sup>1</sup> Scale of 1-5, with 5 being "Excellent".



Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Legislative Services	11.00	11.00	11.00
CAC Facilities Services	10.00	10.00	10.00
Public Services	11.00	11.00	11.00
Executive Office	5.00	5.00	5.00
<b>Total</b>	<b>37.00</b>	<b>37.00</b>	<b>37.00</b>

Budget by Program

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Legislative Services	\$ 648,739	\$ 932,279	\$ 717,062	\$ 948,858	\$ 995,882
CAC Facilities Services	2,827,403	3,686,418	2,830,826	3,720,848	3,667,869
Assessment Appeals	2,131	—	160	—	—
Public Services	734,555	861,740	764,547	882,599	916,731
Executive Office	665,420	965,817	712,311	996,949	833,707
<b>Total</b>	<b>\$ 4,878,249</b>	<b>\$ 6,446,254</b>	<b>\$ 5,024,908</b>	<b>\$ 6,549,254</b>	<b>\$ 6,414,189</b>

Budget by Categories of Expenditures

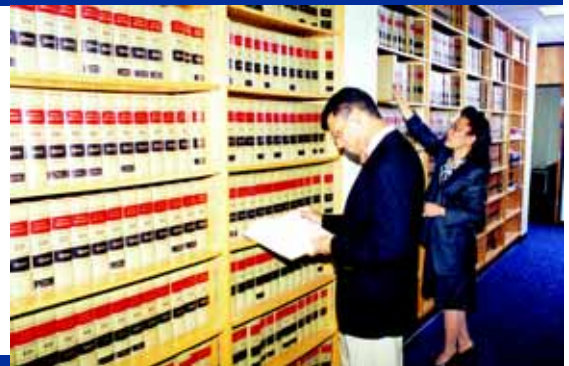
	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Salaries & Benefits	\$ 2,411,552	\$ 2,841,243	\$ 2,590,147	\$ 2,922,691	\$ 3,056,782
Services & Supplies	2,466,697	3,430,011	2,426,736	3,451,563	3,382,407
Capital Assets Equipment	—	—	8,024	—	—
Expenditure Transfer & Reimbursements	—	(25,000)	—	(25,000)	(25,000)
Management Reserves	—	200,000	—	200,000	—
<b>Total</b>	<b>\$ 4,878,249</b>	<b>\$ 6,446,254</b>	<b>\$ 5,024,908</b>	<b>\$ 6,549,254</b>	<b>\$ 6,414,189</b>



Budget by Categories of Revenues

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Fund Balance	\$ —	\$ 200,000	\$ —	\$ 200,000	\$ —
Revenue From Use of Money & Property	59,409	20,000	49,508	20,000	20,000
Charges For Current Services	391,855	345,750	373,177	345,750	345,750
Miscellaneous Revenues	44,267	40,170	44,913	40,170	40,170
General Revenue Allocation	4,382,718	5,840,334	4,557,310	5,943,334	6,008,269
Total	\$ 4,878,249	\$ 6,446,254	\$ 5,024,908	\$ 6,549,254	\$ 6,414,189

# 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.

## 2005-06 Accomplishments

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

County Counsel provided 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 met or exceeded the goals by accomplishing the following in furtherance of this objective:
  - Completed 100% of all advisory assignments for the Board of Supervisors and CAO.
  - Completed 97% of all advisory assignments for all County departments, exceeding the goal of 95%.
  - Completed 100% of all draft Environmental Impact Reviews within 30 days.
- Represented 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 met or exceeded the goals by accomplishing the following in furtherance of this objective:
  - Won over 70% of all cases filed against the County to fight these lawsuits, as opposed to making settlement payments to plaintiffs.
  - Prevailed in court in over 90% of all lawsuits filed against the County.
  - Obtained 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.
  - Handled 100% of the defense of all lawsuits filed against the County, unless a conflict of interest requires outside counsel to handle a case.



- 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.
- Represented HHSA Child Welfare Services in 100% of all Juvenile Dependency Court proceedings to support HHSA goal of protecting children and preserving families.
- Prevailed in court in 98% of all juvenile dependency petitions in contested jurisdictional trials, exceeding the goal of 95%.
- Represented HHSA Child Welfare Services in 100% of all appeals/writs filed in the Court of Appeal.
- Prevailed in over 90% of all appeals/writs filed in the Court of Appeal.

Provided 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 accomplishing the following in furtherance of this objective:
  - Provided over 150 education/training programs in Fiscal Year 2005-06 to the County on selected legal subjects.
  - Provided 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.
  - Issued 12 or more County Counsel Special Bulletins during Fiscal Year 2005-06 to inform County officials of new developments involving court rulings and new legislation.

**Required Discipline – Regional Leadership**

County Counsel accomplished the following objectives by taking a leadership role in the region:

- Served as an officer on the Board of Directors of the County Counsels’ Association of California through the end of September 2005.
- Served as the County Counsels’ Association representative to the CSAC Board of Directors and Executive Committee.
- 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.
- Participated as presenters in 12 Mandatory Continuing Legal Education training sessions provided to members of legal professional organizations, such as the County Counsels’ Association of California.
- 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.
- County Counsel attorneys were involved in activities of the San Diego County Bar Association.

**2006-08 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 Fiscal Year 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 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 Opinion Overview Committee.
- County Counsel attorneys will serve as members on the following committees of the County Counsels’ Association: Conflict of Interests Committee, Court Facilities Committee, Electronic Communications Committee, Native American Tribal Lands Committee, and Statewide Tax Liaison Committee.





- County Counsel attorneys will participate as presenters in 12 Mandatory Continuing Legal Education 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 2005-06 Adopted**

**Staffing**

Increase of 1.00 staff year to provide additional paralegal support to the Public Administrator/Public Guardian program to meet the increasing needs of the expanded legal staff.

**Expenditures**

Increase of \$1.6 million.

- Increase of \$0.6 million in Salaries and Benefits reflects an allowance for negotiated cost of living adjustments and the cost of the additional staff year.
- Increase of \$0.6 million in Management Reserves is to set aside funds for the implementation of a new document management system to improve and enhance current documentation processes.

**Revenues**

Increase of \$1.6 million.

- Increase of \$0.4 million in Charges for Current Services is primarily due to increases in departmental reimbursement for public liability and workers' compensation legal defense services.
- Increase of \$0.6 million in Fund Balance to fund the increase in Management Reserves. Remaining budgeted Fund Balance will be used for unanticipated one-time operational needs.
- Increase of \$0.6 million in General Revenue Allocation to fund increased expenditures noted above.

**Significant Changes in Fiscal Year 2007-08**

No significant changes.





<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Actual	2006-07 Adopted	2007-08 Approved
Percent of resolved court cases filed against the County in which County will prevail	98%	90%	90%	90%	90%
Percent of resolved cases that will be decided by court decision or dismissal without settlement	72%	70%	70%	70%	70%
Percent of advisory assignments for Board of Supervisors to be completed by the due date	100%	100%	100%	100%	100%
Percentage of advisory assignments for all departments to be completed by the due date	98%	95%	97%	95%	95%
Percentage of all draft Environmental Impact Reports (EIRs) to be reviewed within 30 days	100%	100%	100%	100%	100%
Percent of Juvenile Dependency petitions in which County Counsel will prevail	99%	95%	98%	95%	95%
Percent of Juvenile Dependency appeals and writs in which County Counsel will prevail	88%	90%	90%	90%	90%



Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
County Counsel	138.00	139.00	139.00
Total	138.00	139.00	139.00

Budget by Program

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
County Counsel	\$ 18,626,189	\$ 19,691,493	\$ 19,935,941	\$ 21,247,231	\$ 21,286,515
Total	\$ 18,626,189	\$ 19,691,493	\$ 19,935,941	\$ 21,247,231	\$ 21,286,515

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Salaries & Benefits	\$ 17,618,585	\$ 18,543,162	\$ 18,902,593	\$ 19,176,957	\$ 19,850,567
Services & Supplies	1,203,012	1,278,796	1,320,165	1,462,988	1,634,443
Capital Assets/Equipment	8,620	—	35,029	—	—
Expenditure Transfer & Reimbursements	(204,028)	(330,465)	(321,848)	(192,714)	(198,495)
Management Reserves	—	200,000	—	800,000	—
Total	\$ 18,626,189	\$ 19,691,493	\$ 19,935,941	\$ 21,247,231	\$ 21,286,515

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Fund Balance	\$ —	\$ 200,000	\$ —	\$ 800,000	\$ —
Charges For Current Services	8,520,918	7,982,286	8,569,707	8,386,658	8,550,642
Miscellaneous Revenues	744,847	339,796	811,890	276,664	273,464
General Revenue Allocation	9,360,424	11,169,411	10,554,344	11,783,909	12,462,409
Total	\$ 18,626,189	\$ 19,691,493	\$ 19,935,941	\$ 21,247,231	\$ 21,286,515

# 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.

## 2005-06 Accomplishments

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

- Reviewed, prioritized, and investigated all significant citizens' complaints, issues, and other County matters of civil concern brought before the Grand Jury. There were 158 Criminal Grand Jury indictments and 75 Civil Complaints brought before the Grand Jury.
- Supported the District Attorney with timely hearings on criminal matters.

## 2006-08 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 by assembling a well-qualified and widely representative civil panel.
- Support the District Attorney with timely hearings on criminal matters.

## Changes from 2005-06 Adopted

### Staffing

No changes in staffing.

### Expenditures

No significant changes in expenditures.

### Revenues

No significant changes in revenue.

## Significant Changes in Fiscal Year 2007-08

No significant changes.



Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Grand Jury	1.00	1.00	1.00
Total	1.00	1.00	1.00

Budget by Program

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Grand Jury	\$ 470,683	\$ 570,283	\$ 488,364	\$ 583,462	\$ 568,195
Total	\$ 470,683	\$ 570,283	\$ 488,364	\$ 583,462	\$ 568,195

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Salaries & Benefits	\$ 102,086	\$ 127,336	\$ 111,291	\$ 131,620	\$ 133,544
Services & Supplies	368,596	422,947	377,073	431,842	434,651
Management Reserves	—	20,000	—	20,000	—
Total	\$ 470,683	\$ 570,283	\$ 488,364	\$ 583,462	\$ 568,195

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Fund Balance	\$ —	\$ 20,000	\$ —	\$ 20,000	\$ —
Miscellaneous Revenues	122	—	73	—	—
General Revenue Allocation	470,561	550,283	488,291	563,462	568,195
Total	\$ 470,683	\$ 570,283	\$ 488,364	\$ 583,462	\$ 568,195

# 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; labor relations; 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.

## 2005-06 Accomplishments

### Required Discipline – Skilled, Competent and Diverse Workforce

- Received the Crystal Award for Workplace Excellence recognizing the County as an “employer of choice” by the local chapter of the Society of Human Resource Management for workplace safety efforts, technology, and human resources service delivery and for human resources professionals’ training.
- Provided 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 by processing approximately 40,000 applications. This is an increase of 10% (3,600) over the previous year. In addition, the number of qualified applicants increased by 21% (3,900) as compared to Fiscal Year 2004-05.
- Marketed 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 the residents of San Diego County.
- Delivered 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 by broadening the County’s ability to attract experienced candidates through enhanced compensation guidelines.
- Established a certification program in support of established competencies for all San Diego County human resources professionals.
- Provided effective communications, prompt conflict resolutions, and labor negotiations on behalf of the County in order to maintain a stable and competitive workforce, promote good employee relations, and maintain an environment that supports excellence.
- Delivered 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 through training and risk identification/mitigation services for



departments which resulted in approximately 144 fewer injuries and 22,410 fewer lost hours of productivity than the prior year.

- Provided professional development opportunities to 9,000 employees 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 through the delivery of an array of courses as part of the employee development program.
- Conducted individual meetings with employees impacted by the outsourcing of printing services, to deliver career planning that supported the County's workforce needs and maximized employee potential, and promoted continuity of knowledge, reduced turnover, and increased cross-organizational career opportunities that support the delivery of quality services to the community. Successfully placed all employees desiring to remain employed.
- Provided timely and innovative program guidance, direction, and tools to the leadership of San Diego departments so that they can foster employee commitment, loyalty, and motivation. Also, to promote performance, provided approximately 877 County managers with training on performance measurement enhancing the allocation of resources and enabling more effective decision making based on quantifiable service delivery outcomes.
- Provided 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. This was accomplished through attending 78 labor-management meetings, conducting trainings for 752 employees, and negotiating seven Letters of Understanding for County departments.

- Supported succession planning across the organization through the delivery of leadership, management, and supervisory academies attended by 266 employees.
- Ensured compliance with new State mandate by providing a two-hour sexual harassment prevention training program to 99% (2,504) of the organization's employees in supervisory positions.

**Required Discipline-Fiscal Stability**

- Negotiated fiscally prudent successor agreements with seventeen (17) bargaining units and six (6) employee organizations by July 1, 2006.

**Required Discipline – Information Technology**

- Increased departments' ability to manage employees training needs by initiating the implementation of a Learning Management System. The project technical requirements have been defined and a cost estimate generated by the vendor. Implementation timeline to be developed by June 30, 2006.
- Converted all employee paper records for personnel, benefit, and performance review matters to electronic files resulting in a more efficient and effective document management system.
- Supported the final deployment of Kronos timekeeping system.
- Provided 50 Countywide training sessions to 443 employees on PeopleSoft 8.8 use and functionality.

**Required Discipline – Continuous Improvement**

- Improved, at no additional cost, employee benefit program improvements in pharmacy benefits and flexible spending accounts program.
- Updated business rules to ensure compliance with the PeopleSoft 8.8 human resources application upgrade.



- Provided lunch-time wellness seminars for 204 participants in partnership with a non-profit organization to promote healthy eating habits and to reduce long-term adverse implications associated with chronic diseases.

**2006-08 Objectives**

**Required Discipline – Skilled, Competent and Diverse 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 by surveying departments for their overall satisfaction with the recruitment process.
- Provide executives, managers, and professional staff with the requisite knowledge for interpreting and implementing successor MOAs for twenty-four (24) different bargaining units through presentations, summaries, and handouts.
- Implement an online application review program with the capability to reduce departmental staff time and expense when reviewing applications for candidates on eligible lists which is expected to be developed by Summer 2006 contingent upon the vendor adhering to the agreed upon project timeline.
- Provide professional development opportunities by offering San Diego County employees 80 training classes and 9 academies during Fiscal Year 2006-07 to help them excel in their current jobs and continue to deliver quality services to 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.

**Required Discipline – Fiscal Stability**

- Implement fiscally prudent successor agreements with twenty-four (24) bargaining units.

**Required Discipline – Information Technology**

- Continue to develop County departments' electronic access to Human Resource data through enhancements to Documentum including departmental access to employee master files and various sort capabilities, and the DHR Internet Jobs website.
- Improve open enrollment process through the implementation of an automated open enrollment system.
- Ensure the appropriate tracking of Human Resources performance measures by using Performance Based (PB) Views software application, a performance measure tracking tool to measure actual progress in meeting established goals.

**Changes from 2005-06 Adopted**

**Staffing**

No changes in staffing.

**Expenditures**

Increase in expenditures of \$2.3 million.

- Increase of \$0.6 million in Salaries and Benefits reflects an allowance for negotiated cost of living adjustments.
- Increase of \$1.7 million in Services and Supplies due to an increase in insurance cost and increased costs due to the implementation of new employee development programs.





**Revenues**

Net increase in revenues of \$2.3 million.

- Decrease of \$0.1 million in Charges for Current Services associated with decreased reimbursement based on the cost allocation plan (as recommended in U.S. Office of Management and Budget Circular A-87: Cost Principles for State, Local, and Indian Tribal Governments).
- Increase of \$0.3 million in Miscellaneous Revenues reflects funding for the Salaries and Benefits increases for those staff administering Workers' Compensation and Unemployment.

- Increase of \$1.3 million in Fund Balance to fund one-time information technology projects as part of the employee development programs. Remaining Fund Balance will be used for unanticipated one-time operational needs.
- Increase of \$0.8 million in General Revenue Allocation to fund increased costs noted above.

**Significant Changes in Fiscal Year 2007-08**

No significant changes.

Performance Measures	2004-05 Actual	2005-06 Adopted	2005-06 Actual	2006-07 Adopted	2007-08 Approved
% of classification activity requests completed within prescribed timeframe	91%	85%	92%	85%	85%
Overall satisfaction rating with training programs offered by Employee Development Division (Scale of 1-5) <sup>2</sup>	5.0	4.5	4.57	4.5	4.5
% of grievances filed for arbitration that are resolved without going to hearing	90%	80%	80%	80%	80%
% of recruitment plan/service agreements/timelines are met <sup>1</sup>	N/A	89%	95%	89%	89%
Overall satisfaction rating with employment lists (Scale of 1-5) <sup>1</sup>	N/A	4	4	4	4
% of key users who have been trained on reports/queries <sup>1</sup>	N/A	100%	100%	100%	100%
% reduction on Countywide Workers' Compensation costs compared to prior year	6.2%	5%	12.06%	5%	5%

<sup>1</sup> These measures are new as of Fiscal Year 2005-06 to better reflect outcome-based performance.

<sup>2</sup> The methodology of the rating measure has changed to a scale of 1-5 versus a percentage.





Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Department of Human Resources	118.00	118.00	118.00
Total	118.00	118.00	118.00

Budget by Program

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Department of Human Resources	\$ 16,769,287	\$ 19,527,623	\$ 18,575,857	\$ 21,859,300	\$ 20,813,819
Total	\$ 16,769,287	\$ 19,527,623	\$ 18,575,857	\$ 21,859,300	\$ 20,813,819

Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Salaries & Benefits	\$ 10,130,933	\$ 11,034,208	\$ 10,878,606	\$ 11,650,666	\$ 11,998,980
Services & Supplies	6,632,497	8,293,415	7,691,492	10,008,634	8,814,839
Capital Assets/Equipment	5,855	—	5,758	—	—
Management Reserves	—	200,000	—	200,000	—
Total	\$ 16,769,287	\$ 19,527,623	\$ 18,575,857	\$ 21,859,300	\$ 20,813,819

Budget by Categories of Revenues

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Fund Balance	\$ —	\$ 200,000	\$ —	\$ 1,566,000	\$ 275,000
Intergovernmental Revenues	—	—	3,280	—	—
Charges For Current Services	838,708	1,063,460	1,060,251	930,642	930,642
Miscellaneous Revenues	5,854,891	5,885,476	5,589,213	6,180,254	6,265,531
General Revenue Allocation	10,075,688	12,378,687	11,923,113	13,182,404	13,342,646
Total	\$ 16,769,287	\$ 19,527,623	\$ 18,575,857	\$ 21,859,300	\$ 20,813,819



# 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 County communications, including media relations, news releases, newsletters, and publications, as well as operation and programming for the County Television Network (CTN), the County 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.

## 2005-06 Accomplishments

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

- Educated 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.
  - Produced and aired 99 programs, segments, or Public Service Announcements (PSA) highlighting County Strategic Initiative programs and services, meeting the goal.
- Provided 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.
  - Provided 13 media trainings to County departments, enabling departments to enhance the quality of their job performance and ensure that information provided to the public and media is accurate and appropriate, exceeding the goal of 9 trainings.
- Enabled taxpayers, the public, and County employees to understand, make use of, and trust County government by collecting and promoting County performance stories.
  - Placed more than 200 stories about the County's Strategic Initiatives or performance results through the media, exceeding the goal of 100 stories.
- Provided 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.
  - Met 85% of DMPR benchmarks for each emergency response drill in Fiscal Year 2005-06, meeting the goal of 85%.



### 2006-08 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 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 2006-07 and 2007-08.
- 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 the questions and concerns of the public are addressed.
  - Provide at least nine media trainings to County departments in each of the Fiscal Years 2006-07 and 2007-08, 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 200 stories about the County's Strategic Initiatives or performance stories through the media in each of the Fiscal Years 2006-07 and 2007-08.
- Provide multiple means of connecting experts to the media, to ensure that the public has the information 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 90% of DMPR benchmarks for each emergency response drill in Fiscal Years 2006-07 and 2007-08.

#### Changes from 2005-06 Adopted

##### Staffing

No changes in staffing.

##### Expenditures

Net increase of \$0.2 million.

- Increase of \$0.1 million in Salaries and Benefits due to an allowance for negotiated cost of living adjustments.
- Decrease of \$0.1 million in Services and Supplies and Capital Assets Equipment due to elimination of one-time cable television costs.
- Increase of \$0.2 million in Management Reserves to set aside funds for unexpected future costs.

##### Revenues

Net increase of \$0.2 million.

- Slight decrease in Licenses, Permits, and Franchises due to a reduction in cable television revenues.
- Increase of \$0.2 million in Fund Balance to provide funding for Management Reserve increase. Remaining Fund Balance will be used for unanticipated one-time operational needs.

#### Significant Changes in Fiscal Year 2007-08

There are no significant changes.



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<b>Performance Measures</b>	2004-05 Actual	2005-06 Adopted	2005-06 Actual	2006-07 Adopted	2007-08 Approved
Number of media trainings conducted by DMPR staff for other departments.	8	9	13	9	9
Number of new programs, segments, and PSAs produced by CTN highlighting one or more Strategic Plan Initiatives or performance stories.	140	90	99	90	90
Media placements coordinated by DMPR staff.	250	100	200	200	200
Benchmarks met for each emergency drill or training. <sup>1</sup>	N/A	85%	85%	90%	90%

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



## Media and Public Relations

### Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Media and Public Relations	22.00	22.00	22.00
Total	22.00	22.00	22.00

### Budget by Program

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Media and Public Relations	\$ 2,531,868	\$ 2,602,205	\$ 2,599,122	\$ 2,776,594	\$ 2,634,639
Total	\$ 2,531,868	\$ 2,602,205	\$ 2,599,122	\$ 2,776,594	\$ 2,634,639

### Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Salaries & Benefits	\$ 1,991,101	\$ 2,099,603	\$ 2,175,911	\$ 2,171,177	\$ 2,229,222
Services & Supplies	425,997	452,602	368,001	405,417	405,417
Other Charges	—	—	(2,840)	—	—
Capital Assets/Equipment	114,769	50,000	8,049	—	—
Operating Transfers Out	—	—	50,000	—	—
Management Reserves	—	—	—	200,000	—
Total	\$ 2,531,868	\$ 2,602,205	\$ 2,599,122	\$ 2,776,594	\$ 2,634,639



Budget by Categories of Revenues

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Fund Balance	\$ —	\$ 110,000	\$ —	\$ 326,594	\$ 184,639
Licenses Permits & Franchises	2,215,774	2,347,205	2,304,147	2,300,000	2,300,000
Revenue From Use of Money & Property	51,035	—	79,143	—	—
Charges For Current Services	222,596	145,000	262,975	150,000	150,000
Miscellaneous Revenues	3,479	—	42,477	—	—
Other Financing Sources	—	—	50,000	—	—
General Revenue Allocation	38,984	—	(139,620)	—	—
Total	\$ 2,531,868	\$ 2,602,205	\$ 2,599,122	\$ 2,776,594	\$ 2,634,639





# 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.

## 2005-06 Accomplishments

### Required Discipline – Essential Infrastructure

- Replaced carpet in public hallways.
- Resurfaced flat roof areas on west side.
- Resurfaced exterior balcony floors north and south.
- Replaced air conditioning unit for 9<sup>th</sup> floor telephone switch room.
- Completed a plan for American with Disabilities Act (ADA) upgrade in the South Board Chambers conference room.
- Cleaned and refinished metal door and window trim at south main entrance.
- Initiated an energy conservation project for Heating, Ventilation, and Air Conditioning (HVAC) central plant equipment and controls.
- Prepared a 10-year Major Maintenance Reserve study for the building.

## 2006-08 Objectives

### Required Discipline – Essential Infrastructure

- Replace roof on southeast wing of the building.
- Replace exterior metal railings around the building.
- Replace outdated air conditioning unit for computer room on the 2<sup>nd</sup> floor south side.
- Clean and refinish metal door and window trim at east, north, and west entrances.
- Begin projects as an outcome of the 10-year Major Maintenance Reserve study.

## Changes from 2005-06 Adopted

### Expenditures

Increase of \$0.8 million in Services and Supplies expenditures due to increased planned major maintenance projects.

### Revenues

Increase of \$0.8 million in the use of Fund Balance. Budgeted Fund Balance will be used for the major maintenance projects described above.

## Significant Changes in Fiscal Year 2007-08

No significant changes.



## County Administration Center Major Maintenance

### Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Total	0.00	0.00	0.00

### Budget by Program

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
CACMajorMaintenance	\$ 903,525	\$ 834,949	\$ 540,949	\$ 1,595,000	\$ 1,643,000
Total	\$ 903,525	\$ 834,949	\$ 540,949	\$ 1,595,000	\$ 1,643,000

### Budget by Categories of Expenditures

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Services & Supplies	903,525	834,949	540,949	1,595,000	1,643,000
Total	\$ 903,525	\$ 834,949	\$ 540,949	\$ 1,595,000	\$ 1,643,000

### Budget by Categories of Revenues

	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2005-06 Adjusted Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Approved Budget
Fund Balance	\$ —	\$ 820,000	\$ —	\$ 1,580,051	\$ 1,628,051
Revenue From Use of Money & Property	5,640	14,949	20,608	14,949	14,949
MiscellaneousRevenues	1,320	—	720	—	—
General Revenue Allocation	896,565	—	519,621	—	—
Total	\$ 903,525	\$ 834,949	\$ 540,949	\$ 1,595,000	\$ 1,643,000