

County of San Diego

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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- Grand Jury**
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- Human Resources**
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- Media and Public Relations**
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- CAC Major Maintenance**
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Finance and General Government Group & Executive Office



Group Description

The Finance and General Government Group provides a variety of services to employees and the public. A primary function of the Finance and General Government Group is to provide essential support services and infrastructure to the organization that enables the County to achieve the goals laid out in the Strategic Plan and to adhere to the General Management System. The Finance and General Government Group maintains and continually strengthens the financial backbone of County operations and bears responsibility for human resources, technology, communications, legal, legislative and other key government functions. Services are provided to internal and external customers based on the following principles that align with the Required Disciplines:

- Consistent and fair administration of laws, regulations and policies;
- Targeted and effective training to ensure that employees are informed of laws and regulations;
- Genuine respect for our fiduciary responsibilities as stewards of 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 provided 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
- County Administration Center Major Maintenance

Mission Statement

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

2006-07 Accomplishments

The Finance and General Government Group has continued to provide superior financial, human resources, legal, legislative, audit and other services for the County of San Diego that have ensured financial integrity, promoted accountability in government, and maintained the public trust.

Under the leadership of the Chief Financial Officer, the Finance and General Government Group remains committed to developing a structurally-balanced budget, limiting the use of one-time funding for one-time projects, maintaining prudent reserves, investing in preventive maintenance, and managing long-term debt. Strong fiscal and management practices enable the County to maintain one of the highest underlying credit ratings AA+ (Standard & Poor's), Aa2 (Moody's), and AA+ (Fitch) and to receive distinguished recognition for the County's budget and annual financial reports from the Government Finance Officers Association.

In addition, the Assessor/Recorder/County Clerk's assessment and recording of property and vital records and the Treasurer-Tax Collector's collection of property taxes



and oversight of the Treasurer's Investment Pool have significantly contributed to the County and local public entities' ability to provide essential services to the residents of the region.

Throughout Fiscal Year 2006-07 the Finance and General Government Group has accomplished a great deal in support of the County's Strategic Plan. Specifically:

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

- Delivered the highest quality legal services in an efficient and economical manner to facilitate the achievement of County government's goal to better serve the residents of San Diego County. The Office of County Counsel prevailed in court in 95% of all lawsuits filed against the County (83 of 87 lawsuits resolved in Fiscal Year 2006-07).

Strategic Initiative – Safe and Livable Communities

- Created and maintained County official records and fair and uniform assessments of all properties in San Diego County to ensure that all citizens and customers benefited from these services.

Required Discipline – Fiscal Stability

- Earned an issuer rating of 'AA+' from Fitch and received a credit rating upgrade to 'AA' from 'AA-' on the County's Certificates of Participation and Pension Obligation Bonds.
- Earned Standard & Poor's credit rating upgrades of 'AA+' from 'AA' on the County's underlying credit rating and 'AA' from 'AA-' on the outstanding long term debt.
- Successfully implemented a Fund Balance and Reserves Policy to help protect the fiscal health and stability of the County.
- Used available one-time funds to cash finance the County's highest priority capital project, construction of a new Medical Examiner/County Veterinarian joint facility to replace the current outdated building.

- Effectively managed the Treasurer's Investment Pool for the County and other local public entities and maintained the highest Standard and Poor's AAAf/S1 rating for the Pooled Money Fund.
- Successfully managed the County's debt portfolio including securing new financing for the construction of the Edgemoor Skilled Nursing Facility.
- Coordinated the timely completion of Finance and General Government Group departmental Continuity of Operations Plans to ensure that core government services will continue to operate in the event of a disaster.

Required Discipline – Regional Leadership

- Earned both the Distinguished Budget Presentation Award for Fiscal Year 2006-07 and the Certificate of Achievement for Excellence in Financial Reporting for the County's Comprehensive Annual Financial Report (CAFR) and the County Treasury's CAFR for Fiscal Year 2005-06 from the Government Finance Officers Association.

Required Discipline – Skilled, Competent and Diverse Workforce

- Safeguarded public resources by continuing to ensure that employees adhere to laws, regulations, and policies through ongoing training and employee development programs such as management seminars, training academies and continuing legal education.
- Improved efficiency in the recruitment and hiring of highly-qualified employees through business process reengineering and implementation of an online employment application system.

Required Discipline – Accountability/Transparency

- Added to the County's existing strong practices for complying with financial reporting laws by formally establishing a Disclosure Working Group to continue ensuring accountability and transparency to investors, the financial market and the public.



Required Discipline – Continuous Improvement

- Established a Risk Oversight Committee to identify, review, monitor and mitigate significant risks involving legal, financial, contractual and operational matters to increase the County’s ability to meet emerging public needs while maximizing value for taxpayers.
- Successfully completed the pilot testing of an enterprise-wide continuous control and monitoring tool on procurement card transactions to help detect and reduce risk of mistakes and fraud.

Required Discipline – Information Technology

- Provided information technology support for County departments to enhance services to residents, including the ongoing implementation of the Integrated Property Tax System which will significantly improve assessment, collection and apportionment activities in the region. This new system will replace approximately 40 individual applications that are as old as 25 years.
- Continued efforts to reengineer business processes using information technology solutions to reduce paper files, share data, improve performance, and harvest operational efficiencies.

2007-09 Objectives

The Finance and General Government Group will continue to provide the critical financial, human resources, legal, legislative, technology and general government support necessary to carry out the County’s Strategic Plan using the strength of the General Management System. The Group will be ever vigilant in the planning and analysis of emergent issues. The appropriate level of reserves and internal controls will be maintained to ensure the fiscal stability necessary to effectively manage these issues. Additionally, the Group will remain committed to operational excellence in the areas of:

Required Discipline – Fiscal Stability

- Align the County’s long-term financial obligations and capital needs to ensure that public dollars are used as efficiently and effectively as possible.
- Continue development and implementation of the County’s strategy to manage the reporting requirements and costs associated with Other Post Employment Benefits (OPEBs) to ensure the long-term financial strength of the organization and accountability to taxpayers.
- Aggressively pursue opportunities to reduce general fund costs associated with the County’s existing debt portfolio through strategies such as refunding and/or restructuring debt, and the early repayment of high interest rate debt.
- Collaborate with Land Use and Environment Group to establish working policies and procedures for Community Facility District formation and financing activities.

Required Discipline – Skilled, Competent and Diverse Workforce

- Ensure the long-term ability of the County to meet growing service needs of the public by active succession planning and employee development using information technology enhancements such as the Learning Management System.
- Increase available distance learning courses to increase convenience, avoid travel time and costs, and avoid instructor costs.

Required Discipline – Accountability/Transparency

- Lead efforts to engage County departments in measuring performance outcomes to provide an accurate reporting to the taxpayer of the results achieved by the expenditure of public funds.



Required Discipline – Continuous Improvement

- Support the records management activities of Finance and General Government Group departments to effectively control the retention and destruction of documents while maintaining regulatory compliance, streamlining business processes, and reducing overhead costs.

Required Discipline – Information Technology

- Replace obsolete legacy property tax systems with a state-of-the-art Integrated Property Tax System and related reengineering of business processes to achieve improvements in efficiency, performance and service to the public.
- Begin activities to upgrade the County’s core financial and human resource software applications to improve operational efficiency and maximize value to taxpayers.
- Transformation of the County’s IT operating environment to include application server consolidation and network consolidation, both of which will improve efficiencies and service levels.
- Implement upgrades to the County’s performance measurement application tool in order to effectively monitor performance outcomes and service levels to the public.

Executive Office Changes from 2006-07 Adopted

Staffing

No net change in staffing.

- Decrease of 2.00 staff years due to position transfers to the Auditor and Controller’s office to reflect a change in reporting structure.
- Increase of 2.00 staff years resulting from the transfer of the Performance Measurement (PBViews) Project Management staff from the Department of Public Works.

Expenditures

Net decrease of \$1.4 million.

- Decrease of \$0.7 million in Salaries and Benefits due to staffing and other personnel cost adjustments resulting from transfers of staff years between departments which have a net zero effect in staff years.
- Net decrease of \$2.9 million in Services and Supplies primarily due to the transfer of Enterprise Resource Planning (ERP) application sustaining costs to the Auditor and Controller’s Office (\$4.0 million), increased funding for anticipated one-time costs associated with the ERP application upgrade planning activities (\$0.8 million), and increases in information technology costs (\$0.3 million).
- Increase of \$2.2 million in Management Reserves to address unanticipated needs and costs associated with the ERP application upgrade.

Revenues

Net decrease of \$1.4 million.

- Decrease of \$2.2 million in the E10k Complex Equipment Reserve Designation due to the depletion of the funding used to support maintenance and support costs of enterprise server hardware.
- Decrease of \$1.0 million in General Fund Use of Fund Balance associated with maintenance and support of enterprise server hardware.
- Increase of \$2.9 million in Finance & General Government Group Use of Fund Balance to offset one-time costs associated with the ERP application upgrade planning activities and management reserve increase described above.
- Net decrease of \$1.1 million in General Revenue Allocation to fund maintenance and support costs of enterprise server hardware and expenditures decreases described above.



Summary of Changes in Fiscal Year 2008-09

Decrease of \$0.7 million to reflect the anticipated completion of one-time costs associated with the ERP application upgrade planning activities.



Staffing by Department

	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Finance & Genl Govt Exec Office	11.00	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	16.00	16.00	16.00
Auditor and Controller	264.00	267.00	267.00
County Technology Office	15.00	16.00	16.00
Civil Service Commission	4.00	4.00	4.00
Clerk of the Board of Supervisors	37.00	37.00	37.00
County Counsel	139.00	141.00	141.00
Grand Jury	1.00	1.00	1.00
Human Resources	118.00	122.00	122.00
Media and Public Relations	22.00	22.00	22.00
Total	1,271.00	1,281.00	1,281.00



Finance and General Government Group & Executive Office

Expenditures by Department

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Finance & Genl Govt Exec Office	\$ 20,381,157	\$ 13,445,483	\$ 47,367,973	\$ 17,588,933	\$ 12,060,744	\$ 11,375,585
Board of Supervisors	6,081,974	6,802,626	7,964,510	6,294,308	7,597,440	7,603,870
Assessor / Recorder / County Clerk	48,165,342	48,529,001	55,387,037	50,762,548	55,649,281	52,849,369
Treasurer - Tax Collector	14,491,408	16,489,196	17,812,113	16,429,412	17,098,592	17,226,907
Chief Administrative Office	3,689,440	4,464,678	4,554,177	4,197,162	4,702,831	4,738,076
Auditor and Controller	27,571,139	29,955,318	36,654,167	31,407,734	36,239,139	35,634,426
County Technology Office	114,570,377	128,684,088	133,885,144	52,826,114	124,446,810	116,315,064
Civil Service Commission	540,148	619,976	641,674	592,139	624,424	605,396
Clerk of the Board of Supervisors	5,024,909	6,549,254	6,968,993	5,330,025	6,791,027	6,703,725
County Counsel	19,935,941	21,247,231	21,876,219	20,660,466	22,454,457	22,492,842
Grand Jury	488,365	583,462	584,098	547,712	733,362	711,495
Human Resources	18,575,858	21,859,300	23,136,216	18,974,217	22,508,736	21,904,000
Media and Public Relations	2,599,122	2,776,594	3,025,961	2,503,967	3,000,256	2,896,567
CAC Major Maintenance	540,949	1,595,000	2,062,464	1,154,271	1,643,000	1,643,000
Total	\$ 282,656,130	\$ 303,601,207	\$ 361,920,747	\$ 229,269,008	\$ 315,550,099	\$ 302,700,322



Staffing by Program

	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Executive Office	11.00	11.00	11.00
Total	11.00	11.00	11.00

Budget by Program

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Executive Office	\$ 20,381,157	\$ 13,445,483	\$ 47,367,973	\$ 17,588,933	\$ 12,060,744	\$ 11,375,585
Total	\$ 20,381,157	\$ 13,445,483	\$ 47,367,973	\$ 17,588,933	\$ 12,060,744	\$ 11,375,585

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Salaries & Benefits	\$ 2,427,067	\$ 2,276,655	\$ 2,176,655	\$ 1,397,177	\$ 1,599,376	\$ 1,524,746
Services & Supplies	17,954,090	8,368,828	41,935,568	16,191,756	5,461,368	4,850,839
Management Reserves	—	2,800,000	3,255,750	—	5,000,000	5,000,000
Total	\$ 20,381,157	\$ 13,445,483	\$ 47,367,973	\$ 17,588,933	\$ 12,060,744	\$ 11,375,585

Budget by Categories of Revenue

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Charges For Current Services	\$ 1,377,977	\$ —	\$ —	\$ 1,046,343	\$ —	\$ —
Miscellaneous Revenues	(2,174)	—	—	145	—	—
Reserve/Designation Decreases	3,238,200	2,201,400	2,201,400	2,201,400	—	—
Use of Fund Balance	4,616,046	3,836,800	37,759,290	6,933,762	5,750,000	5,000,000
General Revenue Allocation	11,151,107	7,407,283	7,407,283	7,407,283	6,310,744	6,375,585
Total	\$ 20,381,157	\$ 13,445,483	\$ 47,367,973	\$ 17,588,933	\$ 12,060,744	\$ 11,375,585

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. (See map on Page 3).

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

Supervisor Pam Slater-Price represents approximately 650,000 residents in a district encompassing an expansive area that includes large parts of coastal and inland North County and most of suburban San Diego, as well as vital institutions such as the University of California San Diego (UCSD), Marine Corps Air Station Miramar, 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; as well as Scripps Ranch, Mira Mesa, Tierrasanta, and Sabre Springs; older San Diego neighborhoods like Navajo and San Carlos; and La Jolla.

The rich and diverse Third District offers a unique blend of urban, suburban, semi-rural, and open space areas. The Supervisor is actively engaged in issues relating to growth, traffic, economic development, public protection, and habitat preservation. This includes participation in numerous boards, commissions, and Joint Powers

Agreements (JPAs) charged with managing open space areas. Supervisor Slater-Price has also been actively working within her district 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.

The Supervisor has funded various non-profit public safety, health, pro-business and tourism, community, and service organizations that provide vital services to constituents in her district and to residents throughout the county.

By following the principles set forth in the County's General Management System, which focuses on kids, the environment, and safe and livable communities, Supervisor Slater-Price will continue to advance a sound, balanced fiscal approach to county governance for area taxpayers.

Supervisor Slater-Price is committed to making San Diego County America's top destination to live, work, and play.

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 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 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Board of Supervisors District 1	10.00	10.00	10.00
Board of Supervisors District 2	11.00	11.00	11.00
Board of Supervisors District 3	11.00	11.00	11.00
Board of Supervisors District 4	12.00	12.00	12.00
Board of Supervisors District 5	13.00	13.00	13.00
Board of Supervisors General Offices	2.00	2.00	2.00
Total	59.00	59.00	59.00

Budget by Program

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Board of Supervisors District 1	\$ 1,150,758	\$ 1,149,611	\$ 1,264,713	\$ 1,087,957	\$ 1,264,572	\$ 1,264,572
Board of Supervisors District 2	1,098,657	1,159,533	1,319,676	1,128,344	1,345,058	1,345,058
Board of Supervisors District 3	1,122,168	1,117,116	1,178,116	1,110,267	1,228,827	1,228,827
Board of Supervisors District 4	911,790	1,078,713	1,441,984	995,625	1,175,797	1,175,797
Board of Supervisors District 5	1,049,155	1,226,106	1,686,499	1,140,247	1,360,977	1,360,977
Board of Supervisors General Offices	749,446	1,071,547	1,073,523	831,868	1,222,209	1,228,639
Total	\$ 6,081,974	\$ 6,802,626	\$ 7,964,510	\$ 6,294,308	\$ 7,597,440	\$ 7,603,870

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Salaries & Benefits	\$ 5,238,978	\$ 5,779,711	\$ 5,928,711	\$ 5,407,251	\$ 6,435,663	\$ 6,442,092
Services & Supplies	842,996	1,022,915	2,035,799	887,057	1,161,777	1,161,778
Total	\$ 6,081,974	\$ 6,802,626	\$ 7,964,510	\$ 6,294,308	\$ 7,597,440	\$ 7,603,870



Budget by Categories of Revenues

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Taxes Other Than Current Secured	\$ —	\$ —	\$ —	\$ 120	\$ —	\$ —
Licenses Permits & Franchises	—	—	—	841	—	—
Fines, Forfeitures & Penalties	—	—	—	(138)	—	—
Charges For Current Services	1,041	—	—	2,046	—	—
Miscellaneous Revenues	1,513	—	—	2,841	—	—
Use of Fund Balance	7,313	—	1,161,884	(514,028)	—	—
General Revenue Allocation	6,072,107	6,802,626	6,802,626	6,802,626	7,597,440	7,603,870
Total	\$ 6,081,974	\$ 6,802,626	\$ 7,964,510	\$ 6,294,308	\$ 7,597,440	\$ 7,603,870



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.

2006-07 Accomplishments

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

- Recorded property ownership in a timely manner facilitating access to ownership information for the buying, selling, and financing of property.
- Located, identified, and appraised all property so the public and businesses were assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules, and regulations.
- Recorded births, deaths, marriages, and Fictitious Business Name statements in a timely manner enabling the public and businesses to establish identity in order to conduct their affairs.

Required Discipline – Fiscal Stability

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

Required Discipline – Customer Satisfaction

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

2007-09 Objectives

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

- Record property ownership in a timely manner facilitating access to ownership information for 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 in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs.



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 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 2006-07 Adopted

Staffing

No change in staffing.

Expenditures

Increase of \$7.1 million.

- Increase of \$2.4 million in Salaries and Benefits due to an increase in negotiated cost of living adjustments.
- Increase of \$4.3 million in Services and Supplies due to an increase in IT costs (\$0.4 million) and funding for one-time projects including electronic recording; image enhancement and scanning to enhance public access to information and provide clear and readable documents; facility asbestos abatement and space reconfiguration to alleviate public and employee health and safety issues; and aerial photography (\$3.9 million).
- Increase of \$0.1 million in Capital Asset Equipment due to anticipated equipment needs associated with the one-time projects described above.

- Increase of \$0.3 million in Management Reserves to address unanticipated expenses.

Revenues

Increase of \$7.1 million.

- Net increase of \$5.1 million in Charges for Current Services due to:
 - Increase of \$3.3 million in AB 2890 revenue, *Supplemental Tax Administrative Reimbursement and Recorded Document Fees*, to realign the budget to reflect actual projected revenue.
 - Increase of \$1.4 million in Property Tax Administration Revenue to partially offset the one-time services and supplies expenditures described above.
 - Increase of \$2.0 million in Recording Modernization Revenue to partially offset the one-time services and supplies expenditures described above.
 - Decrease of \$2.0 million in Recording Document Revenue due to housing and refinancing slowdown.
 - Net increase of \$0.4 million in various revenue categories to partially offset the one-time services and supplies expenditures described above.
- Increase of \$0.3 million in Use of Fund Balance for Management Reserves.
- Increase of \$1.6 million in General Revenue Allocation to offset increases in operational costs described above.

Summary of Changes in Fiscal Year 2008-09

Net decrease of \$2.8 million due to completion of prior year one-time projects.



Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Actual	2007-08 Adopted	2008-09 Approved
% of ownership records indexed within two business days ¹	100%	96%	98%	98%	99%
% of mandated assessments completed by close of annual tax roll ²	100%	100%	100%	100%	100%
% Vital Records certificates and licenses indexed within 48 hours of receipt of all files so the public can have the most current information ³	100%	96%	97%	98%	98%
Satisfactory customer service rating ⁴	N/A	94%	97%	94%	94%

Table Notes

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

² Measures the performance in locating, identifying, and fairly and uniformly appraising all property. 100% of assessments must be completed for roll to close as the first step in the County's ability to assess and bill annual property tax.

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

⁴ Customer satisfaction rating measures how individuals perceive the department's ability to provide services of value to them. New measure began in Fiscal Year 2006-07.



Staffing by Program

	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Property Valuation ID	294.50	294.50	294.50
Recorder / County Clerk	131.00	131.00	131.00
Public Information Services	19.50	19.50	19.50
Management Support	17.00	17.00	17.00
Total	462.00	462.00	462.00

Budget by Program

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Property Valuation ID	\$ 28,632,962	\$ 29,117,454	\$ 32,196,253	\$ 30,281,418	\$ 33,089,696	\$ 32,215,734
Recorder / County Clerk	15,294,351	15,462,156	17,973,779	15,744,701	18,134,713	16,867,312
Public Information Services	1,754,801	1,226,272	1,243,260	1,715,736	1,264,873	1,325,967
Management Support	2,483,228	2,723,119	3,973,745	3,020,693	3,159,999	2,440,356
Total	\$ 48,165,342	\$ 48,529,001	\$ 55,387,037	\$ 50,762,548	\$ 55,649,281	\$ 52,849,369

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Salaries & Benefits	\$ 35,451,058	\$ 36,222,828	\$ 37,461,738	\$ 36,815,031	\$ 38,648,048	\$ 40,113,136
Services & Supplies	12,602,501	12,306,173	17,399,962	13,507,084	16,626,233	12,736,233
Capital Assets Equipment	111,784	—	525,338	440,433	75,000	—
Management Reserves	—	—	—	—	300,000	—
Total	\$ 48,165,342	\$ 48,529,001	\$ 55,387,037	\$ 50,762,548	\$ 55,649,281	\$ 52,849,369



Budget by Categories of Revenues

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Licenses Permits & Franchises	\$ 464,022	\$ 440,000	\$ 440,000	\$ 454,508	\$ 469,345	\$ 469,345
Revenue From Use of Money & Property	192,927	140,000	140,000	197,527	198,987	198,987
Charges For Current Services	38,805,384	34,489,392	39,355,822	37,604,799	39,622,401	35,657,402
Miscellaneous Revenues	27,028	30,000	30,000	26,150	30,000	30,000
Use of Fund Balance	3,978,739	—	1,991,606	(950,045)	300,000	—
General Revenue Allocation	4,697,243	13,429,609	13,429,609	13,429,609	15,028,548	16,493,635
Total	\$ 48,165,342	\$ 48,529,001	\$ 55,387,037	\$ 50,762,548	\$ 55,649,281	\$ 52,849,369



Treasurer-Tax Collector



Department Description

The Treasurer-Tax Collector is an elected County official whose duties are mandated by State law and the County Charter. These duties include banking, investment, disbursement and accountability for \$4.0 billion in public funds; the billing and collection of nearly \$4.0 billion in secured and unsecured property taxes for all local governments; and administering the Improvement Bond Acts of 1911, 1913 and 1915. The Treasurer-Tax Collector also administers the County's Deferred Compensation Program. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the San Diego County Employees Retirement Association (SDCERA) Board.

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.

2006-07 Accomplishments

Required Discipline – Fiscal Stability

Treasury

- In order to safeguard public funds and maintain public trust, the Treasury Division continued to provide accurate recording of funds on deposit and facilitated daily reconciliations for over \$28 billion in receipts and disbursements. Posting banking Policies and Procedures to the Treasurer-Tax Collector website assists with the customer service provided to the Government Entities and County departments and agencies.
- In an effort to achieve the investment goals of maximizing return while balancing safety of principle and liquidity in order to fund the delivery of superior services throughout the San Diego County region, the Investment Unit has maintained an “AAAf/S1” rating from Standard & Poor’s rating service. This rating reflects the extremely strong protection the Pool’s \$4

billion portfolio investments provide against losses from credit defaults. The “S1” volatility rating signifies that the Pool possesses low-sensitivity to changing market conditions, given its low-risk profile and conservative investment policies.

- To reaffirm the Treasurer-Tax Collector’s vision and commitment to quality service, the Treasurer’s Office provided broad-based financial and consulting services to public agencies within the San Diego County region so they could make informed decisions that minimize taxpayer cost when issuing debt. In addition, public agencies are able to ensure correct and timely payments to bond holders. The Treasurer’s Office also hosted Debt Financing and Investment Seminars to expand and improve education, information, and services for the local agencies.
- To ensure the County receives the best overall value for the procurement of services, the Treasurer’s Office opened a competitive bid process for custodial bank services and awarded the contract to the strongest provider with enhanced technology and value-added services in the maintenance of investment records and settlement of investment securities. Conversion to the new custodial bank, Bank of New York, included the



improved month end reports and system of record of investments. In addition, Bank of New York automated the reconciliation between the investment Portfolio Order Management System and the custodian to reduce the staff hours required of a manual reconciliation.

- The Investment Unit implemented a new benchmark investment portfolio strategy. The short-term and long-term investment positions are managed to a duration that reflects appropriate risk with optimal reward to the pool. This strategy allows movement away or toward the benchmark weights in order to pursue return on investment and ensure appropriate risk levels are maintained.
- Continued to provide clarity and useful statistical financial data that included trend information about the net assets (\$4.0 billion) and changes in net assets (reduction of \$127.1 million) of the San Diego County Treasury California Comprehensive Annual Financial Report (CAFR) by implementing the new Governmental Accounting Standards Board (GASB) Statement No. 44, “Economic Condition Reporting: The Statistical Section”.
- Enhanced the process and format of the Quarterly Financial Treasury Assets Report to the Board of Supervisors. The improved process and format mirror the San Diego County Treasury CAFR. This has also improved the efficiency of the year-end process for the preparation of the San Diego County Treasury CAFR for total assets of \$5.8 billion. The San Diego Treasury CAFR is intended to provide complete and reliable information as a basis for making management decisions, as a means of determining compliance with legal provisions, and determining responsible stewardship of the funds in the Treasury.
- Developed and implemented a new format for presenting both the Investment Pool (\$4 billion) and the Combined Dedicated Portfolios (\$1.8 billion). The new

format provides full disclosure of complete and reliable information within the San Diego Treasury CAFR described above.

- To strengthen internal controls that increased efficiency in processing and safeguarding cash, the Treasury Division coordinated two Cash Handling Workshops conducted by the Public Institute of Treasurers with 135 participants from the government entities and County departments in attendance. To improve efficiency, a larger facility was requested in order to condense the six workshops down to two.
- The Treasurer-Tax Collector continued the process of training and certifying cash handlers of government entities and County departments by developing a Cash Handling User Manual and Training Syllabus to address cash handling at over 50 countywide cash collection sites. The Treasurer-Tax Collector’s Departmental Cash Policies and Procedures can be used as a model for other organizations.
- To achieve Countywide consistency and optimize investment opportunities, completed the conversion of credit card payment processing to Wells Fargo bank processing with two County departments for over \$80,000 in volume transactions.

Tax Collection

- Prepared and mailed over one million bills and notices to San Diego County taxpayers in order to collect property tax revenues necessary to pay for publicly funded services.
- Received and processed tax payments in a timely and efficient manner in order to deposit funds quickly and optimize investment opportunities on behalf of San Diego taxpayers. Utilized a new automated reconciliation program to more efficiently handle exception payments.



- Collected over \$879 million via Electronic Funds Transfer (EFT) from large volume/high dollar tax service agencies in order to maximize efficiency and investment of funds.
- Increased accuracy and accountability of collection operations by retraining staff on best practice cash handling procedures; standardizing vault security procedures for all Treasurer-Tax Collector branches; and utilizing new cash counting machines with high-volume counting and counterfeit-detection capabilities.

Deferred Compensation

- Presented three Investment & Retirement Symposiums for over 800 County employees and retirees to increase retirement planning awareness.
- Hosted the first ever “Retirement Dreaming Fair” to increase retirement planning awareness with over 600 employees attending.
- Provided 64 Countywide educational seminars with over 2,200 employees attending to educate employees about their Deferred Compensation investment plans.

Required Discipline – Regional Leadership

- Achieved the one-year target level of the Local Banking Initiative Program which placed \$46.7 million of public funds to local and regional banks. The initiative demonstrated exemplary leadership and serves as a model that any local agency can achieve its primary goals while contributing to the financial well-being of its local economy.
- Provided a valuable financial resource to the City of Lemon Grove by managing \$5 million of its public funds in a Dedicated Portfolio supporting the City of Lemon Grove’s goal of improving its earnings with the long-term portfolio managed by the County Treasury.
- Served as a strong financial resource for the Leucadia Wastewater District which voluntarily invested \$500,000 of its public funds in the Pooled Money Fund.

Required Discipline – Information Technology

- Continued the Countywide Integrated Electronic Payment system to streamline payment processing and conserve natural resources. The project is 50% completed and is expected to be completed by 2009.
- Participated in the development of an Integrated Property Tax System with the Assessor/Recorder/Clerk, Auditor & Controller, and Chief Technology Office.
- Participated in the Oracle Financials process improvement for Accounts Payable, Accounts Receivable, and General Ledger under the leadership of the Business Process Improvement Team. Reduced the number of Blanket Purchase Agreements valued at less than \$2,500 from thirteen releases to zero. This project is a Countywide effort to reduce staff hours across all departments and therefore, reduce the cost of processing payments.
- Collaborated with the Enterprise Resource Planning and Business Process Improvement Teams to develop a plan for automation of the Treasurer’s Accountability Ledger in Oracle Financials.
- Improved IT infrastructure by transitioning to new County IT service provider, Northrop-Grumman, and collaborating in mainframe and server moves from California to Texas and Oklahoma.

Required Discipline – Continuous Improvement

- To maximize investment earnings, continued to support a “paperless” environment which optimizes the efficiency at which the securities are processed and settled. It decreases the settlement risk and allows for greater integration with other internal and external systems.

Required Discipline – Customer Satisfaction

- Conducted Wire Administration and Request Portal Training for two governmental entities for a total of eight participants to improve efficiency in the wire request process.



2007-09 Objectives

Required Discipline – Fiscal Stability

Treasury

- To safeguard public funds and maintain public trust, we will manage the provisions of banking services for public entities and County departments. We will also provide accurate recording of all funds on deposit and facilitate daily reconciliation of funds.
- To continue to fund the delivery of superior services throughout the San Diego County region, we will invest public monies held in the Treasury and maximize cash resources, without sacrificing the safety of principle or liquidity.
- To assist public agencies in making informed decisions that minimize taxpayer cost when issuing debt and ensuring correct and timely payments to bond holders, we will provide broad-based financial and consulting services to public agencies within the San Diego County region and host educational seminars to local agencies.

Tax Collection

- Prepare and mail bills and notices in a timely and efficient manner in order to collect all local property tax revenues used to pay for publicly funded services.
- Process all secured and unsecured property tax payments received in a timely and efficient manner in order to deposit funds quickly and optimize investment opportunities on behalf of San Diego taxpayers.

Required Discipline – Customer Satisfaction

Treasury

- Provide a learning platform and forum to address current issues on debt financing and investing public funds by facilitating two Debt Financing and Investment Seminars for local agencies.

Tax Collection

- Provide superior customer satisfaction by improving the TTC automated telephone system with a new service provider and enhanced telephone services.
- Promote public property tax education by conducting tax collection operational tours for escrow and real estate companies, participating in the annual escrow association conference and enhancing informational brochures for distribution to the public.

Deferred Compensation

- Increase enrollment in the 457 Deferred Compensation Program by 6% (410 additional participants) by June 2008 and by an additional 12% (410 additional participants) by June 2009.
- Increase the average participant contribution in the 457 Deferred Compensation Program by \$5 through June 2008 and by \$16 through June 2009.
- Increase employee awareness and understanding of the Terminal Pay Plan by training payroll staff on techniques to advise employees.
- Educate employees on the Deferred Compensation Program by presenting two Investment & Retirement Symposiums by June 2008 and two additional Investment & Retirement Symposiums by June 2009.
- Increase employee awareness of, and participation in, the 457 plan by holding a “Retirement Dreaming Fair”.

Required Discipline – Regional Leadership

- Increase local lending resources and ultimately contribute to the health of our local economy by spearheading the Local Banking Initiative to allow local community banks to raise funds at an acceptable cost. This is achieved while maintaining the safety and liquidity of the County’s pooled money funds and earning a respectable rate of return.



Required Discipline – Information Technology

- Streamline payment processing by implementing the Countywide Integrated Electronic Payment system. The project is 50% complete and is expected to be completed by 2009.
- Participate in the development of the Integrated Property Tax System with the Assessor/Recorder/Clerk, Auditor & Controller, and Chief Technology Office.

Required Discipline – Continuous Improvement

- Improve efficiency by implementing a Tax Payment Processing Agreement with a reputable vendor that is Payment Card Industry compliant and Visa Tax Payment Pilot approved, by June 2008. This will allow the Treasurer-Tax Collector to process tax payments via credit card, debit card, and electronic checks over the Internet, through the automated telephone system, and over the counter. Acquisition of this capability will improve customer satisfaction, enhance efficiency of payment processing, and reduce staff time.
- Increase internal controls and processing efficiency by updating the General Obligation Bond policies and procedures to include business work flow, contacts, reconciliation, and vendors in coordination with the Auditor and Controller, by June 2009.

Required Discipline – Skilled, Competent and Diverse Workforce

- Increase the number of certified Cash Handlers by 70 people in 2007-08 and 70 people in 2008-09. The Treasury hosts an Association of Public Treasurers Certified Cash Handling Workshop wherein 90 County employees and 45 government entity employees were trained in 2006-07. There are a total of 700 people who require certification in Cash Handling. This certification will strengthen internal controls and increase efficiency in processing and safeguarding cash.

- Develop skilled and competent supervisors by ensuring that 100% of Treasurer-Tax Collector supervisors (24 total supervisors) attend two supervisory training courses by June 2008.

Changes from 2006-07 Adopted

Staffing

No change in staffing.

Expenditures

Increase of \$0.6 million.

- Increase of \$0.5 million in Salaries and Benefits due to negotiated cost of living adjustments.
- Increase of \$0.1 million in Services and Supplies primarily due to professional services related to financial advisory services for Treasury Investments; establishment of a special department expense for the facilitation of debt financing and investment seminars, and anticipated increases in information technology costs due to planned projects.
- Management Reserves in the amount of \$0.2 million are budgeted to address unanticipated needs.

Revenues

Net increase of \$0.6 million.

- Increase of \$1.3 million in Charges for Current Services due to:
 - Increase of \$0.6 million in AB 2890, *Supplemental Tax Administrative Reimbursement and Recorded Document Fees*, due to supplemental bill payments as a result of economic growth experience in 2004 – 2006.
 - Increase of \$0.5 million in Property Tax System Administration Fees is anticipated as a result of sustained economic growth impacting property tax services.



- Increase of \$0.1 million in Banking Services Pooled Money revenue is anticipated to recover costs for financial advisory services and the facilitation of debt financing and investment seminars as described in expenditures above.
- Budgeted Use of Fund Balance of \$0.2 million to fund Management Reserves.
- Decrease of \$0.7 million in General Revenue Allocation due to increased revenues noted above.

Summary of Changes in Fiscal Year 2008-09

No significant changes.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Actual	2007-08 Adopted	2008-09 Approved
Secured Taxes Collected (% of total)	98%	98%	97.2% ¹	97% ¹	97% ¹
Unsecured Taxes Collected (% of total)	99%	99%	98% ¹	98% ¹	98% ¹
Rate of Return on Investment Pool (%)	3.47%	3.75%	5.06% ²	4.50% ³	4.25% ³
On-time and accurate payments to bond holders ⁴	100% (184 total payments)	100% (188 total payments)	100% (188 total payments)	N/A	N/A
Customer Satisfaction Ratings (1-5, 5 being highest)	4.64	4.80	4.74 ⁵	4.70	4.70
Deferred Compensation Plan Asset Growth	15.2%	15%	16.03% ⁶	14% ⁶	14%
Deferred Compensation average deferral amount per employee per pay period	\$195	\$205	\$209 ⁷	\$214 ⁷	\$225 ⁷
Deferred Compensation percentage of eligible County employees participating in the 457 plan (currently 39%). ^{8,9}	N/A	N/A	N/A	45%	51%
Number of newly Certified Cash Handlers for the County and other government entities. ⁸	N/A	N/A	N/A	70	70

Table Notes

¹ With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes. Over the past five years, a slightly higher than 98% (98.003% in 2005-06) collection rate has been maintained. The slight decrease in the 2006-07 actual collection rate was a result of the real estate market struggling with the excesses of the 2004-05 home buying frenzy using sub-prime loans. A continued decrease in collection percentages through 2008 is anticipated as the county experiences increased mortgage defaults.



² The Rate of Return on Investment Pool was 5.06% in 2006-07 because the interest rates stayed higher and longer than was estimated back in 2005 for the 2006-07 estimate. The yield curve also remained inverted (short rates higher than long term rates) for most of 2006.

³ Going forward, it is expected that the Federal Reserve will lower the Fed Funds from 5.25% (current) to 4.50% during 2008. This will lower the rates that the Pool reinvests the securities that had a 5% rate. As the older investments mature, proceeds from maturities and new money will be reinvested at lower rates.

⁴ Effective Fiscal Year 2007-08, this performance measure will not be reported in future Operational plans.

⁵ The Treasurer-Tax Collector mails more than 1 million tax bills per year. The public reaction to property taxes is strongly affected by economic conditions. This reaction is reflected on their Customer Satisfaction Surveys. They give excellent ratings for having their questions answered and the level of courtesy experienced, however their overall experience is not exceptional because they believe the taxes are too high. Due to economic slowing, the actual Customer Satisfaction Rating is less and it is estimated to remain under 4.8 through 2009.

⁶ The Deferred Compensation Plan performed well through 2006-07 because of the healthy condition of the economy. Although an increase in participation in the Deferred Compensation Plan is anticipated, a slight decrease in the rate of asset growth is anticipated due to economic slowing.

⁷ Increased plan awareness can have an effect on Deferred Compensation average deferral amount per employee per pay period.

⁸ These measures are new as of Fiscal Year 2007-08 to better reflect outcome-based performance.

⁹ The percentages presented in the CAO Proposed Operational Plan were based on a total participation rate of *all* Deferred Compensation Plans, including the 457 plan and the 401(a) plan. The verbiage, however, referred only to the 457 plan; therefore, the percentages have been corrected to align with the text. Employees can enroll in the 457 plan at any time and the objectives can affect the participation percentage. The 401(a) plan is only available to employees during their first 90 days of employment with the County.



Staffing by Program

	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Treasury	29.00	29.00	29.00
Tax Collection	83.00	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 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Treasury	\$ 4,819,233	\$ 5,576,169	\$ 5,284,010	\$ 5,390,439	\$ 5,875,910	\$ 6,015,364
Tax Collection	7,802,454	9,186,182	10,870,298	9,096,302	9,403,763	9,463,390
Administration - Treasurer / Tax Collector	1,869,722	1,726,845	1,657,805	1,942,671	1,818,919	1,748,153
Total	\$ 14,491,408	\$ 16,489,196	\$ 17,812,113	\$ 16,429,412	\$ 17,098,592	\$ 17,226,907

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Salaries & Benefits	\$ 9,052,417	\$ 9,907,955	\$ 9,470,330	\$ 9,469,885	\$ 10,390,698	\$ 10,719,014
Services & Supplies	5,440,258	6,381,241	8,179,783	6,959,527	6,507,894	6,507,893
Other Charges	(1,268)	—	—	—	—	—
Management Reserves	—	200,000	162,000	—	200,000	—
Total	\$ 14,491,408	\$ 16,489,196	\$ 17,812,113	\$ 16,429,412	\$ 17,098,592	\$ 17,226,907



Budget by Categories of Revenues

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Licenses Permits & Franchises	\$ —	\$ —	\$ —	\$ 30	\$ —	\$ —
Fines, Forfeitures & Penalties	997,706	915,000	915,000	919,762	942,450	942,450
Intergovernmental Revenues	33,748	—	—	52,737	—	—
Charges For Current Services	10,414,766	9,363,221	9,363,221	11,545,913	10,623,636	10,623,636
Miscellaneous Revenues	299,342	100,700	100,700	23,238	103,721	103,721
Use of Fund Balance	(2,754,470)	200,000	1,522,917	(2,022,543)	200,000	—
General Revenue Allocation	5,500,317	5,910,275	5,910,275	5,910,275	5,228,785	5,557,100
Total	\$ 14,491,408	\$ 16,489,196	\$ 17,812,113	\$ 16,429,412	\$ 17,098,592	\$ 17,226,907



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.

2006-07 Accomplishments

Strategic Initiatives & Required Disciplines:

The Chief Administrative Office continued to manage County operations using the fiscal disciplines outlined in the County's General Management System and focused on improving business processes to provide more and better services to the public, while efficiently, effectively implementing policy decisions made by the Board of Supervisors.

During Fiscal Year 2006-07, the CAO successfully managed enterprise-wide issues, initiating the transition of contracted information technology (IT) services from the Pennant Alliance to Northrop Grumman, working toward completion and implementation of the County's new Integrated Property Tax System and completing labor negotiations with 24 bargaining units.

The Chief Administrative Officer worked to maintain strong fiscal and management practices, enabling the County to earn two credit rating upgrades from Standard & Poor's Rating Services and Fitch Ratings. The County now

ranks among the highest underlying credit ratings in California, AA+(Standard & Poor's), AA+ (Fitch), and Aa2 (Moody's).

The Chief Administrative Officer worked with health care professionals and policy makers to establish a strategy to meet the health care needs of the region and expanded County and regional public safety programs.

The Chief Administrative Office also worked with the Board of Supervisors to plan for, construct and maintain a variety of public facilities throughout the region, which provide vital services and improve the quality of life for County residents. During Fiscal Year 2006-07, the County began work to design and construct a new regional Medical Examiner facility and continued construction of a new Skilled Nursing Facility. Additionally, several fire-damaged County parks were re-opened, additional open space for the region's Multiple Species Conservation Program was acquired, two new libraries were built and one opened, and the County's Emergency Operations Center was significantly upgraded.

Also during Fiscal Year 2006-07, the Chief Administrative Office worked aggressively to reduce risk to County residents and taxpayers in various ways - from expanding existing financial and legal reporting procedures to strengthening the Continuity of Operations Plans in each department, ensuring that the County is prepared to respond to and recover from natural disasters, disease outbreaks, or other emergencies.



Additional specific accomplishments 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.

2007-09 Objectives

Strategic Initiatives & Required Disciplines:

- Continue to manage County operations using the disciplines outlined in the County's General Management System, with particular emphasis given to maintenance of the County's strong credit rating, extinguishment of long-term debt, maintenance of prudent reserves and careful management of position growth.
- Strengthen recruitment and training initiatives to ensure that the County attracts and maintains a workforce with the skills to meet current and future needs of the region's population.
- Work with representatives of the health care industry and community partners to implement a comprehensive health care strategy for the San Diego region.
- Work with the Sheriff, District Attorney and other public safety officials to strengthen and improve County of San Diego public safety programs.
- Using the Capital Improvement Needs Assessment (CINA) plan, work with the Board of Supervisors to ensure that the County is a responsible steward of the public's facilities by identifying and prioritizing new facility needs, commensurate with the region's growth, as well as ensuring that plans are in place to maintain existing facilities.
- Continue to aggressively identify and reduce financial and legal risks throughout the organization to ensure that County operations meet the highest legal and ethical standards, and to protect the public's tax dollars.

- Ensure that the interests of County residents are actively communicated to State and federal officials and agencies.
- Additional 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 2006-07 Adopted

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

Staffing

No change in staffing.

Expenditures

Increase of \$0.2 million.

- Increase of \$0.1 million in Salaries and Benefits due to negotiated cost of living adjustments.
- Increase of \$0.1 million in Services and Supplies associated with increased costs for the County's outside audit and legislative advocacy contracts, increased information technology costs, and memberships.

Revenues

Increase of \$0.2 million.

- Increase of \$0.2 million in General Revenue Allocation to fund the increases noted above.

Summary of Changes in Fiscal Year 2008-09

No significant changes.



Staffing by Program

	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Executive Office	7.00	7.00	7.00
Office of Intergovernmental Affairs	5.00	5.00	5.00
Internal Affairs	4.00	4.00	4.00
Total	16.00	16.00	16.00

Budget by Program

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Executive Office	\$ 1,372,772	\$ 1,720,996	\$ 1,799,598	\$ 1,500,423	\$ 1,900,973	\$ 1,877,446
Office of Intergovernmental Affairs	1,310,872	1,533,456	1,533,706	1,491,053	1,666,991	1,705,470
County Memberships and Audit	478,915	653,201	653,848	648,834	540,855	540,855
Internal Affairs	526,881	557,025	567,025	556,852	594,012	614,305
Total	\$ 3,689,440	\$ 4,464,678	\$ 4,554,177	\$ 4,197,162	\$ 4,702,831	\$ 4,738,076

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Salaries & Benefits	\$ 2,289,279	\$ 2,520,560	\$ 2,607,344	\$ 2,436,858	\$ 2,640,987	\$ 2,696,233
Services & Supplies	1,400,162	1,924,118	1,926,833	1,760,304	2,041,844	2,041,843
Management Reserves	—	20,000	20,000	—	20,000	—
Total	\$ 3,689,440	\$ 4,464,678	\$ 4,554,177	\$ 4,197,162	\$ 4,702,831	\$ 4,738,076



Budget by Categories of Revenues

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Intergovernmental Revenues	\$ 272	\$ —	\$ —	\$ 408	\$ —	\$ —
Charges For Current Services	60,117	65,615	65,615	65,515	65,615	65,615
Miscellaneous Revenues	375	—	—	41	—	—
Use of Fund Balance	(606,213)	20,000	109,499	(247,865)	20,000	—
General Revenue Allocation	4,234,889	4,379,063	4,379,063	4,379,063	4,617,216	4,672,461
Total	\$ 3,689,440	\$ 4,464,678	\$ 4,554,177	\$ 4,197,162	\$ 4,702,831	\$ 4,738,076

Auditor and Controller



Department Description

The Auditor and Controller (A&C) Department has four primary responsibilities. First, in accordance with the County Charter and generally accepted accounting principles, the department provides an integrated system of financial support services for all County departments, agencies, and special districts including: accounting; cash management; payroll; accounts payable; cost accounting; and property tax services. 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.

Mission Statement

To provide superior financial services for the County of San Diego that ensure financial integrity, promote accountability in government, and maintain the public trust.

2006-07 Accomplishments

Required Discipline - Regional Leadership

- The Auditor and Controller's Office of Financial Planning received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the Fiscal Years 2006-07 and 2007-08 Operational Plan.
- Received the 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 Years Ended June 30, 2005 and 2006.

Required Discipline - Fiscal Stability

- Through prudent fiscal management and adherence to the General Management System (GMS) principles, received upgrades in the County's strong underlying credit ratings of AA+ (S&P), AA+(Fitch), and Aa2 (Moody's).
- Completed the County's CAFR for the Fiscal Year ending June 30, 2006.
- Identified current and future revenue, as well as 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.
- 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, 2006 was \$435 million, a 65% increase over the prior year.



- Distributed over \$1.7 billion in property taxes to school districts and taxing agencies and over \$210 million of tax increment revenue to redevelopment agencies.
- Provided timely and accurate accounting, payment, and collection services for County departments and external agencies that are compliant with County policies, procedures, laws, and regulations.
- Processed 100% of County payments within 5 business days after receipt of invoice by Accounts Payable, exceeding the target of 92%.

Required Discipline - Accountability/Transparency

- Provided timely federal, State, and local financial reports and annual financial statements that complied with regulations and reporting standards for County departments, outside government agencies, investors, and taxpayers to ensure accountability and transparency of financial transactions. Completed and submitted 100% of all financial reports/disclosures on time.
- Completed all testing of the Procurement Card and Procure-to-Pay modules of the Continuous Auditing Software. The Continuous Auditing Software is currently in production in the Finance and General Government Group and pilot implementation has been initiated in the Health and Human Services Agency (HHSA). The Continuous Auditing Software is used to perform continuous monitoring and review of the County's financial systems.
- Provided audit services, including State mandated and operational/performance audits that ensured the integrity of management control systems, consistent performance across the enterprise, and a better use of resources.

Required Discipline – Skilled, Competent and Diverse

Workforce

- Developed and updated the annual employee development plans. These individual plans outline the core competency training and development objectives for each employee for the fiscal year. Completed 80% of the identified curriculum in the employee development plans.

Required Discipline –Continuous Improvement

- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, and the County Technology Office, continued the implementation of the new Integrated Property Tax System which will significantly improve assessment, collection, and apportionment activities in the County.

2007-09 Objectives

Required Discipline - Continuous Improvement

- In coordination with the Assessor/Recorder/County Clerk, Treasurer/Tax Collector and the County Technology Office, continue the implementation of the new Integrated Property Tax System which will significantly improve assessment, collection and apportionment activities in the County.
- Upgrade the Oracle financial and Kronos timekeeping systems to most current versions while identifying opportunities to reengineer business process to achieve the most efficient use of these applications.

Required Discipline - Fiscal Stability

- Maintain the County's strong issuer credit ratings of AA+ (S&P), AA+ (Fitch), and Aa2 (Moody's) to ensure the County's ability to issue long-term debt at a low interest cost.
- Provide timely and accurate accounting, payment and collection services for County departments and external agencies that are in compliance with County policies, procedures, laws, and regulations.



- Identify current and future revenue, as well as 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 - Accountability/Transparency

- Submit 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors, and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- 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 2006-07 Adopted

Staffing

Net increase of 3.00 staff years.

- Transfer of 1.00 staff year from the Finance and General Government Group to Central Project and Accounting Services to manage Oracle Capital Projects.
- Transfer of 1.00 staff year from the Finance and General Government Group to Information Technology Management Services to manage Oracle sustaining efforts.
- Increase of 1.00 staff year to the Office of Financial Planning for the Community Enhancement/Community Projects programs to enhance administration and accounting of Community Enhancement/Community Project grants.

In addition to the net increases described above, the department transferred 6.00 staff years from the Accounting and Fiscal Controller Division and 4.00 staff years from Administration to Information Technology Management

Services. All information technology support services for Oracle, Kronos, and departmental financial applications have been consolidated into Information Technology Management Services. Consolidation of information technology staff will improve communication and support for all internal financial and Enterprise Resource Planning (ERP) applications.

Expenditures

Net increase of \$6.3 million.

- Increase of \$1.1 million in Salaries and Benefits for negotiated cost of living adjustments and additional staff.
- Increase of \$4.3 million in Services and Supplies. \$3.9 million is due to the transfer of ERP system sustaining activities from the Finance and General Government Group to the Auditor and Controller. The additional \$0.5 million will fund various information technology improvements, such as multi-platform reporting via WebFOCUS, maintenance for QBIS financial statement reporting software, maintenance on ACL Continuous Auditing Software, and annual support for the Inter-Active Voice response system in Revenue and Recovery.
- Increase of \$0.8 million in Management Reserves for a total of \$1.0 million to fund potential system requirements for Oracle and Kronos that are not specifically covered by maintenance.

Revenues

Net increase of \$6.3 million.

- Net decrease of \$0.1 million in Charges for Current Services primarily related to a reduction in accounting services provided to the Road Fund, which has been assumed by its staff, and a reduced allocation of Property Tax System Administration Fees to the Auditor and Controller and an anticipated increase in Superior Court Reimbursement.



- Increase of \$0.5 million in Use of Fund Balance for a total of \$1.0 million to be used for potential system changes and repairs for Oracle and Kronos that are not specifically covered by maintenance.
- Increase of \$5.9 million in General Revenue Allocation to fund expenditures noted above, primarily to fund Enterprise Resource Planning System ongoing costs and to offset general operating expenses as described above.

Summary of Changes in Fiscal Year 2008-09

Net decrease of \$0.6 million due to decrease in revenue of \$0.6 million in A-87 Cost Reimbursements from Superior Court. In Fiscal Year 2008-09, Superior Court is scheduled to reduce the number of services provided by the A&C. Superior Court will only require payroll services from the A&C in Fiscal Year 2008-09.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Actual	2007-08 Adopted	2008-09 Approved
Planning – Project General Purpose Revenue ¹ accurately – projection variance should be within no greater than 2.5% of the actual received	13% ²	2.5%	4.0% ³	2.5%	2.5%
Planning – Project General Fund Cash Flows ⁴ within 2% of Arbitrage ⁵ limits	2%	1%	1%	1%	1%
Processing – Percent of County payments processed within 5 days of receipt of invoice in Accounts Payable	90% (245,525)	92%	100% (177,200) ⁶	92%	92%
Reporting – Percent of financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date / total number of reports & disclosures	99% (351)	100%	100% of 438	100% of 439	100% of 439
Auditing –Percent of current year scheduled audit recommendations ⁷ contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) for audits performed that are implemented	90% (452)	92%	96% (219) ⁸	92%	92%



Table Notes

¹ General Purpose Revenue (GPR) represented approximately 27.6% of the General Fund financing sources in Fiscal Year 2006-07. This revenue comes from property taxes, property tax in lieu of vehicle license fees (VLF), sales taxes (and property tax in lieu of sales tax), real property transfer tax (RPTT), and miscellaneous other sources. GPR is an integral component of the County's overall budget. Therefore, it is essential to maintain accurate forecasts of this revenue.

² Actual General Purpose Revenues for Fiscal Year 2005-06 exceeded budget by 13%. This was attributable to increased property tax revenues and property tax in lieu of vehicle license fees that 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.

³ Actual General Purpose Revenues for Fiscal Year 2005-06 exceeded budget by 4%. The most significant contributor to the additional General Purpose Revenue was interest earnings. The additional interest earnings were a result of average cash balances and interest rates that were higher than assumed at the time the Fiscal Year 2006-07 budget was developed.

⁴ 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. Structured properly, the proceeds of the notes can be invested to take advantage of the differential between tax-exempt and taxable interest rates. To earn and keep this arbitrage, the County must keep the note issue small enough to satisfy the federal tax rules relating to "yield restriction" and "rebate". For the County, the note issue is small enough if, within six months of the date the notes are issued, all of the note proceeds are spent (or deemed spent). The General Fund cash flow projections must be accurate to meet the arbitrage limit or the County could incur penalties by paying back interest earned.

⁵ Arbitrage is a type of tactical investment meant to capture slight differences in price. When there is a difference in the price of securities on two different markets the arbitrageur simultaneously buys at the lower price and sells at the higher price.

⁶ The decline in the number of payments processed was due to the fact that the Sheriff's Department started processing some of their own checks in July 2006. This reduced the volume for the Auditor and Controller's Accounts Payable division.

⁷ Audit recommendations seek to improve and strengthen County operations in areas such as internal control, effectiveness and efficiency of operations, and compliance with federal, State, and local laws based on audit findings identified by audit fieldwork activities. The implementation percentage serves as a significant measure as it helps to quantify the impact and quality of OAAS audit recommendations towards improving County operations in accordance with the objectives of the GMS. More specifically, while all audit recommendations are viewed as important, the OAAS uses a recommendation ranking system to establish implementation deadlines. Audit recommendations are ranked according to the probability of occurrence and dollar amount of exposure to the County.



⁸ The 452 recommendations implemented in Fiscal Year 2005-06 are significantly higher than the 219 recommendations for Fiscal Year 2006-07 because outstanding recommendations from multiple prior years, including 77 from fiscal years prior to 2001-02 and 175 recommendations from 2002-03, were specifically addressed and resolved during that year.



Staffing by Program

	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Audits	17.00	17.00	17.00
Office of Financial Planning	12.00	13.00	13.00
Controller Division	105.00	100.00	100.00
Revenue and Recovery	105.50	105.50	105.50
Administration	24.50	20.50	20.50
Information Technology Mgmt Services	—	11.00	11.00
Total	264.00	267.00	267.00

Budget by Program

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Audits	\$ 1,784,359	\$ 2,529,040	\$ 2,576,474	\$ 1,986,642	\$ 2,690,750	\$ 2,379,336
Office of Financial Planning	1,886,156	2,330,624	2,430,163	1,971,834	2,226,735	2,313,478
Controller Division	9,201,679	11,486,255	15,516,423	14,588,855	10,977,325	11,419,257
Revenue and Recovery	10,658,153	9,746,791	10,126,219	8,524,557	9,832,874	10,231,332
Administration	4,040,791	3,862,608	6,004,889	4,333,768	4,619,893	3,486,937
Information Technology Mgmt Services	—	—	—	2,079	5,891,562	5,804,086
Total	\$ 27,571,139	\$ 29,955,318	\$ 36,654,167	\$ 31,407,734	\$ 36,239,139	\$ 35,634,426

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Salaries & Benefits	\$ 19,075,896	\$ 22,085,054	\$ 22,754,097	\$ 20,622,285	\$ 23,229,721	\$ 24,025,620
Services & Supplies	8,488,725	7,660,264	13,603,567	10,691,154	12,009,418	11,608,806
Capital Assets Equipment	6,519	10,000	96,503	94,296	—	—
Management Reserves	—	200,000	200,000	—	1,000,000	—
Total	\$ 27,571,139	\$ 29,955,318	\$ 36,654,167	\$ 31,407,734	\$ 36,239,139	\$ 35,634,426



Budget by Categories of Revenues

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Intergovernmental Revenues	\$ 68,788	\$ —	\$ —	\$ 96,479	\$ 41,730	\$ 41,730
Charges For Current Services	7,251,948	5,941,187	5,941,187	6,904,653	5,855,161	5,296,839
Miscellaneous Revenues	599,816	555,500	555,500	291,702	530,500	530,500
Use of Fund Balance	(892,985)	500,000	7,198,849	1,156,268	1,000,000	—
General Revenue Allocation	20,543,572	22,958,631	22,958,631	22,958,631	28,811,748	29,765,357
Total	\$ 27,571,139	\$ 29,955,318	\$ 36,654,167	\$ 31,407,734	\$ 36,239,139	\$ 35,634,426

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 with Northrop Grumman and provides strategic direction and planning, development and operational guidelines, and contractual support to end-user County departments.

Mission Statement

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

2006-07 Accomplishments

Required Discipline - Information Technology

- Successfully provided technology management services that enabled the County to transition all Information Technology and Telecommunications (IT) services to the new Outsourcing provider.
- Provided oversight and management of the development of the new Integrated Property Tax System (IPTS). This new system will replace approximately 40 individual applications that are as old as 25 years and running on inefficient processing platforms.

Required Discipline - Essential Infrastructure

- Provided technology management tools and processes that facilitated County departments' management of IT projects to ensure delivery on time and on budget.

Required Discipline - Customer Satisfaction

- Provided IT support that allowed County departments to deliver uninterrupted services to their customers while achieving a 95% positive customer satisfaction rating.

Required Discipline - Fiscal Stability

- Provided IT planning support to ensure application investments target higher business value and lower IT costs. This was accomplished by replacing old applications that had reached an age where maintenance costs were prohibitively high with lower cost and internet accessible applications.
- Provided management of the outsourcing contract to ensure fair, responsible use of taxpayer resources and to attain the best value for the County's investment. Established pricing for IT services that extend out seven years to ensure IT cost stability and predictability.

Required Discipline – Continuous Improvement

- Provided IT support in the form of technical solutions to business problems as members of the individual departments' Business Process Reengineering (BPR) initiatives.

Required Discipline – Regional Leadership

- Participated in numerous National IT panels. Provided speakers on topics ranging from outsourcing strategies to IT Governance, and IT Guiding Principles at major conferences attended by other agencies, private sector partners and other professional groups.



2007-09 Objectives

Required Discipline - Information Technology

- Recently, the County transitioned all IT Services to the new providers who will be providing services for the next 7 to 12 years. This year, we will move to transform our environment to achieve additional efficiencies that will include application server consolidation and network consolidation, both of which will improve efficiencies and improve service levels.
- Undertake a major redesign of the County's public facing Internet site. The new site will be more citizen friendly, provide more dynamic information and reduce maintenance costs by 20-25%.
- Develop a method for sharing data processing that will enable multiple departments' needs to be met by shared physical resources. This is anticipated to reduce processing costs by 15-20% over the next two years.

Required Discipline - Essential Infrastructure

- Provide consistently high quality services such as e-mail, phones, Internet, Intranet, and application development support to County departments. The services will be benchmarked against industry standards.

Required Discipline - Customer Satisfaction

- Provide IT services that meet the needs and expectations of both County employees' and residents. Customer satisfaction surveys will be maintained at a 95% satisfaction rating or higher.

Required Discipline - Fiscal Stability

- IT costs for services will be held to the rates established in the contract for the seven year period of the contract. New services will be benchmarked and analyzed for best value to the County and for fair and reasonable pricing.

Required Discipline – Continuous Improvement

- Provide technical solutions that enable the business units to achieve additional efficiencies. These Business Process Reengineering efforts will include such things as making field workers mobile to allow more clients to be served with fewer resources. It will also include making additional services Internet accessible to provide services faster, better and at a reduced cost.

Required Discipline – Regional Leadership

- Continue to speak at National Conferences on IT related topics.

Changes from 2006-07 Adopted

Staffing

Increase of 1.00 staff year due to the transfer from the Land Use and Environment Group to reflect the County's new reporting structure for County website development.

Expenditures

Net decrease of \$4.2 million due to a \$0.5 million decrease in the CTO's operating budget and a \$3.7 million decrease in the IT Internal Service Fund (ISF). These decreases are primarily due to:

- Increase of \$0.1 million in Salaries and Benefits in the CTO's operating budget due to negotiated cost of living adjustments.
- Net decrease of \$4.5 million in Services and Supplies consisting of a decrease of \$0.8 million in the CTO's operating budget due to completion of one-time IT related projects and a net decrease of \$3.7 million in the IT ISF due to a decrease of one-time expenditures of \$12.5 million associated with transition activities and an increase of \$8.8 million due to changes in service levels requested by various County departments.
- Increase of \$0.2 million in Management Reserves to address unanticipated needs in the CTO's operating budget.



Revenues

Net decrease of \$4.2 million due to \$0.5 million decrease in the CTO's operating budget and a \$3.7 million decrease in the IT ISF. These decreases are primarily due to:

- Net decrease of \$4.6 million in Charges for Current Services consisting of a decrease of \$0.1 million in the CTO's operating budget due to decline in A-87 revenues and a net decrease of \$4.5 million in the IT ISF primarily due to the services and supplies expenditure changes described above.
- Increase of \$0.8 million in Other Financing Sources for software maintenance.
- Net decrease of \$0.1 million in Use of Fund Balance in the CTO's operating budget due to decrease of \$1.3 million of General Fund Use of Fund Balance which funded a one-time information technology project (enterprise-wide server consolidation) in Fiscal Year 2006-07. The project will begin in Fiscal Year 2007-08.

This project is funded by an increase of \$1.2 million in Finance and General Government Group Use of Fund Balance. The remaining budgeted Use of Fund Balance of \$2.3 million will be used to fund the increase in management reserves described above and rebudgeted one-time costs associated with implementation of the Integrated Property Tax System and County Website Redesign project.

- Decrease of \$0.4 million in General Revenue Allocation associated with the expenditure changes in the CTO's operating budget described above.

Summary of Changes in Fiscal Year 2008-09

Net decrease of \$8.1 million due to a reduction of \$2.5 million in Use of Fund Balance in the CTO's operating budget due to the anticipated completion of one-time IT projects during Fiscal Year 2007-08; and a decrease of \$5.6 million in the IT ISF due to changes in service levels requested by various County departments.



Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Actual	2007-08 Adopted	2008-09 Approved
Number of County departments receiving IT Planning Support Services ⁴	23	25	36	N/A	N/A
% of projects implemented on time and within budget/ total number of projects ³	N/A	95%	87% of 15	95% of 100	95% of 100
% of customers who report satisfaction with Contactor Support Services ¹	94.6%	95%	92.8%	95%	95%
Ensure forecasted annual IT Outsourcing costs are not exceeded. Target: Meet forecast - 100% ^{2, 4}	N/A	100%	100%	N/A	N/A
% Accuracy of Contractor billing for IT Outsourcing services, with a minimum 95% accuracy rate ⁶	N/A	N/A	N/A	96%	99%
IT initiatives resulting from CTO-driven advanced planning ⁶	N/A	N/A	N/A	3	5
Making existing County services available and accessible on the Internet for county residents ⁶	N/A	N/A	N/A	2	3
Number of presentations and communications regarding outsourcing strategies and lessons learned ^{2, 4}	N/A	4	40 ⁵	N/A	N/A

Table Notes

¹ Satisfaction with Contractor Support Services is measured by a customer satisfaction survey of County employees on a scale from 1 (unsatisfied) to 5 (very satisfied), where 3 is considered “satisfactory”.

² Measure is new as of Fiscal Year 2006-07 to better reflect outcome-based performance.

³ This percentage was developed from a population of fifteen projects that were completed over the year. Of the 15 projects, 13 met the requirements. The term “project” refers to IT-related events conducted by County employees as part of County operations.

⁴ These Performance Measurements are discontinued as of the end of Fiscal Year 2006-07.

⁵ Actual is higher than expected due to greater demand than anticipated.

⁶ Measure is new as of Fiscal Year 2007-08 to better reflect outcome-based performance.



Staffing by Program

	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
CTO Office	15.00	16.00	16.00
Total	15.00	16.00	16.00

Budget by Program

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
CTO Office	\$ 4,453,998	\$ 9,870,949	\$ 11,107,512	\$ 7,742,648	\$ 9,339,747	\$ 6,860,020
Information Technology Internal Service Fund	110,116,379	118,813,139	122,777,632	45,083,466	115,107,063	109,455,044
Total	\$ 114,570,377	\$ 128,684,088	\$ 133,885,144	\$ 52,826,114	\$ 124,446,810	\$ 116,315,064

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Salaries & Benefits	\$ 2,269,968	\$ 2,600,956	\$ 2,711,332	\$ 2,419,507	\$ 2,652,172	\$ 2,702,446
Services & Supplies	112,300,410	125,883,132	131,123,812	100,339,012	121,394,638	113,612,618
Other Charges	—	—	—	5,548,045	—	—
Capital Assets/Land Acquisition	—	—	—	(55,480,450)	—	—
Management Reserves	—	200,000	50,000	—	400,000	—
Total	\$ 114,570,377	\$ 128,684,088	\$ 133,885,144	\$ 52,826,114	\$ 124,446,810	\$ 116,315,064



Budget by Categories of Revenues

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Fines, Forfeitures & Penalties	\$ 104	\$ —	\$ —	\$ —	\$ —	\$ —
Intergovernmental Revenues	9,804,590	2,710,000	2,710,000	203,152	2,710,000	2,710,000
Charges For Current Services	94,660,192	115,915,039	115,915,039	102,300,146	111,310,274	105,658,255
Miscellaneous Revenues	182	500	500	210	500	500
Other Financing Sources	1,664,000	845,000	845,000	845,000	1,670,670	1,670,670
Residual Equity Transfers In	4,784,782	—	—	—	—	—
Use of Fund Balance	(535,638)	3,624,956	8,826,012	(56,110,987)	3,530,000	1,000,000
General Revenue Allocation	4,192,166	5,588,593	5,588,593	5,588,593	5,225,366	5,275,639
Total	\$ 114,570,377	\$ 128,684,088	\$ 133,885,144	\$ 52,826,114	\$ 124,446,810	\$ 116,315,064

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.

2006-07 Accomplishments

Required Discipline – Customer Satisfaction

- Achieved a positive customer satisfaction rating of 99%.
- Provided our customers with hearings that were fair, impartial, and efficient, resulting in legally sound decisions.
- Ensured proper referral of inquiries by departments, employees, employee representatives and organizations, and the public relating to personnel matters.
- Provided a neutral environment that facilitated open discussion of issues for departments, employees, and employee representatives.

Required Discipline – Continuous Improvement

- Expanded the Commission's website to include most recent meeting minutes and updated forms that will allow for more efficient processing of certain types of personnel appeals.

Required Discipline – Accountability/Transparency

- 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.

- Met with Department of Human Resources and County Counsel to evaluate and better understand management of parties' personnel records.
- Disseminated 100% (30) of Commission decisions within 48 hours of Commission approval, exceeding target of 85% due to staff efficiency.

Required Discipline – Skilled, Competent and Diverse Workforce

- Increased the number of personnel disputes resolved without the need for a full evidentiary hearing by 8% (total of 37), exceeding target of 5% set for this year.
- Continued staff training in areas of human resources, computer technology and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.

2007-09 Objectives

Required Discipline – Customer Satisfaction

- Maintain a positive customer satisfaction rating of 95% or above.
- Provide our customers with hearings that are fair, impartial, and efficient, resulting in legally sound decisions.
- Ensure proper referral of inquiries by departments, employees, employee representatives and organizations, and the public relating to personnel matters.
- Provide a neutral environment that facilitates open discussion of issues for departments, employees, and employee representatives.



Required Discipline – Continuous Improvement

- Expand the Commission's website to potentially include audio recordings of public meetings and new user-friendly forms.
- Fully implement new digital audio recording system at Commission hearings and public meetings.

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.
- Disseminate at least 90% of Commission decisions within 48 hours of Commission approval.

Required Discipline – Skilled, Competent and Diverse Workforce

- Resolve 55% of personnel disputes without the need for a full evidentiary hearing.

- Provide ongoing staff training in areas of human resources, computer technology and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.

Changes from 2006-07 Adopted

Staffing

No change in staffing.

Expenditures

No significant changes.

Revenues

No significant changes.

Summary of Changes in Fiscal Year 2008-09

No significant changes.



Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Actual	2007-08 Adopted	2008-09 Approved
Positive Customer Satisfaction Rating	100%	95%	99%	95%	95%
% Increase in Number of Personnel Disputes Resolved without Need of Evidentiary Hearing ¹ / total number of Personnel Disputes Resolved without Need of Evidentiary Hearing	5% / 34	5% / 36	8% / 37	N/A	N/A
% of Personnel Disputes Resolved without Need of an Evidentiary Hearing ¹	N/A	N/A	N/A	55%	55%
% Commission Decisions Disseminated within 48 Hours of Commission Approval / total number of Commission Decisions	N/A	85%	100% / 30	90%	95%

Table Notes

¹ Effective Fiscal Year 2007-08, the “% Increase in Number of Personnel Disputes Resolved without Need of Evidentiary Hearing” measure is being replaced by “% of Personnel Disputes Resolved without Need of an Evidentiary Hearing”, to better reflect outcome-based performance.



Staffing by Program

	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Civil Service Commission	4.00	4.00	4.00
Total	4.00	4.00	4.00

Budget by Program

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Civil Service Commission	\$ 540,148	\$ 619,976	\$ 641,674	\$ 592,139	\$ 624,424	\$ 605,396
Total	\$ 540,148	\$ 619,976	\$ 641,674	\$ 592,139	\$ 624,424	\$ 605,396

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Salaries & Benefits	\$ 456,400	\$ 462,081	\$ 477,506	\$ 471,439	\$ 477,083	\$ 488,056
Services & Supplies	83,748	113,895	149,096	120,701	117,341	117,340
Management Reserves	—	44,000	15,072	—	30,000	—
Total	\$ 540,148	\$ 619,976	\$ 641,674	\$ 592,139	\$ 624,424	\$ 605,396

Budget by Categories of Revenues

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Charges For Current Services	\$ 38,929	\$ 50,165	\$ 50,165	\$ 50,155	\$ 44,894	\$ 44,894
Use of Fund Balance	(13,171)	44,000	65,698	16,173	30,000	—
General Revenue Allocation	514,389	525,811	525,811	525,811	549,530	560,502
Total	\$ 540,148	\$ 619,976	\$ 641,674	\$ 592,139	\$ 624,424	\$ 605,396

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.

2006-07 Accomplishments

Required Discipline – Customer Satisfaction

- Installed into the Board of Supervisors chambers a replacement state-of-the-art touch-screen voting system which provided the public with clearer and more detailed display of voting at the Board of Supervisors meetings.
- Replaced the use of outdated cassette tape recording of the Board of Supervisors meetings with new digital recording equipment. This allowed placement of audio files of Board of Supervisors meetings to be placed on the County website for easy access by customers.

- Each program within the department developed and conducted 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

- The department was unable to decrease water consumption in landscaping at the CAC due to issues regarding how the irrigation system is connected to the water meter. Changes will be made so that this goal may be considered next fiscal year based on recommendations from the San Diego Water Authority survey.
- Reduced planned expenditures by 3% for gardening equipment and infestation control by developing and implementing gardening equipment preventive maintenance, developing and utilizing a year-round plan and schedule for seasonal plantings and insect control. Containment of expenditures contributes to overall departmental budget management.



- Pursued opportunities for energy conservation through modification and or modernization of existing equipment. For example, as equipment motors wore out, they were replaced with energy efficient models. This will have a positive long-term impact on energy use.

Required Discipline – Continuous Improvement

- Began revision of the Boards, Committees & Commissions process through the analysis of business needs and identification of new technology that may improve these processes. The investigation of available technology was not completed during this fiscal year and efforts will continue during the next period.
- Prepared for the replacement of the outdated document management system in an effort to make documents readily accessible to departments and the public. Produced a statement of work for this project which was then used as a basis for vendor bids. This document allowed for bids to be consistent as to form and more accurately evaluated.

2007-09 Objectives

Required Discipline – Customer Satisfaction

- Create a Board of Supervisors Handbook to assist newly elected Supervisors and new staff with questions regarding the County’s mission, services, office operational finances, structure, business processes, and organizational culture.

Required Discipline – Fiscal Stability

- Reduce landscape water use by 10% during Fiscal Year 2007-08, following recommendations from a recent San Diego Water Authority survey.

Required Discipline – Continuous Improvement

- Ensure that Board of Supervisors meeting items, which have only hard copy related back-up materials, are scanned and placed on the Clerk of the Board Internet site for more complete customer access to local government records.
- Current document management system software that allows customers to access records of Board of Supervisors meetings is so outdated that it is no longer supported by the manufacturer. In order to ensure continued customer access to these records, the old system will be replaced with new County standard Documentum software.

Changes from 2006-07 Adopted

Staffing

No change in staffing.

Expenditures

Increase of \$0.2 million.

- Increase of \$0.2 million in Salaries and Benefits due to negotiated cost of living adjustments.
- Increase of \$0.05 million in Service and Supplies reflects an allowance for projected postage and IT adjustments.

Revenues

Net increase of \$0.2 million.

- Increase of \$0.3 million in General Revenue Allocation to support expenditure changes described above offset by a minor decrease in Charges for Current Services.

Summary of Changes in Fiscal Year 2008-09

No significant changes.



Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Actual	2007-08 Adopted	2008-09 Approved
Average score on internal customer surveys ¹	4.8	4.9	4.9	4.9	4.9
Percent of draft Board of Supervisors Statement of Proceedings approved within 24 hours of each Board Meeting ²	100%	100%	100%	N/A	N/A
Percent of property tax assessment appeal applications quality reviewed and entered into the computer system within 7 days of receipt during the filing period to increase efficiency of the appeal process ³	92%	90%	90%	92%	95%
Percent of County Administration Center Facilities Services preventive maintenance work orders completed as scheduled	91%	92%	92%	95%	98%
Percent of record requests responded to within 10 days of receipt ²	100%	100%	100%	N/A	N/A
Ensure that all audio recordings of Board of Supervisors meetings are added to Clerk of the Board Internet site within 5 days of the related meeting ⁴	N/A	N/A	N/A	100%	100%
Decrease landscape water consumption at the County Administration Center ⁵	N/A	N/A	N/A	10%	12%

Table Notes

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

² Goal is being deleted as department has consistently achieved it the past few years.

³ During Fiscal Year 2006-07, total applications received were 2,827. Target varies with volume: 1-5,000 received - 92%, 5,001 – 10,000 received - 90%, 10,001 or more received - 80%.

⁴ This is a new measure effective Fiscal Year 2007-08 to improve customer access to local government records. No audio was placed on the Internet in prior years.

⁵ Baseline to be established first half of Fiscal Year 2007-08. Percentage is of total water consumption.



Staffing by Program

	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 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
Total	37.00	37.00	37.00

Budget by Program

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Legislative Services	\$ 717,063	\$ 948,858	\$ 948,858	\$ 834,082	\$ 1,027,512	\$ 1,006,518
CAC Facilities Services	2,830,827	3,720,848	4,040,101	2,879,116	3,730,602	3,785,213
Assessment Appeals	160	—	—	270	—	—
Public Services	764,548	882,599	883,502	796,960	905,056	953,029
Executive Office	712,311	996,949	1,096,533	819,596	1,127,857	958,965
Total	\$ 5,024,909	\$ 6,549,254	\$ 6,968,993	\$ 5,330,025	\$ 6,791,027	\$ 6,703,725

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Salaries & Benefits	\$ 2,590,147	\$ 2,922,691	\$ 3,022,275	\$ 2,765,732	\$ 3,084,581	\$ 3,197,280
Services & Supplies	2,426,736	3,451,563	3,771,718	2,564,293	3,506,446	3,506,445
Capital Assets Equipment	8,025	—	—	—	—	—
Expenditure Transfer & Reimbursements	—	(25,000)	(25,000)	—	—	—
Management Reserves	—	200,000	200,000	—	200,000	—
Total	\$ 5,024,909	\$ 6,549,254	\$ 6,968,993	\$ 5,330,025	\$ 6,791,027	\$ 6,703,725

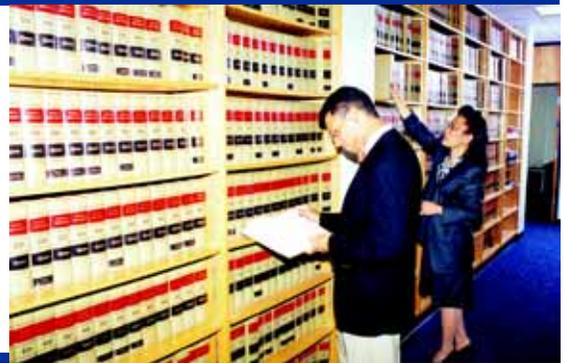


Budget by Categories of Revenues

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Revenue From Use of Money & Property	\$ 49,508	\$ 20,000	\$ 20,000	\$ 47,032	\$ 20,000	\$ 20,000
Charges For Current Services	373,177	345,750	345,750	303,968	325,750	325,750
Miscellaneous Revenues	44,913	40,170	40,170	43,112	40,170	40,170
Use of Fund Balance	(1,283,024)	200,000	619,739	(1,007,421)	200,000	—
General Revenue Allocation	5,840,334	5,943,334	5,943,334	5,943,334	6,205,107	6,317,805
Total	\$ 5,024,909	\$ 6,549,254	\$ 6,968,993	\$ 5,330,025	\$ 6,791,027	\$ 6,703,725



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.

2006-07 Accomplishments

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 they could fulfill their mission and objectives in accordance with the law, reduce the risk of liability, and use taxpayer dollars efficiently and effectively.

- County Counsel accomplished the following in furtherance of this objective:
 - Completed 100% (21) of advisory assignments for the Board of Supervisors and CAO by the agreed upon due date.

- Completed over 98% (1,491 of 1,515) of all advisory assignments for all County departments by the agreed upon due date.
- Completed 100% (5) of all draft Environmental Impact Report (EIR) reviews within 30 days.

County Counsel aggressively 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 accomplished the following in furtherance of this objective:
 - Took to court 72% of all cases filed against the County (87 of the 121 cases resolved during Fiscal Year 2006-07) to fight these lawsuits, as opposed to making settlement payments to plaintiffs.
 - Prevailed in court in 95% of all lawsuits filed against the County (83 of 87 lawsuits resolved in Fiscal Year 2006-07).
 - Obtained 75% court ordered pre-trial dismissals of all resolved cases (62 of 83 lawsuits resolved during Fiscal Year 2006-07) 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 99% of the defense of all lawsuits filed against the County (120 of 121 cases filed against the County resolved during Fiscal Year 2006-07), unless a conflict of interest required outside counsel to handle a case.
- Reviewed 100% of all juvenile dependency petitions prior to filing by HHSA in Juvenile Court (1,842 of 1,842 petitions decided during Fiscal Year 2006-07) 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 (1,842 of 1,842 petitions decided during Fiscal Year 2006-07) to support HHSA goal of protecting children and preserving families.
- Prevailed in court in 99% of all juvenile dependency petitions (1,835 of 1,842 petitions decided during Fiscal Year 2006-07) in contested jurisdictional trials.
- Represented HHSA Child Welfare Services in 100% of all juvenile dependency appeals/writs (456 of 456 appeals/writs decided in Fiscal Year 2006-07) filed in the Court of Appeal.
- Prevailed in 89% of all juvenile dependency appeals/writs (407 of 456 appeals/writs decided in Fiscal Year 2006-07) filed in the Court of Appeal.

County Counsel 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 accomplished the following in furtherance of this objective:
 - Provided 226 education/training programs to the County on selected legal subjects.

- Provided 75 specialized training sessions, risk roundtables, settlement committee discussions, and post-litigation debriefings to specifically address risk management issues.
- Issued 12 County Counsel Special Bulletins to inform County officials of new developments involving court rulings and new legislation.

Required Discipline – Regional Leadership

County Counsel attorneys have accomplished the following objectives thereby taking a leadership role in the region and in the State of California:

- County Counsel served on the following committees of the County Counsels’ Association: Chairman of the Litigation Overview Committee and Orientation Committee, and member of the Cost Shift Committee, Opinion Overview Committee, and Native American Tribal Lands Committee.
- Established and took a leadership role in a working group dedicated to election issues.
- Served as the Chair of the County Counsel’s Association Health and Welfare Study Section.
- Served on the California Government Committee on Health Information Technology, which is chaired by the State Chief Information Officer.
- Served 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 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.



- Continued to serve as a member of the City/County Attorneys Association of San Diego County, which includes cooperative and collaborative activities among the city attorney's staff and County Counsel staff. One of the Chief Deputies was named Municipal Attorney of the Year by the Association.
- County Counsel attorneys were involved in activities of the San Diego County Bar Association.

2007-09 Objectives

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 100% of all advisory assignments for the Board of Supervisors and CAO by the agreed upon due date.
 - Complete over 98% of all advisory assignments for all County departments by the agreed upon due date.
 - Prepare an online library of training materials and videos on the County Counsel Office intranet webpage.
 - Achieve an Overall rating of 4.5 (on a scale of 1-5) or higher in office-wide client survey.

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:
 - Prevail in court in over 90% of all lawsuits filed against the County.

- Ensure 90% or more of the County cases against other parties that are resolved in 2007-08 will result in a Court decision in favor of the County or a financial recovery by the County through settlement.
- Handle 95% or more of the defense of all lawsuits filed against the County, unless a conflict of interest requires outside counsel to handle a case.

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 2007-08 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 2007-08 to specifically address risk management issues.
 - Issue 12 or more County Counsel Special Bulletins during Fiscal Year 2007-08 to inform County officials of new developments involving court rulings and new legislation.
 - Provide a combination of at least 40 internal and external training sessions for County Counsel staff on various subjects.

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 on the following committees of the County Counsels' Association: Chairman of the Litigation Overview Committee and Orientation Committee, and as a member of the Cost Shift Committee, Native American Tribal Lands 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 staff will maintain a significant involvement in the activities of the statewide Public Agency Risk Managers Association (PARMA), Child Abuse Prevention Foundation (CAPF), San Diego County City Attorneys' Association and San Diego County Bar Association.

Changes from 2006-07 Adopted

Staffing

An increase of 2.00 staff years to provide additional investigative support to the Public Liability litigation and advisory legal staff in order to continue to enhance risk mitigation; and to provide additional administrative support to respond to increased accounting responsibilities.

Expenditures

Net increase of \$1.2 million.

- Increase of \$1.5 million in Salaries and Benefits due to negotiated cost of living increases and additional staff as described above.
- Increase of \$0.1 million in Services and Supplies to fund increased information technology costs.
- Increase of \$0.5 million in Expenditure Transfers and Reimbursements due to increased reimbursements to offset expenses related to staff providing exclusive legal services to the Department of Environmental Health and the Health and Human Services Agency. Since this is a reimbursement, it has the effect of a \$0.5 million decrease in expenditures.

Revenues

Net increase of \$1.2 million.

- Increase of \$0.4 million in Charges for Current Services due to anticipated increases in cost recovery.
- Decrease of \$0.3 million in Miscellaneous Revenues primarily due to the re-categorization of revenues to cost applied as described above.
- Budgeted Use of Fund Balance of \$0.8 million will support management reserves (\$0.2 million) and rebudgeted one-time costs associated with the implementation of Documentum (\$0.6 million).
- Increase of \$1.1 million in General Revenue Allocation to fund increased expenditures noted above.

Summary of Changes in Fiscal Year 2008-09

No significant changes.



Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Actual	2007-08 Adopted	2008-09 Approved
Percent of resolved court cases filed against the County in which County will prevail	94% (83 cases resolved in Court)	90%	95% (83 cases resolved in Court)	90%	90%
Percent of resolved cases that will be decided by court decision or dismissal without settlement	78% (106 cases resolved)	70%	72% (87 cases resolved)	70%	70%
Percent of advisory assignments for Board of Supervisors to be completed by the due date	100% (22 assignments completed)	100%	100% (21 assignments completed)	100%	100%
Percentage of advisory assignments for all departments to be completed by the due date	99% (1,925 assignments completed)	95%	98% (1,491 assignments completed)	98%	98%
Percentage of all draft Environmental Impact Reports (EIRs) to be reviewed within 30 days	100% (7 EIR's reviewed)	100%	100% (5 EIR's reviewed)	100%	100%
Percent of Juvenile Dependency petitions in which County Counsel will prevail	99% (2,081 Petitions)	95%	99% (1,835 Petitions)	95%	95%
Percent of Juvenile Dependency appeals and writs in which County Counsel will prevail	92% (402 writs/appeals)	90%	89% (407 writs/appeals)	90%	90%



Staffing by Program

	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
County Counsel	139.00	141.00	141.00
Total	139.00	141.00	141.00

Budget by Program

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
County Counsel	\$ 19,935,941	\$ 21,247,231	\$ 21,876,219	\$ 20,660,466	\$ 22,454,457	\$ 22,492,842
Total	\$ 19,935,941	\$ 21,247,231	\$ 21,876,219	\$ 20,660,466	\$ 22,454,457	\$ 22,492,842

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Salaries & Benefits	\$ 18,902,594	\$ 19,176,957	\$ 19,805,945	\$ 19,445,131	\$ 20,715,849	\$ 21,529,576
Services & Supplies	1,320,166	1,462,988	2,144,719	1,757,054	1,594,151	1,641,753
Capital Assets Equipment	35,030	—	—	—	—	—
Expenditure Transfer & Reimbursements	(321,848)	(192,714)	(192,714)	(541,719)	(655,543)	(678,487)
Management Reserves	—	800,000	118,269	—	800,000	—
Total	\$ 19,935,941	\$ 21,247,231	\$ 21,876,219	\$ 20,660,466	\$ 22,454,457	\$ 22,492,842



Budget by Categories of Revenues

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Charges For Current Services	\$ 8,569,707	\$ 8,386,658	\$ 8,386,658	\$ 9,030,650	\$ 8,765,549	\$ 9,025,699
Miscellaneous Revenues	811,890	276,664	276,664	41,084	25,000	25,750
Use of Fund Balance	(615,067)	800,000	1,428,988	(195,177)	800,000	—
General Revenue Allocation	11,169,411	11,783,909	11,783,909	11,783,909	12,863,908	13,441,393
Total	\$ 19,935,941	\$ 21,247,231	\$ 21,876,219	\$ 20,660,466	\$ 22,454,457	\$ 22,492,842



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.

2006-07 Accomplishments

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

- Assembled a well-qualified and widely representative civil panel to ensure that all significant complaints, issues, and other matters of public concern were brought before the Grand Jury.
- Submitted a final report of findings and recommendations that pertained to County government matters to the Presiding Judge of the Superior Court, the Board of Supervisors, and/or other responsible agencies, when applicable, as required by law (Penal Code §933). Each affected agency had 60-90 days to respond to the Grand Jury's recommendations.

- Reviewed and investigated 80 citizens' complaints, issues, and other County matters of civil concern brought before the Grand Jury.
- Conducted hearings to determine whether there was sufficient evidence to bring an indictment charging a person with a public offense in response to criminal complaints filed by the District Attorney.
- Returned 75 criminal indictments, and prepared other reports and declarations as mandated by law (Penal Code §939.8, et seq.).

2007-09 Objectives

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

- Review, prioritize, and investigate all citizens' complaints, issues, and other County matters of civil concern brought before the Grand Jury by assembling a well-qualified and widely representative civil panel to ensure that City and County governmental entities are operating as efficiently as possible.
- Support the District Attorney with hearings on criminal matters.



Changes from 2006-07 Adopted

Staffing

No change in staffing.

Expenditures

Increase of \$0.1 million in Services and Supplies to fund additional Grand Juries impaneled for the Public Integrity Unit.

Revenues

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

Summary of Changes in Fiscal Year 2008-09

No significant changes.



Staffing by Program

	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Grand Jury	1.00	1.00	1.00
Total	1.00	1.00	1.00

Budget by Program

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Grand Jury	\$ 488,365	\$ 583,462	\$ 584,098	\$ 547,712	\$ 733,362	\$ 711,495
Total	\$ 488,365	\$ 583,462	\$ 584,098	\$ 547,712	\$ 733,362	\$ 711,495

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Salaries & Benefits	\$ 111,291	\$ 131,620	\$ 127,620	\$ 118,067	\$ 135,711	\$ 133,845
Services & Supplies	377,074	431,842	436,478	429,645	577,651	577,650
Management Reserves	—	20,000	20,000	—	20,000	—
Total	\$ 488,365	\$ 583,462	\$ 584,098	\$ 547,712	\$ 733,362	\$ 711,495

Budget by Categories of Revenues

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Miscellaneous Revenues	\$ 74	\$ —	\$ —	\$ —	\$ —	\$ —
Use of Fund Balance	(61,992)	20,000	20,636	(15,750)	20,000	—
General Revenue Allocation	550,283	563,462	563,462	563,462	713,362	711,495
Total	\$ 488,365	\$ 583,462	\$ 584,098	\$ 547,712	\$ 733,362	\$ 711,495



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.

2006-07 Accomplishments

Required Discipline – Skilled, Competent and Diverse Workforce

- Increased the number of qualified applicants (on employment lists), by 15% (3,337) over the previous fiscal year (22,842) for a total qualified applicant pool of 26,179. This is out of a total of 52,831 applications received for Fiscal Year 2006-07. This increase has resulted in a larger qualified applicant pool so that departments can build a workforce capable of delivering superior services to residents of San Diego County.
- Advertised in a variety of culturally diverse publications and websites and attended job fairs that targeted diverse populations, resulting in an increase of 38% (8,725) over

the previous fiscal year (22,685), bringing the total of all applicants being from diverse backgrounds as of June 2007 to 31,410.

- Provided executives, managers, and professional staff with the requisite knowledge for interpreting and implementing successor labor agreements for 24 different bargaining units through nine presentations with supplemental handouts.
- Provided professional development opportunities to County employees by offering 121 classes and 10 academies to 12,937 attendees, which helped them to excel in their current jobs and continue to deliver quality services to residents of San Diego County.
- Delivered six career planning classes to 478 employees which resulted in the promotion of 15% (70 of 478) of the participants. Additionally, delivered 137 career counseling sessions through one-on-one consultations.

Required Discipline – Fiscal Stability

- Negotiated fiscally prudent successor labor agreements for 24 bargaining units over the past two fiscal years, meeting target.



Required Discipline – Information Technology

- Provided County departments with electronic access to Human Resources job application data through enhancement to the Documentum computer system. This improved customer service and resulted in a cost savings from reduced office expenses and staff time.
- Reviewed existing business processes, developed technical requirements document, and held vendor demonstrations in order to implement an improved online application management system. Recommendation made for a vendor product that will reduce departmental staff time and expense and improve customer service. Targeting spring 2008 for implementation.
- Improved employee benefits open enrollment activities through work flow process improvements, utilization of support staff, communication efforts, and capitalizing on data in our information technology system, resulting in 94% (16,400 of 17,500) of employees successfully completing the open enrollment process. These improvements resulted in employee benefit changes being processed in a timely fashion.
- Developed the scope of work for an automated open enrollment system, received bids, and selected a vendor, targeting a fall 2007 implementation plan.
- Identified and input Human Resources performance measures using the Performance Based (PB) Views software application, a tracking tool to measure quarterly progress in meeting established goals.

2007-09 Objectives

Required Discipline – Skilled, Competent and Diverse Workforce

- Conduct one Discipline Case Advocacy Institute training session by June 2009, to increase departmental personnel officers' ability to represent the County effectively in disciplinary hearings.

- Expand the contents of the quarterly Discipline Case Record periodical by including articles related to the Labor Relations field for Fiscal Years 2007-08 and 2008-09, to broaden departmental personnel officers' knowledge.
- Offer quarterly training classes on Family Medical Leave and Pregnancy Disability Leave through the DHR Training Catalog, in order to provide consistent information on the County policy and legal requirements.
- Develop and implement four distance learning courses, two each fiscal year, and offer the training to County employees through the Learning Management System. This Countywide system will manage and support employee development by tracking training courses, job certification requirements, and licenses. Courses to be developed emphasize career marketing and customer service skills which will help employees compete for internal job opportunities and to better serve the public. Distance learning courses enable employees to complete training from their desktops, reducing travel time and mileage reimbursement.
- Increase the number of qualified applicants by 5% of an identified applicant base of 24,858, over Fiscal Year 2006-07, in order to provide a larger qualified applicant pool. This will enable departments to build a workforce that can deliver superior services to the residents of San Diego County.
- Market County employment opportunities by advertising in a variety of culturally diverse publications and websites, and attending job fairs that are targeted at diverse populations, in order to maintain a 60% ratio of diverse applicants of the overall applicant pool.



- Develop on-campus relationships with student and faculty organizations to market County employment opportunities and enhance college recruitments, by participating in six recruitment events at colleges and universities by December 2007.
- Complete 94% of classification activity requests (reclassification requests, salary studies, position maintenance studies, etc.) within prescribed goal dates each fiscal year.

Required Discipline – Fiscal Stability

- Negotiate fiscally prudent successor labor agreements with 24 bargaining units by June 2009.
- Reduce costs associated with injuries by 5%, (\$920,671) as compared to Fiscal Year 2006-07 costs of \$18,413,412, by conducting 24 training sessions for departments, by June 2008, in support of the Work Safe Stay Healthy program.

Required Discipline – Information Technology

- Implement automated benefit system for the processing of benefits for open enrollment, new hires, and family status changes by fall 2007. This system will provide a convenient, user-friendly, web based enrollment process for employees and is anticipated to reduce administration costs.
- Train 17,500 (100%) employees by fall 2007 on the centralized Learning Management System which will provide electronic access to enroll in, manage, and facilitate trainings. Both web based and classroom based training will be delivered to employees.
- Reduce costs associated with document storage by 15%, (\$1,500) as compared to Fiscal Year 2006-07 costs of \$8,000, through upgrades to the Workers' Compensation claim system and utilization of Document Imaging module, by June 2008.

Required Discipline – Continuous Improvement

- Competitively procure two dental maintenance organization (DMO) employee benefit contracts for improved dental provider networks, dental services, and pricing, by May 2008.

Changes from 2006-07 Adopted

Staffing

Increase of 4.00 staff years.

- Increase of 2.00 staff years in the Employee Development and Training Division due to the mid-year transfer of the Countywide customer service program from the Land Use and Environment Group.
- Increase of 1.00 staff year in the Employee Development and Training Division to focus on providing Countywide distance learning and Enterprise Resource Planning (ERP) training programs and career development academies.
- Increase of 1.00 staff year in the Administration Division to focus on enterprise wide special projects and committees.

Expenditures

Net increase of \$0.6 million.

- Increase of \$0.7 million in Salaries and Benefits due to the addition of four staff years and negotiated cost of living adjustments.
- Net decrease of \$0.2 million in Services and Supplies due to:
 - Decrease of \$1.1 million in one-time contracted services for information technology (IT) projects.
 - Decrease of \$0.2 million in helicopter insurance premiums.
 - Increase of \$0.5 million to support general fund activities previously funded by the Workers' Compensation Employee Benefits Internal Service Fund.



- Increase of \$0.4 million for the implementation of the automated benefit system.
- Net increase of \$0.3 million for on-going IT costs.
- Increase of \$0.1 million in Management Reserves to address unanticipated expenses.

Revenues

Net increase of \$0.6 million.

- Increase of \$0.1 million in Charges for Current Services due to an increase in A-87 revenues.
- Increase of \$0.3 million in Miscellaneous Revenues for the automated benefit system and the administration of COBRA and Cal-COBRA benefits.

- Net decrease of \$1.0 million in Use of Fund Balance due to the completion of one-time projects. The \$0.6 million budgeted Use of Fund Balance is to support the Workforce Academy for Youth (WAY) program (\$0.3 million) and Management Reserves (\$0.3 million).
- Increase of \$1.3 million in General Revenue Allocation to fund operational cost increases described above.

Summary of Changes in Fiscal Year 2008-09

Net decrease of \$0.6 million due to an increase in negotiated cost of living adjustments, offset by a reduction in services and supplies due to completion of one-time funded projects.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Actual	2007-08 Adopted	2008-09 Approved
% of classification activity requests completed within prescribed timeframe	92%	85% of 580	96% of 533	92% of 580	94% of 580
Overall satisfaction rating with training programs offered by Employee Development Division (Scale of 1-5 with 5 being extremely satisfied)	4.57	4.50	4.70	4.50 ¹	4.56
% of grievances filed for arbitration that are resolved without going to hearing ²	80%	80%	100%	N/A	N/A
% of grievances won in arbitration	N/A	N/A	N/A	80% ³	80% ³
% of recruitment plan/service agreements/timelines are met	95%	89% of 548	98% of 535	89% of 548	94% of 548
Overall satisfaction rating with employment lists (Scale of 1-5)	4	4	4.5	N/A ²	N/A ²
% of key users who have been trained on reports/queries	100%	100%	N/A ²	N/A ²	N/A ²
% reduction on Countywide Workers' Compensation costs compared to prior year	(12.06%)	(5%)	(7.17%) ⁴	0% ⁵	0% ⁵



Table Notes

¹ The average rating for the last three years has been 4.5. Additionally, existing courses are revised to address course attendee feedback.

² This measure is being deleted as of Fiscal Year 2007-08 as the department continues to develop measures that are outcome oriented.

³ This measure is new as of Fiscal Year 2007-08 to better reflect outcome-based performance.

⁴ Two large workers compensation claims were settled in Fiscal Year 2006-07 and the outcome of a court proceeding resulted in a large payment.

⁵ Workers' compensation medical costs continue to increase industrywide. The workers' compensation medical and managed care contracts are in the process of renegotiation with an anticipated 8% and 15% respective cost increase. These contracts will be effective October 2007 and August 2007, respectively. Total workers' compensation costs include: claim costs, contract costs, Department of Human Resources and Auditor & Controller administration costs; and County Counsel costs.



Staffing by Program

	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Department of Human Resources	118.00	122.00	122.00
Total	118.00	122.00	122.00

Budget by Program

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Department of Human Resources	\$ 18,575,858	\$ 21,859,300	\$ 23,136,216	\$ 18,974,217	\$ 22,508,736	\$ 21,904,000
Total	\$ 18,575,858	\$ 21,859,300	\$ 23,136,216	\$ 18,974,217	\$ 22,508,736	\$ 21,904,000

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Salaries & Benefits	\$ 10,878,606	\$ 11,650,666	\$ 12,085,195	\$ 11,424,468	\$ 12,370,035	\$ 12,618,925
Services & Supplies	7,691,493	10,008,634	10,979,248	7,538,305	9,838,701	9,285,075
Capital Assets Equipment	5,759	—	—	—	—	—
Expenditure Transfer & Reimbursements	—	—	11,445	11,445	—	—
Management Reserves	—	200,000	60,328	—	300,000	—
Total	\$ 18,575,858	\$ 21,859,300	\$ 23,136,216	\$ 18,974,217	\$ 22,508,736	\$ 21,904,000



Budget by Categories of Revenues

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Intergovernmental Revenues	\$ 3,280	\$ —	\$ —	\$ —	\$ —	\$ —
Charges For Current Services	1,060,251	930,642	930,642	981,729	1,033,303	977,926
Miscellaneous Revenues	5,589,214	6,180,254	6,180,254	5,733,149	6,466,388	6,178,488
Use of Fund Balance	(455,574)	1,566,000	2,842,916	(923,065)	575,000	—
General Revenue Allocation	12,378,687	13,182,404	13,182,404	13,182,404	14,434,045	14,747,586
Total	\$ 18,575,858	\$ 21,859,300	\$ 23,136,216	\$ 18,974,217	\$ 22,508,736	\$ 21,904,000



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. In addition, DMPR is responsible for content duties associated with managing the County's home web page and for internal communications.

Mission Statement

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

2006-07 Accomplishments

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

- Educated 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.
 - Produced and aired 144 programs, segments, or Public Service Announcements (PSAs) highlighting County Strategic Initiative programs and services, exceeding the target of 90.
- 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 the questions and concerns of the public are addressed.
 - Provided 10 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, meeting the target.
- Enabled taxpayers, the public, and County employees to understand, make use of, and trust County government by collecting and promoting County performance stories.
 - Along with the Health & Human Services Agency (HHSA), placed 332 stories about the County's Strategic Initiatives or performance stories through the media, exceeding the target of 200.
- Provided 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.



- Met 95% (34 of 35) of DMPR benchmarks for each emergency response drill, exceeding the target of 90%.

2007-09 Objectives

Strategic Initiatives – Kids, The Environment, and 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 95 programs, segments, or Public Service Announcements (PSAs) highlighting County Strategic Initiative programs and services in each of the Fiscal Years 2007-08 and 2008-09.
- 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 14 media trainings to County departments in Fiscal Years 2007-08 and 20 in fiscal years 2008-09, 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 2007-08 and 2008-09.

- 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 2007-08 and 2008-09.

Changes from 2006-07 Adopted

Staffing

No change in staffing.

Expenditures

Increase of \$0.2 million.

- Increase of \$0.2 million in Salaries and Benefits due to negotiated cost of living adjustments and minor increases in associated Services and Supplies.

Revenues

Increase of \$0.2 million.

- Increase of \$0.2 million in Use of Fund Balance to address unanticipated operational needs. Remaining budgeted Use of Fund Balance is for one-time Documentum project and Management Reserves.

Summary of Changes in Fiscal Year 2008-09

No significant changes.



Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Actual	2007-08 Adopted	2008-09 Approved
Number of media trainings conducted by DMPR staff for other departments. ¹	13	9	10	14	20
Number of new programs, segments, and PSAs produced by CTN highlighting one or more Strategic Plan Initiative or performance stories.	99	90	144 ²	95	95
Media placements coordinated by DMPR staff & HHSA.	200	200	332 ³	200	200
Benchmarks met for each emergency drill or training. ⁴	85%	90%	95%	90%	90%

Table Notes

¹ DMPR is increasing its number of media trainings for Fiscal Years 2007-08 and 2008-09 to include one-on-one trainings along with group trainings.

² Staff had more time than expected to work on Strategic Plan Initiative or performance stories this year because our fee projects were less complex.

³ Health & Human Service Agency (HHSA) stories were included in the count for Fiscal Year 2006-07.

⁴ DMPR uses a point system to determine whether staff members are meeting benchmarks on technology, individual preparedness, contact lists, news releases and briefings, County website updates, and CTN emergency information.



Staffing by Program

	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Media and Public Relations	22.00	22.00	22.00
Total	22.00	22.00	22.00

Budget by Program

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Media and Public Relations	\$ 2,599,122	\$ 2,776,594	\$ 3,025,961	\$ 2,503,967	\$ 3,000,256	\$ 2,896,567
Total	\$ 2,599,122	\$ 2,776,594	\$ 3,025,961	\$ 2,503,967	\$ 3,000,256	\$ 2,896,567

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Salaries & Benefits	\$ 2,175,911	\$ 2,171,177	\$ 2,245,264	\$ 2,135,009	\$ 2,360,268	\$ 2,456,579
Services & Supplies	368,002	405,417	730,134	318,958	439,988	439,988
Other Charges	(2,840)	—	—	—	—	—
Capital Assets Equipment	8,049	—	564	—	—	—
Operating Transfers Out	50,000	—	50,000	50,000	—	—
Management Reserves	—	200,000	—	—	200,000	—
Total	\$ 2,599,122	\$ 2,776,594	\$ 3,025,961	\$ 2,503,967	\$ 3,000,256	\$ 2,896,567



Budget by Categories of Revenues

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Licenses Permits & Franchises	\$ 2,304,147	\$ 2,300,000	\$ 2,300,000	\$ 2,247,054	\$ 2,300,000	\$ 2,300,000
Revenue From Use of Money & Property	79,143	—	—	127,783	—	—
Charges For Current Services	262,976	150,000	150,000	159,407	150,000	150,000
Miscellaneous Revenues	42,478	—	—	18,695	—	—
Other Financing Sources	50,000	—	54,998	54,998	—	—
Use of Fund Balance	(139,622)	326,594	520,963	(103,970)	550,256	446,567
Total	\$ 2,599,122	\$ 2,776,594	\$ 3,025,961	\$ 2,503,967	\$ 3,000,256	\$ 2,896,567



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.

2006-07 Accomplishments

Required Discipline – Essential Infrastructure

- Replaced roof on southeast wing of the building.
- Replaced exterior metal railings around the building.
- Replaced outdated air conditioning unit for computer room on the south side of second floor.
- Cleaned and refinished metal door and window trim at east, north, and west entrances.
- Refurbished and tiled the west plaza fountain.
- Completed American with Disabilities Act (ADA) upgrade and renovation of the South Board Chamber.

2007-09 Objectives

Required Discipline – Essential Infrastructure

- Complete two roofing projects prescribed by the 10-year Major Maintenance Reserve study to renovate balcony-like projections on the fifth and sixth floors.

- Renovate Heating, Ventilation, and Air Conditioning (HVAC) serving the County Television Network control room.
- Replace all janitor closet sinks, connecting plumbing and faucet sets.
- Renovate Conference Room 306.
- Renovate abandoned computer room 051 into a new information technology training room.

Changes from 2006-07 Adopted

Expenditures

No significant changes.

Revenues

No significant changes. Budgeted Use of Fund Balance of \$1.6 million is to fund one-time major maintenance projects.

Summary of Changes in Fiscal Year 2008-09

No significant changes.

County Administration Center Major Maintenance



Staffing by Program

	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Total	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
CAC Major Maintenance	\$ 540,949	\$ 1,595,000	\$ 2,062,464	\$ 1,154,271	\$ 1,643,000	\$ 1,643,000
Total	\$ 540,949	\$ 1,595,000	\$ 2,062,464	\$ 1,154,271	\$ 1,643,000	\$ 1,643,000

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Services & Supplies	540,949	1,595,000	2,062,464	1,154,271	1,643,000	1,643,000
Total	\$ 540,949	\$ 1,595,000	\$ 2,062,464	\$ 1,154,271	\$ 1,643,000	\$ 1,643,000

Budget by Categories of Revenues

	Fiscal Year 2005-06 Actuals	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Amended Budget	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Approved Budget
Revenue From Use of Money & Property	\$ 20,609	\$ 14,949	\$ 14,949	\$ 6,145	\$ 14,949	\$ 14,949
Miscellaneous Revenues	720	—	—	—	—	—
Use of Fund Balance	519,620	1,580,051	2,047,515	1,148,126	1,628,051	1,628,051
Total	\$ 540,949	\$ 1,595,000	\$ 2,062,464	\$ 1,154,271	\$ 1,643,000	\$ 1,643,000