

County of San Diego

Finance and General Government
Group

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Finance and General Government Group Summary
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Assessor / Recorder / County Clerk
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Finance and General Government Group & Executive Office

Group Description

The Finance and General Government Group provides essential support services and infrastructure to external customers and the County organization that enables achievement of the goals laid out in the County's Strategic Plan and adherence 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 and support to ensure that employees are informed of laws and regulations.*
- *Genuine respect for its fiduciary duties as stewards of taxpayer resources.*
- *Maintenance of a skilled, adaptable and diverse workforce focused on employee development and growth as knowledge workers prepared to serve the needs of today and tomorrow.*
- *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.*
- *Active efforts to identify significant needs, challenges and risks through long-range strategic planning.*

Finance and General Government Group Departments

- 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.

2008-09 Accomplishments

The Finance and General Government Group provided 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 Group remained committed to strategic planning, 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 enable the County to manage through periods of economic uncertainty while continuing to deliver superior services to residents.

Required Discipline – Fiscal Stability

- Earned an affirmation of the County's strong issuer credit ratings from Fitch Ratings AA+ and Moody's Investor Service Aa2, and received an issuer upgrade from AA+ to AAA by Standard & Poor's.



- Refinanced \$445.1 million of Pension Obligation Bonds (POBs) resulting in an estimated \$215 million in savings over the life of the bonds and giving investors access to assets that were previously frozen due to the collapse of the Auction Rate Securities Market. Along with the refinancing, the County made a \$44 million early payment toward the POBs which accelerates the pay down of this debt.
- Successfully issued \$136.9 million in bonds for the County Operations Center Phase 1A project in a recessionary market environment and secured extremely competitive interest rates that set the benchmark for subsequent types of municipal bond transactions in California. Lower than anticipated interest rates resulted in \$800,000 in General Fund savings annually over the life of the loan.
- Effectively managed the Treasurer's Investment Pool for the County and other local public entities to maximize cash resources without sacrificing the safety of principal or liquidity. Standard & Poor's affirmed its AAAs/S1 rating of the Investment Pool.
- Throughout a time of unprecedented economic uncertainty, continued efforts to accurately forecast current and future revenue, costs and cash flow trends and make budget and operational adjustments as needed to ensure adequate resources are available to support essential service delivery by County groups and departments.
- Ranked first in the 2008 National Digital Counties Survey by the Center for Digital Government and the National Association of Counties for the County's use of information technology.
- Hosted the 25th Annual San Diego County Economic Roundtable, the region's longest running local economic forecasting event. The event was open to the public and co-sponsored by the County of San Diego, San Diego Union Tribune, San Diego Workforce Partnership, the University of San Diego School of Business Administration and Qualcomm.
- Successfully secured approval of the Assessor/Recorder/County Clerk's multi-county agreement for a shared electronic recording system which will allow authorized submitters including title companies and other municipalities to record documents online, reducing processing time and costs while improving communication.

Required Discipline – Skilled, Competent and Diverse Workforce

Required Discipline – Customer Satisfaction

- Delivered the highest quality legal services in an efficient and economic manner including a 96% success rate in lawsuits filed against the County to facilitate the achievement of County government's goal to better serve the region's residents.
- Supported the County's customer service program Serving Everyone with Excellence, in its first year, by training 882 employees through Customer Service Boot Camp and other activities such as Customer Service Hero Awards and Prize Patrol trophies.

Required Discipline – Regional Leadership

- Earned the Government Finance Officers Association of the United States and Canada Distinguished Budget Presentation Award and Certificate of Achievement for Excellence in Financial Reporting.

- Promoted improved efficiency to support the recruitment and hiring of highly qualified employees by enhancing on-campus relationships with student and faculty organizations to market County employment opportunities through the attendance of seven recruitment events at colleges and universities.
- Continued to safeguard public resources by ensuring 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.
- Successfully negotiated two-year extensions of all labor agreements and negotiated a reduced retirement benefit for employees hired on or after August 28, 2009.
- Successfully completed a Request for Proposal (RFP) process and contract award to Nationwide Retirement Solutions for administration of the County's deferred compensation program, a voluntary method for employees to save for retirement outside of the County's pension system.



Required Discipline – Accountability/Transparency

- Provided high-quality 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.
- Created, maintained and provided official County records so that all members of the public may benefit from these services.

Required Discipline – Information Technology

- Launched a revamped County Web site (www.sdcountry.ca.gov) which earned second place in the Center for Digital Government's national Best of the Web Awards, which recognize the most innovative, user-friendly state and local government Web sites and honors efforts to improve access and efficiency in the Web delivery of public services.
- Provided key information technology (IT) support to County departments to enhance services available to customers and focused on related reengineering of business processes to achieve improvements in efficiency, performance and service to maximize value to the taxpayers. Implementation of a new Integrated Property Tax System was not completed for contractual reasons.
- Completed the County's first IT Strategic Plan linked to the vision of the GMS to ensure that the County has the technology available to serve the customers of today and the future.
- Continued activities to upgrade the County's core financial and human resources software applications, including data warehouse technology, to improve operational efficiencies.
- Launched an effort to upgrade all desktop and laptop computer operating systems from Windows 2000 to XP to continue to advance in technology and to maintain required support agreements.

2009-11 Objectives

The Finance and General Government Group will continue to provide the critical financial, human resources, legal, legislative, technology and general government support necessary to implement the County's Strategic Plan using the strength and discipline of the GMS and the effort to adapt to the increased pace of change through GMS 2.0. The Group's effectiveness will continue to be demonstrated through ongoing planning, monitoring and analysis of emergent issues.

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.
- Continue efforts to anticipate changing market and economic conditions and analyze their impact on County finances and operations in order to ensure short- and long-term fiscal stability and facilitate the delivery of essential services to the public.

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 County's customer service program, Serving Everyone with Excellence, to ensure that the residents of San Diego County receive superior County services in terms of quality, timeliness and value.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Safeguard public resources by ensuring 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.
- Support efforts to ensure County employees develop as knowledge workers with the key competencies necessary to serve the County's business and customers of today and tomorrow.
- Engage in active workforce transition planning efforts including a Web site and other support elements to assist employees facing potential job changes or termination.

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.



- Implement the Countywide Management Controls Initiative to further ensure accuracy, accountability and transparency in the County's operations and financial reporting.
- Create, maintain and provide official County records so that all members of the public may benefit from these services.

Required Discipline – Information Technology

- Provide IT support to County departments to enhance services available to County residents, 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 maximize value to the taxpayers.
- Continue activities to upgrade the County's core financial and human resources software applications to improve operational efficiency.
- Aggressively pursue opportunities for server consolidation and virtualization to reduce costs and improve efficiencies of resources.

Related Links

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

Executive Office Budget Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 3.0 staff years as a result of a reduction in available funding. This reduction in staffing levels will result in the elimination of resources available to provide administrative financial support to Finance and General Government departments.

Expenditures

Net increase of \$69.3 million.

- Salaries and Benefits — decrease of \$0.3 million as a result of a decrease in staffing levels described above and negotiated benefit increases.
- Services and Supplies — net increase of \$74.5 million as a result of the removal of one-time information technology funding of \$13.0 million included in the prior year budget; one-time funding of \$87.9 million to support key information technology initiatives including the upgrade of Oracle Financials, PeopleSoft and the implementation of an Integrated Property Tax System; and a decrease of \$0.4 million in ongoing expenditures including travel and training due to a reduction in available funding.
- Management Reserves — decrease of \$4.9 million in one-time funding to mitigate potential revenue shortfalls and/or unanticipated costs. The remaining \$4.8 million will be used to mitigate unanticipated costs associated with the major information technology initiatives described above and/or other unanticipated costs within Finance and General Government Group departments.

Revenues

Net increase of \$69.3 million.

- Use of Fund Balance — increase of \$70.0 million to support the one-time information technology initiatives and management reserves described above.
- General Revenue Allocation — decrease of \$0.7 million, which reflects the impact of the downturn in the overall economy.

Executive Office Budget Changes and Operational Impact: 2009-10 to 2010-11

Significant changes include a decrease in funding associated with the one-time information technology initiatives (\$87.9 million) and management reserves (\$4.8 million) and an increase in Salaries and Benefits (\$0.2 million) for negotiated wage and benefit increases.



Staffing by Department

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Finance & Genl Govt Exec Office	11.00	8.00	8.00
Board of Supervisors	59.00	56.00	56.00
Assessor / Recorder / County Clerk	462.00	397.50	397.50
Treasurer - Tax Collector	123.00	121.00	121.00
Chief Administrative Office	16.00	15.50	15.50
Auditor and Controller	267.00	249.00	249.00
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	137.00	135.00
Grand Jury	1.00	1.00	1.00
Human Resources	122.00	118.00	118.00
Media and Public Relations	22.00	22.00	22.00
Total	1,281.00	1,182.00	1,180.00





Expenditures by Department

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Finance & Genl Govt Exec Office	\$ 8,040,331	\$ 29,089,616	\$ 52,201,583	\$ 10,153,423	\$ 98,371,444	\$ 5,822,300
Board of Supervisors	6,980,884	7,827,003	8,501,958	7,264,503	7,671,647	7,674,629
Assessor / Recorder / County Clerk	55,480,403	58,762,157	60,659,329	52,736,678	52,195,380	49,337,099
Treasurer - Tax Collector	17,390,177	17,765,381	19,724,834	19,140,824	17,124,158	17,442,053
Chief Administrative Office	4,403,332	4,843,316	5,011,360	4,553,754	4,614,209	4,666,473
Auditor and Controller	37,169,324	37,522,608	39,722,810	35,915,961	34,063,269	34,512,081
County Technology Office	153,951,860	135,131,468	138,817,528	143,077,909	135,543,619	112,519,003
Civil Service Commission	597,206	648,340	661,207	596,372	621,605	630,950
Clerk of the Board of Supervisors	7,174,562	9,078,806	10,099,210	7,835,825	8,199,379	8,009,910
County Counsel	21,447,638	23,271,577	24,049,030	22,678,912	22,318,667	22,426,347
Grand Jury	564,637	737,162	737,162	658,055	678,122	680,076
Human Resources	21,861,114	22,857,113	23,956,797	21,272,124	22,384,701	22,391,356
Media and Public Relations	3,290,455	3,094,902	8,124,559	7,888,779	3,430,213	3,003,169
Total	\$ 338,351,924	\$ 350,629,449	\$ 392,267,367	\$ 333,773,118	\$ 407,216,413	\$ 289,115,446



Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Executive Office	11.00	8.00	8.00
Total	11.00	8.00	8.00

Budget by Program

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Executive Office	\$ 8,040,331	\$ 29,089,616	\$ 52,201,583	\$ 10,153,423	\$ 98,371,444	\$ 5,822,300
Total	\$ 8,040,331	\$ 29,089,616	\$ 52,201,583	\$ 10,153,423	\$ 98,371,444	\$ 5,822,300

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Salaries & Benefits	\$ 1,393,529	\$ 1,624,181	\$ 1,682,084	\$ 1,465,273	\$ 1,266,561	\$ 1,429,931
Services & Supplies	6,646,802	17,765,435	40,819,499	8,688,150	92,304,883	4,392,369
Management Reserves	—	9,700,000	9,700,000	—	4,800,000	—
Total	\$ 8,040,331	\$ 29,089,616	\$ 52,201,583	\$ 10,153,423	\$ 98,371,444	\$ 5,822,300

Budget by Categories of Revenue

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Charges For Current Services	\$ 1,021,546	\$ —	\$ —	\$ 534,487	\$ —	\$ —
Miscellaneous Revenues	694	—	—	21,020,580	—	—
Other Financing Sources	—	—	4,964,924	4,964,924	—	—
Use of Fund Balance	707,348	22,700,000	40,847,043	(22,756,185)	92,700,000	—
General Revenue Allocation	6,310,744	6,389,616	6,389,616	6,389,616	5,671,444	5,822,300
Total	\$ 8,040,331	\$ 29,089,616	\$ 52,201,583	\$ 10,153,423	\$ 98,371,444	\$ 5,822,300







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 (Supervisorial 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.

Cox co-chairs the 2010 Campaign for Active Transportation, which advocates for federal funding for projects and programs that encourage people to switch from driving to walking and bicycling, thus reducing toxic auto emissions that pollute our air. Supervisor Cox has received praise from local environmental groups for leading a regional effort with all the coastal cities in the County to locate funding to restore the Beach Quality Safety Program, which preserves critical monitoring of our region's beaches, bays and waterways.

Supervisor Cox was elected by his peers to serve 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 578,598 residents, including 269,783



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 over \$135 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 nonprofit 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. Over 622,000 people reside in the district, which encompasses a majority of the City of San Diego. Since his election to the Board of Supervisors in 1994, Supervisor Roberts has focused his energy on a wide variety of issues - from improving the plight of foster youth and enhancing public safety, to making sure that the County of San Diego remains one of the best-managed counties in America.

Because all 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 Fourth Supervisorial District spans 100 square miles, extending north to University City and southern Mira Mesa, west to Old Town, east to the College Area and south to Paradise Hills. The district also includes the neighborhoods of Adams North, Alta Vista, Bay Ho, Bay Park, Birdland, Castle, Cherokee Point, Chollas Creek, Clairemont Mesa, Colina Del Sol, Corridor, Cortez, El Cerrito, Emerald Hills, Encanto, Fairmount Park, Fairmount Village, Golden Hill, Hillcrest, Jamacha Lomita, Kearny Mesa, Kensington, Linda Vista, Little Italy, Middletown, Miramar, Mission Gorge, Mission Hills, Mission Valley, Morena, Normal Heights, North Park, Oak Park, Park West, Redwood Village, Rolando, Serra Mesa, Skyline, South Park, Sorrento Valley, Swan Canyon, Talmadge Park, Tierra Alta, University Heights, Valencia Park, Webster and northeastern Downtown San Diego. Points of interest within the district include Marine Corps Air Station Miramar, 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, emergency preparedness 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, 4S Ranch, 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 fifth most important in the county) in the Fifth District, with many hills and valleys covered with groves of avocado and citrus trees. Decorative flowers, grown commercially, paint the hills of Carlsbad each year with a rainbow of colors. Elsewhere, cattlemen tend their herds in the oak-studded inland valleys and farmers plant and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the Borrego desert.

Tourism and light industrial development are thriving in the Fifth District. The Biotechnology industry is represented in Oceanside, Carlsbad, Vista and San Marcos. Many of the major golf club makers are also part of the business success of the Fifth District and recently the County-owned McClellan-Palomar airport in Carlsbad underwent a \$24 million improvement without using money from the County's general fund and paid for by the Federal Aviation Administration and Airport Enterprise funding. The changes include a new terminal and parking lots, new aircraft ramp, restaurant and an Immigration Customs Enforcement facility that allows private aircraft to bypass Lindbergh Field on international flights. Supervisor Horn is committed to property rights, public safety, balanced growth, traffic relief and properly using natural resources.

Related Links

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



Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Board of Supervisors District 1	10.00	9.00	9.00
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	10.00	10.00
Board of Supervisors District 5	13.00	13.00	13.00
Board of Supervisors General Offices	2.00	2.00	2.00
Total	59.00	56.00	56.00

Budget by Program

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Board of Supervisors District 1	\$ 1,189,352	\$ 1,308,832	\$ 1,508,832	\$ 1,213,510	\$ 1,308,832	\$ 1,308,832
Board of Supervisors District 2	1,321,587	1,392,135	1,392,135	1,238,385	1,392,135	1,392,135
Board of Supervisors District 3	1,227,279	1,271,836	1,340,974	1,306,010	1,271,836	1,271,836
Board of Supervisors District 4	1,115,634	1,216,950	1,417,221	1,054,168	1,216,950	1,216,950
Board of Supervisors District 5	1,221,113	1,408,611	1,609,780	1,294,801	1,408,611	1,408,611
Board of Supervisors General Offices	905,918	1,228,639	1,233,016	1,157,628	1,073,283	1,076,265
Total	\$ 6,980,884	\$ 7,827,003	\$ 8,501,958	\$ 7,264,503	\$ 7,671,647	\$ 7,674,629

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Salaries & Benefits	\$ 6,013,328	\$ 6,657,866	\$ 6,607,866	\$ 6,061,158	\$ 6,655,952	\$ 6,659,528
Services & Supplies	967,556	1,169,137	1,894,092	1,203,345	1,015,695	1,015,101
Total	\$ 6,980,884	\$ 7,827,003	\$ 8,501,958	\$ 7,264,503	\$ 7,671,647	\$ 7,674,629

Budget by Categories of Revenues

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Charges For Current Services	\$ 596	\$ —	\$ —	\$ 1,419	\$ —	\$ —
Miscellaneous Revenues	315	—	—	37	—	—
Use of Fund Balance	(617,467)	—	674,955	(563,956)	—	—
General Revenue Allocation	7,597,440	7,827,003	7,827,003	7,827,003	7,671,647	7,674,629
Total	\$ 6,980,884	\$ 7,827,003	\$ 8,501,958	\$ 7,264,503	\$ 7,671,647	\$ 7,674,629





Assessor/Recorder/County Clerk

Department Description

The Assessor is mandated by the Constitution of the State of California to locate, identify and establish values for all vacant land, improved real estate, business property and certain mobile homes, boats and aircraft. In addition, the Assessor maintains records on all taxable properties 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 County Clerk is mandated by the Government Code to issue and maintain a record of fictitious business names, issue marriage licenses, offer civil marriage ceremonies and 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.

2008-09 Accomplishments

Strategic Initiative – 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.
- Successfully implemented an interim day-forward redaction solution. This fulfilled the State mandated requirement that social security numbers be truncated on all recorded documents.



- Completed departmental Business Continuity Plan that will ensure that the department can continue its essential mandated and operational functions in the event of an emergency and to reduce the consequences of a disaster to an acceptable level.

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.
- Completed an analysis of the existing fee structure. The next step will be to submit recommendations to department head for approval of adjustments to various fees.

Required Discipline – Information Technology

- Issued a competitive solicitation for the procurement of a new integrated recording/vital records system. This new integrated system will allow the department to obtain the technology necessary to maintain a high level of fiscal stability and service to its citizens.

Required Discipline – Customer Satisfaction

- Provided the public with the services that are of value to them in a competent and professional manner. These services include locating, identifying and appraising all property in San Diego County; recording all property ownership records; recording birth, death, marriage and Fictitious Business Name statements; issuing marriage licenses and offering civil marriage ceremonies; and issuing certified copies of vital records.



- Implemented a successful marriage application reservation process to manage increased workload without adding staff resources. This process allows couples to make an appointment for completing the application process which in turn reduces the customer's waiting time in the office.

2009-11 Objectives

Strategic Initiative – Safe and Livable Communities

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

Required Discipline – Fiscal Stability

- Collect, distribute and account for all mandated fees and transfer taxes so County departments, federal and State agencies, cities and special districts can fulfill their legal responsibilities.
- Implement a plan to ensure that the departmental fee structure is reviewed annually to ensure that costs for services are fully recovered.

Required Discipline – Information Technology

- Implement a new computer-aided mass appraisal system that will enable the Assessor/Recorder/County Clerk (ARCC) to replace an aging legacy valuation system and allow the department to fully participate in the implementation of a new integrated property tax system.
- Procure and install a new integrated recording/vital records system that will allow the ARCC to obtain the technology necessary to maintain a high level of fiscal stability and service to its citizens.
- Implement a records asset management solution to ensure compliance with business continuity objectives as well as any legal retention requirements.

Required Discipline – Customer Satisfaction

- Provide the public with the services that are of value to them in a competent and professional manner. These services include locating, identifying and appraising all property in San Diego County; recording all property ownership records; recording birth, death, marriage and Fictitious Business Name statements; issuing marriage licenses and offering civil marriage ceremonies; and issuing certified copies of vital records.

Related Links

For more information on the Assessor/Recorder/County Clerk, refer to the Web site at <http://sdarcc.com>.





Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Actuals	2009-10 Adopted	2010-11 Approved
Percentage of ownership records indexed within two business days ¹	98%	99%	99%	99%	99%
Percentage of mandated assessments completed by close of annual tax roll ²	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 ³	98%	98%	98%	98%	98%
Satisfactory customer service rating ⁴	98%	94%	95%	94%	94%

Table Notes

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

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

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

⁴ Customer satisfaction rating measures how individuals perceive the department's ability to provide services of value to them. This rating is determined based on the number of positive comments received to the total number of customers surveyed.

Budget Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 64.50 staff years due to reduction in workload and available funding. As a result of the economic downturn in the real estate market and resulting revenue shortfalls, a reduction in staff is necessary to align expenditures with program revenues. This reduction in staffing levels will result in the elimination of public services in two branch offices, elimination of Saturday services, appointment only services for marriage license application process/ceremonies, reduction of customer service hours (8:00 a.m. – 4:00 p.m. daily) and elimination of Weddings on the Web.

Expenditures

Net decrease of \$6.6 million.

- Salaries and Benefits — net decrease of \$4.1 million as a result of a decrease in staffing levels described above and a net increase in benefit adjustments.

- Services and Supplies — net decrease of \$2.3 million due to decrease of \$0.6 million in ongoing information technology costs, contracted services, printing costs and other discretionary expenses; and a decrease of \$6.5 million used to fund Fiscal Year 2008-09 one-time initiatives offset by \$4.8 million to fund Fiscal Year 2009-10 one-time information technology projects. One-time initiatives include the procurement of an integrated recording/vital records system (\$4.0 million), redaction projects (\$0.5 million) and outsourced microfilm services (\$0.3 million).
- Management Reserves — decrease of \$0.2 million previously budgeted to fund unanticipated events.

Revenues

Net decrease of \$6.6 million, including a net shortfall in ongoing revenues of \$10.1 million, offset by a net increase in general purpose revenue to support one-time initiatives described above. Details of the specific revenue changes are as follows:



- Revenue from Use of Money & Property – decrease of \$0.2 million to align budget with historical actuals.
- Charges for Current Services — net decrease of \$8.9 million.
 - Decrease of \$12.1 million in Assembly Bill 2890, *Supplemental Tax Administrative Reimbursement*, revenues (\$5.4 million) and recorded document fees and related revenues (\$6.7 million). These revenue shortfalls are a direct result of the current economic condition, specifically the slowdown in housing sales and refinancing activities which have a direct influence on the department's program revenues.
 - Increase of \$1.2 million in Property Tax System Administration revenue to reflect anticipated collections from cities for services rendered.
 - Increase of \$0.9 million in E-Recording and \$1.1 million in Social Security Truncation revenues to be used to fund one-time initiatives.
- Miscellaneous Revenues — increase of \$0.6 million to align budget with historical actuals. These revenues are a result of ongoing annual maintenance fees for the tracking of timeshare parcels in San Diego County.

- Use of Fund Balance — decrease of \$2.2 million as a result of a decrease of \$0.2 million in Finance and General Government Group fund balance to reflect a decrease in management reserves, and a net decrease of \$2.0 million of General Fund fund balance due to a decrease of \$5.0 million for prior year one-time initiatives offset by \$3.0 million to support Fiscal Year 2009-10 one-time initiatives.
- General Revenue Allocation — increase of \$4.1 million to maintain required levels of service by partially mitigating program revenue shortfalls.

Budget Changes and Operational Impact: 2009-10 to 2010-11

A net decrease of \$2.9 million primarily due to a decrease in Services and Supplies for Fiscal Year 2009-10 one-time project initiatives (\$4.8 million), an increase in ongoing information technology costs and postage expenses (\$0.9 million), and an increase in Salaries and Benefits for negotiated wage and benefit increases (\$1.0 million).



Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Property Valuation ID	294.50	265.00	265.00
Recorder / County Clerk	131.00	103.00	103.00
Public Information Services	19.50	15.50	15.50
Management Support	17.00	14.00	14.00
Total	462.00	397.50	397.50

Budget by Program

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Property Valuation ID	\$ 32,664,209	\$ 32,460,017	\$ 32,676,115	\$ 30,359,987	\$ 29,430,409	\$ 30,288,480
Recorder / County Clerk	17,668,343	22,644,097	22,937,116	17,925,726	19,548,717	15,808,581
Public Information Services	1,694,613	1,314,271	1,314,271	1,683,897	976,037	1,011,392
Management Support	3,453,238	2,343,772	3,731,828	2,767,069	2,240,217	2,228,646
Total	\$ 55,480,403	\$ 58,762,157	\$ 60,659,329	\$ 52,736,678	\$ 52,195,380	\$ 49,337,099

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Salaries & Benefits	\$ 38,195,621	\$ 39,360,945	\$ 40,715,076	\$ 38,027,403	\$ 35,283,624	\$ 36,235,857
Services & Supplies	17,160,001	19,201,212	19,731,610	14,696,632	16,891,756	13,101,242
Capital Assets Equipment	124,782	—	12,643	12,643	20,000	—
Management Reserves	—	200,000	200,000	—	—	—
Total	\$ 55,480,403	\$ 58,762,157	\$ 60,659,329	\$ 52,736,678	\$ 52,195,380	\$ 49,337,099



Budget by Categories of Revenues

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Licenses Permits & Franchises	\$ 467,695	\$ 469,345	\$ 469,345	\$ 512,710	\$ 500,000	\$ 515,000
Revenue From Use of Money & Property	261,076	198,987	198,987	58,388	20,000	20,000
Charges For Current Services	37,709,304	36,670,190	36,670,190	32,508,186	27,764,422	27,798,733
Miscellaneous Revenues	682,175	30,000	30,000	698,780	630,000	30,000
Use of Fund Balance	1,331,605	5,200,000	7,097,172	2,764,980	3,000,000	—
General Revenue Allocation	15,028,548	16,193,635	16,193,635	16,193,635	20,280,958	20,973,366
Total	\$ 55,480,403	\$ 58,762,157	\$ 60,659,329	\$ 52,736,678	\$ 52,195,380	\$ 49,337,099



Treasurer-Tax Collector

Department Description

The Treasurer-Tax Collector is an elected County official whose duties are mandated by State law and the County Charter. These duties include banking, investment, disbursement and accountability for \$5.2 billion in public funds; the billing and collection of approximately \$4.5 billion in secured and unsecured property taxes for all local governments; and administering the Improvement Bond Acts of 1911, 1913 and 1915. The Treasurer-Tax Collector also administers the County's Deferred Compensation Program. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the San Diego County Employees Retirement Association (SDCERA) Board.

Mission Statement

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

2008-09 Accomplishments

Treasury

Treasury consists of the Investment Division and the Accounting Division. The Investment Division is responsible for setting the daily cash balance for the County Pooled Investment Fund (Pool), investing for the Pool and dedicated portfolios, and reviewing documents and advising on the structure and pricing of all County and school debt issues. The Accounting Division performs various accounting functions related to tax collection and investments and provides financial services such as electronic fund transfers to other County departments and investment pool members.

Required Discipline – Fiscal Stability

- To safeguard public funds and maintain public trust, the Treasurer-Tax Collector managed the provisions of banking services for 360 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 110 bank accounts that are linked to the Master Treasury account.



- The Treasury Investment staff continued to effectively protect the County Pool's assets and mitigate risk despite unprecedented volatility and substantial credit concerns facing the financial markets. In a period when other counties and cities have experienced significant investment losses and bankruptcies, the Pool's assets remain stable and continue to be managed in a safe and consistent manner.
- 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 a 2.40% rate of return on investment (below the target of 3.00%), without sacrificing the principle of safety or liquidity. The investment pooled money fund received reaffirmation of its Standard & Poor's AAAf/S1 rating.

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 assisted 15 local agencies in the San Diego region with the issuance of their bond transactions during Fiscal Year 2008-09, valued at \$1.09 billion, and made 231 bond payments, all in a timely manner.
- Provided a learning platform and forum to address current issues on debt financing and investing public funds by facilitating one Investment Symposium, one Debt Symposium and one Fraud Prevention Seminar. Each event had a high attendance of over 100 participants from the County and local agencies.



Required Discipline – Continuous Improvement

- Issued request for proposal to solicit proposals from vendors for tax payment credit card processing. A vendor was selected and implementation began before June 30, 2009. The new credit card processing vendor will allow the Tax Collection Division to offer a full-range of payment options over the counter, the telephone and the Internet. The outsourcing of credit card processing helps to streamline reconciliations and free up internal customer service resources. The new business process is scheduled to go live before June 30, 2010.
- Treasury Accounting developed and tested internal control matrices that outline the key controls in place for Treasury operations. The matrices, in conjunction with the Treasurer's Investment Manual, provide clear and objective policies for the management of cash and investments. The matrices include functional areas such as financial statement preparation, investment policy compliance, cash disbursement controls and fraud prevention. The matrices were tested by the County's external auditors, Macias & Gini, and were found to be in compliance with the newly effective Statements on Auditing Standards 104-112, Risk Assessment Suite.

Required Discipline – Skilled, Competent and Diverse Workforce

- Increased the number of certified Cash Handlers in the San Diego region by 80 (for a total of 320) 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 has strengthened internal controls and increased efficiency in processing and safeguarding cash.

Tax Collection

Tax Collection is responsible for mailing, sorting and batching approximately 1.4 million tax bills and statements per year; managing property tax refund activity, research of payment exceptions and erroneous payments and payment processing; collecting property taxes on personal property (unsecured taxes) and several other types of specialty taxes; issuing tax clearance certificates for mobile homes and maps; payment plan activities; and the management of all tax sale activities. Tax Collection is also responsible for providing full-service to County residents at the main branch and four additional branches located throughout the county.

Strategic Initiative – Safe and Livable Communities

- Supported services that protect San Diego County residents' quality of life by:
 - Processing 51,082 supplemental property tax refunds. As a result of the struggling economy, there has been a 145% increase in the number of supplemental property tax refunds issued. This is a 1,260% increase over supplemental property tax refunds that were issued in Fiscal Year 2005-06. The Treasurer-Tax Collector has maintained its current level of refund processing times although faced with the enormous increase in the volume of refunds.
 - Processing 3,758 new cases established for taxpayers who are in bankruptcy and have secured or unsecured taxes due. This poses a challenge for the Treasurer-Tax Collector to maintain these essential services in this time of budgetary and economic uncertainty. As a result of the struggling economy, there has been a 100% increase in the number of new bankruptcy cases received. This is a 521% increase over new bankruptcy cases that were received in Fiscal Year 2006-07.

Required Discipline – Fiscal Stability

- Prepared and mailed property tax bills and notices in a timely manner. Processed all secured and unsecured property tax payments received timely and efficiently, enabling timely deposits. Deposited funds promptly and optimized investment opportunities on behalf of San Diego taxpayers. Collected tax payments at a rate of 96.3% of secured taxes and 97% of unsecured taxes.

Required Discipline – Customer Satisfaction

- Promoted public property tax education by conducting an on-site operations tour with the Korean Consulate.
- Postponed polling customer satisfaction through a Tax Tent Customer Satisfaction Survey and a Customer Satisfaction Focus Group until next fiscal year; target completion by June 2010. In order to cut costs during this fiscally challenging time, the Treasurer-Tax Collector will perform this objective bi-annually.

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 original development plans and implementation schedule for the IPTs have been revised. Treasurer-Tax



Collector participated in new planning strategies; issued a request for information; attended new vendor demonstrations; engaged in governance meetings; and assisted in the development of a new timeline. New deployment dates for the IPTS are to be determined.

Deferred Compensation

The Deferred Compensation Program administers all aspects of the 401(a) Incentive Retirement Deferred Compensation Plan and the 457 Deferred Compensation Plan. The Deferred Compensation Program is a voluntary way to save for retirement outside of the County's pension system. These plans are available to full-time and part-time permanent employees of the County of San Diego.

During Fiscal Years 2007-09, the County conducted a request for proposal (RFP) process to select a single outside administrator for deferred compensation. As a result, Nationwide Retirement Solutions was awarded the contract as the single service provider for the Deferred Compensation Program for San Diego County.

Strategic Initiative – Safe and Livable Communities

- Promoted the health, well-being and self-sufficiency of adults and seniors. Although there was a decline in employee participation in the Deferred Compensation program, efforts to inform and educate employees continued. The following measures reflect the outcome of the program:
 - Enrollment in the 457 Deferred Compensation Plan decreased by 6.1% (395 fewer eligible employees) due to market conditions causing employees to suspend their contributions towards fulfilling their retirement goals. (This is below the target of 1% increase.)
 - The average participant contribution in the 457 Deferred Compensation Plan decreased to \$198 per participant, per pay period, well below the target of \$221 per participant, per pay period. Market conditions remain an impediment to stimulating increases in retirement contributions.
 - Educated employees on the Deferred Compensation Program by presenting one Investment & Retirement Symposium in January 2009 for 265 attendees and one Investment & Retirement Symposium in May 2009 for 225 attendees.

- Increased employee awareness of the 457 Deferred Compensation Plan by holding five Retirement Dreaming Fairs across the County for a total of approximately 1,400 attendees.

Required Discipline – Continuous Improvement

- Increased employee awareness and understanding of how employees can leverage their tax obligations when they leave County service. The Treasurer-Tax Collector trained payroll staff during the monthly Countywide payroll meeting on techniques to inform employees. This education was especially important during the Workforce Transition Process. In addition, Deferred Compensation education was expanded through attendance at 33 San Diego County Employee's Retirement Association (SDCERA) Retirement Planning seminars.

2009-11 Objectives

Treasury

Required Discipline – Fiscal Stability

- 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 department 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 principle of safety or liquidity for an anticipated weighted average rate of return of 1.00% in Fiscal Year 2009-10 and 1.50% in Fiscal Year 2010-11.

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 government finance issues by facilitating three seminars for Fraud Prevention, Debt Financing and Investment of Public Funds for the local agencies.



Required Discipline – Skilled, Adaptable and Diverse Workforce

- Increase the number of certified Cash Handlers by 60 in Fiscal Year 2009-10 and by an additional 60 in Fiscal Year 2010-11 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 continue to strengthen internal controls and increase efficiency in processing and safeguarding cash.

Required Discipline – Continuous Improvement

- Issue a request for proposal for audit services in Fiscal Year 2009-10. By selecting a firm that has specialized expertise in Local Government Investment Pool audits, the Treasury will improve the efficiency of the audit process and gain valuable recommendations for improvement.
- Implement the outsourcing of credit card and electronic property tax payments by June 30, 2010. Acquisition of this capability will improve customer satisfaction, enhance efficiency of payment processing and reduce staff time.

Tax Collection

Required Discipline – Fiscal Stability

- Maintain a collection rate of 96% for secured taxes and 97% for unsecured taxes (from a baseline collection rate of 96% and 98% respectively) by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers, by June 30, 2010.

- Participate in the development of the IPTS with the Assessor/Recorder/County Clerk, Auditor and Controller and Chief Technology Office to prepare the IPTS for deployment by date that is determined.

Deferred Compensation

Strategic Initiative – Safe and Livable Communities

- 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 to 42% (100 additional participants) by June 2010 and to 44% (145 additional participants for a total of 245 over current) by June 2011.
 - Maintain the average participant contribution in the 457 Deferred Compensation Plan at \$198 during these extremely turbulent economic times.
 - Continue to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums by June 2010 and two additional Investment & Retirement Symposiums by June 2011.
 - Continue to increase employee awareness and understanding by increasing the training of payroll staff and redesigning promotional materials and presentations to increase the knowledge base of all employees, by June 2010.

Related Links

For additional information about the Treasurer-Tax Collector, refer to the Web site at <http://www.sdtreastax.com/>.



Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Actuals	2009-10 Adopted	2010-11 Approved
Secured Taxes Collected (% of total) ¹	96%	96%	96.3%	96%	96%
Unsecured Taxes Collected (% of total) ¹	98%	98%	97%	97%	97%
Rate of Return on Investment Pool (%)	4.40%	3.00%	2.40% ²	1.00% ³	1.50% ³
Customer Satisfaction Ratings (Scale of 1-5, 5 being highest)	4.60	4.70	4.60 ⁴	4.70	4.70
Deferred Compensation Plan Asset Growth	0.3%	5%	-16.2% ⁵	1% ⁵	1% ⁵
457 Deferred Compensation Plan average deferral amount per employee per pay period	\$216	\$221	\$198 ⁶	\$198 ⁶	\$198 ⁶
Percentage of eligible County employees participating in the 457 Deferred Compensation Plan	44%	45%	37.9% ⁷	42% ⁷	44 ⁷
Number of newly Certified Cash Handlers for the County and other government entities	105	70	80	60 ⁸	60 ⁸

Table Notes

¹ With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes. The low actual collection rate is a result of the struggling real estate market. Continued lower collection percentages through 2011 are anticipated as the real estate market continues to struggle.

² The Rate of Return on Investment Pool was 2.4% in Fiscal Year 2008-09 due to the Federal Reserve funds rate being lowered from 2.00% to 0.00%.

³ Going forward, since the Federal Reserve lowered the federal funds from 2.00% to 0.00%, this will lower the rates as the Pool reinvests the securities that had a 3% rate. As the older investments mature, proceeds from maturities and new money will be reinvested at lower rates.

⁴ 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 less than exceptional because they believe the taxes are too high.

⁵ The Deferred Compensation Plan performed well earlier in the fiscal year but we have seen market conditions deteriorate at a startling rate. Market value of investment has seen a 16.2% decline for Fiscal Year 2008-09; the S&P 500 is down 28% year over year. Future growth is anticipated to be marginal 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.

⁶ Uncertainty in the economic health of the country has led employees to conserve cash by dropping their Deferred Compensation average deferral amount per employee per pay period. Maintaining current deferral amounts will be a challenge in this tough economic environment, but one the department will strive for by increasing plan awareness and promoting new plan services obtained through the transition to the new provider.

⁷ The Deferred Compensation program has experienced a decrease in the percentage of eligible County employees participating in the 457 plan because financial market conditions have created a hardship situation for many employees who are conserving cash by suspending the contributions to the Deferred Compensation program. Due to the transition to a new provider and market conditions, participation in the plan is expected to increase slightly until a level of comfort is created through education programs by Deferred Compensation.



⁸ The number of newly Certified Cash Handlers will decrease in Fiscal Years 2009-10 and 2010-11 because most employees who require Cash Handling certification have been certified. It is also anticipated that turnover of cash handlers will be lower.

Budget Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 2.00 staff years in the Tax Collection Program as a result of reduction in available funding. Service levels for enforcement of collections will be impacted. The department has taken action to minimize the impact of the loss of staff through business process reengineering. Transfers among divisions are based on operational needs.

Expenditures

Net decrease of \$0.6 million.

- Salaries and Benefits — net increase of \$0.1 million primarily due to benefit adjustments.
- Services and Supplies — net decrease of \$0.5 million primarily as a result of the completion of one-time projects in Fiscal Year 2008-09 (\$0.2 million) and cost savings measures (\$0.3 million) implemented to address revenue shortfalls.
- Management Reserves — decrease of \$0.2 million as a result of a reduction in available funding.

Revenues

Net decrease of \$0.6 million.

- Fines, Forfeitures & Penalties — increase of \$0.01 million due to anticipated revenue from fees and penalties for delinquent tax payments.

- Charges for Current Services — net increase of \$0.2 million.
 - Increase of \$0.1 million in tax collection fees for title searches and tax sales.
 - Decrease of \$1.0 million in Assembly Bill 2890, *Supplemental Tax Administrative Reimbursement and Recorded Document Fees (Recovered Cost)*, due to shortfalls in revenue for the collection of supplemental taxes based on housing market conditions.
 - Increase of \$0.1 million in Property Tax Administrative fees.
 - Increase of \$1.0 million in Banking Services Pooled Money due to implementation of enhanced technology solutions to provide improved performance and streamlined Treasury operations, thus increasing service and value to the Pool Participants.
- Use of Fund Balance — decrease of \$0.7 million as a result of the completion of one-time projects in Fiscal Year 2008-09 and a reduction in Management Reserves.
- General Revenue Allocation — decrease of \$0.2 million, which reflects the impact of the downturn in the overall economy.

Budget Changes and Operational Impact: 2009-10 to 2010-11

Increase of \$0.3 million in Salaries and Benefits for negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Treasury	26.00	23.00	23.00
Deferred Compensation	—	3.00	3.00
Tax Collection	85.00	83.00	83.00
Administration - Treasurer / Tax Collector	12.00	12.00	12.00
Total	123.00	121.00	121.00

Budget by Program

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Treasury	\$ 6,034,568	\$ 5,763,990	\$ 7,020,990	\$ 6,973,516	\$ 5,417,056	\$ 5,497,584
Deferred Compensation	—	—	—	—	306,405	314,705
Tax Collection	9,034,811	9,762,812	9,567,415	9,057,328	9,244,130	9,424,634
Administration - Treasurer / Tax Collector	2,320,798	2,238,579	3,136,428	3,109,980	2,156,567	2,205,130
Total	\$ 17,390,177	\$ 17,765,381	\$ 19,724,834	\$ 19,140,824	\$ 17,124,158	\$ 17,442,053

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Salaries & Benefits	\$ 10,084,777	\$ 10,349,266	\$ 10,491,669	\$ 10,491,668	\$ 10,411,415	\$ 10,729,310
Services & Supplies	7,305,400	7,216,115	9,233,165	8,649,156	6,712,743	6,712,743
Management Reserves	—	200,000	—	—	—	—
Total	\$ 17,390,177	\$ 17,765,381	\$ 19,724,834	\$ 19,140,824	\$ 17,124,158	\$ 17,442,053

Budget by Categories of Revenues

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Fines, Forfeitures & Penalties	\$ 1,000,265	\$ 992,450	\$ 992,450	\$ 1,010,718	\$ 1,002,450	\$ 1,002,450
Charges For Current Services	10,675,408	10,220,012	10,670,012	11,263,473	10,450,956	10,654,175
Miscellaneous Revenues	690,066	203,021	203,021	22,824	200,000	200,000
Use of Fund Balance	(204,347)	700,000	2,209,453	1,193,911	—	—
General Revenue Allocation	5,228,785	5,649,898	5,649,898	5,649,898	5,470,752	5,585,428
Total	\$ 17,390,177	\$ 17,765,381	\$ 19,724,834	\$ 19,140,824	\$ 17,124,158	\$ 17,442,053



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.

The Chief Administrative Office department includes the Chief Administrative Officer, the Assistant Chief Administrative Officer, a small support staff, the Office of Internal Affairs and the Office of Strategy and Intergovernmental Affairs.

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.

2008-09 Accomplishments

Strategic Initiatives and Required Disciplines

During Fiscal Year 2008-09, the Chief Administrative Officer maintained County programs, as well as the organization's commitment to customer service and reputation for excellence, despite unprecedented economic uncertainty, by ensuring that General Management System (GMS) disciplines were strictly followed. This was accomplished by accurately forecasting current and future revenues, costs and cash flow trends; proactive risk management; aggressively managing vacancies in the workforce; and readjusting budgets and operational practices, as needed, to ensure that resources were deployed to support the delivery of essential services. Specifically, during Fiscal Year 2008-09, the Chief Administrative Office:

- Continued to ensure the County's fiscal stability by maintaining and managing to a structurally-balanced budget, earning strong credit ratings from the three municipal



credit rating agencies, maintaining prudent reserves in compliance with the Board of Supervisors reserve policy, and extinguishing millions of dollars in long-term debt.

- Completed negotiations for fiscally responsible successor labor agreements with all of the County's 25 bargaining units.
- Continued to aggressively reduce financial and legal risks throughout the organization to ensure that County operations meet the highest legal and ethical standards, protect the public's tax dollars and provide transparency. During Fiscal Year 2008-09, the County implemented 99% of all audit recommendations, achieved a 96% success rate in lawsuits filed against the County, and continued to reduce workers' compensation costs.
- Ranked first in the 2008 National Digital Counties Survey by the Center for Digital Government and the National Association of Counties for innovative, efficient use of information technology.
- Launched a redesigned County Web site, which earned second place in the Center for Digital Government's national Best of the Web Awards for innovative, user-friendly government Web sites, increased the number of County services online and began using social media tools to reach more people with information about County issues and services.
- Implemented a process to aggressively seek federal stimulus dollars, with over \$76.0 million anticipated to be received for County programs and facilities over the next several years, and ensured that the interests of San Diego County residents were effectively communicated to State and federal officials.



- Conducted four elections, providing access for all voters and timely elections results, including the Presidential Election in November 2008, in which 83% of eligible voters participated - the highest percentage turnout since 1972.
 - Worked with the Board of Supervisors to identify and fund firefighting strategies to improve the region's preparedness and firefighting capabilities by continuing to provide ongoing funding for existing contracts and much needed resources to rural communities, and establishing the San Diego County fire services reorganization in which fire agencies now provide 24-hour firefighting and emergency medical services for nearly one million acres in the unincorporated areas of the county.
 - Further strengthened emergency response capabilities by partnering with Scripps Hospital to develop the Mobile Field Hospital Program, a new and innovative way to respond to an emergency anywhere in California. It can be deployed and have 250 beds operational within 72 hours.
 - Implemented a successful outreach campaign for the County's AlertSanDiego emergency notification system, registering 148,000 new users who will now receive emergency notices on their cell phones, increasing the effectiveness of future County emergency notification efforts and improving public safety.
 - Strengthened the health care safety net by providing vital health and wellness programs for infants, children, families and seniors. Also, implemented key Healthcare Safety Net strategies through a public-private partnership to improve access for uninsured residents in San Diego County.
 - Created a Rapid Response DNA team that cut the amount of time the Crime Lab needs to analyze street crime DNA evidence from an average of 161 days to 52 days.
 - Working within the framework of the County's Capital Improvement Needs Assessment (CINA) process, and as responsible stewards of the public's buildings and infrastructure, maintained County facilities and replaced facilities that no longer efficiently meet the region's needs.
 - Completed the Edgemoor Hospital Distinct Part Skilled Nursing Facility.
 - Continued construction of the Medical Examiner and Forensic Center, which is on schedule to be completed by December 2009.
 - Began construction on Phase 1A of the County Operations Center redevelopment plan, to replace aging structures with a modern, energy-efficient campus, reduce the County of San Diego's need for leased space and improve operational efficiency.
 - Completed environmental studies needed to build a new regional women's detention facility.
 - Expanded and protected park resources by adding 4,143 acres of additional parkland throughout the county.
 - Designed three new libraries to replace existing branches in Ramona, Fallbrook and Lincoln Acres; expanded library branches in Del Mar and Descanso; and opened two new libraries in Borrego Springs and La Mesa.
 - Performed \$26 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.
 - Increased public access to library resources and services, by providing books, materials and programs that are relevant and current, resulting in a 50% circulation increase over Fiscal Year 2007-08.
 - Expanded the County's energy conservation and sustainability efforts, resulting in numerous departmental reductions in use of water, electricity, fuel and paper and earning the County a "San Diego Excellence in Energy (SANDEE) Award" for Outstanding Organizational Achievement in energy efficiency and environmentally-sound practices from the Center for Sustainable Energy.
 - Reengineered numerous business processes throughout the organization as part of the County's on-going Business Process Reengineering (BPR) efforts, including Phase 1 of the Service First Initiative, which streamlined the County's land development process to reduce processing times, increase customer service and improve communication with customers and community residents.
- 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.



2009-11 Objectives

During the next two fiscal years, the Chief Administrative Office will continue to analyze and respond to changing economic conditions, using the General Management System, to deploy resources to support essential or core services, as directed by the Board of Supervisors, and will continue to develop and implement innovative new ways to deliver services, to ensure the short- and long-term viability of County services for current and future generations. Specifically, during Fiscal Years 2009-11, the Chief Administrative Office will:

Strategic Initiatives and Required Disciplines

- 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.
- Continue to promote the GMS 2.0 initiative and futurist thinking, including efforts to support County employees' development as knowledge workers, with the competencies they will need to adapt to current and future changes in the workplace, service delivery methods and customer needs.
- Engage in active workforce transition planning efforts, providing a Web site and other support activities to assist employees facing potential job changes or termination.
- Implement the Countywide Management Controls Initiative to further ensure accuracy, accountability and transparency in the County's operations and financial reporting.
- Provide IT support to County departments to enhance services available to county residents, including the replacement of obsolete property tax systems with a state-of-the-art Integrated Property Tax System.
- Identify options for In-Home Supportive Services to keep its costs manageable and maintain its original intent of serving needy seniors and persons with disabilities, including preparation of legislative proposals to implement recommended changes.
- Address health improvements for county residents.
 - Develop a health strategy to integrate public health, physical health and behavioral health services.
 - Strengthen the health care safety net by continuous engagement with community partners and reviewing current systems for operational efficiencies.
- Pursue enhanced funding for safety net.
- Implement chronic disease prevention strategies to address the growing concerns of chronic diseases that are related to personal behavior such as physical inactivity, poor nutrition and smoking.
- Implement the Mental Health Services Act's Prevention and Early Intervention program for previously underserved and unserved populations.
- Increase public safety and reduce crime.
 - Ensure that youth who leave custodial settings are prepared for success in the community through successful participation in rehabilitative opportunities.
 - Ensure that the highest risk adults under intensive supervision are held accountable for their actions and are provided with rehabilitative opportunities in order to reduce further offenses.
 - Reduce incidents of rape by expanding the "Preventing Rape by Intoxication" campaign in partnership with the community, assault survivors, Children's Hospital, law enforcement and local schools and universities; produce and distribute a crime prevention video to help college age youth avoid becoming victims of sexual assault by intoxication.
 - Improve the crime solving/closure rate by implementing a "Tracking Known Offenders" process that will use information from multiple law enforcement agencies and systems to more effectively solve crimes by correlating the whereabouts of known offenders to crimes and crime locations.
 - Increase the recovery rate of stolen vehicles by coordinating the successful implementation and utilization of various license plate reader technologies.
- Protect residents from wildfire and other natural disasters.
 - Mitigate fire fuel hazards and maintain fire-safe zones in 20 park facilities through continued implementation of vegetation management practices in Forest Area Safety Taskforce areas.
 - Reduce the risk of structure loss during wildfires and increase wildland fire protection for the residents living within the unincorporated areas of the county by presenting proposed amendments to the County Subdivision Ordinance that address issues with wildfire and subdivision design to the Board of Supervisors by fall 2010.





- Continue to work with fire service entities to improve fire protection and emergency response by continuing to provide funding for existing contracts and resources to rural communities, such as response apparatus and centralized dispatch.
- Implement a door-to-door Wildfire Awareness Campaign, targeting approximately 400,000 households, to help communities in wildland urban interface areas prepare to respond safely to future emergencies.
- Continue Business Process Reengineering efforts and pursue strategies that will allow staff to serve customers more efficiently and streamline processes, while preparing for future needs.
 - Fully implement the multi-year “social services safety net” project to streamline the business processes of three major federal and State mandated public assistance programs that provide access to health care, nutrition and temporary financial assistance (Medi-Cal, Food Stamps and CalWORKs). This major continuous improvement project will improve customer service, maintain program integrity and increase efficiency of services provided to more than 480,000 people by over 1,000 staff.
 - Implement a Nutritional Security Plan to simplify the Supplemental Nutrition Assistance Program (SNAP, formerly Food Stamps) eligibility process while maintaining program integrity to manage the program's increasing number of applicants.
 - Implement the “one-stop-shop” building permit process, including a permit center express drop-off service by spring 2010. This new system will eliminate the customer's need to hand carry applications through the permitting process and replace it with an internal routing system.
 - Continue to leverage information technology tools to automate more services and offer more information and services to the public online.
 - Create new and expand existing cross-department partnerships to streamline business processes, maximize use of limited resources and improve service to common customer groups.
- Identify and implement opportunities to increase “green” sustainable operations of County facilities and equipment, including the following:
 - Continue to reduce electricity consumption to County facilities by 1% per square foot per year. This was an objective in Fiscal Year 2008-09 and was achieved through energy audits and energy-efficient capital renewal projects.
 - Renew County facilities with energy-efficient funding availability for energy projects made available by the American Recovery and Reinvestment Act.
 - Install energy-efficient windows and water-efficient landscaping in County public housing.
 - Reduce emissions in County vehicles and fuel consumption by County employees.
 - Retrofit a minimum of six County park facilities with energy efficient lighting, designed to cut energy use by up to 35%, and improve existing irrigation systems to cut water use by 5%, at a minimum of 15 parks.
 - Maintain at least 50% solid waste diversion from landfills, by working with private developments to recycle construction and demolition materials; divert at least 2,500 tons of material from projects that complete construction before June 2010; recycle 80,000 gallons of used oil and 12,000 used oil filters by June 2010.
 - Promote water conservation in the agricultural industry through four workshops and a Web-based outreach program to 400 participants.
 - Conduct five business outreach sessions for businesses that generate hazardous waste and universal waste. Measure effectiveness at each session by conducting a pre- and post-test to monitor the improvement in attendees' knowledge of the hazardous waste management laws and regulations applicable to their businesses.
- Continue to work within the framework of the County's Capital Improvement Needs Assessment (CINA) process, and as responsible stewards of the public's buildings and infrastructure, to maintain County facilities and replace facilities that no longer efficiently meet the region's needs.
 - Complete construction of the new Medical Examiner and Forensic Center to provide a modern facility sized to handle the region's growing population and forensic science and public health needs.
 - Continue construction on Phase 1A of the County Operations Center redevelopment plan, to replace aging structures with a modern, energy-efficient campus, reduce the County of San Diego's need for leased space and improve operational efficiency.



- Continue to work toward replacement of the region's women's detention facility in Santee.
- Continue to perform 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.

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 <http://www.sdcounty.ca.gov/cao/>.

Budget Changes and Operational Impact: 2008-09 to 2009-10

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

Decrease of 0.5 staff years as a result of anticipated reductions in available funding. This reduction will not have an immediate impact on department operations; however, it may reduce the CAO's flexibility to respond to future workload increases or special projects.

Expenditures

Net decrease of \$0.2 million.

- Salaries and Benefits — decrease of \$0.1 million primarily due to the reduction of 0.5 staff years.
- Services and Supplies — decrease of \$0.1 million as a result of the reduction in external department overhead payments (A-87). The reduction in services and supplies will result in decreases to professional and specialized services, temporary contract help, travel and printing.

Revenues

Net decrease of \$0.2 million.

- Charges for Current Services — decrease of \$0.2 million in A-87 revenue resulting from changes to timekeeping postings for allowable activities.
- General Revenue Allocation — decrease of \$0.05 million, which reflects the impact of the downturn in the overall economy.

Budget Changes and Operational Impact: 2009-10 to 2010-11

Net increase of \$0.05 million in expenditures primarily due to an increase in Salaries and Benefits as a result of negotiated wage and benefit increases.



Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Executive Office	7.00	7.00	7.00
Office of Intergovernmental Affairs	5.00	4.50	4.50
Internal Affairs	4.00	4.00	4.00
Total	16.00	15.50	15.50

Budget by Program

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Executive Office	\$ 1,634,228	\$ 1,847,121	\$ 2,138,070	\$ 1,760,022	\$ 1,764,820	\$ 1,796,317
Office of Intergovernmental Affairs	1,407,344	1,651,175	1,522,420	1,470,453	1,499,123	1,509,523
County Memberships and Audit	782,193	739,221	744,722	739,529	757,196	760,837
Internal Affairs	579,567	605,799	606,149	583,750	593,070	599,796
Total	\$ 4,403,332	\$ 4,843,316	\$ 5,011,360	\$ 4,553,754	\$ 4,614,209	\$ 4,666,473

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Salaries & Benefits	\$ 2,470,380	\$ 2,606,298	\$ 2,586,601	\$ 2,582,892	\$ 2,504,844	\$ 2,553,467
Services & Supplies	1,932,952	2,217,018	2,404,759	1,970,863	2,109,365	2,113,006
Management Reserves	—	20,000	20,000	—	—	—
Total	\$ 4,403,332	\$ 4,843,316	\$ 5,011,360	\$ 4,553,754	\$ 4,614,209	\$ 4,666,473

Budget by Categories of Revenues

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Charges For Current Services	\$ 118,698	\$ 192,887	\$ 192,887	\$ 134,644	\$ 30,753	\$ 34,420
Miscellaneous Revenues	75	—	—	92	—	—
Use of Fund Balance	(332,658)	20,000	188,044	(211,411)	—	—
General Revenue Allocation	4,617,216	4,630,429	4,630,429	4,630,429	4,583,456	4,632,053
Total	\$ 4,403,332	\$ 4,843,316	\$ 5,011,360	\$ 4,553,754	\$ 4,614,209	\$ 4,666,473



Auditor and Controller

Department Description

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

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.

2008-09 Accomplishments

Required Discipline – Regional Leadership

- Received the State Controller's Award for Achieving Excellence in Financial Reporting for the Fiscal Year ended June 30, 2008.
- Received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the County's Comprehensive Annual Financial Report (CAFR) for Fiscal Year ended June 30, 2008.
- Received the GFOA Distinguished Budget Presentation Award for the Fiscal Years 2008-2009 & 2009-2010 Operational Plan.



Required Discipline – Information Technology

- Commenced work on a request for proposal to obtain proposals from qualified contractors for upgrades to Oracle EBS R12, Data Warehouse and the Oracle Fusion Middleware applications. The upgrades to Oracle Financials (the County's financial system) and implementation of additional applications will add cross application reporting capabilities and create a standard interface/workflow environment and management.
- Upgrades to the Kronos timekeeping system have begun and are scheduled for completion in the third quarter of Fiscal Year 2009-10. Upgrades are based upon the improvements identified through business process reengineering efforts and will provide for the most efficient use of these applications and place the County on a fully supported version.
- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office, continued efforts on a new Integrated Property Tax System (IPTS) which will significantly improve assessment, collection and apportionment activities in the County. The original development plans and implementation schedule for the IPTS have been revised and a new timeline is being developed. New deployment dates for IPTS are still to be determined.
- Established a process for External Entities (School Districts) to access the Oracle Financials system, which provides better reporting and management of their funds. Allowing the External Entities to have direct access has reduced the need for County employees to perform their data entry.



- Implemented the Client View software program, a Web-based application that allows client departments to access information on debtor accounts via any computer that is connected to the County network.

Required Discipline – Fiscal Stability

- Through prudent fiscal management and adherence to the GMS principles, earned an affirmation of the County's strong issuer credit ratings from Fitch Ratings AA+ and Moody's Aa2 and received an issuer upgrade from AA+ to AAA by Standard & Poor's, resulting in lower debt interest costs.
- Actual general purpose revenue received was 0.6% greater than the budgeted general purpose revenue, which met the target that the variance be no greater than 2.5% of the actual revenue received. Maintaining accurate projections improves the County's ability to allocate limited resources.
- Completed the County's CAFR for the Fiscal Year ended June 30, 2008. The CAFR report presents the financial results of the fiscal year, promoting transparency and accountability in government.
- Projections 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%.
- Identified current and future revenue, as well as cost and cash flow trends, in order to facilitate the allocation of limited resources to San Diego County Groups and departments.

Required Discipline – Accountability/Transparency

- Submitted 100% (1,789) 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.
- Provided audit services, including State mandated and operations/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 99% (172) of current year scheduled audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS).

- Processed 100% of County invoice payments (194,454) within five business days after receipt of invoice by Accounts Payable, exceeding the target of 95%.

Required Discipline – Continuous Improvement

- Completed Records Retention, Destruction and Conversion study for all records on-site and off-site in Iron Mountain storage. Coordinated survey documentation of operational records at each division. Prioritized division records to be converted to digital technology, defined application requirements and estimated costs of implementation.

2009-11 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.

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 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.
- Process 100% of County payments within five business days after receipt of invoice by Accounts Payable.



- 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.

Required Discipline – Regional Leadership

- Continue to apply for recognitions through GFOA - Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Distinguished Budget Award.

Related Links

For additional information about the Auditor and Controller, refer to the Web site at <http://www.sdcounty.ca.gov/auditor/>.



Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Actuals	2009-10 Adopted	2010-11 Approved
Planning – Project General Purpose Revenue ¹ accurately – projection variance should be no greater than 2.5% of the actual received	2.7%	2.5%	0.6%	2.5%	2.5%
Planning – Project General Fund cash flows ² within 2% of arbitrage ³ limits	1%	1%	1%	1%	1%
Processing – Percentage of County payments processed within 5 days of receipt of invoice in Accounts Payable	100% of 182,314	95%	100% of 194,454	95%	100%
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 1,698	100% of 1,698	100% of 1,789	100% of 1,789	100%
Auditing – Percentage of current year scheduled audit recommendations ⁴ contained in internal audit reports issued by OAAS for audits performed that are implemented	98% (174) ⁵	92%	99% (172)	92%	94%

Table Notes

¹ General Purpose Revenue (GPR) represented approximately 27.6% of the General Fund financing sources in Fiscal Year 2008-09. 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.

² 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.

³ 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.

⁴ 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.

⁵ 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 and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 18.00 staff years as a result of anticipated reductions in available funding. The reduced staffing will result in staff reassignments, cross-training and altered work functions to meet existing and future needs during normal and peak workload demands.

Expenditures

Decrease of \$3.5 million.

- Salaries and Benefits — decrease of \$1.0 million primarily due to the reduction in staffing.
- Services and Supplies — decrease of \$1.0 million as a result of the anticipated reduction in available funding. The reduction to information technology accounts will result in the reduced capability to upgrade or enhance existing systems, and the overall reductions to services and supplies accounts will reduce the ability to perform special projects.
- Management Reserves — decrease of \$1.5 million in funding previously budgeted to support unanticipated events.

Revenues

Net decrease of \$3.5 million.

- Charges For Current Services — increase of \$0.4 million primarily related to increased revenue from A-87 Cost Reimbursements for Superior Court and an increase in reimbursement of Property Tax Administration Fees.
- Use of Fund Balance — decrease of \$1.5 million due to management reserve change described above.
- General Revenue Allocation — decrease of \$2.4 million, which reflects the impact of the downturn in the overall economy.

Budget Changes and Operational Impact: 2009-10 to 2010-11

Net increase of \$0.5 million in expenditures is the result of an increase in Salaries and Benefits for negotiated wage and benefit adjustments (\$0.8 million) and a reduction in Services and Supplies (\$0.3 million).

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Audits	17.00	15.00	15.00
Office of Financial Planning	13.00	13.00	13.00
Controller Division	100.00	95.00	95.00
Revenue and Recovery	105.50	96.00	96.00
Administration	19.50	19.00	19.00
Information Technology Mgmt Services	12.00	11.00	11.00
Total	267.00	249.00	249.00

Budget by Program

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Audits	\$ 2,355,917	\$ 2,674,756	\$ 2,678,273	\$ 2,339,673	\$ 2,511,259	\$ 2,575,630
Office of Financial Planning	2,056,205	2,289,260	2,304,539	2,257,206	2,264,738	2,317,872
Controller Division	16,912,068	11,312,272	11,431,488	11,856,470	10,823,622	11,093,275
Revenue and Recovery	9,663,413	9,783,273	9,903,723	9,407,091	9,581,390	9,847,196
Administration	2,803,382	4,740,214	5,609,496	2,535,515	2,740,069	2,804,773
Information Technology Mgmt Services	3,378,340	6,722,833	7,795,291	7,520,006	6,142,191	5,873,335
Total	\$ 37,169,324	\$ 37,522,608	\$ 39,722,810	\$ 35,915,961	\$ 34,063,269	\$ 34,512,081

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Salaries & Benefits	\$ 22,766,367	\$ 23,920,477	\$ 24,163,060	\$ 23,859,626	\$ 22,941,455	\$ 23,700,239
Services & Supplies	14,373,891	12,107,131	14,064,150	12,055,941	11,121,814	10,811,842
Other Charges	—	—	600	394	—	—
Capital Assets Equipment	29,066	—	—	—	—	—
Management Reserves	—	1,495,000	1,495,000	—	—	—
Total	\$ 37,169,324	\$ 37,522,608	\$ 39,722,810	\$ 35,915,961	\$ 34,063,269	\$ 34,512,081

**Budget by Categories of Revenues**

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Intergovernmental Revenues	\$ 57,758	\$ 31,736	\$ 31,736	\$ 42,497	\$ 33,699	\$ 33,699
Charges For Current Services	6,543,327	5,863,811	5,863,811	6,875,172	6,277,199	6,277,199
Miscellaneous Revenues	297,084	440,500	440,500	233,457	437,688	437,688
Use of Fund Balance	1,459,407	1,495,000	3,695,202	(926,726)	—	—
General Revenue Allocation	28,811,748	29,691,561	29,691,561	29,691,561	27,314,683	27,763,495
Total	\$ 37,169,324	\$ 37,522,608	\$ 39,722,810	\$ 35,915,961	\$ 34,063,269	\$ 34,512,081







County Technology Office

Department Description

The County Technology Office (CTO) supports a full-range of information technology (IT) services for County employees and San Diego County residents. The purpose of the CTO is to lead, guide and facilitate the optimal business management of IT for County business groups and departments.

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.

2008-09 Accomplishments

Required Discipline – Information Technology

- Completed the data storage consolidation process. All storage has been moved to centralized and manageable storage devices located in the Data Centers.
- Enhanced the CTO Continuity of Operations Plan, incorporating many IT-related improvements and clarifications to the enterprisewide business continuity. The initiation of server consolidation has been ongoing, resulting in a reduction in infrastructure support servers.
- Developed the application portfolio management plan, which included a phased approach for the software assessment process. A pilot assessment was completed and resulted in several recommendations for those applications. The project also included development of a tool for gathering and reporting data from the assessments over multiple years.
- The Enterprise Data Warehouse has now been included in the Oracle financial system upgrade project and is scheduled to be completed in Fiscal Year 2010-11.

Required Discipline – Essential Infrastructure

- Created and approved a plan for the systematic upgrade of all County desktop computers to a common supported operating system. Upgrades are scheduled to be completed by June 30, 2010.



- Provided high quality services such as Internet, intranet, e-mail, telephone and application development consistently through joint governance meetings covering each of the applicable frameworks and monthly capacity and performance reporting.

Required Discipline – Customer Satisfaction

- Strived for continuous improvement in meeting customers' needs through the following:
 - Conducted monthly surveys, distributed to all County users in support of IT services and all-County IT customer satisfaction.
 - Utilized weekly CTO Newsletter and "IT Threading Meetings" to provide consistent communication and feedback forums. IT Threading Meetings are sponsored by the CTO bi-monthly and focus on technology presentations and status of ongoing CTO projects. These meetings are for the benefit of Groups and departments to ensure consistent communication is provided.
 - Customer Service initiatives have been the focus of the Customer Service Subcommittee which reaches across all levels of IT, with representation from County business groups, departments, CTO and Group IT Managers. A standard technology communication process and survey corrective action plans are examples of issues being addressed with positive results. Strategic Initiatives, planning and budgeting are key focus areas addressed through collaborative meetings with Business Advisory Services, Group IT Managers and Group Finance Directors. As a result,



this year a list of Enterprise Initiatives was generated to support the budget and planning cycle and ensure minimal unanticipated IT costs to Groups.

Required Discipline – Fiscal Stability

- Maintained IT costs for services at the rates established in the contract, and created new resource units that were analyzed for best value to the County at a fair and reasonable price.

Required Discipline – Continuous Improvement

- Completed the IT Strategic Plan that is linked to the vision expressed in the General Management System (GMS). This plan is subject to quarterly review to ensure that it continues to be forward thinking and to ensure that it provides the County with technology that allows that vision to be realized.
- Improved IT services and security through the use of capacity and performance reporting and tools. This resulted in a more proactive approach with the ability to predict and correct potential service failures before they happen.
- Initiated the reorganization and restructuring of the Chargeback system for efficiencies to ensure the accurate, timely and efficient billing for IT services and to ensure the maximum value for the County and taxpayers.

Required Discipline – Regional Leadership

- Participated in Governing Magazine's "Managing Technology" Panel on IT Outsourcing and continued participation in the California Counties Information Systems Directors Association and other IT Leadership forums.

2009-11 Objectives

Required Discipline – Information Technology

- Initiate an IT Security and Risk Management Program that complies with industry standards and position the County to maintain compliance with current and future federal financial audit requirements.
- Initiate Phase 2 of the Application Server Consolidation and Virtualization projects that will reduce the total physical server population; reduce down time associated with hardware outages; and improve the overall application development process by reducing and improving lifecycle management of the application process.

- Initiate a project to re-architect the County storage environment to reduce costs, eliminate over stated capacity, eliminate duplication and outdated information by constructing a multi-tiered environment that moves information to a lower cost storage solution and eventually to archive tapes or delete them depending on the information classification.

Required Discipline – Essential Infrastructure

- Complete the systematic upgrade of all County desktop computers to the new operating system standard and the remediation of applications, as needed, 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.
- Provide application and infrastructure projects review and oversight to ensure service impacts are minimized. Continue the delivery of services according to industry standards and agreed to objectives.

Required Discipline – Customer Satisfaction

- Continue use of All-County Survey, CTO newsletter and IT Threading Meetings to monitor feedback and provide for continuous improvements. Develop new programs for outreach as needed, based on feedback provided by Users.
- Build on current outreach programs, utilizing the Customer Satisfaction Subcommittee to provide educational opportunities to help IT users better understand what they should expect in service.

Required Discipline – Fiscal Stability

- Complete the alignment of the IT Strategic Plan with the GMS' planning cycle link to the GMS calendar. The goal of this exercise is to ensure that the General Managers (GMs) receive critical information regarding the nature and cost of required IT initiatives prior to preparing the County's operating budget for the upcoming year. This will also provide the GMs with additional information regarding those initiatives that may not be required but are desirable to help fulfill the County's strategic vision. They can then determine, in advance, whether these initiatives merit funding.



- Continue 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.
- Reduce the overall IT disputes for Fiscal Year 2009-10 by 10% using Fiscal Year 2008-09 as the baseline.
- Maintain IT costs for services at rates established in the contract. New services will be benchmarked and analyzed for best value to the County at a fair and reasonable price.

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.

- Utilize data from *Lessons Learned* documents, Customer Satisfaction surveys and Project Review meetings to work with the County's IT Outsourcing Provider on improving project performance.

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 <http://www.sdcounty.ca.gov/cto/>.



Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Actuals	2009-10 Adopted	2010-11 Approved
Percentage of projects implemented on time and within budget ¹	95% of 70	95% of 75	93% of 56	95% of 65	95% of 65
Percentage of customers who report satisfaction with Contractor Support Services ²	87%	90%	94.5%	95%	95%
Percentage of accuracy of contractor billing for IT outsourcing services, with a minimum 95% accuracy rate	97.5%	97.0%	97.5%	97.5%	97.5%
Percentage of reduction of overall IT disputes with a minimum reduction of 10% ^{3,4}	N/A	N/A	N/A	10%	10%
IT initiatives resulting from CTO-driven advanced planning ⁵	4	3	4	3	3
The number of new online services added to the County's intranet and/or Internet accessible to the County's residents and/or employees.	3	5	5	5	5

Table Notes

¹ Based on 52 out of 56 projects meeting the success criteria. The term "project" refers to IT-related events conducted by County employees as part of County operations. Several efforts are under way to improve project performance against budget and schedule.

² 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."

³ Fiscal Year 2008-09 data will be used as the baseline in determining the 10% reduction in overall IT disputes for Fiscal Year 2009-10.

⁴ New measure effective Fiscal Year 2009-10 to better reflect outcome-based performance.

⁵ Initiatives such as Chargeback Business Process Reengineering, formalized project reviews, Applications Portfolio Catalog and myRequests alignment.

Budget Changes and Operational Impact: 2008-09 to 2009-10

Staffing

No change in staffing.

Expenditures

- Net decrease of \$1.3 million in the County Technology Office's operating budget.

- Salaries and Benefits — net increase of \$0.04 million due primarily to benefit adjustments.
- Services and Supplies — decrease by a net \$1.1 million due to one-time prior year initiative expenditures on Server Consolidation (\$0.4 million), Integrated Property Tax System (IPTS) (\$0.7 million) and support for miscellaneous contract administration (\$0.2 million). This is offset by a rebudget of \$0.2 million for one-time independent verification and validation costs associated



with the IPTS. Includes \$1.0 million of one-time funding to support the Server Consolidation information technology.

- Management Reserves — decrease of \$0.2 million previously funded to support unanticipated events.
- Net increase of \$1.7 million in the Information Technology Internal Service Fund (ISF) due to anticipated one-time information technology initiatives including purchasing of enterprisewide licenses and the Business Case Management System.

Revenues

- Net decrease of \$1.3 million in the County Technology Office's operating budget.
 - Use of Fund Balance — decrease of \$1.2 million for prior year one-time initiatives (\$1.0 million) and the reduction of Management Reserves (\$0.2 million). The remaining \$1.2 million in budgeted fund balance will be used to support the one-time initiatives described above.

- General Revenue Allocation — increase of \$0.04 million to fund expenditure changes described above.
- Net increase of \$1.7 million in the Information Technology ISF. Increases in Charges for Current Services and Other Financing Sources to support expenditure changes described above.

Budget Changes and Operational Impact: 2009-10 to 2010-11

Total expenditures decrease by \$22.8 million primarily as a result of a decrease of \$21.9 million in the Information Technology ISF due to anticipated completion of one-time IT projects and changes in service levels by various County departments; a \$1.0 million reduction in the County Technology Office's operating budget due to the anticipated completion of a one-time IT initiative; and an increase of \$0.1 million for negotiated wage and benefit increases.



Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
CTO Office	16.00	16.00	16.00
Total	16.00	16.00	16.00

Budget by Program

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
CTO Office	\$ 6,223,639	\$ 8,950,138	\$ 10,443,293	\$ 8,941,797	\$ 7,637,777	\$ 6,513,579
Information Technology Internal Service Fund	147,728,221	126,181,330	128,374,235	134,136,112	127,905,842	106,005,424
Total	\$ 153,951,860	\$ 135,131,468	\$ 138,817,528	\$ 143,077,909	\$ 135,543,619	\$ 112,519,003

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Salaries & Benefits	\$ 2,578,914	\$ 2,683,144	\$ 2,777,071	\$ 2,741,063	\$ 2,725,402	\$ 2,794,711
Services & Supplies	120,369,513	132,248,324	135,840,457	126,466,734	132,818,217	109,724,292
Other Charges	30,976,585	—	—	13,870,113	—	—
Capital Assets Equipment	26,848	—	—	—	—	—
Management Reserves	—	200,000	200,000	—	—	—
Total	\$ 153,951,860	\$ 135,131,468	\$ 138,817,528	\$ 143,077,909	\$ 135,543,619	\$ 112,519,003

Budget by Categories of Revenues

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Intergovernmental Revenues	\$ 3,616	\$ 3,210,000	\$ 3,210,000	\$ 4,455	\$ 4,047	\$ 4,047
Charges For Current Services	114,580,414	121,884,941	123,747,846	118,894,619	125,614,528	103,655,246
Miscellaneous Revenues	228	100	100	201,686	75,000	500
Other Financing Sources	1,604,848	1,670,670	2,000,670	1,763,732	2,667,275	2,800,639
Use of Fund Balance	32,537,388	2,400,000	3,893,155	16,247,660	1,175,000	—
General Revenue Allocation	5,225,366	5,965,757	5,965,757	5,965,757	6,007,769	6,058,571
Total	\$ 153,951,860	\$ 135,131,468	\$ 138,817,528	\$ 143,077,909	\$ 135,543,619	\$ 112,519,003



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.

2008-09 Accomplishments

Required Discipline – Customer Satisfaction

- Achieved a positive customer satisfaction rating of 96%.
- Provided customers with hearings that were fair, impartial and efficient in order to achieve 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 58% of 50 personnel disputes without the need for a full evidentiary hearing, resulting in savings of time and costs. This exceeded the target of 55%.
- Provided ongoing staff training in areas of human resources, computer technology, workplace safety and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.
- Trained County human resources professionals on procedures involved in presenting information before the Civil Service Commission at public meetings and hearings.



Required Discipline – Accountability/Transparency

- Ensured all decisions made by the Commission took into consideration fairness, due process and were in compliance with the law. The decisions were thoroughly reviewed by Commissioners, staff and County Counsel.
- Distributed 100% of 30 Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public. This exceeded target of 95%.

Required Discipline – Continuous Improvement

- Increased operational efficiency and improved staff effectiveness in serving customers through the following efforts.
 - Maintaining and updating desk book manual on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information.
 - Creating a new paperless referral system that decreases costs.
 - Updating Hearing Guide pamphlet to include information frequently requested from staff by customers.
 - Creating a new tracking system for current discrimination complaints.
- Improved operational efficiency, reduced costs and paper usage, and limited liability through improved records management activities that included:
 - Completing a new departmental Records Management Plan.
 - Eliminating all off-site storage of Commission files.



- Developing and implementing a plan that identifies measures to reduce unnecessary electronic files stored on employees' home directories and shared directory.

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

2009-11 Objectives

Required Discipline – Customer Satisfaction

- Maintain a positive customer satisfaction rating of 95% or above.
- Provide customers with hearings that are fair, impartial and efficient in order to achieve legally sound decisions.
- Ensure proper referral of inquiries by departments, employees, employee representatives and organizations and the public relating to human resources matters in order to provide direct access to requested information.
- Provide a neutral environment that facilitates open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Resolve 55% of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings.

Required Discipline – Accountability/Transparency

- Ensure all decisions made by the Commission will take into consideration fairness, due process and are in compliance with the law. The decisions will be thoroughly reviewed by Commissioners, staff and County Counsel.
- Distribute at least 95% of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public.

Required Discipline – Continuous Improvement

- Maintain and update desk book manual on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency and effectiveness.

Related Links

For additional information about the Civil Service Commission, refer to the Web site at <http://www.sdcounty.ca.gov/civilservice/>.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Actuals	2009-10 Adopted	2010-11 Approved
Positive customer satisfaction rating	99%	95%	96%	95%	95%
Percentage of personnel disputes resolved without need of an evidentiary hearing / total number of personnel disputes	66% of 71	55%	58% of 50	55%	55%
Percentage of Commission decisions distributed within 48 hours of Commission approval / total number of decisions	100% of 42	95%	100% of 30	95%	95%

Budget Changes and Operational Impact: 2008-09 to 2009-10

Staffing

No change in staffing.

Expenditures

Net decrease of \$0.03 million primarily as a result of a decrease in Management Reserves previously budgeted to support unanticipated events and a minor increase in Salaries and Benefits due to benefit adjustments.



Revenues

Net decrease of \$0.03 million in revenue (primarily Use of Fund Balance) as a result of the expenditure decrease described above.

Budget Changes and Operational Impact: 2009-10 to 2010-11

Net increase of \$0.01 million reflects an increase in Salaries and Benefits for negotiated wage and benefit increases and a minor decrease in Services and Supplies.



Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Civil Service Commission	4.00	4.00	4.00
Total	4.00	4.00	4.00

Budget by Program

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Civil Service Commission	\$ 597,206	\$ 648,340	\$ 661,207	\$ 596,372	\$ 621,605	\$ 630,950
Total	\$ 597,206	\$ 648,340	\$ 661,207	\$ 596,372	\$ 621,605	\$ 630,950

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Salaries & Benefits	\$ 487,479	\$ 494,012	\$ 506,879	\$ 501,019	\$ 495,606	\$ 506,267
Services & Supplies	109,728	124,328	124,328	95,353	125,999	124,683
Management Reserves	—	30,000	30,000	—	—	—
Total	\$ 597,206	\$ 648,340	\$ 661,207	\$ 596,372	\$ 621,605	\$ 630,950

Budget by Categories of Revenues

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Charges For Current Services	\$ 44,894	\$ 50,837	\$ 50,837	\$ 50,837	\$ 53,133	\$ 53,133
Miscellaneous Revenues	465	—	—	125	—	—
Use of Fund Balance	2,318	30,000	42,867	(22,093)	—	—
General Revenue Allocation	549,530	567,503	567,503	567,503	568,472	577,817
Total	\$ 597,206	\$ 648,340	\$ 661,207	\$ 596,372	\$ 621,605	\$ 630,950



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 of Supervisors General Office and manages over \$16 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, 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.

2008-09 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Processed 40,917 property tax appeal applications quickly and accurately without increasing staff, ensuring the efficiency and integrity of the appeal process. This volume is three times more than 2007 and over ten times more than the average of the previous five years.

Strategic Initiative – The Environment

- Reduced CAC water consumption by 12% through the installation of automatic faucets, low-flow toilets, a waterless urinal pilot program, the use of drought-tolerant ground cover, and replacement of spray head sprinklers with a drip system, conserving limited resources.

Required Discipline – Regional Leadership

- Hosted the 2008 California Clerks of the Board of Supervisors Conference as part of California State Association of Counties, exhibiting leadership among the

58 California Clerks. Featured speakers included former State Senator Dede Alpert and 2008 Chairman of the Board of Supervisors Greg Cox.

Required Discipline – Skilled, Competent and Diverse Workforce

- Hosted the County's 2009 Administrative Professionals Luncheon, helping to retain and motivate the County's administrative professionals.

Required Discipline – Continuous Improvement

- Implemented electronic notary public application at all public service carrels to enhance customer satisfaction with notary services offered and improve security measures.
- Replaced Public Services and Legislative Services file systems with a secure and updated system to facilitate public access and enhance the department's ability to organize and secure public records.

Required Discipline – Customer Satisfaction

- Surveyed 2,151 customers, through the development and e-mail distribution of e-survey cards as well as hard copy survey cards, and received consistently excellent feedback, ensuring that the citizens of San Diego are satisfied with the department's services.

Required Discipline – Essential Infrastructure

- Completed timely maintenance and repair of the historic County Administration Center to ensure the safety of visitors and employees as well as continued enjoyment and utility of the building and grounds through:
 - Repair and seal-coat of the CAC's parking lot.



- Obtaining technical manuals for all cafeteria equipment and adding that equipment to the CAC preventive maintenance schedule.
- Completion of over 2,000 preventative maintenance work orders as scheduled.
- Replacement of the CAC's uninterruptible power supply to ensure reliable backup electrical power throughout the building.

Required Discipline – Accountability/Transparency

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

Required Discipline – Information Technology

- Implemented Citizen Advisory Board software application facilitating public participation in local government by automating the process through which appointments are made to Citizen Advisory Boards.

2009-11 Objectives

Strategic Initiative – The Environment

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

Strategic Initiative – Safe and Livable Communities

- Ensure the efficiency and integrity of the property tax assessment appeal process by processing property tax assessment appeal applications quickly and accurately.
- Provide open access to County business by making audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

Required Discipline – Essential Infrastructure

- Maintain the CAC physical infrastructure in a superior manner by completing preventative maintenance work orders as scheduled.

Required Discipline – Customer Satisfaction

- Ensure satisfaction with the services provided by achieving consistently high ratings on surveys of over 1,000 customers.

Related Links

For additional information about the Clerk of the Board of Supervisors, refer to the Web site <http://www.sdcounty.ca.gov/cob/>.





Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Actuals	2009-10 Adopted	2010-11 Approved
Average rating on internal customer surveys ¹	4.9 of over 1,600 surveys	4.9	4.9 of 2,151 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 ²	92% of 13,150 applications	92%	97% of 40,917 applications	92%	92%
Percentage of CAC Facilities Services preventive maintenance work orders completed as scheduled	96% of 2,045 work orders	98%	98% 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	100% of 42 recordings	100%	100% of 46 recordings	100%	100%
Percentage decrease in landscape water consumption at the CAC ³	11%	12%	12%	10%	10%

Table Notes

¹ Scale of 1-5, with 5 being "excellent."

² During Fiscal Year 2008-09, total applications received were 40,917. Target varies with volume: 1-5,000 received - 92%, 5,001 – 10,000 received - 90%, 10,001 or more received - 80%.

³ Percentage is of total water consumption.

Budget Changes and Operational Impact: 2008-09 to 2009-10

Staffing

No change in staffing.

Expenditures

Net decrease of \$0.9 million.

- Services and Supplies — decrease of \$0.7 million due to utility savings as the result of implementing energy saving devices (\$0.4 million), and a decrease in funding for prior year a one-time information technology initiative (\$0.2 million) and one-time facility maintenance projects (\$0.1 million).

- Management Reserves — decrease of \$0.2 million previously budgeted to address unanticipated events.

Revenues

Net decrease of \$0.9 million.

- Charges for Current Services and Miscellaneous Revenue — decrease of \$0.1 million as a result of the decline in revenue from sources tied to real estate activity.
- Use of Fund Balance — decrease of \$0.5 million due to decreases in one-time information technology funding and management reserves described above.
- General Revenue Allocation — decrease of \$0.3 million, which reflects the impact of the downturn in the overall economy.



Budget Changes and Operational Impact: 2009-10 to 2010-11

Net decrease of \$0.2 million reflects an increase of \$0.1 million for negotiated wage and benefit increases offset by an anticipated decrease of \$0.3 million in major maintenance expenses.



Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Legislative Services	11.00	11.00	11.00
CAC Facilities Services	10.00	10.00	10.00
Public Services	11.00	11.00	11.00
Executive Office	5.00	5.00	5.00
Total	37.00	37.00	37.00

Budget by Program

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Legislative Services	\$ 864,837	\$ 1,002,890	\$ 1,002,890	\$ 1,069,132	\$ 1,023,937	\$ 1,067,216
CAC Facilities Services	3,233,797	3,707,846	3,824,525	3,226,791	3,296,287	3,245,846
Assessment Appeals	243	—	—	898	—	—
Public Services	898,815	1,163,764	1,163,764	1,191,944	975,536	1,024,260
Executive Office	1,101,527	1,218,225	1,325,424	810,741	1,008,670	1,029,588
CAC Major Maintenance	1,075,342	1,986,081	2,782,608	1,536,320	1,894,949	1,643,000
Total	\$ 7,174,562	\$ 9,078,806	\$ 10,099,210	\$ 7,835,825	\$ 8,199,379	\$ 8,009,910

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Salaries & Benefits	\$ 3,039,914	\$ 3,147,558	\$ 3,304,757	\$ 3,230,133	\$ 3,186,187	\$ 3,325,782
Services & Supplies	4,134,647	5,731,248	6,594,453	4,605,692	5,013,192	4,684,128
Management Reserves	—	200,000	200,000	—	—	—
Total	\$ 7,174,562	\$ 9,078,806	\$ 10,099,210	\$ 7,835,825	\$ 8,199,379	\$ 8,009,910



Budget by Categories of Revenues

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Revenue From Use of Money & Property	\$ 82,805	\$ 49,949	\$ 49,949	\$ 101,350	\$ 64,949	\$ 64,949
Charges For Current Services	349,372	259,750	259,750	351,517	234,750	234,750
Miscellaneous Revenues	47,752	41,170	41,170	42,729	9,500	9,500
Use of Fund Balance	489,526	2,396,132	3,416,536	1,008,424	1,880,000	1,628,051
General Revenue Allocation	6,205,107	6,331,805	6,331,805	6,331,805	6,010,180	6,072,660
Total	\$ 7,174,562	\$ 9,078,806	\$ 10,099,210	\$ 7,835,825	\$ 8,199,379	\$ 8,009,910



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. County Counsel maintains proactive participation in all phases of governmental decision making and a very active and successful trial litigation program. County Counsel also provides representation of the County's Health and Human Services Agency (HHS) in juvenile dependency matters and provides legal services on a fee basis to several special districts. County Counsel 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.

2008-09 Accomplishments

Required Discipline – Fiscal Stability

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

- Prevailed in over 96% (67 of 70) of court decisions in all lawsuits filed against the County that were resolved during Fiscal Year 2008-09.
- Achieved a success rate of 87% (13 of 15) in County lawsuits filed against other parties by winning court decisions or obtaining favorable financial settlements.
- Handled 99% (95 of 96) of the defense of all lawsuits filed against the County, unless a conflict of interest required outside counsel to handle a case, thereby reduced outside counsel costs to the County and taxpayers.



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, reduced the risk of liability and used taxpayer dollars efficiently and effectively.

- Completed 100% of all advisory assignments (31) for the Board of Supervisors and Chief Administrative Officer by their due dates.
- Completed 99% (1,596 of 1,618) of all advisory assignments for County departments by the agreed upon due dates.

Required Discipline – Regional Leadership

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

- Maintained significant involvement in the activities of more than 12 regional organizations and committees.

Required Discipline – Skilled, Competent and Diverse Workforce

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

- Provided 124 education programs to County employees on selected legal subjects, thereby enabled these employees to better serve San Diego County residents. County Counsel is providing fewer training sessions than expected during the fiscal year due to staff reductions experienced in anticipation of future budget reductions.



- Provided 64 specialized training sessions, risk roundtables, settlement committee discussions and post-litigation debriefings to address risk issues, which helped to promote risk management and decrease future legal liability. County Counsel is providing fewer risk mitigation sessions than expected during the fiscal year due to staff reductions experienced in anticipation of future budget reductions.
- Issued 12 Special Bulletins to inform County staff of new developments involving court rulings and new legislation, thus assisted County staff to better perform their duties within the law.
- Conducted 111 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 improved its operational efficiencies, thereby maximizing value for taxpayers.

- Revised the Client Department Request for Legal Services assignment process which streamlined the opening, extending and closing of legal services assignments for clients and improved the use of staff time and resources.
- Developed a Training Quality Assurance Committee which has assessed and monitored the effectiveness and applicability of trainings provided by County Counsel.

Required Discipline – Information Technology

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

- Implemented 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.
- Implemented online training library and placed five training videos on the County Counsel intranet to allow County department staff to access training from the convenience of their office workstations, thus facilitated more time for their day-to-day job duties and saved on travel costs.

2009-11 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 95% or more of court decisions in all lawsuits filed against the County.
- Achieve a success rate of 90% or more in County code enforcement and other lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
- Handle 95% or more of the defense of all lawsuits filed against the County, unless a conflict of interest requires outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.

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 Chief Administrative Officer by their due dates.
- Complete 85% or more of all advisory assignments for County departments by the agreed upon due dates.

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, Adaptable 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 30 or more education programs on selected legal subjects.



- Provide 60 or more specialized training sessions, such as risk roundtables, settlement committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.
- Provide 24 or more internal and/or external training sessions, including Mandatory Continuing Legal Education, to ensure staff continues to provide the highest quality legal services to the County by remaining current on developments in the law.

Strategic Initiative – The Environment

County Counsel will continue to promote and emphasize resource conservation in the office.

- Implement a “Go Green” campaign which provides education to staff and opportunities for cost savings through conservation and behavior modification.
- Modify overall purchasing habits by purchasing recycled and/or environmentally-friendly office products.
- Create a paperless travel request procedure.

Required Discipline – Continuous Improvement

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

- Develop a Business Processing Reengineering Committee consisting of a variety of staff in order to identify ways to improve office processes.
- Revise the current County car policy and assignment system to improve the efficiency of departmental resources.
- Improve the efficiency of employee timekeeping and payroll processing by decentralizing Kronos (County's timekeeping system) data entry.

Required Discipline – Information Technology

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

- Reduce the amount of storage on the department's shared drive by developing and implementing internal guidelines, policies and procedures.
- Implement a collaborative electronic work environment through the use of the SharePoint application to maximize efficient use of information and staff time.

Related Links

For additional information about County Counsel, refer to the Web site at <http://www.sdcounty.ca.gov/CountyCounsel/>.



Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Actuals	2009-10 Adopted	2010-11 Approved
Percentage of resolved court cases filed against the County in which County will prevail (County success rate)	92% (73-6 record)	95%	96% (67-3 record)	95%	95%
Percentage of cases against the County that were handled by County Counsel	100% (100 cases)	99%	99% (95 of 96 cases)	95%	95%
Success rate in County cases against other parties	88%	91%	87% (13 of 15 cases) ¹	90%	90%
Percentage of advisory assignments for Board of Supervisors to be completed by the due date	100% (22 assignments)	100%	100% (31 assignments)	100%	100%
Percentage of advisory assignments for all departments completed by the due date	98% (1,301 assignments)	99%	99% (1,596 of 1,618 assignments)	85% ²	85% ²
Number of training programs presented by County Counsel ³	160	226	124	30 ³	30 ³
Number of risk mitigation education sessions provided by County Counsel ³	44	75	64	60 ³	60 ³
Number of legal bulletins issued ⁴	14	12	12	N/A	N/A

Table Notes

¹ The County of San Diego did not prevail in 2 of the 15 cases filed by the County against other parties; however, in the 13 cases where the County obtained favorable settlements, the County was awarded \$254,822 through court proceedings and \$49,958,750 through favorable settlements.

² Due to a decrease in staffing in advisory services, County Counsel may experience a reduced ability to provide advisory legal guidance and assistance to departments in a timely manner.

³ County Counsel is providing fewer risk mitigation sessions than expected during the fiscal year in anticipation of the staffing reductions described below.

⁴ This measure is being discontinued effective Fiscal Year 2009-10.

Budget Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 4.00 staff years primarily in advisory services as a result of a reduction in available funding. The decrease in staff years may result in a reduced ability to provide advisory legal guidance and assistance to departments in a timely manner; reduce ability to provide training programs; and, therefore, may increase the County's exposure to litigation.

Expenditures

Net decrease of \$1.0 million.

- Salaries and Benefits — decrease of \$0.04 million primarily due to staffing changes described above and \$0.2 million in one-time anticipated costs associated with upcoming staff retirements.
- Services and Supplies — decrease of \$0.2 million as a result of a reduction in available funding.
- Management Reserves — decrease of \$0.7 million due to the completion of prior year one-time initiatives.



Revenues

Net decrease of \$1.0 million.

- Charges for Current Services — increase of \$0.5 million primarily due to anticipated increases in Road Fund workloads.
- Use of Fund Balance — decrease of \$0.5 million due to the reduction in management reserves as described above, offset by one-time salary and benefit costs.

- General Revenue Allocation — decrease of \$0.9 million, which reflects the impact of the downturn in the overall economy.

Budget Changes and Operational Impact: 2009-10 to 2010-11

Decrease of 2.00 staff years due a reduction in available funding, which reflects the impact of the downturn in the overall economy, and a net increase of \$0.1 million primarily due to negotiated wage and benefit increases.



Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
County Council	141.00	137.00	135.00
Total	141.00	137.00	135.00

Budget by Program

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
County Council	\$ 21,447,638	\$ 23,271,577	\$ 24,049,030	\$ 22,678,912	\$ 22,318,667	\$ 22,426,347
Total	\$ 21,447,638	\$ 23,271,577	\$ 24,049,030	\$ 22,678,912	\$ 22,318,667	\$ 22,426,347

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Salaries & Benefits	\$ 20,475,029	\$ 21,588,510	\$ 22,339,415	\$ 21,837,521	\$ 21,549,306	\$ 21,633,079
Services & Supplies	1,567,729	1,640,971	1,948,473	1,558,852	1,443,649	1,481,041
Capital Assets Equipment	14,977	—	17,575	17,549	—	—
Expenditure Transfer & Reimbursements	(610,097)	(627,904)	(627,904)	(735,011)	(674,288)	(687,773)
Management Reserves	—	670,000	371,472	—	—	—
Total	\$ 21,447,638	\$ 23,271,577	\$ 24,049,030	\$ 22,678,912	\$ 22,318,667	\$ 22,426,347

Budget by Categories of Revenues

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Charges For Current Services	\$ 9,377,450	\$ 9,624,279	\$ 10,089,840	\$ 11,318,161	\$ 10,122,722	\$ 10,231,434
Miscellaneous Revenues	80,031	20,000	20,000	263,300	5,300	5,300
Use of Fund Balance	(873,750)	670,000	981,892	(1,859,847)	166,973	—
General Revenue Allocation	12,863,908	12,957,298	12,957,298	12,957,298	12,023,672	12,189,613
Total	\$ 21,447,638	\$ 23,271,577	\$ 24,049,030	\$ 22,678,912	\$ 22,318,667	\$ 22,426,347



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. The Grand Jury reviews and evaluates procedures, methods and systems utilized by government to determine whether they can be made more efficient and effective. It may examine any aspect of county government and city government, including special legislative districts and joint powers agencies, to ensure that the best interests of San Diego County citizens are being served. The Grand Jury may inquire also into written complaints brought to it by the public. 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

Representing the citizens of San Diego County by investigating, evaluating and reporting on the actions of local governments and special districts.

2008-09 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Reviewed and investigated 89 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 60 criminal indictments and prepared other reports and declarations as mandated by law (Penal Code §939.8, et seq.).



2009-11 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.

Related Links

For additional information about the Grand Jury, refer to the Web site at <http://www.sdcountry.ca.gov/grandjury/>.

Budget Changes and Operational Impact: 2008-09 to 2009-10

Staffing

No change in staffing.

Expenditures

Net decrease of \$0.06 million.

- Services and Supplies — decrease of \$0.04 million as a result of the reduction in General Purpose Revenue due to the impact of the downturn in the overall economy. The jury expense and transcript accounts were reduced, which may diminish the Grand Jury's ability to service cases that are sent from the District Attorney's Office on a month-to-month basis.



- Management Reserves — decrease of \$0.02 million of reserves previously budgeted to address unanticipated events.

Revenues

Decrease of \$0.06 million.

- Use of Fund Balance — decrease of \$0.02 million due to management reserve change described above.

- General Revenue Allocation — decrease of \$0.04 million which reflects the impact of the downturn in the overall economy.

Budget Changes and Operational Impact: 2009-10 to 2010-11

No significant changes.



Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Grand Jury	1.00	1.00	1.00
Total	1.00	1.00	1.00

Budget by Program

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Grand Jury	\$ 564,637	\$ 737,162	\$ 737,162	\$ 658,055	\$ 678,122	\$ 680,076
Total	\$ 564,637	\$ 737,162	\$ 737,162	\$ 658,055	\$ 678,122	\$ 680,076

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Salaries & Benefits	\$ 122,240	\$ 112,728	\$ 122,728	\$ 122,393	\$ 113,808	\$ 116,061
Services & Supplies	442,397	604,434	594,434	535,662	564,314	564,015
Management Reserves	—	20,000	20,000	—	—	—
Total	\$ 564,637	\$ 737,162	\$ 737,162	\$ 658,055	\$ 678,122	\$ 680,076

Budget by Categories of Revenues

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Miscellaneous Revenues	\$ —	\$ —	\$ —	\$ 18	\$ —	\$ —
Use of Fund Balance	(148,725)	20,000	20,000	(59,125)	—	—
General Revenue Allocation	713,362	717,162	717,162	717,162	678,122	680,076
Total	\$ 564,637	\$ 737,162	\$ 737,162	\$ 658,055	\$ 678,122	\$ 680,076





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

To 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.

2008-09 Accomplishments

Required Discipline – Skilled, Competent and Diverse Workforce

- Enhanced on-campus relationships with student and faculty organizations to market County employment opportunities by attending 15 recruitment events at colleges and universities. On-site testing was discontinued due to lack of employment opportunities for entry level professional positions this year.
- Marketed County employment opportunities by advertising in a variety of culturally diverse publications and Web sites, and by attending job fairs that are targeted at diverse populations, in order to maintain a 61% ratio of diverse applicants of the overall applicant pool.
- Completed 98% of 283 recruitment plan/service agreements within established goal dates.
- Supported and maintained the new customer service program, Serving Everyone with Excellence, by implementing Customer Service Boot Camp and by training 882 employees. This Web-based training course is

available to all employees through the Learning Management System - an online system accessible to all employees for enrolling, scheduling, delivering, evaluating and reporting on training.

- Conducted 39 training sessions for departments in support of the Work Safe/Stay Healthy program; however, lost hours of productivity for Fiscal Year 2008-09 were 107,838, an increase of 3% (3,139) for injured workers as compared to Fiscal Year 2007-08 (104,698).
- Ensured selection of best candidates by improving the reliability of background investigations through the implementation of a fingerprint driven federal level criminal check.
- Completed 98.5% of 335 classification activity requests (reclassification requests, salary studies, position maintenance studies, etc.) within prescribed goal dates.

Required Discipline – Fiscal Stability

- Successfully negotiated two-year extensions of all labor agreements and negotiated a reduced retirement benefit for employees hired on or after August 28, 2009, and saved the County significant costs in employee benefits.

Required Discipline – Customer Satisfaction

- Marketed various customer service programs by conducting 10 presentations to 2,051 employees; presenting 3,304 employees with Customer Service Hero Awards; and presenting Customer Service Prize Patrol Trophies to 11 groups Countywide.

- Coordinated a customer satisfaction survey with 37 participating departments by making surveys available on counters at 276 locations where the public is served. A total of 5,204 surveys were collected and the countywide customer satisfaction rating was 92%.

Required Discipline – Information Technology

- Promoted the utilization of the Human Resources Information System capabilities in the County by creating 80% use awareness among unclassified managers and Sheriff's personnel. This system provides managers with the access to workforce information, on demand, for their decision making purposes.
- Successfully implemented an automated benefit system for the processing of benefits for open enrollment, new hires and family status changes. This system provides a convenient, user-friendly, cost effective Web-based enrollment process for employees. This project had been deferred from the previous fiscal year.
- Successfully completed both the database upgrade and associated tools upgrade for the Human Resources Information System to ensure technology, system requirements and security standards were met.

2009-11 Objectives

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Assist departments with reorganization efforts related to workforce transition activity by December 2009 in order to increase efficiencies with fewer resources.
- Conduct Train-the-Trainer Knowledge Worker training to department representatives by December 2009, to ensure that the General Management System 2.0 initiatives are introduced to 100% of employees.
- Train 50% of all human resources professionals in the Advanced Human Resources Certificate Program by January 2010, to ensure consistency in administering County policies and procedures.
- Develop a retention program designed to extend the work-life of baby boomer/mature workers in order to ensure knowledge transfer and continuity of program success, by June 2010.

- Support a skilled, adaptable and safe workforce by developing 10 safety trainings available via the County's Learning Management System, by June 2010.
- Conduct one Discipline Case Advocacy Institute training session by June 2011, to increase departmental human resources officers' ability to represent the County effectively in disciplinary hearings.

Required Discipline – Continuous Improvement

- Procure the employee benefit Flexible Spending Benefit Account administration contract for improved services and pricing, by June 2010.
- Ensure 100% of all employment applications will be obtained via the Web, by January 2010.
- Administer recently negotiated contract Memorandum of Agreements in order to reduce the number of grievances, by June 2011.

Required Discipline – Information Technology

- Roll out online support tool to approximately 3,000 supervisors by July 2009, through the implementation of a Supervisors' Resource Center with training resources, materials and links that will support and enable supervisors to access training materials without enrolling in a classroom-based training program.
- Complete full application upgrade on the Human Resources Information System in order to maintain adequate services' support levels and enhance personnel, payroll and benefits tracking for County employees, by December 2010.
- Enhance the Countywide employee performance evaluation process by incorporating tracking and form completion within the Human Resources Information System to ensure delivery to the appropriate supervisor and minimize hard copy distribution, by December 2010.
- Implement an online certificate of insurance tracking program through partnership with Purchasing and Contracting and the Health and Human Services Agency to ensure appropriate insurance requirements are incorporated in all contracts, by June 2010.

Related Links

For additional information about the Department of Human Resources, refer to the Web site at <http://www.co.san-diego.ca.gov/hr>.



Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Actuals	2009-10 Adopted	2010-11 Approved
Percentage of classification activity requests completed within prescribed time frame	98% of 398	94% of 580	98.5% of 335	94% of 300	94% of 300
Percentage of recruitment plan/service agreements/timelines are met	97% of 537	94% of 548	98% of 283	94% of 400	95% of 400

Budget Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 4.00 staff years in Human Resources Services Division as a result of a reduction in available funding. This will result in delays in hiring and classification reviews.

Expenditures

Net decrease of \$0.5 million.

- Salaries and Benefits — net decrease of \$0.3 million due to the staffing changes described above.
- Management Reserves — decrease of \$0.2 million previously budgeted to address unanticipated events.

Revenues

Net decrease of \$0.5 million.

- Charges for Current Services — increase of \$0.3 million from external department overhead payments (A-87) and Superior Court due to reimbursement of costs for services rendered.

- Miscellaneous Revenues — increase of \$0.1 million from Workers Compensation Internal Service Fund due to increased contracted services program costs.
- Use of Fund Balance — decrease of \$0.2 million in Finance and General Government Group fund balance due to the decrease in Management Reserves described above. The remaining \$0.3 million of Finance and General Government Group Fund balance will provide one-time money for the Workforce Academy for Youth (WAY) program.
- General Revenue Allocation — decrease of \$0.7 million, which reflects the impact of the downturn in the overall economy.

Budget Changes and Operational Impact: 2009-10 to 2010-11

No significant net change. An increase in Salaries and Benefits for negotiated wage and benefit increases is offset by a decrease in Services and Supplies, including a decrease in one-time funding associated with the Workforce Academy for Youth (WAY) program.



Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Department of Human Resources	122.00	118.00	118.00
Total	122.00	118.00	118.00

Budget by Program

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Department of Human Resources	\$ 21,861,114	\$ 22,857,113	\$ 23,956,797	\$ 21,272,124	\$ 22,384,701	\$ 22,391,356
Total	\$ 21,861,114	\$ 22,857,113	\$ 23,956,797	\$ 21,272,124	\$ 22,384,701	\$ 22,391,356

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Salaries & Benefits	\$ 12,591,134	\$ 13,201,047	\$ 13,632,458	\$ 13,353,310	\$ 12,926,642	\$ 12,993,297
Services & Supplies	9,257,524	9,456,066	10,217,628	7,918,814	9,458,059	9,398,059
Capital Assets Equipment	12,456	—	—	—	—	—
Management Reserves	—	200,000	106,711	—	—	—
Total	\$ 21,861,114	\$ 22,857,113	\$ 23,956,797	\$ 21,272,124	\$ 22,384,701	\$ 22,391,356

Budget by Categories of Revenues

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Intergovernmental Revenues	\$ —	\$ —	\$ —	\$ 189	\$ —	\$ —
Charges For Current Services	1,093,541	1,075,980	1,075,980	1,206,414	1,418,893	1,418,893
Miscellaneous Revenues	6,391,786	6,505,372	6,505,372	5,779,276	6,638,200	6,740,401
Use of Fund Balance	(58,258)	475,000	1,574,684	(514,516)	275,000	—
General Revenue Allocation	14,434,045	14,800,761	14,800,761	14,800,761	14,052,608	14,232,062
Total	\$ 21,861,114	\$ 22,857,113	\$ 23,956,797	\$ 21,272,124	\$ 22,384,701	\$ 22,391,356



Media and Public Relations

Department Description

Established by the Board of Supervisors in 1997, the Department of Media and Public Relations (DMPR) ensures that information about County issues, programs and services moves quickly and accurately to the public, employees and news organizations. Moreover, the department oversees County communications; including emergency communications, media relations and overall content of the County's external and internal Web sites. The department is responsible for news releases, newsletters, publications and presentations; as well as the operation and programming of the County government access channel, County Television Network (CTN). Additionally, DMPR administers and monitors the County and State franchise agreements with video providers operating within unincorporated areas of the county. The DMPR team is comprised of award-winning writers, producers, videographers and public affairs professionals. The staff has extensive experience in communications for the public, private and nonprofit sectors, through Web, print and broadcast media. As part of their duties, staff members explore emerging technologies and social media to ensure that the County continues to be able to communicate effectively with residents.

Mission Statement

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

2008-09 Accomplishments

Strategic Initiative – Safe and Livable Communities

- During emergency drills, provided accurate and timely emergency response and recovery information to the public and media. Tested computers and social media, televisions, radios, cell phones and newspapers to ensure the public had the information needed to minimize loss, accelerate recovery and maintain confidence in County government.
 - Met 97% (29 of 30 points) of DMPR benchmarks for each emergency response drill in Fiscal Year 2008-09.



Required Discipline – Accountability/Transparency

- Informed San Diego County residents, decision makers and media on the scope, role and benefits of County government so that residents can get the most out of government services and can see an improvement in the overall quality of life in the region.
 - Produced 135 programs, segments or public service announcements (PSAs) highlighting County Strategic Initiative programs and services in Fiscal Year 2008-09.
- Collected and promoted County stories on Strategic Initiatives and/or performance providing information, accountability and transparency to taxpayers, the public and County employees.
 - Placed 1,259 stories about the County's Strategic Initiatives or performance stories through the media.

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 were addressed.
 - Provided 20 media trainings to County departments, so that departments were able to enhance the quality of their job performance and ensure that information provided to the public and media was accurate and appropriate.



2009-11 Objectives

Strategic Initiative – Safe and Livable Communities

- 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 and social media, cell phone alerts, 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 93% (28 of 30) DMPR benchmarks for each emergency response drill in Fiscal Years 2009-10 and 2010-11.

Required Discipline – Accountability/Transparency

- 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 at least 100 programs, segments, PSAs, presentations and Web videos highlighting County Strategic Initiative programs and services in Fiscal Year 2009-10 and 105 in Fiscal Year 2010-11.
- 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 and/or performance stories through the media in Fiscal Years 2009-10 and 2010-11.

Required Discipline – Information Technology

- Improve the design and navigation of the County's overall intranet system by June 2010 to promote self-sufficiency, improve employee productivity and as a result, provide better customer service to the public.

Required Discipline – Customer Satisfaction

- Set up digital signage information centers in at least three County locations by June 2010 to promote self-sufficiency and customer satisfaction.

Required Discipline – Skilled, Adaptable 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 23 media trainings to County departments in Fiscal Years 2009-10 and 2010-11, 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.
 - Help the County's employees become knowledge workers by exploring new technological communication tools and by providing information and/or training on how to best use those tools to communicate to others either externally or internally. Examples of such tools involve e-mail subscriptions, social media and mental desktops.
 - Provide at least 15 one-on-one or group trainings to County employees in Fiscal Years 2009-10 and 2010-11, so that the County uses all the tools necessary to communicate to others in today's changing technological world.

Related Links

For additional information about the Department of Media and Public Relations and/or CTN, refer to the Web site at <http://www.sdcounty.ca.gov/dmpr/> or <http://www.ctn.org>

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Actuals	2009-10 Adopted	2010-11 Approved
Number of trainings by DMPR staff in new technological communications tools ¹	N/A	N/A	N/A	15	15
Number of media trainings conducted by DMPR staff for other departments	20	20	20	23	23
Number of new presentations ² , programs, segments, PSAs and Web videos produced by CTN highlighting one or more Strategic Plan Initiative or performance stories	111	100	135	100	105
Media placements coordinated by DMPR staff and HHSA	1,650 ³	1,000	1,259	1,000	1,000
Benchmarks met for each emergency drill or training ⁴	97%	90%	97%	93%	93%

Table Notes

- ¹ New measure effective Fiscal Year 2009-10.
- ² CTN's duties expand to the production of more presentations and Web videos.
- ³ Target was exceeded due to full staffing of Media & Public Relations Specialists in DMPR and Health and Human Services Agency.
- ⁴ DMPR uses a point system to determine whether staff members are meeting benchmarks on technology, individual preparedness, contact lists, news releases and briefings, County Web site updates and CTN emergency information.

Budget Changes and Operational Impact: 2008-09 to 2009-10

Staffing

No change in staffing.

Expenditures

Net increase of \$0.3 million.

- Services and Supplies — increase of \$0.4 million for one-time expenditures for intranet redesign, digital signage information centers and the replacement and/or upgrade of aging video equipment.
- Capital Assets Equipment — increase of \$0.1 million for one-time capital expenditures to replace and/or upgrade aging CTN production equipment.
- Management Reserves — decrease of \$0.2 million previously budgeted to address unanticipated events.

Revenues

Net increase of \$0.3 million.

- Licenses, Permits & Franchises — decrease of \$2.5 million in Cable Franchise Fee Revenues as a result of the reclassification of the Media and Public Relations Special Revenue Fund to a General Fund organization. These revenues will be recognized in the General Fund as General Purpose Revenue. \$0.2 million of Public Educational Governmental (PEG) Access Fees, which will be used to fund one-time expenditures noted above.
- Charges for Current Services — decrease of \$0.2 million as a result of the conversion of Media and Public Relations from a Special Revenue Fund to a General Fund department.
- Use of Fund Balance — increase of \$0.1 million for a total of \$0.3 million, which will be used to fund one-time expenditures noted above.



- General Revenue Allocation — The Department of Media and Public Relations is recommended to be converted from a Special Revenue Fund to a General Fund department. This change will result in an increase of \$3.0 million due to the elimination of the Media and Public Relations Special Fund Revenue. Revenues previously realized in the Media and Public Relations Special Revenue fund will be recognized in the General Fund.

Budget Changes and Operational Impact: 2009-10 to 2010-11

Net decrease of \$0.4 million in expenditures and revenues as a result of a decrease in one-time expenditures in Services and Supplies and Capital Assets Equipment, partially offset by a minor increase in Salaries and Benefits for negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Media and Public Relations	22.00	22.00	22.00
Total	22.00	22.00	22.00

Budget by Program

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Media and Public Relations	\$ 3,290,455	\$ 3,094,902	\$ 8,124,559	\$ 7,888,779	\$ 3,430,213	\$ 3,003,169
Total	\$ 3,290,455	\$ 3,094,902	\$ 8,124,559	\$ 7,888,779	\$ 3,430,213	\$ 3,003,169

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Salaries & Benefits	\$ 2,324,230	\$ 2,451,725	\$ 2,523,404	\$ 2,473,169	\$ 2,475,806	\$ 2,541,406
Services & Supplies	732,287	443,177	586,230	400,686	814,907	461,763
Capital Assets Equipment	183,939	—	—	—	139,500	—
Operating Transfers Out	50,000	—	5,014,924	5,014,924	—	—
Management Reserves	—	200,000	—	—	—	—
Total	\$ 3,290,455	\$ 3,094,902	\$ 8,124,559	\$ 7,888,779	\$ 3,430,213	\$ 3,003,169

Budget by Categories of Revenues

	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Amended Budget	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Approved Budget
Licenses Permits & Franchises	\$ 2,408,861	\$ 2,744,902	\$ 6,033,518	\$ 6,163,616	\$ 216,000	\$ —
Revenue From Use of Money & Property	107,151	—	75,495	75,495	—	—
Charges For Current Services	173,626	150,000	150,000	4,016	—	—
Miscellaneous Revenues	15,572	—	—	15,886	—	—
Other Financing Sources	50,000	—	50,000	50,000	—	—
Use of Fund Balance	535,245	200,000	1,815,546	1,579,766	260,000	—
General Revenue Allocation	—	—	—	—	2,954,213	3,003,169
Total	\$ 3,290,455	\$ 3,094,902	\$ 8,124,559	\$ 7,888,779	\$ 3,430,213	\$ 3,003,169