

# Finance and General Government Group

## Finance and General Government Group

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

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**Board of Supervisors**

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**Assessor / Recorder / County Clerk**

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**Treasurer - Tax Collector**

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**Chief Administrative Office**

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**Auditor and Controller**

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**County Technology Office**

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**Civil Service Commission**

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**Clerk of the Board of Supervisors**

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**County Counsel**

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**Grand Jury**

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**Human Resources**

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**Media and Public Relations**  
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# Finance and General Government Group & Executive Office



## 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 enable the County to achieve the goals laid out in the Strategic Plan and to adhere to the General Management System (GMS). The Finance and General Government Group maintains and continually strengthens the financial backbone of County operations and bears responsibility for human resources, technology, communications, legal, legislative, and other key government functions. Services are provided to internal and external customers based on the following principles that align with the 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.
- 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
- Grand Jury
- Human Resources
- Media and Public Relations

## 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.

## 2007-08 Accomplishments

The Finance and General Government Group continued 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 GMS. The Group's effectiveness is demonstrated through the successes described below which are a result of constant planning and analysis of emergent issues.

## Required Discipline – Fiscal Stability

- As part of an overall strategy to fund the highest priority projects in the Capital Improvements Needs Assessment, aligned long-term financial obligations and capital needs to ensure that public dollars are used as efficiently and effectively as possible.
- Implemented 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.



- Evaluated all opportunities to reduce General Fund costs associated with the County's existing debt portfolio resulting in the early repayment of \$120.0 million of Pension Obligation Bonds.
- Collaborated 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**

- Ensured the long-term ability of the County to meet growing service needs of the public by active succession planning and employee development through the online Learning Management System, which allows employees and supervisors to conveniently register for and document training, including web based tutorials and distance learning courses that avoid travel time and minimize costs.
- Developed and implemented the first annual County Finance Academy to strengthen the financial skills of employees across the organization. Forty employees participated in the first academy.

**Required Discipline – Accountability/Transparency**

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

**Required Discipline – Continuous Improvement**

- Supported the records management activities of Finance and General Government Group departments to effectively manage the access, retention, and destruction of records while maintaining regulatory compliance, streamlining business processes, improving operational efficiency, and reducing costs.

**Required Discipline – Information Technology**

- Continued activities towards the replacement of 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.
- Completed technical specifications in preparation to upgrade two of the County's core financial applications, Oracle and KRONOS, to improve operational efficiency and maximize value to taxpayers.
- Completed transformation of the County's information technology (IT) operating environment resulting in improved operational efficiencies and service levels.
- Implemented upgrades to the County's performance measurement application in order to effectively monitor performance outcomes and service levels to the public.
- Launched a redesigned County Web site to standardize a new look and feel layout resulting in the successful branding of the County of San Diego Web site. The Web site is more citizen-friendly, provides dynamic information and can be maintained and updated at a reduced cost.

**2008-10 Objectives**

The Finance and General Government Group will continue to provide superior financial, human resources, legal, legislative, audit, and other services for the County of San Diego to ensure financial integrity, promote accountability in government, and maintain the public trust. Under the leadership of the Chief Financial Officer, the Finance and General Government Group will remain committed to developing a structurally balanced budget, limiting the use of one-time funding to one-time projects, maintaining prudent reserves, investing in preventative maintenance, and managing long-term debt. These strong fiscal and



management practices will enable the County to manage through periods of economic uncertainty while continuing to deliver superior services to residents.

**Required Discipline – Fiscal Stability**

- Aggressively pursue opportunities to reduce costs associated with the County’s existing debt portfolio through strategies such as refunding and/or restructuring debt and early repayment of high interest rate debt.
- Effectively manage the Treasurer’s Investment Pool for the County and other local public entities to maximize cash resources without sacrificing the safety of principle or liquidity.

**Required Discipline – Customer Satisfaction**

- Deliver the highest quality legal services in an efficient and economic manner to facilitate the achievement of County government’s goal to better serve the residents of San Diego County.
- Support and maintain the new customer service program Serving Everyone with Excellence by implementing Customer Service Boot Camp.

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

- Safeguard 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.
- Improve efficiency in the recruitment and hiring of highly-qualified employees by enhancing on-campus relationships with student and faculty organizations, advertising employment opportunities in culturally diverse publications and Web sites, and attending job fairs that are targeted at diverse populations.

**Required Discipline – Accountability/Transparency**

- 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 best use of resources.
- Create, maintain, and provide official County records so that all citizens and customers may benefit from these services.

**Required Discipline – Information Technology**

- Provide IT support to County departments so that they may continue to enhance services available to the citizens of San Diego County, including the replacement of obsolete property tax systems with a state-of-the-art Integrated Property Tax System, and focus on related reengineering of business processes to achieve improvements in efficiency, performance, and service to the public to maximize value to the taxpayers.
- Continue activities to upgrade the County’s core financial software applications, including data warehouse technology, to improve operational efficiencies.
- Begin transformation of the desktop operating system to allow the County to take advantage of new technology.

**Related Links**

For more information on the Finance and General Government Group, refer to the Web site at [www.sdcounty.ca.gov/fg3](http://www.sdcounty.ca.gov/fg3).

**Executive Office Budget Changes: 2007-08 to 2008-09**

**Staffing**

No change in staffing.

**Expenditures**

Increase of \$17.0 million.



- Salaries and Benefits — net increase of \$0.02 million for negotiated wage and benefit adjustments.
- Services and Supplies — increase of \$12.3 million to support the one-time information technology initiatives, including the upgrade of the Oracle Financials application, the upgrade of the KRONOS timekeeping application, and the development of the Enterprise Data Warehouse.
- Management Reserves — increase of \$4.7 million. Total of \$9.7 million will support all unanticipated needs in the Finance and General Government Group, including revenue shortfalls which may manifest due to the weakening economy.

**Revenues**

Increase of \$17.0 million.

- Use of Fund Balance — increase of \$17.0 million to support one-time information technology initiatives described above. The remaining Use of Fund Balance will fund management reserves.
- General Revenue Allocation — increase of \$0.1 million to fund expenditures noted above.

**Executive Office Budget Changes: 2008-09 to 2009-10**

Net decrease of \$22.4 million as a result of decrease of \$13.0 million in Services and Supplies and \$9.7 million in Management Reserves due to the anticipated completion of one-time information technology initiatives, offset by an increase of \$0.3 million in Salaries and Benefits for an allowance for anticipated wage and benefit adjustments.



Staffing by Department

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 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	267.00	267.00	267.00
County Technology Office	16.00	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	141.00	141.00	141.00
Grand Jury	1.00	1.00	1.00
Human Resources	122.00	122.00	122.00
Media and Public Relations	22.00	22.00	22.00
Total	1,281.00	1,281.00	1,281.00



Expenditures by Department

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Finance & Genl Govt Exec Office	\$ 17,588,933	\$ 12,060,744	\$ 34,024,227	\$ 8,040,331	\$ 29,089,616	\$ 6,689,955
Board of Supervisors	6,294,308	7,597,440	8,441,681	6,980,884	7,827,003	7,827,003
Assessor / Recorder / County Clerk	50,762,548	55,649,281	58,548,564	55,480,403	58,762,157	58,961,096
Treasurer - Tax Collector	16,429,412	17,098,592	19,177,199	17,390,177	17,765,381	17,407,017
Chief Administrative Office	4,197,162	4,702,831	4,803,046	4,403,332	4,843,316	4,903,647
Auditor and Controller	31,407,734	36,239,139	39,853,539	37,169,324	37,522,608	37,070,444
County Technology Office	52,826,114	124,446,810	125,369,294	153,951,860	135,131,468	117,414,692
Civil Service Commission	592,139	624,424	643,985	597,206	648,340	627,243
Clerk of the Board of Supervisors	6,484,296	8,434,027	9,323,646	7,174,562	9,078,806	8,479,563
County Counsel	20,660,466	22,454,457	23,298,376	21,447,638	23,271,577	23,280,925
Grand Jury	547,712	733,362	739,122	564,637	737,162	720,267
Human Resources	18,974,217	22,508,736	23,764,244	21,861,114	22,857,113	22,859,972
Media and Public Relations	2,503,967	3,000,256	3,551,624	3,290,455	3,094,902	2,981,849
<b>Total</b>	<b>\$ 229,269,008</b>	<b>\$ 315,550,099</b>	<b>\$ 351,538,548</b>	<b>\$ 338,351,924</b>	<b>\$ 350,629,449</b>	<b>\$ 309,223,673</b>





Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Executive Office	11.00	11.00	11.00
<b>Total</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Executive Office	\$ 17,588,933	\$ 12,060,744	\$ 34,024,227	\$ 8,040,331	\$ 29,089,616	\$ 6,689,955
<b>Total</b>	<b>\$ 17,588,933</b>	<b>\$ 12,060,744</b>	<b>\$ 34,024,227</b>	<b>\$ 8,040,331</b>	<b>\$ 29,089,616</b>	<b>\$ 6,689,955</b>

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 1,397,177	\$ 1,599,376	\$ 1,683,948	\$ 1,393,529	\$ 1,624,181	\$ 1,874,520
Services & Supplies	16,191,756	5,461,368	30,732,749	6,646,802	17,765,435	4,815,435
Management Reserves	—	5,000,000	1,607,530	—	9,700,000	—
<b>Total</b>	<b>\$ 17,588,933</b>	<b>\$ 12,060,744</b>	<b>\$ 34,024,227</b>	<b>\$ 8,040,331</b>	<b>\$ 29,089,616</b>	<b>\$ 6,689,955</b>

Budget by Categories of Revenue

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Charges For Current Services	\$ 1,046,343	\$ —	\$ —	\$ 1,021,546	\$ —	\$ —
Miscellaneous Revenues	145	—	—	694	—	—
Reserve/Designation Decreases	2,201,400	—	—	—	—	—
Use of Fund Balance	6,933,762	5,750,000	27,713,483	707,348	22,700,000	—
General Revenue Allocation	7,407,283	6,310,744	6,310,744	6,310,744	6,389,616	6,689,955
<b>Total</b>	<b>\$ 17,588,933</b>	<b>\$ 12,060,744</b>	<b>\$ 34,024,227</b>	<b>\$ 8,040,331</b>	<b>\$ 29,089,616</b>	<b>\$ 6,689,955</b>



# 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 634,828 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 in the south. At the heart of the district lies San Diego Bay, a 23-square mile resource for commerce, ecology and recreation. The First Supervisorial District includes the 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 is assisted by a highly experienced professional staff whose fundamental mission is to make County government work for citizens by focusing on outcome and results, not process and paperwork. Supervisor Cox's staff assists him in policy development, research, and review of the County budget and operations.

Since joining the Board of Supervisors, Supervisor Cox has brought about an evolution in County government by demanding accountability and fiscal discipline to reduce administration and increase services to the public. Supervisor Cox has focused on improving public safety 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 safety 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, the expansion of the Sweetwater River Regional Park, and the Tijuana River Valley Regional Park.

Supervisor Cox served as the President of the U.S./Mexico Border Counties Coalition and the California State Association of Counties and remains active on the boards of both organizations. He also serves on the board of the National Association of Counties.

### District 2

Supervisor Dianne Jacob is proud to represent the people of San Diego County's majestic Second District which encompasses all of East County and includes the U.S./Mexico Border as its southern boundary, stretches to the mountains of the greater Julian area in its northern reaches and extends to the Imperial County line. The largest of the County's five districts, the Second District features 2,000



square miles of dynamic landscape including stunning chaparral, bustling downtowns, quiet forest and breathtaking desert. Home to more than 574,013 residents, including 267,815 unincorporated residents, the Second District has more unincorporated area residents than the other four districts combined. For this reason, many residents depend on County government for nearly all local public services and have more contact with their supervisor than in more urban districts.

Stronger fire protection and a more streamlined County government have been the hallmarks of Supervisor Jacob's leadership. She helped transform a county on the brink of bankruptcy into a strong, lean, service-driven organization that puts taxpayers first. Even before the Cedar Fire in 2003, Supervisor Jacob was working with rural fire agencies to improve fire protection and emergency medical services in rural areas where the threat of wildfire is the most severe. Since 2003, County government has invested nearly \$120 million to make the region safer from wildfire. A former teacher, Supervisor Jacob has long made kids a top priority. Whether it's expanding health care coverage for young children or building and improving places for kids to play, Supervisor Jacob believes safe and healthy kids represent the district's bright future.

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

### 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, 612,012 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, 649,009 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



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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.

#### **Related Links**

For additional information about the Board of Supervisors, refer to the Web site at [www.sdcounty.ca.gov/general/bos.html](http://www.sdcounty.ca.gov/general/bos.html).



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Board of Supervisors District 1	10.00	10.00	10.00
Board of Supervisors District 2	11.00	11.00	11.00
Board of Supervisors District 3	11.00	11.00	11.00
Board of Supervisors District 4	12.00	12.00	12.00
Board of Supervisors District 5	13.00	13.00	13.00
Board of Supervisors General Offices	2.00	2.00	2.00
<b>Total</b>	<b>59.00</b>	<b>59.00</b>	<b>59.00</b>

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Board of Supervisors District 1	\$ 1,087,957	\$ 1,264,572	\$ 1,446,919	\$ 1,189,352	\$ 1,308,832	\$ 1,308,832
Board of Supervisors District 2	1,128,344	1,345,058	1,536,498	1,321,587	1,392,135	1,392,135
Board of Supervisors District 3	1,110,267	1,228,827	1,296,679	1,227,279	1,271,836	1,271,836
Board of Supervisors District 4	995,625	1,175,797	1,376,068	1,115,634	1,216,950	1,216,950
Board of Supervisors District 5	1,140,247	1,360,977	1,561,364	1,221,113	1,408,611	1,408,611
Board of Supervisors General Offices	831,868	1,222,209	1,224,155	905,918	1,228,639	1,228,639
<b>Total</b>	<b>\$ 6,294,308</b>	<b>\$ 7,597,440</b>	<b>\$ 8,441,681</b>	<b>\$ 6,980,884</b>	<b>\$ 7,827,003</b>	<b>\$ 7,827,003</b>

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 5,407,251	\$ 6,435,663	\$ 6,633,760	\$ 6,013,328	\$ 6,657,866	\$ 6,657,866
Services & Supplies	887,057	1,161,777	1,807,921	967,556	1,169,137	1,169,137
<b>Total</b>	<b>\$ 6,294,308</b>	<b>\$ 7,597,440</b>	<b>\$ 8,441,681</b>	<b>\$ 6,980,884</b>	<b>\$ 7,827,003</b>	<b>\$ 7,827,003</b>



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Taxes Other Than Current Secured	\$ 120	\$ —	\$ —	\$ —	\$ —	\$ —
Licenses Permits & Franchises	841	—	—	—	—	—
Fines, Forfeitures & Penalties	(138)	—	—	—	—	—
Charges For Current Services	2,046	—	—	596	—	—
Miscellaneous Revenues	2,841	—	—	315	—	—
Use of Fund Balance	(514,028)	—	844,241	(617,467)	—	—
General Revenue Allocation	6,802,626	7,597,440	7,597,440	7,597,440	7,827,003	7,827,003
<b>Total</b>	<b>\$ 6,294,308</b>	<b>\$ 7,597,440</b>	<b>\$ 8,441,681</b>	<b>\$ 6,980,884</b>	<b>\$ 7,827,003</b>	<b>\$ 7,827,003</b>



# 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.

## 2007-08 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 are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules, and regulations.
- Recorded births, deaths, marriages, and Fictitious Business Name statements in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs.

### 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 can fulfill their legal responsibilities.

### Required Discipline – Customer Satisfaction

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

### Required Discipline – Information Technology

- In order to provide archival backup and disaster recovery of records, the department digitized:
  - All employee personnel records
  - Approximately 12% (130,000) of Property Appraisal Records
  - All Assessor maps

## 2008-10 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.
- Design and implement a new integrated electronic recording system.

**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.

**Related Links**

For more information on the Assessor/Recorder/County Clerk, refer to the Web site at [www.sdarcc.com](http://www.sdarcc.com).

Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of ownership records indexed within two business days <sup>1</sup>	98%	98%	98%	99%	99%
Percentage of mandated assessments completed by close of annual tax roll <sup>2</sup>	100%	100%	100%	100%	100%
Percentage of vital records, certificates, and licenses indexed within 48 hours of receipt of all files so the public can have the most current information <sup>3</sup>	97%	98%	98%	98%	98%
Satisfactory customer service rating <sup>4</sup>	97%	94%	98%	94%	94%

**Table Notes**

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

<sup>2</sup> 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.

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

<sup>4</sup> Customer satisfaction rating measures how individuals perceive the department's ability to provide services of value to them.



**Budget Changes: 2007-08 to 2008-09**

**Staffing**

No change in staffing.

**Expenditures**

Net increase of \$ 3.1 million.

- Salaries and Benefits — net increase of \$0.7 million to support negotiated wage and benefit adjustments.
- Services and Supplies — net increase of \$2.6 million due to the removal of \$3.9 million used to fund prior year one-time initiatives and the inclusion of \$6.5 million to fund Fiscal Year 2008-09 one-time initiatives, including development of the electronic recording application (\$1.0 million); State mandated truncation of social security numbers on recorded documents (\$0.4 million); development of an information technology application to integrate recording/vitals data (\$0.5 million); image enhancement and scanning to enhance public access to information and provide clear and readable documents (\$0.5 million); facility asbestos abatement and space reconfiguration to alleviate public and employee health and safety issues (\$3.5 million); and enhancements to the computer-aided mass appraisal system (\$0.6 million).
- Capital Assets Equipment — decrease of \$0.1 million for prior year equipment needs associated with one-time projects.
- Management Reserves — decrease of \$0.1 million leaving a balance of \$0.2 million for unanticipated needs.

**Revenues**

Net increase of \$ 3.1 million.

- Charges for Current Services — net decrease of \$3.0 million due to:

- A decrease of \$0.5 million in Assembly Bill 2890 revenue, *Supplemental Tax Administrative Reimbursement and Recorded Document Fees*, to realign the budget to reflect actual projected revenue (\$0.5).
- A net decrease of \$1.4 million in Property Tax Administration revenues to reflect the removal of prior year one-time initiatives funded with Property Tax Administration Grant revenues (\$2.0 million) and to support the one-time Fiscal Year 2008-09 expenditures described above (\$0.6 million).
- A net decrease of \$1.1 in Recording Modernization Revenue to reflect the removal of prior year one-time initiatives (\$2.0 million) and to support the one-time Fiscal Year 2008-09 expenditures described above (\$0.9 million).
- Use of Fund Balance — net increase of \$4.9 million due to a decrease in Finance and General Government Group Fund Balance to reflect a decrease of \$0.1 million to management reserves and an increase in County General Fund fund balance of \$5.0 million to support one-time initiatives described above.
- General Revenue Allocation — increase of \$1.2 million to offset increases in operational costs described above.

**Budget Changes: 2008-09 to 2009-10**

The Fiscal Year 2009-10 Operational Plan includes an allowance for anticipated wage and benefit adjustments; \$4.8 million of one-time funding to support the continued development of the information technology application to integrate recording/vitals data (\$4.1 million); the state-mandated truncation of social security numbers on recorded documents (\$0.5 million); and image enhancement and scanning to enhance public access to information and provide clear and readable documents (\$0.2 million). These



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initiatives are proposed to be supported with County General Fund fund balance of \$3.0 million and program revenues of \$1.8 million.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Property Valuation ID	294.50	294.50	294.50
Recorder / County Clerk	131.00	131.00	131.00
Public Information Services	19.50	19.50	19.50
Management Support	17.00	17.00	17.00
<b>Total</b>	<b>462.00</b>	<b>462.00</b>	<b>462.00</b>

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Property Valuation ID	\$ 30,281,418	\$ 33,089,696	\$ 33,465,321	\$ 32,664,209	\$ 32,460,017	\$ 33,019,038
Recorder / County Clerk	15,744,701	18,134,713	19,375,492	17,668,343	22,644,097	21,915,167
Public Information Services	1,715,736	1,264,873	1,264,873	1,694,613	1,314,271	1,367,688
Management Support	3,020,693	3,159,999	4,442,879	3,453,238	2,343,772	2,659,203
<b>Total</b>	<b>\$ 50,762,548</b>	<b>\$ 55,649,281</b>	<b>\$ 58,548,564</b>	<b>\$ 55,480,403</b>	<b>\$ 58,762,157</b>	<b>\$ 58,961,096</b>

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 36,815,031	\$ 38,648,048	\$ 39,884,219	\$ 38,195,621	\$ 39,360,945	\$ 41,425,134
Services & Supplies	13,507,084	16,626,233	18,239,562	17,160,001	19,201,212	17,535,962
Capital Assets Equipment	440,433	75,000	124,783	124,782	—	—
Management Reserves	—	300,000	300,000	—	200,000	—
<b>Total</b>	<b>\$ 50,762,548</b>	<b>\$ 55,649,281</b>	<b>\$ 58,548,564</b>	<b>\$ 55,480,403</b>	<b>\$ 58,762,157</b>	<b>\$ 58,961,096</b>



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Licenses Permits & Franchises	\$ 454,508	\$ 469,345	\$ 469,345	\$ 467,695	\$ 469,345	\$ 469,345
Revenue From Use of Money & Property	197,527	198,987	198,987	261,076	198,987	198,987
Charges For Current Services	37,604,799	39,622,401	38,535,521	37,709,304	36,670,190	37,477,402
Miscellaneous Revenues	26,150	30,000	30,000	682,175	30,000	30,000
Use of Fund Balance	(950,045)	300,000	4,286,163	1,331,605	5,200,000	3,000,000
General Revenue Allocation	13,429,609	15,028,548	15,028,548	15,028,548	16,193,635	17,785,362
<b>Total</b>	<b>\$ 50,762,548</b>	<b>\$ 55,649,281</b>	<b>\$ 58,548,564</b>	<b>\$ 55,480,403</b>	<b>\$ 58,762,157</b>	<b>\$ 58,961,096</b>

# Treasurer-Tax Collector

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## 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 \$4.5 billion in public funds; the billing and collection of nearly \$4.4 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.

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## 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.

## 2007-08 Accomplishments

### Required Discipline – Fiscal Stability

#### Treasury

- To safeguard public funds and maintain public trust, the Treasurer-Tax Collector managed the provisions of banking services for 331 accounts for public entities and County departments. The Treasurer-Tax Collector also provided accurate recording of all funds on deposit and facilitated daily reconciliation of 108 bank accounts that are linked to the Master Treasury account.
- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector invested public monies held in the Treasury and maximized cash resources for an estimated 4.40% rate of return on investment, without sacrificing the safety of principle or liquidity. The investment pooled money fund received reaffirmation of its Standard & Poor's AA+/S1 rating.

### Tax Collection

- Prepared and mailed Annual Secured Tax Bills by October 2007 and ongoing tax 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. This accomplishment contributes to the collection of 96% of Secured Taxes.
- Processed 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 County taxpayers. Improved efficiency of the process by enhancing the automatic exception process to reduce rejected payments resulting in a reduction of staff time required to review, analyze, and resolve exceptions, a decrease in the backlog of exceptions and refunds in the peak collection periods, and enhanced customer service during and after the peak collection periods.

### Required Discipline – Customer Satisfaction

#### Tax Collection

- Planned enhancements to the department's automated telephone system were postponed following detailed analysis of the proposed system replacement which



concluded that the proposal did not meet the requirements necessary to achieve the desired outcome of a new tax collection integrated voice system service. Therefore, this objective was not met.

- In an effort to continue to promote public property tax education, the department set an objective in 2007-08 to conduct tax collection operational tours. However, due to the current conditions of the housing market and the challenges that the escrow and title companies are subsequently experiencing, there has been no interest in educational tours. Therefore, the Treasurer-Tax Collector redirected efforts to educate the public by providing support and education to taxpayers affected by the downturn in the housing market, support and education to 1,600 taxpayers affected by Firestorm 2007, and by developing six informational brochures for distribution to the public increasing taxpayers' knowledge of how their taxes are affected by these challenges.

**Deferred Compensation**

- Enrollment in the 457 Deferred Compensation Plan decreased by 1% (68 participants) due to market conditions causing employees to suspend their contributions towards fulfilling their retirement goals.
- Increased the average participant contribution in the 457 Deferred Compensation Plan by \$7.00 per participant through June 2008, exceeding the target of \$5.00 per participant. A "Retirement Dreaming Fair" was held at the County Administration Center to increase Deferred Compensation participation and retirement planning through a fun and positive event. Due to the popularity of this fair, the department initiated three satellite "Retirement Dreaming Fairs" at various sites throughout the County.

**Required Discipline – Regional Leadership**

- To assist public agencies in making informed decisions that minimize taxpayer cost when issuing debt and ensuring correct and timely payments to bond holders, the Treasurer-Tax Collector provided broad-based financial and consulting services to 48 local public agencies within the San Diego County region.
- Increased local lending resources in contribution to the health of our local economy by depositing \$100 million in 18 local community banks through the Local Banking Initiative. This allowed local community banks to raise funds at an acceptable cost. This initiative was achieved while maintaining the safety and liquidity of the County's pooled money funds and earning a respectable rate of return.
- Provided a learning platform and forum to address current issues on debt financing and investing public funds by facilitating one Interest Rate SWAP Symposium for 70 attendees and one Investment Seminar for 65 attendees from local agencies.

**Required Discipline – Information Technology**

- Participated in the development of the Integrated Property Tax System (IPTS) with the Assessor/Recorder/County Clerk, Auditor and Controller, and County Technology Office. The IPTS Project Module 2 for the Treasurer-Tax Collector was scheduled for deployment in March 2009. Due to delays in the detailed design, deployment has been postponed until 2010.
- The Treasurer-Tax Collector hosted vendor presentations to evaluate information regarding processing tax payments via various types of credit cards, debit cards, and electronic checks to improve efficiency through Tax Payment Processing Agreement with a vendor that is Payment Card Industry compliant and Visa Tax Payment Pilot. Acquisition of this capability will improve customer satisfaction, enhance efficiency of payment processing, and reduce staff time. This goal





was not met within the proposed timeline. The department will continue this effort next year through completion of the Request for Proposal process by June 30, 2009.

**Required Discipline – Continuous Improvement**

- To increase internal controls and processing efficiency, the Treasurer-Tax Collector improved processes and cross-trained staff on the General Obligation Bond policies and procedures. This objective will continue through 2009 by documenting the improvements and coordinating with the Auditor and Controller, by June 2009.

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

- Increased the number of certified Cash Handlers in the San Diego region by 105 (for a total of 240) through a certified Cash Handler’s seminar hosted by the Treasurer-Tax Collector and the Association of Public Treasurers (United States and Canada). This award winning program will strengthen internal controls and increase efficiency in processing and safeguarding cash.
- Ensured 100% (24) of department supervisors each attended two supervisory training courses by June 2008 to further enhance their skills and competency.
- Educated employees on the Deferred Compensation Plan by presenting one Investment & Retirement Symposium in January 2008 for 330 attendees and one Investment & Retirement Symposium in May 2008 for 225 attendees.
- Increased employee awareness and understanding of the Terminal Pay Plan by training payroll staff during the monthly Countywide payroll meeting on techniques to advise employees. In addition, the Deferred Compensation Coordinator attended 24 Retirement Planning seminars and included a review of the Terminal Pay Plan in all “late-career” Retirement Planning seminars.

**2008-10 Objectives**

**Required Discipline – Fiscal Stability**

Treasury

- To safeguard public funds and maintain public trust, the Treasurer-Tax Collector will manage the provisions of banking services for public entities and County departments. The Treasurer-Tax Collector will also provide accurate recording of all funds on deposit and facilitate daily reconciliation of funds.
- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector will invest public monies held in the Treasury and maximize cash resources, without sacrificing the safety of principle or liquidity for an anticipated rate of return of 3.00% in Fiscal Year 2008-09 and 3.25% in Fiscal Year 2009-10.

Tax Collection

- Prepare and mail bills and notices and 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 for an anticipated collection rate of 96% secured taxes, 98% unsecured taxes and a return on investment of 3.00% in Fiscal Year 2008-09 and 3.25% in Fiscal Year 2009-10.

**Required Discipline – Customer Satisfaction**

Tax Collection

- Promote public property tax education by making tax collection operational tours available for escrow and real estate companies and providing support and education to taxpayers affected by the downturn in the housing market.
- Poll customer satisfaction by conducting a Tax Tent Customer Satisfaction Survey and a Customer Satisfaction Focus Group by June 2009.



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### **Deferred Compensation**

- Broaden the Countywide base of employees who are planning for financial security during retirement by the following measures:
  - Increase enrollment in the 457 Deferred Compensation Plan by 1% (68 additional participants) by June 2009 and by an additional 2% (140 additional participants) by June 2010.
  - Increase the average participant contribution in the 457 Deferred Compensation Plan by \$5 through June 2009 and by an additional \$10 through June 2010.
  - Educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums by June 2009 and two additional Investment & Retirement Symposiums by June 2010.
  - Increase employee awareness of and participation in the 457 Deferred Compensation Plan by holding five "Retirement Dreaming Fairs" across the county.

### **Required Discipline – Regional Leadership**

- To assist public agencies in making informed decisions that minimize taxpayer cost when issuing debt and ensuring correct and timely payments to bond holders, the Treasurer-Tax Collector will provide broad-based financial and consulting services to public agencies within the San Diego County region.
- 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.

### **Required Discipline – Information Technology**

- Participate in the development of the IPTS with the Assessor/Recorder/County Clerk, Auditor and Controller, and Chief Technology Office. Deployment of the IPTS Project Module 2 for the Treasurer-Tax Collector is scheduled for 2010.

### **Required Discipline – Continuous Improvement**

- Improve efficiency by implementing a Tax Payment Processing Agreement with a vendor that will allow the Treasurer-Tax Collector to accept various types of credit cards, debit cards, and electronic checks for property tax payments by June 30, 2009. Acquisition of this capability will improve customer satisfaction, enhance efficiency of payment processing, and reduce staff time. In Fiscal Year 2007-08 the Treasurer hosted vendor presentations and gathered information regarding processing options.
- Increase internal controls and processing efficiency by updating and documenting current divisional policies and procedures to include business work flow, contacts, and reconciliations 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 2008-09 and 70 people in 2009-10. The Treasury hosts an Association of Public Treasurers Certified Cash Handling Workshop wherein 60 County employees and 45 government entity employees were trained in 2007-08. There are a total of 700 people who require certification in Cash Handling. This award-winning certification program will strengthen internal controls and increase efficiency in processing and safeguarding cash.
- Increase employee awareness and understanding of the Terminal Pay Plan by increased training of payroll staff on techniques to advise employees as well as a redesign of the Terminal Pay Plan paperwork to be more user friendly.

### **Related Links**

For additional information about the Treasurer-Tax Collector, refer to the Web site at [www.sdtreastax.com](http://www.sdtreastax.com).



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Secured Taxes Collected (% of total) <sup>1</sup>	97.2%	97%	96%	96%	96%
Unsecured Taxes Collected (% of total) <sup>1</sup>	98%	98%	98%	98%	98%
Rate of Return on Investment Pool (%)	5.06%	4.50% <sup>2</sup>	4.40% <sup>2</sup>	3.00% <sup>3</sup>	3.25% <sup>3</sup>
Customer Satisfaction Ratings (Scale of 1-5, 5 being highest)	4.74	4.70	4.60 <sup>4</sup>	4.70	4.70
Deferred Compensation Plan Asset Growth	16.03% <sup>5</sup>	14% <sup>5</sup>	0.3% <sup>5</sup>	5%	5%
Deferred Compensation average deferral amount per employee per pay period	\$209	\$214	\$216 <sup>6</sup>	\$221 <sup>6</sup>	\$226 <sup>6</sup>
Percentage of eligible County employees participating in the 457 Deferred Compensation Plan	N/A	45%	44%	45% <sup>7</sup>	47% <sup>7</sup>
Number of newly Certified Cash Handlers for the County and other government entities	N/A	70	105	70	70

**Table Notes**

<sup>1</sup> 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 2007-08 actual collection rate is 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 2010 is anticipated as the County experiences increased mortgage defaults.

<sup>2</sup> The Rate of Return on Investment Pool was 4.40% in 2007-08 because short-term rates of return decreased by 2% due to the Federal Reserve funds rate being lowered from 5.25% to 3%.

<sup>3</sup> Going forward, since the Federal Reserve lowered the federal funds from 5.25% to 3% this will lower the rates as 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.

<sup>4</sup> The Treasurer-Tax Collector mails more than one million tax bills per year. The public reaction to property taxes is strongly affected by economic conditions. This reaction is reflected on their Customer Satisfaction Surveys. They give excellent ratings for having their questions answered and the level of courtesy experienced, however, their overall experience is 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 4.80 through 2010.



<sup>5</sup> 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, there was a decrease in the rate of asset growth due to economic slowing. Market value of investment is in decline for 2008; the S&P 500 is down 15.7% year over year, for a net of 16%. Future growth is anticipated to be 5% due to increased distributions from the first wave of baby boomers retiring and consensus economic forecasts of slower growth for the economy. Both will affect net assets.

<sup>6</sup> Increased plan awareness has had a positive effect on Deferred Compensation average deferral amount per employee per pay period. An increase in average deferral amount is expected to continue as efforts to increase plan awareness continue.

<sup>7</sup> Due to transition to new provider and market conditions, participation in the Deferred Compensation plan is expected to be suppressed until a level of comfort is created through education programs by Deferred Compensation.

**Budget Changes: 2007-08 to 2008-09**

**Staffing**

No change in total staffing. Transfers between programs are based on operational needs.

**Expenditures**

Net increase of \$0.7 million.

- Salaries and Benefits — net decrease of \$0.04 million due to an increase for negotiated wage and benefit adjustments, offset by other adjustments for current staffing complement.
- Services and Supplies — increase of \$0.7 million to support the one-time Web Integrated Tax System information technology initiative (\$0.5 million) and an increase in public liability insurance premium (\$0.2 million).
- Management Reserves — budget of \$0.2 million to support unanticipated events.

**Revenues**

Net increase of \$0.7 million.

- Fines, Forfeitures, & Penalties — increase of \$0.05 million anticipated due to an increase in cost delinquency tax.
- Charges for Current Services — decrease of \$0.4 million is primarily attributable to anticipated declines in Assembly Bill 2890, *Supplemental Tax Administrative Reimbursement and Recorded Document Fees*, resulting from the current economic slowdown (\$0.5 million) and an increase in unclaimed tax sale excess proceeds (\$0.1 million).
- Miscellaneous Revenues — increase of \$0.1 million due to unclaimed tax sale excess proceeds from Fiscal Year 2005-06.
- Use of Fund Balance — increase of \$0.5 million (for a total budget of \$0.7 million) to offset the one-time information technology expenditure described above. The remaining \$0.2 million is to support Management Reserves.
- General Revenue Allocation — increase of \$0.4 million to support expenditure and revenue changes described above.



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**Budget Changes: 2008-09 to 2009-10**

Net decrease of \$0.3 million as a result of an increase in Salaries and Benefits for an allowance for anticipated wage and benefit adjustments, offset by a decrease in Services and Supplies and Management Reserves for prior year one-time IT project.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Treasury	29.00	26.00	26.00
Tax Collection	83.00	85.00	85.00
Administration - Treasurer / Tax Collector	11.00	12.00	12.00
<b>Total</b>	<b>123.00</b>	<b>123.00</b>	<b>123.00</b>

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Treasury	\$ 5,390,439	\$ 5,875,910	\$ 6,701,025	\$ 6,034,568	\$ 5,763,990	\$ 5,863,089
Tax Collection	9,096,302	9,403,763	9,988,605	9,034,811	9,762,812	9,453,254
Administration - Treasurer / Tax Collector	1,942,671	1,818,919	2,487,569	2,320,798	2,238,579	2,090,674
<b>Total</b>	<b>\$ 16,429,412</b>	<b>\$ 17,098,592</b>	<b>\$ 19,177,199</b>	<b>\$ 17,390,177</b>	<b>\$ 17,765,381</b>	<b>\$ 17,407,017</b>

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 9,469,885	\$ 10,390,698	\$ 10,231,674	\$ 10,084,777	\$ 10,349,266	\$ 10,724,202
Services & Supplies	6,959,527	6,507,894	8,945,525	7,305,400	7,216,115	6,682,815
Management Reserves	—	200,000	—	—	200,000	—
<b>Total</b>	<b>\$ 16,429,412</b>	<b>\$ 17,098,592</b>	<b>\$ 19,177,199</b>	<b>\$ 17,390,177</b>	<b>\$ 17,765,381</b>	<b>\$ 17,407,017</b>



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Licenses Permits & Franchises	\$ 30	\$ —	\$ —	\$ —	\$ —	\$ —
Fines, Forfeitures & Penalties	919,762	942,450	942,450	1,000,265	992,450	942,450
Intergovernmental Revenues	52,737	—	—	—	—	—
Charges For Current Services	11,545,913	10,623,636	11,188,636	10,675,408	10,220,012	10,239,412
Miscellaneous Revenues	23,238	103,721	103,721	690,066	203,021	203,021
Use of Fund Balance	(2,022,543)	200,000	1,713,607	(204,347)	700,000	—
General Revenue Allocation	5,910,275	5,228,785	5,228,785	5,228,785	5,649,898	6,022,134
<b>Total</b>	<b>\$ 16,429,412</b>	<b>\$ 17,098,592</b>	<b>\$ 19,177,199</b>	<b>\$ 17,390,177</b>	<b>\$ 17,765,381</b>	<b>\$ 17,407,017</b>





# 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, efficiently managing the day-to-day operations and functions of County government and preparing the organization to meet the needs and address the issues that will emerge in the future.

## 2007-08 Accomplishments

### Strategic Initiatives and Required Disciplines:

- Successfully managed the County's response to and recovery from the wildfires of October 2007. County staff successfully used the reverse 911 system to evacuate over 515,000 county residents, making it the largest fire evacuation in the nation's history. More than 45 shelters were opened, providing safe, temporary refuge to over 20,000 fire evacuees. Recovery activities were launched before the fires were extinguished with three Local Assistance Centers ready to serve evacuated communities as they were repopulated.
- Continued to manage County operations using the disciplines outlined in the County's General Management System, resulting in the maintenance of the County's strong credit rating; extinguishment of \$120 million of long-term debt, and maintenance of prudent reserves in compliance with the Board of Supervisors reserve policy.
- Strengthened recruitment and training initiatives to ensure that the County attracts and maintains a workforce with the skills to meet the current and future needs of the region's population. Highlights include increased recruitment and retention rates for key County positions, including those in public safety, and improved online human resources systems that streamline business operations, provide better service to the public and employees and efficiently deliver training.
- Worked with representatives of the health care industry and community partners to implement a comprehensive health care strategy for the San Diego region.
- Worked with the Sheriff, District Attorney and other public safety officials to strengthen and improve County of San Diego public safety programs.
- Developed plans and obtained funding to maintain County facilities at responsible levels and to replace public facilities that no longer efficiently meet the region's needs. Ground was broken for a new Medical Examiner and Forensic Center, construction continued on the new Edgemoor Skilled Nursing Facility, environmental studies are underway for a new regional women's detention facility, and plans were put in place to redevelop the County Operations Center that will



reduce the need for leased space and improve operational efficiency. Also opened two new libraries and acquired 3,000 acres of additional parkland for County residents.

- Successfully conducted the Countywide presidential primary election in February 2008, and put plans in place to conduct a June primary election for State and local offices. Implemented innovative campaign to recruit the additional poll workers needed to hold two primary elections in one year.
- Continued 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.
- Ensured that the interests of County residents and the impact of proposed funding cuts on services was actively communicated to State and federal officials and agencies.
- Improved the County's ability to communicate with and serve the public by redesigning its webpage, adding content, services and tools the public can use to do business, obtain information or access services.
- Additional specific accomplishments relating to the County's Strategic Initiatives and Required Disciplines are summarized under each County Department that reports to the CAO through the County's five business groups.

**2008-10 Objectives**

**Strategic Initiatives and Required Disciplines:**

- Continue to manage County operations using the fiscal disciplines outlined in the County's General Management System, developing strategies that can be used to address anticipated State budget cuts and the continued economic downturn, while maintaining a strong credit rating, extinguishing long-term debt when financially feasible, maintaining prudent reserves in compliance with the Board of Supervisors reserve policy and carefully managing workforce resources.

- 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 San Diego County residents are actively communicated to State and federal officials and agencies and that emergent issues are identified and thoroughly analyzed.
- Maintain service levels throughout the organization despite revenue reductions by reengineering business processes to improve efficiency, cut costs and improve service.
- Ensure that the Presidential General Election in November 2008 is conducted with efficiency and integrity, in compliance with State and federal election laws.
- Work with the Board of Supervisors to identify and fund firefighting strategies to improve the region's preparedness and firefighting capabilities.
- Develop a comprehensive strategy that will enhance the sustainability of County business operations and communities, building on the many energy efficient and environmentally sound practices already in place in County departments.
- Working within the framework of the County's Capital Improvement Needs Assessment (CINA) process, continue to be responsible stewards of the public's buildings and infrastructure, responsibly maintaining County facilities and replacing public facilities that no longer efficiently meet the region's needs.
  - Complete construction of the new Medical Examiner and Forensic Center.
  - Complete construction of the new Edgemoor Skilled Nursing Facility.
  - Complete environmental studies needed to build a new regional women's detention facility.



- Design and construct three new libraries in Ramona, Fallbrook and Lincoln Acres.
- Acquire 300 acres of additional parkland within the region.
- Perform \$33 million of major maintenance work on public County facilities to ensure that the public's facilities are safe and efficient spaces for customers and employees to conduct business and to ensure that future generations are not saddled with more costly repair or replacement expenses.
- Begin construction on Phase 1 of the County Operations Center redevelopment plan, which will reduce the County of San Diego's need for leased space and improve operational efficiency.

Additional specific goals relating to the County's Strategic Initiatives and Required Disciplines are summarized under each County Department that reports to the CAO through the County's five business groups.

#### **Related Links**

For additional information about the Chief Administrative Office, refer to the Web site at [www.sdcounty.ca.gov/cao](http://www.sdcounty.ca.gov/cao).

#### **Budget Changes: 2007-08 to 2008-09**

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**

A net increase of \$0.1 million in expenditures as a result of wage and benefit adjustments and an increase in Services and Supplies associated with contractual cost of living increases for the County's outside audit contract, legislative advocacy contracts, and memberships.

#### **Revenues**

An increase of \$0.1 million in Charges for Current Services as a result of revised time-keeping procedures for A-87 allowable activities.

#### **Budget Changes: 2008-09 to 2009-10**

Net increase of \$0.06 million primarily due to an allowance for anticipated wage and benefit adjustments.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 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
<b>Total</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Executive Office	\$ 1,500,423	\$ 1,900,973	\$ 1,995,888	\$ 1,634,228	\$ 1,847,121	\$ 1,869,834
Office of Intergovernmental Affairs	1,491,053	1,666,991	1,666,991	1,407,344	1,651,175	1,672,480
County Memberships and Audit	648,834	540,855	545,806	782,193	739,221	739,221
Internal Affairs	556,852	594,012	594,362	579,567	605,799	622,112
<b>Total</b>	<b>\$ 4,197,162</b>	<b>\$ 4,702,831</b>	<b>\$ 4,803,046</b>	<b>\$ 4,403,332</b>	<b>\$ 4,843,316</b>	<b>\$ 4,903,647</b>

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 2,436,858	\$ 2,640,987	\$ 2,732,719	\$ 2,470,380	\$ 2,606,298	\$ 2,686,629
Services & Supplies	1,760,304	2,041,844	2,050,327	1,932,952	2,217,018	2,217,018
Management Reserves	—	20,000	20,000	—	20,000	—
<b>Total</b>	<b>\$ 4,197,162</b>	<b>\$ 4,702,831</b>	<b>\$ 4,803,046</b>	<b>\$ 4,403,332</b>	<b>\$ 4,843,316</b>	<b>\$ 4,903,647</b>



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Intergovernmental Revenues	\$ 408	\$ —	\$ —	\$ —	\$ —	\$ —
Charges For Current Services	65,515	65,615	65,615	118,698	192,887	192,887
Miscellaneous Revenues	41	—	—	75	—	—
Use of Fund Balance	(247,865)	20,000	120,215	(332,658)	20,000	—
General Revenue Allocation	4,379,063	4,617,216	4,617,216	4,617,216	4,630,429	4,710,760
<b>Total</b>	<b>\$ 4,197,162</b>	<b>\$ 4,702,831</b>	<b>\$ 4,803,046</b>	<b>\$ 4,403,332</b>	<b>\$ 4,843,316</b>	<b>\$ 4,903,647</b>



# Auditor and Controller

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## Department Description

The Auditor and Controller Department has four primary responsibilities. First, in accordance with the County Charter and generally accepted accounting principles, the department provides an integrated system of financial support services for all County departments, agencies, and special districts including: accounting; cash management; payroll; accounts payable; cost accounting; and property tax services. Also, the department performs independent operational, financial, and performance audits, and oversees contracts for audit services. In addition, the department is responsible for the development, preparation, and monitoring of the County's Operational Plan and provides financial advisory support to the Board of Supervisors and the Chief Administrative Officer, advancing the goals and vision of the Board through use of the General Management System (GMS) and the County's Strategic Plan. Finally, the department provides cost effective and professional collection and accounts receivable management services to maximize recovery of funds due to the County.

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## Mission Statement

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

## 2007-08 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 2007-08 & 2008-09 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 Year ending June 30, 2006.

### Required Discipline – Information Technology

- In preparation for the upgrade of the Oracle financial and Kronos timekeeping applications, the Auditor and Controller identified and documented the technical specifications required for the upgrade. While completing this task, several opportunities were identified to reengineer business processes to achieve the most efficient use of these applications.
- In coordination with the Assessor/Recorder/County Clerk, the 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.



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### Required Discipline – Fiscal Stability

- Through prudent fiscal management and adherence to the GMS principles, maintained the County's strong underlying credit ratings of Aa2 (Moody's Investor Service), AA+ (Standard & Poor's), and AA+ (Fitch Ratings), resulting in lower debt interest costs.
- Completed the County's CAFR for the Fiscal Year ending June 30, 2007. The CAFR report presents the financial results of the fiscal year, promoting transparency and accountability in government.
- Facilitated quarterly financial projections throughout the year, demonstrating one of the County's strong fiscal management practices. The County's Unreserved, Undesignated General Fund fund balance at June 30, 2007 was \$561 million, a 29% increase over the prior year.
- Provided timely and accurate accounting, payment, and collection services for County departments and external agencies to comply with County policies, procedures, laws, and regulations.
- Processed 100% of County payments within five business days after receipt of invoice by Accounts Payable, exceeding the target of 92%.
- Analyzed current and future revenue sources, as well as cost and cash flow trends, in order to allocate limited resources to San Diego County Groups and departments for the most effective use of taxpayer dollars.
- Actual General Purpose Revenue received was 2.7% greater than the budgeted General Purpose Revenue. Maintaining accurate projections improves the County's ability to allocate limited resources.
- Projection of General Fund cash flows used in determining cash borrowing needs each year as part of the Tax and Revenue Anticipation Notes (TRANs) borrowing program was within 1% of arbitrage limits which exceeded the goal of 2%.

### Required Discipline – Accountability/Transparency

- Completed the roll-out of the Continuous Auditing Software countywide. The Continuous Auditing Software enhances controls over procurement cards and the procure-to-pay process. This continuous monitoring program tests all procurement-card and procure-to-pay transactions for adequate controls and fraud detection.
- Submitted 100% (1,698) 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, which helps maintain the County's superior financial ratings.
- Provided audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, improve uniformity and consistent performance across the enterprise, and best use of county resources. Implemented 98% (174) of current year scheduled audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS).

### 2008-10 Objectives

#### Required Discipline – Information Technology

- Upgrade the Oracle financial and Kronos timekeeping systems based upon the improvements identified through business process reengineering efforts that will provide for the most efficient use of these applications.
- 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.





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**Required Discipline – Fiscal Stability**

- Maintain the County's strong issuer credit ratings of Aa2 (Moody's Investor Service), AAA (Standard & Poor's), and AA+ (Fitch's Ratings) to ensure lower debt interest costs.
- 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.

**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 integrity of management control systems, consistent performance across the enterprise, and the best use of resources.
- Process 95% of County payments within five business days after receipt of invoice by Accounts Payable.

**Related Links**

For additional information about the Auditor and Controller, refer to the Web site at [www.sdcountry.ca.gov/auditor](http://www.sdcountry.ca.gov/auditor).



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Planning – Project General Purpose Revenue <sup>1</sup> accurately – projection variance should be no greater than 2.5% of the actual received	4.0% <sup>2</sup>	2.5%	2.7%	2.5%	2.5%
Planning – Project General Fund cash flows <sup>3</sup> within 2% of arbitrage <sup>4</sup> limits	1%	1%	1%	1%	1%
Processing – Percentage of County payments processed within 5 days of receipt of invoice in Accounts Payable	100% of 177,200	92%	100% of 182,314	95%	95%
Reporting – Percentage of financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date / total number of reports and disclosures	100% of 438	100% of 439	100% of 1,698 <sup>5</sup>	100% of 1,698	100% of 1,698
Auditing – Percentage of current year scheduled audit recommendations <sup>6</sup> contained in internal audit reports issued by OAAS for audits performed that are implemented	96% (219)	92%	98% (174) <sup>7</sup>	92%	92%

**Table Notes**

<sup>1</sup> General Purpose Revenue (GPR) represented approximately 20.2% of the General Fund financing sources in Fiscal Year 2007-08. This revenue comes from property taxes, property tax in lieu of vehicle license fees, sales taxes (and property tax in lieu of sales tax), real property transfer tax, 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.

<sup>2</sup> Actual GPR for Fiscal Year 2006-07 exceeded budget by 4%. The most significant contributor to the additional GPR 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.

<sup>3</sup> This performance measure relates to the accuracy of cash flow projections used in determining cash borrowing needs each year as part of the TRANs borrowing program.

<sup>4</sup> 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.



<sup>5</sup> The method to account for apportionment reports was revised resulting in approximately 1,200 additional reports.

<sup>6</sup> 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.

<sup>7</sup> Audit recommendations are corrective actions that are based on findings during the performance of an audit. Because audit findings can not be determined until an audit is performed, the number of audit recommendations may vary from the prior year's total number of recommendations.

### Budget Changes: 2007-08 to 2008-09

#### Staffing

No net changes in staffing.

- A transfer of 1.00 staff year from the Administration Division to the Information Technology Management Services Division reflects a change in organizational structure which will augment staff resources responsible for management of information technology security polices and procedures and security access for Enterprise Resource Planning applications.

#### Expenditures

Net increase of \$1.3 million.

- Salaries and Benefits — increase of \$0.7 million for negotiated wage and benefit adjustments.
- Services and Supplies — increase of \$0.1 million primarily due to increased information technology costs.
- Management Reserves — increase of \$0.5 million to a total of \$1.5 million will fund the required upgrade of the Continuous Auditing Software application and the

acquisition of two additional Continuous Auditing Software modules (\$1.3 million) and provide a reserve to support unanticipated events (\$0.2 million).

#### Revenues

Net increase of \$1.3 million.

- Miscellaneous Revenues — decrease of \$0.1 million that will not be realized in future years due to a shift in accounting services to departments.
- Use of Fund Balance — increase of \$0.5 million for a total of \$1.5 million to support Management Reserves as described above.
- General Revenue Allocation — increase of \$0.9 million to fund departmental operational expenditures noted above.

### Budget Changes: 2008-09 to 2009-10

Net decrease of \$0.5 million due to reduction of Management Reserves (\$1.5 million) for one-time projects offset by an increase of \$1.0 million in Salaries and Benefits as an allowance for anticipated wage and benefit adjustments.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Audits	17.00	17.00	17.00
Office of Financial Planning	13.00	13.00	13.00
Controller Division	100.00	100.00	100.00
Revenue and Recovery	105.50	105.50	105.50
Administration	20.50	19.50	19.50
Information Technology Mgmt Services	11.00	12.00	12.00
<b>Total</b>	<b>267.00</b>	<b>267.00</b>	<b>267.00</b>

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Audits	\$ 1,986,642	\$ 2,690,750	\$ 2,749,577	\$ 2,355,917	\$ 2,674,756	\$ 2,762,724
Office of Financial Planning	1,971,834	2,226,735	2,501,074	2,056,205	2,289,260	2,366,095
Controller Division	14,588,855	10,977,325	11,697,909	16,912,068	11,312,272	11,685,642
Revenue and Recovery	8,524,557	9,832,874	10,357,788	9,663,413	9,783,273	10,161,750
Administration	4,333,768	4,619,893	4,568,749	2,803,382	4,740,214	3,302,048
Information Technology Mgmt Services	2,079	5,891,562	7,978,444	3,378,340	6,722,833	6,792,185
<b>Total</b>	<b>\$ 31,407,734</b>	<b>\$ 36,239,139</b>	<b>\$ 39,853,539</b>	<b>\$ 37,169,324</b>	<b>\$ 37,522,608</b>	<b>\$ 37,070,444</b>

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 20,622,285	\$ 23,229,721	\$ 23,939,875	\$ 22,766,367	\$ 23,920,477	\$ 24,966,029
Services & Supplies	10,691,154	12,009,418	15,884,599	14,373,891	12,107,131	12,104,415
Capital Assets Equipment	94,296	—	29,066	29,066	—	—
Management Reserves	—	1,000,000	—	—	1,495,000	—
<b>Total</b>	<b>\$ 31,407,734</b>	<b>\$ 36,239,139</b>	<b>\$ 39,853,539</b>	<b>\$ 37,169,324</b>	<b>\$ 37,522,608</b>	<b>\$ 37,070,444</b>



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Intergovernmental Revenues	\$ 96,479	\$ 41,730	\$ 41,730	\$ 57,758	\$ 31,736	\$ 31,736
Charges For Current Services	6,904,653	5,855,161	5,855,161	6,543,327	5,863,811	5,863,811
Miscellaneous Revenues	291,702	530,500	530,500	297,084	440,500	440,500
Use of Fund Balance	1,156,268	1,000,000	4,614,400	1,459,407	1,495,000	—
General Revenue Allocation	22,958,631	28,811,748	28,811,748	28,811,748	29,691,561	30,734,397
<b>Total</b>	<b>\$ 31,407,734</b>	<b>\$ 36,239,139</b>	<b>\$ 39,853,539</b>	<b>\$ 37,169,324</b>	<b>\$ 37,522,608</b>	<b>\$ 37,070,444</b>



# County Technology Office



## Department Description

The County of San Diego Technology Office exists to support the County departments so that they can continue to provide superior customer service to the residents of San Diego County. The County has selected Northrop Grumman Information Technology as their outsourcing contractor for Information Technology (IT) and Telecommunications.

## Mission Statement

To enable the delivery of County services to its customers through the application of advanced information technologies. To protect the privacy and security of County information and records. To support business productivity and ensure best value through the effective use of people, process, and technology.

## 2007-08 Accomplishments

### Required Discipline – Information Technology

- Completed the transition of all IT services to the new IT outsourcing provider and initiated the County network transformation, beginning with application server consolidation and virtualization.
- Launched a redesigned County Web site which is more citizen-friendly, provides more dynamic information and can be maintained and updated at a reduced cost to the County. In addition to providing a better service to the public, this project will also result in significant reductions in ongoing maintenance costs as the number of Web pages the County previously hosted was reduced by 54%. County staff were trained as part of this project to provide for ongoing Web page updates and to perform routine maintenance functions which will reduce support costs.

- Completed the first phase of the Enterprise Data Warehousing initiative, system design. Final completion of this initiative will enable the data analysis and financial reporting needs of multiple departments to be met through shared physical resources.

### Required Discipline – Essential Infrastructure

- Provided consistently high quality services such as e-mail, phones, Internet, intranet, and application development support to County departments. Certain break fix services have been benchmarked against industry standards provided by independent County consultants. These standards have been incorporated into the County's Outsourcing Agreement as required service levels. The County Technology Office (CTO) monitors IT performance monthly against these service levels to ensure that standards are being met.

### Required Discipline – Customer Satisfaction

- Provided IT services that meet the needs and expectations of both County employees and residents. Customer satisfaction surveys were maintained at an 85% satisfaction rating or higher.

### Required Discipline – Fiscal Stability

- IT costs for services were held to the rates established in the Information Technology Outsourcing Agreement. New services were benchmarked and analyzed for best value to the County and for fair and reasonable pricing.



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**Required Discipline – Continuous Improvement**

- Provided technical solutions that enabled the business units to achieve improved efficiencies through enhanced wireless connectivity, wireless access points and increased public library access. Assisted and supported departments in the design of additional infrastructure applications such as Anasazi, Kiva and the Web site conversion to allow more clients to be served and increase field worker mobility.

**Required Discipline – Regional Leadership**

- CTO staff attended and presented at national and regional conferences on IT-related topics.

**2008-10 Objectives**

**Required Discipline – Information Technology**

- Initiate an Information Technology Strategic Plan that is linked to the County of San Diego's General Management System and addresses County needs.
- Initiate the consolidation and transformation of current data storage capacities. The initiation of this effort will allow the County to take the next step in storage consolidation. The planning process will center on the phased concept of moving data from more expensive to offline storage.
- Complete improvements to the current protocols and plans for Business Continuity and Disaster Recovery. Initiation of application server consolidation through the use of virtualization techniques will allow critical County business applications to be moved and stood up within hours in the event of a disaster.
- Lead a Countywide effort to assess the County's software application portfolio with the goal of developing the plan for portfolio modernization, consolidation, and alignment with technology standards.

- Complete the implementation of the Enterprise Data Warehouse which will provide customers with an intuitive and efficient tool for data analysis and financial reporting.

**Required Discipline – Essential Infrastructure**

- Begin the systematic upgrade of all County desktop computers to the new operating system standard and the remediation of certain applications to ensure compatibility with the new standard.
- Continue to provide consistently high quality services such as e-mail, phones, Internet, intranet, and application development to support County departments. Certain services will be benchmarked against industry standards through continuous monitoring of services for compliance with contract requirements.

**Required Discipline – Customer Satisfaction**

- Provide for continuous improvement in customer satisfaction through the use of surveys, contractor incentives and customer communications/feedback.
- Initiate CTO organizational outreach program consisting of CTO participation in department and County town hall meetings with the purpose of obtaining end user feedback to be incorporated into the IT strategic planning process.

**Required Discipline – Fiscal Stability**

- Initiate the reorganization and restructuring of the Chargeback system to ensure the accurate, timely, and efficient billing for IT services to ensure the maximum value for the County and taxpayers.
- Maintain IT costs for services at the rates established in the contract. New services will be benchmarked and analyzed for best value to the County at a fair and reasonable price.





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**Required Discipline – Continuous Improvement**

- Provide technical solutions that provide continuous improvement in processes related to applications, infrastructure upgrade services, data center management, capacity/performance management and security.

**Required Discipline – Regional Leadership**

- Continue to speak at national conferences on IT-related topics including, but not limited to, providing IT management in an outsourced environment.

**Related Links**

For additional information about the CTO, refer to the Web site at [www.sdcountry.ca.gov/cto](http://www.sdcountry.ca.gov/cto).



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of projects implemented on time and within budget <sup>1</sup>	87% of 15	95% of 100	95% of 70	95% of 75	95% of 75
Percentage of customers who report satisfaction with Contractor Support Services <sup>2</sup>	92.8%	95%	87% <sup>3</sup>	90%	92%
Percentage of accuracy of contractor billing for IT outsourcing services, with a minimum 95% accuracy rate <sup>4</sup>	N/A	96%	97.5%	97%	97%
IT initiatives resulting from CTO-driven advanced planning <sup>5</sup>	N/A	3	4	3	3
Assist and support departments in making existing County services available and accessible on the Internet and intranet for County residents and County employees <sup>4</sup>	N/A	2	3	5	5

**Table Notes**

<sup>1</sup> This percentage was developed from a population of 70 projects that were completed over the year. Of the 70 projects, 67 met the requirements. The term “project” refers to IT-related events conducted by County employees as part of County operations. With the completion of last years transition to the new IT outsourcing supplier, the level of projects worked for 2007-08 increased from 15 to 70 projects.

<sup>2</sup> 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.”

<sup>3</sup> The 2007-08 adopted target of 95% was carried forward from the previous IT outsourcing supplier, when in fact the contract for the new IT outsourcing supplier requirements for 2007-08 was 85% during transition. Contract requirements have been increased in 2008-09 to reflect the current target.

<sup>4</sup> New measure effective Fiscal Year 2007-08 to better reflect outcome-based performance.

<sup>5</sup> Initiatives such as Application Work Plan, Chargeback Business Process Reengineering, and Web redesign.

**Budget Changes: 2007-08 to 2008-09**

**Staffing**

No change in staffing.

**Expenditures**

Net increase of \$10.7million.

- Net decrease of \$0.4 million in the County Technology Office’s operating budget due to:



- Salaries and Benefits — net increase of \$0.03 million primarily due to negotiated wage and benefit adjustments.
- Services and Supplies — decrease by a net \$0.2 million due to a decrease in the amount of one-time funding of prior year IT initiatives of \$2.2 million and an increase of \$0.7 million to support ongoing cost increases associated with public liability (\$0.5 million) and the Web redesign initiative (\$0.2 million). Services and Supplies includes \$2.0 million to rebudget prior year one-time appropriations for IT initiatives including Server Consolidation (\$1.3 million) and the Integrated Property Tax System (\$0.7 million). The remaining \$0.2 million in one-time funding will be used to support miscellaneous contract administration costs associated with one-time IT initiatives.
- Management Reserves — decrease of \$0.2 million. Remaining Management Reserves will support unanticipated needs.
- Net increase of \$11.1 million in the IT Internal Service Fund (ISF) due to anticipated one-time IT initiatives including the Enterprise Resource Planning Application Upgrade, the Enterprise Data Warehouse, and the Business Case Management System.

### Revenues

Net increase of \$10.7 million.

- Net decrease of \$0.4 million in the County Technology Office's operating budget due to:
  - Use of Fund Balance — decrease of \$1.1 million for prior year one-time initiatives. The remaining \$2.4 million in budgeted fund balance will be used to support one-time initiatives and management reserves described above.
  - General Revenue Allocation — increase of \$0.7 million to support ongoing expenditure changes described above.

Net increase of \$11.1 million in the IT ISF. Increases in Intergovernmental Revenues and Charges for Current Services to offset expenditure changes described above.

### Budget Changes: 2008-09 to 2009-10

Total expenditures decrease by \$17.7 million primarily as a result of a reduction of \$1.4 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 2008-09 and a decrease of \$16.4 million in the IT ISF due to anticipated completion of one-time IT projects and changes in service levels by various County departments.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
CTO Office	16.00	16.00	16.00
<b>Total</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
CTO Office	\$ 7,742,648	\$ 9,339,747	\$ 10,262,231	\$ 6,223,639	\$ 8,950,138	\$ 7,646,439
Information Technology Internal Service Fund	45,083,466	115,107,063	115,107,063	147,728,221	126,181,330	109,768,253
<b>Total</b>	<b>\$ 52,826,114</b>	<b>\$ 124,446,810</b>	<b>\$ 125,369,294</b>	<b>\$ 153,951,860</b>	<b>\$ 135,131,468</b>	<b>\$ 117,414,692</b>

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 2,419,507	\$ 2,652,172	\$ 2,746,740	\$ 2,578,914	\$ 2,683,144	\$ 2,725,008
Services & Supplies	100,339,012	121,394,638	122,395,706	120,369,513	132,248,324	114,689,684
Other Charges	5,548,045	—	—	30,976,585	—	—
Capital Assets/Land Acquisition	(55,480,450)	—	—	—	—	—
Capital Assets Equipment	—	—	26,848	26,848	—	—
Management Reserves	—	400,000	200,000	—	200,000	—
<b>Total</b>	<b>\$ 52,826,114</b>	<b>\$ 124,446,810</b>	<b>\$ 125,369,294</b>	<b>\$ 153,951,860</b>	<b>\$ 135,131,468</b>	<b>\$ 117,414,692</b>



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Intergovernmental Revenues	\$ 203,152	\$ 2,710,000	\$ 2,710,000	\$ 3,616	\$ 3,210,000	\$ 3,210,000
Charges For Current Services	102,300,146	111,310,274	111,310,274	114,580,414	121,884,941	105,471,864
Miscellaneous Revenues	210	500	500	228	100	100
Other Financing Sources	845,000	1,670,670	1,670,670	1,604,848	1,670,670	1,670,670
Use of Fund Balance	(56,110,987)	3,530,000	4,452,484	32,537,388	2,400,000	1,000,000
General Revenue Allocation	5,588,593	5,225,366	5,225,366	5,225,366	5,965,757	6,062,058
<b>Total</b>	<b>\$ 52,826,114</b>	<b>\$ 124,446,810</b>	<b>\$ 125,369,294</b>	<b>\$ 153,951,860</b>	<b>\$ 135,131,468</b>	<b>\$ 117,414,692</b>



# 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.

## 2007-08 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 human resources matters, resulting in direct access to requested information.
- Provided a neutral environment that facilitated open discussion of issues for departments, employees, and employee representatives resulting in fair and unbiased outcomes.

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

- Resolved 66% of 71 personnel disputes without the need for a full evidentiary hearing, exceeding target of 55% and saving time and costs.
- Provided staff training in areas of human resources, computer technology, finance, workplace safety, and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.

- Trained Health and Human Services Agency human resources staff on Civil Service Commission procedures relating to disciplinary hearings leading to increased compliance with Civil Service Rules.

### Required Discipline – Accountability/Transparency

- Revised format for reporting out peace officer disciplinary findings to provide public with as much information as law permits.

### Required Discipline – Continuous Improvement

- Fully implemented new digital audio recording system at Commission hearings and public meetings resulting in easier access for the public.
- Implemented new audio duplication system for recordings of Commission hearings and meetings resulting in a 75% decrease in costs and turn-around time.
- Developed new user-friendly form for filing discrimination complaints.
- Developed new instruction pamphlet explaining how to request subpoenas for Civil Service hearings.
- Created desk book manual for procedures related to Commission proceedings as an aid to Commission staff.
- 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.







Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Positive customer satisfaction rating	99%	95%	99%	95%	95%
Percentage increase in number of personnel disputes resolved without need of evidentiary hearing <sup>1</sup> / total number of personnel disputes resolved without need of evidentiary hearing	8% / 37	N/A	N/A	N/A	N/A
Percentage of personnel disputes resolved without need of an evidentiary hearing <sup>1</sup> / total number of personnel disputes	N/A	55%	66% of 71	55%	55%
Percentage of Commission decisions distributed within 48 hours of Commission approval	100% of 30	90%	100% of 42	95%	95%

**Table Notes**

<sup>1</sup> Effective Fiscal Year 2007-08, the “Percentage increase in number of personnel disputes resolved without need of evidentiary hearing” measure is being replaced by “Percentage of personnel disputes resolved without need of an evidentiary hearing”, to better reflect outcome-based performance.

**Budget Changes: 2007-08 to 2008-09**

**Staffing**

No change in staffing.

**Expenditures**

Salaries and Benefits and Services and Supplies increase of \$0.02 million to support negotiated wage and benefit adjustments and operating costs.

**Revenues**

Corresponding increase in revenues as a result of expenditure increases described above.

**Budget Changes: 2008-09 to 2009-10**

No significant changes. Net decrease of \$0.02 million is the result of Salaries and Benefits increase for an allowance for anticipated wage and benefit adjustments offset by a decrease in Services and Supplies and a reduction in Management Reserves.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Civil Service Commission	4.00	4.00	4.00
<b>Total</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Civil Service Commission	\$ 592,139	\$ 624,424	\$ 643,985	\$ 597,206	\$ 648,340	\$ 627,243
<b>Total</b>	<b>\$ 592,139</b>	<b>\$ 624,424</b>	<b>\$ 643,985</b>	<b>\$ 597,206</b>	<b>\$ 648,340</b>	<b>\$ 627,243</b>

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 471,439	\$ 477,083	\$ 493,291	\$ 487,479	\$ 494,012	\$ 508,630
Services & Supplies	120,701	117,341	120,694	109,728	124,328	118,613
Management Reserves	—	30,000	30,000	—	30,000	—
<b>Total</b>	<b>\$ 592,139</b>	<b>\$ 624,424</b>	<b>\$ 643,985</b>	<b>\$ 597,206</b>	<b>\$ 648,340</b>	<b>\$ 627,243</b>

Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Charges For Current Services	\$ 50,155	\$ 44,894	\$ 44,894	\$ 44,894	\$ 50,837	\$ 44,894
Miscellaneous Revenues	—	—	—	465	—	—
Use of Fund Balance	16,173	30,000	49,561	2,318	30,000	—
General Revenue Allocation	525,811	549,530	549,530	549,530	567,503	582,349
<b>Total</b>	<b>\$ 592,139</b>	<b>\$ 624,424</b>	<b>\$ 643,985</b>	<b>\$ 597,206</b>	<b>\$ 648,340</b>	<b>\$ 627,243</b>

# 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. Five program areas are included within the department: Executive Office, Public Services, Legislative Services, and CAC Facilities Services, and CAC Major Maintenance.

## 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.

## 2007-08 Accomplishments

### Strategic Initiative – The Environment

- Reduced water usage by 11% during Fiscal Year 2007-08, following recommendations from a recent San Diego Water Authority survey, conserving limited resources.

### Required Discipline – Customer Satisfaction

- Managed a 350% increase in the number of property tax assessment appeals applications accepted and entered into the computer system, with no corresponding increase in staffing.

### Required Discipline – Skilled, Competent and Diverse

## Workforce

- Created 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 thereby promoting a more skilled and competent workforce.

## Required Discipline – Continuous Improvement

- Ensured that Board of Supervisors meeting items, which have only hard copy related backup materials, were scanned and placed on the Clerk of the Board Internet site for more complete customer access to local government records.
- Engaged Northrop Grumman, the County's Information Technology contractor, in replacing the current document management system with new County standard Documentum software, which allows the public to access records of Board of Supervisors meetings more efficiently.



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## 2008-10 Objectives

### Strategic Initiative – The Environment

- Manage CAC water consumption in a manner that ensures environmental preservation and preserves limited resources.

### Required Discipline – Customer Satisfaction

- Ensure satisfaction with the services we provide by surveying over 1,000 customers each year and receiving consistently excellent feedback.

### Required Discipline – Essential Infrastructure

- Obtain technical manuals for all cafeteria equipment and add that equipment to the CAC preventive maintenance schedule by December 2008.
- Maintain the CAC physical infrastructure in a superior manner by completing preventative maintenance work orders as scheduled.

### Required Discipline – Accountability/Transparency

- Provide open access to County business by making audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

- Ensure the efficiency and integrity of the property tax assessment appeal process by processing appeal applications quickly and accurately.

### Required Discipline – Continuous Improvement

- Implement electronic notary public application at all public service carrels by June 2009 to enhance customer satisfaction and improve security measures.
- Replace file system, Public Services and Legislative Services, with secure and updated system by December 2008 to facilitate public access and enhance our ability to organize and secure public records.

### Required Discipline – Information Technology

- Implement Citizen Advisory Board software application by December 2008, facilitating public participation in local government.

### Related Links

For additional information about the Clerk of the Board of Supervisors, refer to the Web site [www.sdcounty.ca.gov/cob](http://www.sdcounty.ca.gov/cob).



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Average score on internal customer surveys <sup>1</sup>	4.9	4.9	4.9 of over 1,600 surveys	4.9	4.9
Percentage of property tax assessment appeal applications quality reviewed and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process <sup>2</sup>	90%	92%	92% of 13,150	92%	92%
Percentage of CAC Facilities Services preventive maintenance work orders completed as scheduled	92%	95%	96% of 2,045 work orders	98%	98%
Percentage of audio recordings of Board of Supervisors meetings added to Clerk of the Board Internet site within five days of the related meeting <sup>3</sup>	N/A	100%	100% of 42 recordings	100%	100%
Percentage decrease in landscape water consumption at the CAC <sup>4</sup>	N/A	10%	11%	12%	12%

**Table Notes**

<sup>1</sup> Scale of 1-5, with 5 being “excellent.”

<sup>2</sup> During Fiscal Year 2007-08, total applications received were 13,150. Target varies with volume: 1-5,000 received - 92%, 5,001 – 10,000 received - 90%, 10,001 or more received - 80%.

<sup>3</sup> 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.

<sup>4</sup> Percentage is of total water consumption.

**Budget Changes: 2007-08 to 2008-09**

**Staffing**

No change in staffing.

**Expenditures**

Increase of \$0.6 million.

- Salaries and Benefits — increase of \$0.1 million in the Clerk of the Board of Supervisor’s operating budget primarily due to negotiated wage and benefit adjustments.



- Services and Supplies — increase of \$0.5 million in CAC Major Maintenance to implement additional facility maintenance requirements (\$0.3 million) and to rebudget funds to support the completion of a one-time information technology initiative to digitize microfilm (\$0.2 million).
- Management Reserves — budget of \$0.2 million to support unanticipated events.

**Revenues**

Net increase of \$0.6 million.

- Charges for Current Services — decrease of \$0.1 million to realign the budget with historical actuals.

- Use of Fund Balance — increase of \$0.6 million to support one-time services and supplies expenses described above.
- General Revenue Allocation — increase of \$0.1 million to support increased expenses in the Clerk of the Board's operating budget described above.

**Budget Changes: 2008-09 to 2009-10**

Net decrease of \$0.6 million primarily related to a decrease in Services and Supplies for prior year one-time projects and a reduction in Management Reserves and an increase in Salaries and Benefits due to an allowance for anticipated wage and benefit adjustments.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Legislative Services	11.00	11.00	11.00
CAC Facilities Services	10.00	10.00	10.00
Public Services	11.00	11.00	11.00
Executive Office	5.00	5.00	5.00
<b>Total</b>	<b>37.00</b>	<b>37.00</b>	<b>37.00</b>

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Legislative Services	\$ 834,082	\$ 1,027,512	\$ 1,027,512	\$ 864,837	\$ 1,002,890	\$ 1,049,173
CAC Facilities Services	2,879,116	3,730,602	3,932,864	3,233,797	3,707,846	3,748,068
Assessment Appeals	270	—	—	243	—	—
Public Services	796,960	905,056	905,722	898,815	1,163,764	991,747
Executive Office	819,596	1,127,857	1,230,424	1,101,527	1,218,225	1,047,575
CAC Major Maintenance	1,154,271	1,643,000	2,227,124	1,075,342	1,986,081	1,643,000
<b>Total</b>	<b>\$ 6,484,296</b>	<b>\$ 8,434,027</b>	<b>\$ 9,323,646</b>	<b>\$ 7,174,562</b>	<b>\$ 9,078,806</b>	<b>\$ 8,479,563</b>

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 2,765,732	\$ 3,084,581	\$ 3,187,148	\$ 3,039,914	\$ 3,147,558	\$ 3,315,941
Services & Supplies	3,718,564	5,149,446	5,936,498	4,134,647	5,731,248	5,163,622
Management Reserves	—	200,000	200,000	—	200,000	—
<b>Total</b>	<b>\$ 6,484,296</b>	<b>\$ 8,434,027</b>	<b>\$ 9,323,646</b>	<b>\$ 7,174,562</b>	<b>\$ 9,078,806</b>	<b>\$ 8,479,563</b>

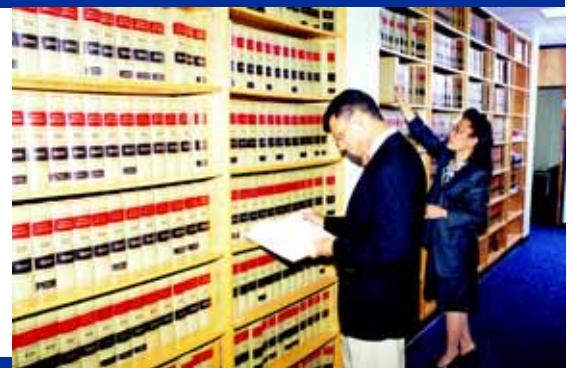


Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Revenue From Use of Money & Property	\$ 53,178	\$ 34,949	\$ 34,949	\$ 82,805	\$ 49,949	\$ 49,949
Charges For Current Services	303,968	325,750	325,750	349,372	259,750	259,750
Miscellaneous Revenues	43,112	40,170	40,170	47,752	41,170	41,170
Use of Fund Balance	140,705	1,828,051	2,717,670	489,526	2,396,132	1,628,051
General Revenue Allocation	5,943,334	6,205,107	6,205,107	6,205,107	6,331,805	6,500,643
<b>Total</b>	<b>\$ 6,484,296</b>	<b>\$ 8,434,027</b>	<b>\$ 9,323,646</b>	<b>\$ 7,174,562</b>	<b>\$ 9,078,806</b>	<b>\$ 8,479,563</b>



# County Counsel



## Department Description

The San Diego County Charter provides that County Counsel serves as the civil legal advisor for the County and represents the County in all civil actions by and against the County, its officers, boards, commissions, and employees. County Counsel serves as the attorney for the County through the Board of Supervisors, County officers, employees, departments, boards, and commissions. The legal services provided to the County include County Counsel's representation of the County Health and Human Services Agency (HHS) 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. 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 in order to facilitate the achievement of County government's goal to better serve the residents of San Diego County.

## 2007-08 Accomplishments

### Required Discipline – Fiscal Stability

County Counsel aggressively represented the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.

- Prevailed in 92% (73 of 79) of court decisions in all lawsuits against the County completed in 2007-08.
- Achieved 88% (14 of 16) of goal involving County cases filed against other parties that were completed in 2007-08 by winning court decision or obtaining a favorable financial settlement for the County.
- Handled 100% (100 of 100) of the defense of all lawsuits filed against the County.

### Required Discipline – Customer Satisfaction

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

- Completed 100% (22 of 22) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer (CAO) by the agreed upon due date.
- Completed 98% (1,301 of 1,334) of all advisory assignments for all County departments by the agreed upon due date.
- Achieved an overall client satisfaction rating of 4.6 (on a scale of 1-5) in office-wide client survey.

### Required Discipline – Regional Leadership

County Counsel attorneys have engaged in numerous leadership roles in the County and throughout the State, which have provided positive and constructive influences in the professional practice of law in the region.



- Maintained significant involvement with several State and county organizations and committees to improve collaboration and ultimately better serve San Diego County residents. These commitments include the following: American Board of Trial Advocates, California Blue Ribbon Commission on Children in Foster Care, California Children's Justice Act Task Force, California Citizen Review Task Force, California Peace Officers' Association, California State Association of Counties (CSAC) Native American Tribal Lands Committee, CSAC Global Warming/Climate Change Committee, Juvenile Justice Commission, Juvenile Dependency Court Policy Group, San Diego City Attorney Association, County Service Area Law Working Group, and the County Counsel's participation on the following County Counsels' Association of California Committees: Chairman of the Litigation Oversight Committee, Chairman of the Orientation Committee, and member of the Cost Shift Committee.
- Provided community education to members of various legal professional organizations during 28 Mandatory Continuing Legal Education training sessions.

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

County Counsel provided education and risk mitigation training to County officers and employees during Fiscal Year 2007-08 in furtherance of a committed, capable, and diverse workforce.

- Provided 160 education/training programs to the County on selected legal subjects, exceeding the goal of 150.
- Provided 44 specialized training sessions, risk roundtables, settlement committee discussions, and post-litigation debriefings to specifically address risk management issues, exceeding the goal of 40.

- Issued 14 County Counsel Special Bulletins to inform County officials of new developments involving court rulings and new legislation, exceeding the goal of 12.
- Provided a combination of 52 internal and external training sessions for County Counsel staff on various subjects, exceeding the goal of 40.

**Required Discipline – Information Technology**

County Counsel optimized its information technology systems to improve operational efficiency and service to customers.

- Developed plan for County Counsel intranet webpage to include online training library.

**2008-10 Objectives**

**Required Discipline – Fiscal Stability**

County Counsel will aggressively represent the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.

- Prevail in over 95% of court decisions in all lawsuits filed against the County, protecting the financial interests of the County.
- Achieve a success rate of over 91% in County lawsuits against other parties by winning court decisions or obtaining favorable financial settlements, thereby protecting the financial interests of the County.
- Handle 99% or more of the defense of all lawsuits filed against the County, unless a conflict of interest requires outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.



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### **Required Discipline – Customer Satisfaction**

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

- Complete 100% of all advisory assignments for the Board of Supervisors and CAO by their due dates.
- Complete 99% or more of all advisory assignments for County departments by the agreed upon due dates, thereby helping these departments to fulfill their missions in accordance with the law and better serve the community.

### **Required Discipline – Regional Leadership**

County Counsel attorneys will engage in numerous leadership roles in the County and throughout the State, which will provide positive and constructive influences in the professional practice of law in the region.

- Maintain significant involvement in the activities of at least 12 regional organizations and committees.

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

County Counsel will provide education and risk mitigation training to County officers and employees in furtherance of a committed, capable, and diverse workforce.

- Provide 226 or more education programs to County employees on selected legal subjects, thereby enabling these employees to better serve San Diego County residents.
- Provide 75 or more specialized training sessions, risk roundtables, settlement committee discussions, and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.

- Issue 12 or more Special Bulletins to inform County staff of new developments involving court rulings and new legislation, thus assisting County staff to better perform their duties within the law.
- Conduct 125 or more internal and/or external training sessions for staff, including Mandatory Continuing Legal Education, to ensure they continue to provide the highest quality legal services to the County by remaining current on developments in the law.

### **Required Discipline – Continuous Improvement**

County Counsel will improve its operational efficiencies, thereby maximizing value for taxpayers.

- Revise the Client Department Request for Legal Services assignment process to streamline the opening, extending, and closing of legal services assignments for our clients, to make better use of staff time and resources.
- Develop a Training Quality Assurance Committee to assess and monitor the effectiveness and applicability of trainings provided by County Counsel.

### **Required Discipline – Information Technology**

County Counsel will optimize its information technology systems to improve operational efficiency and service to customers.

- Implement the first phase of the five-year Documentum Management Business Process Reengineering Plan to scan County Counsel Opinions, to allow electronic retrieval of case information.
- Implement online training library by placing five training videos on the County Counsel intranet to allow County department staff to access training from the convenience of their office workstations, thus facilitating more time for their day-to-day job duties and saving on travel costs.

## County Counsel

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### Related Links

For additional information about County Counsel, refer to the Web site at [www.sdcounty.ca.gov/CountyCounsel](http://www.sdcounty.ca.gov/CountyCounsel).



<b>Performance Measures</b>	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of resolved court cases filed against the County in which County will prevail (County success rate)	95% (83–4 record)	90%	92% (73–6 record)	95%	95%
Percentage of cases against the County that were handled by County Counsel <sup>2</sup>	99% (120 cases)	95%	100% (100 cases)	99%	99%
Percentage of resolved cases filed against County that will be decided by court decision or dismissal without settlement <sup>1</sup>	72% (87 cases)	70%	79% (79 cases)	N/A	N/A
Success rate in County cases against other parties <sup>2</sup>	91%	90%	88%	91%	91%
Percentage of advisory assignments for Board of Supervisors to be completed by the due date	100% (21 assignments)	100%	100% (22 assignments)	100%	100%
Percentage of advisory assignments for all departments completed by the due date	98% (1,491 assignments)	98%	98% (1,301 assignments)	99%	99%
Percentage of all draft Environmental Impact Reports (EIRs) to be reviewed within 30 days <sup>1</sup>	100% (5 EIRs)	100%	100% (7 EIRs)	N/A	N/A
Percentage of Juvenile Dependency petitions at jurisdictional hearings in which County Counsel will prevail <sup>1</sup>	99% (1,835 petitions)	95%	99% (1,629 petitions)	N/A	N/A
Percentage of Juvenile Dependency appeals and writs in which County Counsel will prevail <sup>1</sup>	89% (407 writs/ appeals)	90%	94% (378 writs/ appeals)	N/A	N/A
Number of training programs presented by County Counsel <sup>2</sup>	151	150	160	226	226
Number of risk mitigation education sessions provided by County Counsel <sup>2</sup>	49	40	44	75	75
Number of legal bulletins issued <sup>2</sup>	12	12	14	12	12

**Table Notes**

<sup>1</sup> Measure discontinued effective Fiscal Year 2008-09 and replaced with more outcome-oriented measures.

<sup>2</sup> New measure included to better reflect department priorities.



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**Budget Changes: 2007-08 to 2008-09**

**Staffing**

No change in staffing.

**Expenditures**

Net increase of \$0.8 million.

- Salaries and Benefits — net increase of \$0.9 million primarily due to negotiated wage and benefit adjustments.
- Management Reserves — decrease of \$0.1 million due to completion of prior year one-time information technology initiatives. Remaining \$0.7 million to support unanticipated events and one-time information technology initiatives.

**Revenues**

Net increase of \$0.8 million.

- Charges for Current Services — increase of \$0.8 million due to anticipated increases in cost recovery.
- Use of Fund Balance — decrease of \$0.1 million associated with the decrease in Management Reserves described above. Remaining Use of Fund Balance of \$0.7 million will support management reserves (\$0.2 million) and one-time costs primarily associated with phased Documentum project and other technology projects (\$0.5 million).
- General Revenue Allocation — increase of \$0.1 million to support increased expenditures noted above.

**Budget Changes: 2008-09 to 2009-10**

No significant net change. Salaries and Benefits increase of \$0.6 million for an allowance for anticipated wage and benefit adjustments is offset by a decrease in Management Reserves.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
County Counsel	141.00	141.00	141.00
<b>Total</b>	<b>141.00</b>	<b>141.00</b>	<b>141.00</b>

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
County Counsel	\$ 20,660,466	\$ 22,454,457	\$ 23,298,376	\$ 21,447,638	\$ 23,271,577	\$ 23,280,925
<b>Total</b>	<b>\$ 20,660,466</b>	<b>\$ 22,454,457</b>	<b>\$ 23,298,376</b>	<b>\$ 21,447,638</b>	<b>\$ 23,271,577</b>	<b>\$ 23,280,925</b>

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 19,445,131	\$ 20,715,849	\$ 21,414,238	\$ 20,475,029	\$ 21,588,510	\$ 22,236,165
Services & Supplies	1,757,054	1,594,151	1,845,297	1,567,729	1,640,971	1,691,501
Capital Assets Equipment	—	—	15,500	14,977	—	—
Expenditure Transfer & Reimbursements	(541,719)	(655,543)	(655,543)	(610,097)	(627,904)	(646,741)
Management Reserves	—	800,000	678,884	—	670,000	—
<b>Total</b>	<b>\$ 20,660,466</b>	<b>\$ 22,454,457</b>	<b>\$ 23,298,376</b>	<b>\$ 21,447,638</b>	<b>\$ 23,271,577</b>	<b>\$ 23,280,925</b>



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Charges For Current Services	\$ 9,030,650	\$ 8,765,549	\$ 9,197,340	\$ 9,377,450	\$ 9,624,279	\$ 9,624,279
Miscellaneous Revenues	41,084	25,000	25,000	80,031	20,000	20,000
Use of Fund Balance	(195,177)	800,000	1,212,128	(873,750)	670,000	—
General Revenue Allocation	11,783,909	12,863,908	12,863,908	12,863,908	12,957,298	13,636,646
<b>Total</b>	<b>\$ 20,660,466</b>	<b>\$ 22,454,457</b>	<b>\$ 23,298,376</b>	<b>\$ 21,447,638</b>	<b>\$ 23,271,577</b>	<b>\$ 23,280,925</b>



# 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

To 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.

## 2007-08 Accomplishments

### Strategic Initiative – Safe and Livable Communities

- Reviewed and investigated 72 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 63 criminal indictments, and prepared other reports and declarations as mandated by law (Penal Code §939.8, et seq).

## Required Discipline – Accountability/Transparency

- 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.

## 2008-10 Objectives

### Strategic Initiative – 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.



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**Related Links**

For additional information about the Grand Jury, refer to the Web site at [www.sdcounty.ca.gov/grandjury](http://www.sdcounty.ca.gov/grandjury).

**Budget Changes: 2007-08 to 2008-09**

**Staffing**

No change in staffing.

**Expenditures**

No significant net change. Management Reserves of \$0.02 million will be used to mitigate unanticipated expenditures.

**Revenues**

No significant changes.

**Budget Changes: 2008-09 to 2009-10**

No significant changes.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Grand Jury	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Grand Jury	\$ 547,712	\$ 733,362	\$ 739,122	\$ 564,637	\$ 737,162	\$ 720,267
<b>Total</b>	<b>\$ 547,712</b>	<b>\$ 733,362</b>	<b>\$ 739,122</b>	<b>\$ 564,637</b>	<b>\$ 737,162</b>	<b>\$ 720,267</b>

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 118,067	\$ 135,711	\$ 135,711	\$ 122,240	\$ 112,728	\$ 114,310
Services & Supplies	429,645	577,651	583,411	442,397	604,434	605,957
Management Reserves	—	20,000	20,000	—	20,000	—
<b>Total</b>	<b>\$ 547,712</b>	<b>\$ 733,362</b>	<b>\$ 739,122</b>	<b>\$ 564,637</b>	<b>\$ 737,162</b>	<b>\$ 720,267</b>

Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Use of Fund Balance	\$ (15,750)	\$ 20,000	\$ 25,760	\$ (148,725)	\$ 20,000	\$ —
General Revenue Allocation	563,462	713,362	713,362	713,362	717,162	720,267
<b>Total</b>	<b>\$ 547,712</b>	<b>\$ 733,362</b>	<b>\$ 739,122</b>	<b>\$ 564,637</b>	<b>\$ 737,162</b>	<b>\$ 720,267</b>



# 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. DHR serves as the in-house human resources 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.

## 2007-08 Accomplishments

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

- Conducted one Discipline Case Advocacy Institute training session by June 2008, to increase departmental personnel officers' ability to represent the County effectively in disciplinary hearings.
- Expanded the contents of the quarterly Discipline Case Record periodical by including articles related to the labor relations field for Fiscal Year 2007-08, to broaden departmental personnel officers' knowledge.
- Offered three 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.
- Developed and implemented 23 distance learning courses and offered both Web-based and instructor-led training to County employees through the Learning

Management System, exceeding the goal of two courses. This Countywide system manages and supports employee development by tracking training courses, job certification requirements, and licenses. Courses developed emphasized 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.

- Increased the number of qualified applicants by 29% (32,089) of an identified applicant base of 24,858, over Fiscal Year 2006-07, in order to provide a larger qualified applicant pool. This enables departments to build a workforce that can deliver superior services to the residents of San Diego County. The original target of 5% was exceeded due to effective targeted recruitment planning and recruitment training programs directed to employees.
- Marketed County employment opportunities by advertising in a variety of culturally diverse publications and Web sites, 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.



- Developed on-campus relationships with student and faculty organizations to market County employment opportunities and enhanced college recruitments by participating in 11 recruitment events at colleges and universities by December 2007. Participated in 25 recruitment events during the fiscal year.
- Completed 98% of 398 classification activity requests (reclassification requests, salary studies, position maintenance studies, etc.) within prescribed goal dates.
- Rolled out the Web-based training tutorial to 17,500 employees (100%) by June 2008 on the centralized Learning Management System which provides electronic access to enroll in, manage, and facilitate trainings. Trained 254 employees through 22 classroom trainings and 2,617 employees through Web-based trainings.

**Required Discipline – Fiscal Stability**

- Costs associated with injuries increased by 5.57% (\$870,326) as compared to Fiscal Year 2006-07 costs of \$15,621,375. This is still a significant achievement given rising medical costs. Completed 24 training sessions through June 2008, in support of the Work Safe/Stay Healthy program in an effort to minimize costs associated with workplace injuries.

**Required Discipline – Information Technology**

- Implementation of an automated benefit system has been deferred to Fiscal Year 2008-09 due to the availability of information technology resources and concerns over data integration.
- Implemented a new online job application system with enhanced features to recruit qualified candidates and streamline the hiring process to maintain a skilled, competent and diverse workforce.
- Reduced costs associated with Risk Management’s document storage by 10% (\$800), as compared to Fiscal Year 2006-07 costs of \$8,000, through managing records stored at Iron Mountain – the facility where County

records which are not needed on-site are stored. Upgrades to Workers’ Compensation system and utilization of document imaging module deferred until Fiscal Year 2008-09.

**Required Discipline – Continuous Improvement**

- Developed Request for Proposal (RFP) for employee benefit dental contracts for improved dental provider networks, dental services, and pricing by June 2008.

**2008-10 Objectives**

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

- Enhance on-campus relationships with student and faculty organizations to market County employment opportunities by attending ten recruitment events and conducting on-site testing to expedite the hiring of college graduates at colleges and universities by June 2009.
- Market County employment opportunities by advertising in a variety of culturally diverse publications and Web sites, 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.
- Complete 94% of 548 recruitment plan/service agreements within established goal dates.
- Support and maintain the new customer service program, Serving Everyone with Excellence, by implementing Customer Service Boot Camp and training 30% of employees each fiscal year. This course is a Web-based training offered through the Learning Management System.
- Ensure no additional lost hours of productivity for injured workers as compared to Fiscal Year 2007-08, by conducting 24 training sessions for departments by June 2009, in support of the Work Safe/Stay Healthy program.



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- Complete 94% of 580 classification activity requests (reclassification requests, salary studies, position maintenance studies, etc.) within prescribed goal dates.

**Required Discipline – Fiscal Stability**

- Negotiate fiscally prudent successor labor agreements with 25 bargaining units by June 2009.

**Required Discipline – Information Technology**

- Promote the utilization of the Human Resources Information System capabilities in the County by creating 80% use awareness among unclassified managers and selected sworn Sheriff's personnel by June

2009, in order to provide them with the access to workforce information on-demand for their decision making purposes.

- Implement an automated benefit system for the processing of benefits for open enrollment, new hires, and family status changes by fall 2008. This system will provide a convenient, user-friendly, cost effective, Web-based enrollment process for employees. This project was deferred from the previous fiscal year.

**Related Links**

For additional information about the Department of Human Resources, refer to the Web site at [www.sdcounty.ca.gov/hr](http://www.sdcounty.ca.gov/hr).



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Percentage of classification activity requests completed within prescribed time frame	96% of 533	94% of 580	98% of 398	94% 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")	4.70	4.50 <sup>1</sup>	4.71	N/A <sup>2</sup>	N/A <sup>2</sup>
Percentage of grievances won in arbitration	N/A <sup>3</sup>	80%	N/A <sup>4</sup>	N/A <sup>2</sup>	N/A <sup>2</sup>
Percentage of recruitment plan/service agreements/timelines are met	98% of 535	89% of 548	97% of 537	94% of 548	94% of 548
Percentage of reduction in Countywide workers' compensation costs compared to prior year	(7.17%) <sup>5</sup>	0% <sup>6</sup>	+2.35% <sup>6</sup>	N/A <sup>2</sup>	N/A <sup>2</sup>

**Table Notes**

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

<sup>2</sup> This measure is being deleted as of Fiscal Year 2008-09 as the department continues to develop measures that are outcome oriented.

<sup>3</sup> This measure is new effective Fiscal Year 2007-08.

<sup>4</sup> All cases settled before arbitration.

<sup>5</sup> Two large workers compensation claims settlements and the outcome of a court proceeding from Fiscal Year 2006-07 resulted in three large payments.

<sup>6</sup> This measure only reflects workers' compensation claim costs. Workers' compensation medical costs continue to increase industrywide. The workers' compensation medical contract was renegotiated, resulting in an 8% cost increase. This contract became effective October 2007. Total workers' compensation costs include: claim costs, contract costs, Department of Human Resources and Auditor and Controller administration costs; and County Counsel costs.

**Budget Changes: 2007-08 to 2008-09**

No change in staffing.

**Staffing**





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### Expenditures

Net increase of \$0.3 million.

- Salaries and Benefits — net increase of \$0.8 million due to negotiated wage and benefit adjustments and one-time funding for the Workforce Academy for Youth (WAY) program.
- Services and Supplies — decrease of \$0.4 million due to savings in insurance premiums (\$0.2 million) and information technology (\$0.2 million).
- Management Reserves — decrease of \$0.1 million for a total of \$0.2 million to be used to mitigate unanticipated expenditures.

### Revenues

Net increase of \$0.3 million.

- Use of Fund Balance — decrease of \$0.1 million due to the reduction of Management Reserves. The remaining \$0.5 million of fund balance will fund Management Reserves (\$0.2 million) and one-time costs associated with the WAY program (\$0.3 million).
- General Revenue Allocation — increase of \$0.4 million to fund expenditure increase described above.

### Budget Changes: 2008-09 to 2009-10

No significant net change. Salaries and Benefits increase of \$0.2 million for an allowance for anticipated wage and benefit adjustments is offset by a decrease in Management Reserves.



Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Department of Human Resources	122.00	122.00	122.00
<b>Total</b>	<b>122.00</b>	<b>122.00</b>	<b>122.00</b>

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Department of Human Resources	\$ 18,974,217	\$ 22,508,736	\$ 23,764,244	\$ 21,861,114	\$ 22,857,113	\$ 22,859,972
<b>Total</b>	<b>\$ 18,974,217</b>	<b>\$ 22,508,736</b>	<b>\$ 23,764,244</b>	<b>\$ 21,861,114</b>	<b>\$ 22,857,113</b>	<b>\$ 22,859,972</b>

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 11,424,468	\$ 12,370,035	\$ 12,756,669	\$ 12,591,134	\$ 13,201,047	\$ 13,407,505
Services & Supplies	7,538,305	9,838,701	10,794,825	9,257,524	9,456,066	9,452,467
Capital Assets Equipment	—	—	25,000	12,456	—	—
Expenditure Transfer & Reimbursements	11,445	—	—	—	—	—
Management Reserves	—	300,000	187,750	—	200,000	—
<b>Total</b>	<b>\$ 18,974,217</b>	<b>\$ 22,508,736</b>	<b>\$ 23,764,244</b>	<b>\$ 21,861,114</b>	<b>\$ 22,857,113</b>	<b>\$ 22,859,972</b>



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Charges For Current Services	\$ 981,729	\$ 1,033,303	\$ 1,033,303	\$ 1,093,541	\$ 1,075,980	\$ 1,075,980
Miscellaneous Revenues	5,733,149	6,466,388	6,466,388	6,391,786	6,505,372	6,555,138
Use of Fund Balance	(923,065)	575,000	1,830,508	(58,258)	475,000	—
General Revenue Allocation	13,182,404	14,434,045	14,434,045	14,434,045	14,800,761	15,228,854
<b>Total</b>	<b>\$ 18,974,217</b>	<b>\$ 22,508,736</b>	<b>\$ 23,764,244</b>	<b>\$ 21,861,114</b>	<b>\$ 22,857,113</b>	<b>\$ 22,859,972</b>



# Media and Public Relations



## Department Description

The Board of Supervisors established the Department of Media and Public Relations (DMPR) in 1997. Funded by 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, the County's home Web page, news releases, newsletters, and publications, as well as operation and programming for the County Television Network (CTN), the County government access channel. The department also administers or monitors the County and State franchise agreements with video providers operating within unincorporated areas.

## Mission Statement

To build confidence in County government by providing clear and accurate information on the County's objectives, goals, services and issues.

## 2007-08 Accomplishments

### Strategic Initiative – Safe and Livable Communities

- Educated San Diego County residents, decision makers, and media on the scope, role, and benefits of County government so they get the most out of government services and improve the overall quality of life in San Diego County.
  - Produced 111 programs, segments, or Public Service Announcements (PSAs) highlighting County Strategic Initiative programs and services exceeding the target of 95.
- During the 2007 wildfires, provided multiple means of connecting experts to the media, to ensure that the public had the information needed to minimize loss, accelerate recovery, and maintain confidence in County government. DMPR provided information via computers, televisions, radios, and newspapers to

provide accurate and timely emergency response and recovery information to the public. DMPR undergoes drills to polish these skills.

- Met 97% (34 of 35 points) of DMPR benchmarks for each emergency response drill in Fiscal Year 2007-08, exceeding the target of 90%. The benchmarks included news releases and briefings, County Web site updates and CTN emergency information.

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

- Provided timely, accurate, and appropriate information to the media and internal customers so that a relationship of trust and cooperation could be maintained to ensure the questions and concerns of the public are addressed.
  - Provided 20 group and/or one-on-one media trainings to County departments 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. The trainings exceeded the target of 14.



**Required Discipline – Accountability/Transparency**

- Collected and promoted County stories on Strategic Initiatives and/or performance providing information, accountability and transparency to taxpayers, the public and County employees.
  - Placed 1,650 stories about the County’s Strategic Initiatives or performance stories through the media, exceeding the target of 200.

**2008-10 Objectives**

**Strategic Initiative – 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 100 programs, segments, or PSAs highlighting County Strategic Initiative programs and services in each of the Fiscal Years 2008-09 and 2009-10.
- 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. Use computers, televisions, radios and newspapers to ensure the public has the information needed to minimize loss, accelerate recovery, and maintain confidence in County government.

- Meet at least 90% of DMPR benchmarks for each emergency response drill in Fiscal Years 2008-09 and 2009-10.

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

- 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 20 media trainings to County departments in Fiscal Years 2008-09 and 2009-10, 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.

**Required Discipline – Accountability/Transparency**

- Collect and promote County stories on Strategic Initiatives and/or performance providing information, accountability and transparency to taxpayers, the public and County employees.
  - Place at least 1,000 stories about the County’s Strategic Initiatives or performance stories through the media in Fiscal Years 2008-09 and 2009-10.

**Related Links**

For additional information about the Department of Media and Public Relations, refer to the Web site at [www.sdcounty.ca.gov/dmpr](http://www.sdcounty.ca.gov/dmpr).



Performance Measures	2006-07 Actuals	2007-08 Adopted	2007-08 Actuals	2008-09 Adopted	2009-10 Approved
Number of media trainings conducted by DMPR staff for other departments	10	14	20	20	20
Number of new programs, segments, and PSAs produced by CTN highlighting one or more Strategic Plan Initiative or performance stories	144 <sup>1</sup>	95	111	100	100
Media placements coordinated by DMPR staff and HHSA	332	200	1,650 <sup>2</sup>	1,000	1,000
Benchmarks met for each emergency drill or training <sup>3</sup>	95%	90%	97%	90%	90%

**Table Notes**

<sup>1</sup> Staff had more time than expected to work on Strategic Plan Initiative or performance stories in Fiscal Year 2006-07 because fee projects were less complex.

<sup>2</sup> DMPR and HHSA are now fully staffed with highly trained and competent employees in this area.

<sup>3</sup> DMPR uses a point system to determine whether staff members are meeting benchmarks on technology, individual preparedness, contact lists, news releases and briefings, County Web site updates, and CTN emergency information.

**Budget Changes: 2007-08 to 2008-09**

**Staffing**

No change in staffing.

**Expenditures**

Increase of \$0.1 million.

- Salaries and Benefits — net increase of \$0.1 million for negotiated wage and benefit adjustments.
- Management Reserves — budget of \$0.2 million to support unanticipated events.

**Revenues**

Net increase of \$0.1 million.

- Other Licenses & Permits Cable Television – net increase of \$0.4 million due to changes in State law that requires a new method of calculating franchise license revenue.
- Use of Fund Balance — net decrease of \$0.3 million due to increase in revenue described above. Budget of \$0.2 million to fund management reserves.

**Budget Changes: 2008-09 to 2009-10**

Net decrease of \$0.1 million in expenditures due to a decrease in Management Reserves, offset by an increase in Salaries and Benefits for an allowance for anticipated wage and benefit adjustments. A corresponding decrease in revenues is a result of a reduction in Use of Fund Balance,



## Media and Public Relations

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offset by an anticipated increase of \$0.1 million in Other Licenses, Permits, and Cable Television revenue due to changes in State laws governing franchise fees for video providers.





Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Media and Public Relations	22.00	22.00	22.00
<b>Total</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>

Budget by Program

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Media and Public Relations	\$ 2,503,967	\$ 3,000,256	\$ 3,551,624	\$ 3,290,455	\$ 3,094,902	\$ 2,981,849
<b>Total</b>	<b>\$ 2,503,967</b>	<b>\$ 3,000,256</b>	<b>\$ 3,551,624</b>	<b>\$ 3,290,455</b>	<b>\$ 3,094,902</b>	<b>\$ 2,981,849</b>

Budget by Categories of Expenditures

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Salaries & Benefits	\$ 2,135,009	\$ 2,360,268	\$ 2,437,104	\$ 2,324,230	\$ 2,451,725	\$ 2,538,408
Services & Supplies	318,958	439,988	880,520	732,287	443,177	443,441
Capital Assets Equipment	—	—	184,000	183,939	—	—
Operating Transfers Out	50,000	—	50,000	50,000	—	—
Management Reserves	—	200,000	—	—	200,000	—
<b>Total</b>	<b>\$ 2,503,967</b>	<b>\$ 3,000,256</b>	<b>\$ 3,551,624</b>	<b>\$ 3,290,455</b>	<b>\$ 3,094,902</b>	<b>\$ 2,981,849</b>



Budget by Categories of Revenues

	Fiscal Year 2006-07 Actuals	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Amended Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget
Licenses Permits & Franchises	\$ 2,247,054	\$ 2,300,000	\$ 2,300,000	\$ 2,408,861	\$ 2,744,902	\$ 2,831,849
Revenue From Use of Money & Property	127,783	—	—	107,151	—	—
Charges For Current Services	159,407	150,000	150,000	173,626	150,000	150,000
Miscellaneous Revenues	18,695	—	—	15,572	—	—
Other Financing Sources	54,998	—	50,000	50,000	—	—
Use of Fund Balance	(103,970)	550,256	1,051,624	535,245	200,000	—
<b>Total</b>	<b>\$ 2,503,967</b>	<b>\$ 3,000,256</b>	<b>\$ 3,551,624</b>	<b>\$ 3,290,455</b>	<b>\$ 3,094,902</b>	<b>\$ 2,981,849</b>