

County of San Diego

Finance and General Government Group

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Finance and General Government Group
Summary & Executive Office
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Board of Supervisors
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Assessor / Recorder / County Clerk
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Treasurer - Tax Collector
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Chief Administrative Office
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Auditor and Controller
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County Technology Office
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Civil Service Commission
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Clerk of the Board of Supervisors
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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 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
- County Communications Office

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.

2009-10 Accomplishments

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

- Maintained the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investors Service), AAA (Standard & Poor's) and AAA (Fitch Ratings) to ensure lower debt interest costs.
- Aggressively pursued 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. Specific accomplishments include:



- The successful refinancing of two existing long-term debt obligations, the Central Jail bonds and the Hall of Justice bonds, resulting in approximately \$1.2 million of savings annually or net present value savings of \$8.7 million over remaining life of the bonds.
- The early payment of \$100 million in outstanding taxable Pension Obligation Bonds resulting in approximately \$4.5 million savings annually or net present value savings of approximately \$59.3 million over the remaining life of the bonds, and shortened the final maturity of the bonds by one year to Fiscal Year 2026-27.
- Following the suspension of Proposition 1A, successfully securitized \$73.3 million in property tax revenues borrowed from the County and other special districts within the county mitigating cash flow and repayment risk.
- Effectively managed 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 despite unprecedented volatility and substantial credit concerns facing the financial markets.
- Continued 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

- Delivered 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, resulting in success in 93% (77 of 83) of court decisions in all lawsuits filed against the County and a success rate of 92% (11 of 12) in County code enforcement and other lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
- Supported and maintained 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 – Regional Leadership

- Led regional efforts to provide the County and interested local cities the opportunity to join the Statewide pilot of the CaliforniaFIRST program, a property assessed clean energy program that will soon

offer property owners financing for making certain energy efficiency and solar energy improvements with pay back for the loans attached to the property tax bill.

- Hosted the 26th 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.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Presented the "Large Agency Award of Excellence" for 2009 from the International Public Management Association. This award was given in recognition of the County's overall quality and accomplishments of the human resources program which exceeds normal operations of a good government human resources program.
- Safeguarded 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.
- Supported 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.
- Engaged in active workforce transition planning efforts including a Web site and other support elements to assist employees facing potential job changes or termination, and assisted departments with reorganization efforts related to workforce transition activities in order to increase efficiencies with fewer resources.

Required Discipline – Accountability/Transparency

- The County launched an enterprisewide effort to closely monitor the use of federal economic stimulus funds including the launch of the San Diego County Recovery Web site (www.RecoverySDCounty.org).
- Digitized close to 10 million images of over 150 years of official County records dating back to 1853 to ensure that all members of the public were able to benefit from these services.
- Provided audit services, including State mandated and operational/performance audits that ensure the integrity of management control systems, consistent performance across the enterprise and a best use of resources resulting in implementation of 100% (167) of

audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) on or before their due date.

- Participated in the development of online training materials to educate the workforce on the Management Controls Initiative to promote a control environment and to further ensure accuracy, accountability and transparency in the County's operations and financial reporting.

Required Discipline – Information Technology

- Recognized as the “Best Local Government Website” in the State by the Center for Digital Government in the 2009 Best of California Awards program.
- The County initiated the use of innovative social media technology to communicate internally and externally on critical public interest areas such as H1N1 flu vaccinations and winter storm alerts.
- The County developed a robust set of technical and functional requirements along with comprehensive management and implementation strategies which were used to solicit proposals to replace antiquated and inefficient property tax administration applications.
- Implemented a secure electronic approval system to allow County officials to electronically approve Board of Supervisors agenda items from any location, 24 hours a day/7 days a week, eliminating the need to physically route documents across the region for “wet ink” signature. This initiative has reduced vehicle and fuel usage and increased overall staff productivity.
- Continued activities to upgrade the County's core financial and human resources software applications to improve operational efficiency. Specific accomplishments include; the completion of the competitive vendor selection process required to upgrade Oracle Financials, the County's key financial application, an upgrade to the time and labor tracking application Kronos, to improve efficiency and enhance the support model, and lastly to upgrade the enterprise human resource management system to ensure application support and to standardize current system customizations which will make future upgrades easier.
- Aggressively pursued opportunities for server consolidation and virtualization to reduce costs and improve efficiencies.
- Revamped the County IT Strategic Plan to outline how over the next five years IT will assist the County

achieve its vision to efficiently, effectively and strategically meet its goals and needs of its residents. The County is committed wherever it is cost effective for the taxpayer, to focus on green IT, customers first, workforces effectiveness, and anytime, anywhere access in its operations and strategic projects.

2010-12 Objectives

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 to facilitate the delivery of essential services to the public.
- Negotiate fiscally prudent successor agreements with 25 bargaining units and 8 employee organizations by June 2011.

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. Due to reductions in funding, the annual Customer Satisfaction Survey component of this program has been eliminated.

Strategic Initiative – The Environment

- Implement the CaliforniaFIRST program, a statewide pilot program that will offer property owners financing for making certain energy efficiency and solar energy improvements to their homes or business with pay back for the loans attached to the property tax bill.



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.
- Provide local veterans work experience by establishing a six-month Veteran's Work Experience Program in order for them to learn new skills to improve opportunities in the workforce.

Required Discipline – Accountability/Transparency

- Provide audit services, including State mandated and operational/performance audits that ensure the integrity of management control systems, consistent performance across the enterprise and a best use of resources.
- Create, maintain and provide official County records so that all 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.
- Complete the server consolidation and virtualization project to reduce costs and improve efficiency.

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: 2009-10 to 2010-11

Staffing

Decrease of 2.00 staff years due to the decline in the overall economy. This decrease in staffing levels will reduce the level of direct support offered to Finance and General Government Group departments on business process

reengineering initiatives, and will result in the transfer of management of the Panorama Business Views (PB Views) performance measurement application to the Health and Human Services Agency.

Expenditures

Decrease of \$49.2 million.

- Salaries and Benefits — decrease by \$0.2 million primarily due to the staffing changes described above.
- Services and Supplies — decrease of \$46.7 million as a result of the removal of one-time information technology funding included in the prior year budget (\$46.6 million) and a reduction in the travel and training budget (\$0.1 million) due to a decline in the overall economy. This expenditure category includes the rebudget of one-time funding in the amount of \$41.3 million to support anticipated costs associated with the development and implementation of an Integrated Property Tax System.
- Management Reserves — decrease of \$2.3 million due to a decrease in the estimated amount of management reserves required to mitigate potential revenue shortfalls. The remaining \$2.5 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

Decrease of \$49.2 million.

- Use of Fund Balance — decrease of \$48.9 million due to the removal of one-time prior year funds and decrease in management reserve described above. Remaining budget of \$43.8 million includes a rebudget of one-time funding (\$41.3 million) to support the development and implementation of an Integrated Property Tax System, and \$2.5 million for management reserves.
- General Purpose Revenue Allocation — decrease of \$0.3 million, which reflects the management of limited County resources in the current economic environment.

Executive Office Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of \$43.7 million is primarily the result of the removal of one-time funds and management reserves from Fiscal Year 2010-11, partially offset by an increase in Salaries and Benefits, which reflects an increase for

retirement contributions for 2011-12 and the full effect of the flexible credit increase that will take effect in January 2011.



Group Staffing by Department						
		Fiscal Year 2009-10 Adopted Budget			Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Finance & General Government Executive Group		8.00			6.00	6.00
Board of Supervisors		56.00			56.00	56.00
Assessor / Recorder / County Clerk		397.50			397.50	397.50
Treasurer - Tax Collector		121.00			121.00	121.00
Chief Administrative Office		15.50			14.50	14.50
Auditor and Controller		249.00			245.50	245.50
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		137.00			135.00	135.00
Grand Jury		1.00			1.00	1.00
Human Resources		118.00			110.00	110.00
County Communications Office		22.00			22.00	22.00
Total		1,182.00			1,165.50	1,165.50

Group Expenditures by Department						
	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Finance & General Government Executive Group	\$ 10,153,423	\$ 98,371,444	\$ 101,094,828	\$ 17,202,960	\$ 49,136,220	\$ 5,477,400
Board of Supervisors	7,264,503	7,671,647	8,339,502	7,353,093	7,628,046	7,630,818
Assessor / Recorder / County Clerk	52,736,678	52,195,380	56,527,573	49,368,851	50,638,198	50,411,586
Treasurer - Tax Collector	19,140,824	17,124,158	18,680,713	17,669,519	19,148,452	18,031,194
Chief Administrative Office	4,553,754	4,614,209	4,929,312	4,602,994	4,379,445	4,409,258
Auditor and Controller	35,915,961	34,063,269	35,632,084	31,563,434	33,839,785	34,359,080
County Technology Office	143,077,909	135,543,619	147,669,264	129,079,653	139,910,787	112,371,748
Civil Service Commission	596,372	621,605	621,605	582,721	558,294	566,258
Clerk of the Board of Supervisors	7,835,825	8,199,379	9,878,941	8,399,128	6,380,645	6,166,053
County Counsel	22,678,912	22,318,667	22,592,316	21,845,765	22,554,021	22,171,916
Grand Jury	658,055	678,122	678,122	635,009	580,076	581,666
Human Resources	21,272,124	22,384,701	22,831,968	19,648,943	22,703,286	21,889,423
County Communications Office	7,888,779	3,430,213	3,694,286	3,064,472	2,879,771	2,621,689
Total	\$ 333,773,118	\$ 407,216,413	\$ 433,170,513	\$ 311,016,542	\$ 360,337,026	\$ 286,688,089

Executive Office Staffing by Program

	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Finance & General Government Executive Office	8.00	6.00	6.00
Total	8.00	6.00	6.00

Executive Office Budget by Program

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Finance & General Government Executive Office	\$ 10,153,423	\$ 98,371,444	\$ 101,094,828	\$ 17,202,960	\$ 49,136,220	\$ 5,477,400
Total	\$ 10,153,423	\$ 98,371,444	\$ 101,094,828	\$ 17,202,960	\$ 49,136,220	\$ 5,477,400

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Salaries & Benefits	\$ 1,465,273	\$ 1,266,561	\$ 1,446,561	\$ 1,436,932	\$ 1,089,843	\$ 1,232,953
Services & Supplies	8,688,150	92,304,883	96,019,267	15,766,027	45,546,377	4,244,447
Management Reserves	—	4,800,000	3,629,000	—	2,500,000	—
Total	\$ 10,153,423	\$ 98,371,444	\$ 101,094,828	\$ 17,202,960	\$ 49,136,220	\$ 5,477,400

Executive Office Budget by Categories of Revenues

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Charges For Current Services	\$ 534,487	\$ —	\$ —	\$ 398,515	\$ —	\$ —
Miscellaneous Revenues	21,020,580	—	—	—	—	—
Other Financing Sources	4,964,924	—	247,522	247,522	—	—
Use of Fund Balance	(22,756,185)	92,700,000	95,175,862	10,885,479	43,801,930	—
General Purpose Revenue Allocation	6,389,616	5,671,444	5,671,444	5,671,444	5,334,290	5,477,400
Total	\$ 10,153,423	\$ 98,371,444	\$ 101,094,828	\$ 17,202,960	\$ 49,136,220	\$ 5,477,400



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 more than 638,000 residents of the First Supervisorial District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from Crown Point on Mission Bay in the north to the U.S./Mexico international border 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, special projects and constituent services.

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; actively promoting the well-being of children, youth and



families by creating more opportunities to succeed through innovative programs and projects like the San Pasqual Academy and the Bonita-Sunnyside and Lincoln Acres libraries.

Since taking office, Supervisor Cox has made it one of his highest priorities to improve the lives of foster children. Specifically, he has tirelessly worked to raise funds and provide programs, like School Success, to help foster children achieve academic success and graduate high school. In 2008, the graduation rate for foster children in San Diego was well over 85%, comparable to that of the general public and a dramatic change from 10 years ago when the rate was only 51%.

Supervisor Cox has also made it a priority to improve access to health care in his district and countywide. As one of the two Supervisors who initiated the Healthcare Safety Net study in 2005, Supervisor Cox has provided hundreds of thousands of dollars in Neighborhood Reinvestment funds to local Community Clinics, and worked with clinics and hospitals to maintain and enhance the safety net in San Diego County.

Supervisor Cox has worked to preserve open space while providing recreational opportunities through the creation of the Bayshore Bikeway, the Sweetwater River Bike Trail, Otay Valley Regional Park and the expansion of the Sweetwater River Regional Park and the Tijuana River Valley Regional Park.

Supervisor Cox co-chairs the 2010 Campaign for Active Transportation, which advocates for federal funding for projects and programs that encourage people to move from driving to walking and bicycling, thus reducing toxic auto emissions that pollute our air. He is championing San Diego's effort to complete the California Coastal Trail, a network of trails and routes spanning the entire coastline.

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 has worked with federal and local offices regarding the design and construction of the new San Ysidro Port of Entry and associated infrastructure to enhance international commerce and trade. Supervisor Cox is also working to complete construction of State Route 905, State Route 11 and a second Otay Mesa international border crossing. 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. Supervisor Cox was recently appointed to represent the County of San Diego on the San Diego County Regional Airport Authority.

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 approximately 584,706 residents, including 274,851 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.

The public's safety, stronger fire protection and a fiscally sound 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 \$180 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, Mesa Grande, 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 is Chairwoman of the County Board of Supervisors.

She represents more than 600,000 residents in a district encompassing an expansive area that includes large parts of coastal and inland North County and much of coastal and inland suburban San Diego, including Rancho Bernardo, Scripps Ranch and Rancho Penasquitos.

The Chairwoman also represents diverse communities and constituencies in Escondido and suburban inland Mira Mesa, respectively; the eclectic community of Pacific Beach; the Cities of Encinitas, Solana Beach and Del Mar; distinct beach communities along Highway 101; as well as Scripps Ranch, Mira Mesa, Tierrasanta and Sabre Springs; and San Diego neighborhoods like Navajo and San Carlos; and La Jolla.

The Chairwoman is very involved in constituent service to her district. From County-operated libraries, Sheriff's protection and the District Attorney, the County provides essential services to the region and the district. The Third District offers a unique blend of urban, suburban, semi-rural and open space areas. The Chairwoman is actively engaged in issues relating to unincorporated growth and development, 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. Chairwoman 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 Chairwoman 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, Chairwoman Slater-Price will continue to advance a sound, balanced fiscal approach to county governance for area taxpayers.

Chairwoman 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. Approximately 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, approximately 670,000 people reside in the Fifth District. Efficient and friendly service is a top priority for Supervisor Horn. His staff assists with research, development and analysis of the County budget, operations and policies in addition to responding to the needs of constituents and supporting Supervisor Horn in his contact with the public. Supervisor Horn is proud of the district's improved access to health care, public safety resources, emergency preparedness and strong relationships with faith-based organizations.

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 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, Santa Ysabel 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 spring-time, 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 protecting property rights, ensuring public safety, balancing growth, eliminating traffic congestion and preserving our 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 2009-10 Adopted Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Board of Supervisors District 1	9.00	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	10.00	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	56.00	56.00	56.00

Budget by Program

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Board of Supervisors District 1	\$ 1,213,510	\$ 1,308,832	\$ 1,510,673	\$ 1,256,503	\$ 1,308,832	\$ 1,308,832
Board of Supervisors District 2	1,238,385	1,392,135	1,392,135	1,265,411	1,312,135	1,312,135
Board of Supervisors District 3	1,306,010	1,271,836	1,306,814	1,292,034	1,285,392	1,285,392
Board of Supervisors District 4	1,054,168	1,216,950	1,416,950	1,216,710	1,229,921	1,229,921
Board of Supervisors District 5	1,294,801	1,408,611	1,608,611	1,282,671	1,408,611	1,408,611
Board of Supervisors General Offices	1,157,628	1,073,283	1,104,318	1,039,763	1,083,155	1,085,927
Total	\$ 7,264,503	\$ 7,671,647	\$ 8,339,502	\$ 7,353,093	\$ 7,628,046	\$ 7,630,818

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Salaries & Benefits	\$ 6,061,158	\$ 6,655,952	\$ 6,615,429	\$ 6,312,618	\$ 6,617,967	\$ 6,620,739
Services & Supplies	1,203,345	1,015,695	1,724,073	1,040,474	1,010,079	1,010,079
Total	\$ 7,264,503	\$ 7,671,647	\$ 8,339,502	\$ 7,353,093	\$ 7,628,046	\$ 7,630,818

Budget by Categories of Revenues

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Charges For Current Services	\$ 1,419	\$ —	\$ —	\$ 1,952	\$ —	\$ —
Miscellaneous Revenues	37	—	—	80	—	—
Use of Fund Balance	(563,956)	—	667,855	(320,586)	—	—
General Purpose Revenue Allocation	7,827,003	7,671,647	7,671,647	7,671,647	7,628,046	7,630,818
Total	\$ 7,264,503	\$ 7,671,647	\$ 8,339,502	\$ 7,353,093	\$ 7,628,046	\$ 7,630,818





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 and death 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.

2009-10 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.



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.
- Developed a plan to review the departmental fee structure on an annual basis to ensure that costs for services are being fully recovered.

Required Discipline – Information Technology

- Developed requirements for 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. Completion of this project is dependent upon implementation of the Integrated Property Tax System (IPTS) which is currently in the vendor proposal review process.
- Procured a new integrated recording/vital records system that will allow the ARCC to maintain a high level of fiscal stability and service to its citizens. Installation of this new system is targeted for Fiscal Year 2010-11.
- Initiated activities to procure a records asset management solution to ensure compliance with business continuity objectives as well as any legal retention requirements. Implementation is targeted for Fiscal Year 2010-11.
- Implemented remediation strategies for legacy computer applications relating to Assessment Appeals, Roll Corrections and Proposition 8 valuations using modern client-server and database technologies. This will allow the department to fulfill increasing operational demands and customer service mandates.

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.

2010-12 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.
- Begin to electronically preserve vital records by scanning and indexing these documents to protect historical original documents from further deterioration.

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.
- Annually review departmental fee structure 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 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.
- Install and implement a new integrated recording/vital records system that will allow the ARCC to leverage necessary new technologies in order to maintain a high level of fiscal stability and service to its citizens.
- Install and implement a records asset management solution to ensure compliance with business continuity objectives as well as legal retention requirements.
- Implement and install an electronic recording module that will allow the department to electronically accept recorded documents. This will enable the department to significantly reduce document processing time, improve the accuracy of records and enhance customer service. In addition, title companies, government agencies and other trusted business partners will realize cost savings in recording documents; and the speed at which documents are recorded will be greatly improved.

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://arcc.co.san-diego.ca.us/arcc/default.aspx>.

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Actuals	2010-11 Adopted	2011-12 Approved
Percentage of ownership records indexed within two business days ¹	99%	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	95%	94%	94%	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. Completing one hundred percent of the annual assessment work is the goal in the County's first step to assessing and billing annual property taxes.

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: 2009-10 to 2010-11

Staffing

No change in staffing.

Expenditures

Net decrease of \$1.6 million.

- Salaries and Benefits — net increase of \$0.2 million primarily due to negotiated wage and benefit increases.
- Services and Supplies — net decrease of \$1.8 million.
 - Decrease of \$4.8 million used to fund Fiscal Year 2009-10 one-time initiatives, partially offset by \$1.3 million to fund Fiscal Year 2010-11 one-time projects which include: scanning of prior year property appraisal records (\$0.4 million); outsourced microfilm services (\$0.4 million); integrated recording system software (\$0.4 million), and vital records program enhancements (\$0.1 million).

- Increase of \$1.0 million in IT costs due to escalating legacy remediation costs and increased storage costs.
- Increase of \$0.4 million in printing, postage and other discretionary costs due to anticipated rate increases.
- Increase of \$0.3 million to provide ongoing support costs for new integrated recording/vital records system.

Revenues

Net decrease of \$1.6 million.

- Revenue from Use of Money & Property — increase of \$0.1 million due to an increase in lease revenues as a result of the rental of previously unoccupied space.
- Charges for Current Services — net increase of \$2.3 million.
 - Decrease of \$0.5 million in Assembly Bill (AB) 2890, Supplemental Tax Administration Reimbursement, revenues.



- Increase of \$2.2 million in Property Tax System Administration revenues to reflect anticipated collections from cities for services rendered (\$1.8 million), and an increase of \$0.4 million of Assembly Bill (AB) 589, State-County Property Tax Administration Grant Program, revenues for one-time scanning initiative described above.
- Increase of recorded document fees of \$4.0 million primarily as a result of an increase in the recording fee (\$4 to \$10) for the first page. A decline in recording revenue is anticipated due to the current economic downturn in housing activity; the fee increase will help mitigate this shortfall as well as declines in other revenues described below.
- Decrease of \$0.5 million in revenue for Certified Copy Vital Statistics due to fewer applications for certified copies of vital records.
- Decreases of \$1.3 million in Modernization, \$0.7 million in E-Recording, and \$0.7 million in Social Security Truncation revenues are related to the decline in the real estate market resulting in fewer recording transactions, and the department's goal to reduce operational reliance on these revenue categories.
- Decrease in \$0.5 million from various other revenue sources due to a decline in recording transactions as described above.

- Increase of \$0.2 million in Micrographics due to a one-time initiative for records preservation project.
- Use of Fund Balance — decrease of \$3.0 million to reflect decrease in General Fund fund balance for Fiscal Year 2009-10 one-time initiatives.
- General Purpose Revenue Allocation — decrease of \$0.9 million, which reflects the management of limited County resources in the current economic environment. This decrease will be mitigated by increases in program revenues described above.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of \$0.2 million is a result of a decrease of \$1.0 million in Services and Supplies due to \$1.3 million to fund one-time initiatives for Fiscal Year 2010-11, offset by \$0.8 million for one-time initiatives in Fiscal Year 2011-12, and a decrease of \$0.5 million in contracted services. This decrease is partially offset by an increase in Salaries and Benefits (\$0.7 million), which reflects an increase for retirement contributions in 2011-12 and a negotiated flexible benefit credit increase that will take effect in January 2011.

Staffing by Program

	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Property Valuation ID	265.00	263.00	263.00
Recorder / County Clerk	103.00	110.50	110.50
Public Information Services	15.50	—	—
Management Support	14.00	24.00	24.00
Total	397.50	397.50	397.50

Budget by Program

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Property Valuation ID	\$ 30,359,987	\$ 29,430,409	\$ 30,555,597	\$ 29,270,520	\$ 31,461,924	\$ 31,640,246
Recorder / County Clerk	17,925,726	19,548,717	22,753,779	16,374,368	16,010,517	15,590,768
Public Information Services	1,683,897	976,037	976,037	1,353,259	—	—
Management Support	2,767,069	2,240,217	2,242,159	2,370,704	3,165,757	3,180,572
Total	\$ 52,736,678	\$ 52,195,380	\$ 56,527,573	\$ 49,368,851	\$ 50,638,198	\$ 50,411,586

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Salaries & Benefits	\$ 38,027,403	\$ 35,283,624	\$ 35,283,624	\$ 34,105,467	\$ 35,515,770	\$ 36,264,314
Services & Supplies	14,696,632	16,891,756	21,205,170	15,224,604	15,097,428	14,048,580
Capital Assets Equipment	12,643	20,000	38,779	38,779	25,000	98,692
Total	\$ 52,736,678	\$ 52,195,380	\$ 56,527,573	\$ 49,368,851	\$ 50,638,198	\$ 50,411,586

Budget by Categories of Revenues

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Licenses Permits & Franchises	\$ 512,710	\$ 500,000	\$ 500,000	\$ 451,285	\$ 500,000	\$ 500,000
Revenue From Use of Money & Property	58,388	20,000	20,000	73,056	120,000	120,000
Charges For Current Services	32,508,186	27,764,422	27,764,422	24,714,994	30,033,919	29,133,704
Miscellaneous Revenues	698,780	630,000	630,000	703,001	631,000	631,000
Use of Fund Balance	2,764,980	3,000,000	7,332,193	3,145,558	—	—
General Purpose Revenue Allocation	16,193,635	20,280,958	20,280,958	20,280,958	19,353,279	20,026,882
Total	\$ 52,736,678	\$ 52,195,380	\$ 56,527,573	\$ 49,368,851	\$ 50,638,198	\$ 50,411,586





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 \$6.0 billion in public funds; the billing and collection of approximately \$4.6 billion in secured and \$0.17 billion in 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.

2009-10 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

- Managed banking services for 360 accounts for both County departments and public entities in order to safeguard public funds and maintain public trust. On a daily and monthly basis, the Treasury staff is responsible for the reconciliation of 110 bank accounts that are linked to the Master Treasury account.



- 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 San Diego County Pool's assets remain stable and continue to be managed in a safe and consistent manner.
- The Treasurer-Tax Collector invested public monies held in the Treasury and maximized cash resources for a 1.20% rate of return on investment, without sacrificing the principle of safety or liquidity. This was accomplished in order to continue to fund the delivery of superior services throughout the San Diego County region. Additionally, the Investment Pooled Money Fund received reaffirmation of its Standard & Poor's AAf/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 in the issuance of approximately \$419 million in bond proceeds during Fiscal Year 2009-10. The Treasury processed in a timely manner 222 interest payments and 127 principal payments for bonds where the County Treasury serves as the paying agent.
- Provided a learning platform and forum to address current government finance issues by facilitating three seminars: the Investment Symposium (73 attendees), the Debt Symposium (111 attendees) and the Fraud Prevention Seminar (137 attendees). Additionally, due

to the success of the education program, the Treasury hosted a new seminar for 70 attendees from local nonprofit organizations in April 2010.

- Invested in local lending institutions in contribution to the health of our local economy by depositing \$39 million in 13 local community banks through the Local Banking Initiative. This initiative was achieved while maintaining the safety and liquidity of the County's pooled money funds and earning a respectable rate of return. The Treasury has invested as much as \$100 million in local community banks, however, due to market turmoil deposits are down to \$39 million.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Increased the number of certified Cash Handlers in the San Diego region by 51 (for a total of 371) through a Certified Cash Handling Seminar hosted by the Treasurer-Tax Collector and the Association of Public Treasurers (United States & Canada). This award-winning program has strengthened internal controls and increased efficiency in processing and safeguarding cash.

Required Discipline – Continuous Improvement

- Executed a contract for audit services to Nigro, Nigro & White. 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. The contractor has completed the Fiscal Year 2008-09 annual financial statement audit and completed three quarterly reviews.
- Conducted detailed contract negotiations with the selected vendor for outsourcing of credit card and electronic property tax payments. Due to the detailed identification of specific technical requirements for implementation, the launch date has changed from August 2010 to July 2011. Acquisition of this capability will improve customer satisfaction, enhance efficiency of payment processing and reduce staff time.

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 customer service to County residents at the main branch and four additional branches located throughout the county.

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 97% of secured tax payments and 97% of unsecured tax payments.

Required Discipline – Information Technology

- Participated in the development and review of a request for proposal process for selecting vendors to develop and implement the Integrated Property Tax System (IPTTS) in conjunction with the Assessor/Recorder/County Clerk, Auditor and Controller and Chief Technology Office.

Strategic Initiative – Safe and Livable Communities

- Supported services that protect San Diego County residents' quality of life.
 - Processed approximately 41,000 supplemental property tax refunds through June 30, 2010, which represents a 19.6% decrease from Fiscal Year 2008-09. However, this number still reflects a significant increase when compared to the 6,700 supplemental property tax refunds that were issued in Fiscal Year 2006-07. The increase in supplemental property tax refunds has occurred as a result of the continued economic challenges that have impacted the housing markets. The Treasurer-Tax Collector has maintained its current level of refund processing times although faced with the enormous increase in the volume of refunds.
 - Processed 2,971 new cases established for taxpayers who are in bankruptcy and have secured or unsecured taxes due through June 30, 2010. This is a 21% decrease from the number of new bankruptcy cases received in Fiscal Year 2008-09. However, as a result of continued economic challenges, it reflects a 200% increase over new bankruptcy cases that were received in Fiscal Year 2007-08. This poses a challenge for the Treasurer-Tax Collector to maintain these essential services in this time of budgetary and economic uncertainty;

however, the department has managed these increases and successfully maintained the essential services its customers rely on.

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.

Strategic Initiative – Safe and Livable Communities

- Broadened the Countywide base of employees who are planning for financial security during retirement by the following measures:
 - Enrollment in the Deferred Compensation 457 plan increased by 310 participants as of June 30, 2010, well over the target number of 100; however, the number of net accounts was 40.3% as participants leave County employment and retired personnel close accounts.
 - The 457 Deferred Compensation Plan average deferral amount decreased to \$84 per pay period, significantly lower than the \$198 per pay period last year, reflecting the current state of the economy and the wider spread focus on de-leveraging seen throughout the country. While the average deferral amount is lower than last year, an increasing number of employees who had previously stopped contributions have restarted their deferrals.
 - Educated employees on the Deferred Compensation Plan by presenting two well-attended Investment & Retirement Symposiums in January 2010 and in May 2010. The next symposium scheduled for January 2011 is currently in the planning stages.
 - Continued to increase employee awareness and understanding by hosting an estimated 62 separate training sessions throughout the County.

2010-12 Objectives

Treasury

Required Discipline – Fiscal Stability

- To safeguard public funds and maintain public trust, will efficiently manage the provisions of banking services for public entities and County departments.

The Treasurer-Tax Collector will also provide accurate recording of all funds on deposit and facilitate daily reconciliation of funds.

- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector will invest public monies held in the Treasury and maximize cash resources, without sacrificing the principle of safety or liquidity for an anticipated weighted average rate of return of 0.75% in Fiscal Year 2010-11 and 1.25% in Fiscal Year 2011-12.

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 five seminars for Fraud Prevention, Nonprofit Organization Finance, Cash Handling, Debt Financing and Investment of Public Funds for local agencies.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Increase the number of certified Cash Handlers by 40 people in Fiscal Year 2010-11 and 40 people in Fiscal Year 2011-12 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. Original target of 60 has been revised because most employees who require certification have already been certified.
- Develop "knowledge workers" within the Treasury Division by encouraging professional development through seminar and conference attendance and participation in government finance organizations such as California Municipal Treasurers Association, Government Investment Officers Association and Government Finance Officers Association.

Required Discipline – Continuous Improvement

- Implement the outsourcing of credit card and electronic property tax payments by July 2011. 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 97% for secured taxes, and 97% for unsecured taxes 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, 2011.

Required Discipline – Information Technology

- Participate in the development of the Integrated Property Tax System (IPTS) with the Assessor/Recorder/County Clerk, Auditor and Controller and Chief Technology Office to prepare IPTS for deployment by a date to be 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 Deferred Compensation 457 Plan to 40.4% (145 additional participants) by June 30, 2011 and to 41.5% (150 additional participants for a total of 295 over current) by June 30, 2012.
- Increase the average participant contribution in the Deferred Compensation 457 Plan to \$86 per pay period by June 30, 2011 and to \$87 by June 30, 2012. The targeted figures for Fiscal Years 2010-11 and 2011-12 have been revised since the CAO Proposed Operational Plan was published. The new estimates are based on the actuals for the prior fiscal year which are much lower than previously anticipated.
- Continue to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums each fiscal year.
- Continue to increase employee awareness and understanding by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees by June 30, 2011.

Related Links

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

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Actuals	2010-11 Adopted	2011-12 Approved
Secured Taxes Collected (% of total) ¹	96.3%	96%	97%	97%	97%
Unsecured Taxes Collected (% of total) ¹	97%	97%	97%	97%	97%
Rate of Return on Investment Pool (%)	2.40%	1.00% ²	1.20% ²	0.75% ³	1.25%
Customer Satisfaction Ratings (Scale of 1-5, 5 being highest)	4.60 ⁴	4.70	4.50	4.70	4.70
Deferred Compensation Plan Asset Growth	-16.2% ⁵	1% ⁵	14.8% ⁵	1% ⁵	1%
457 Deferred Compensation Plan average deferral amount per employee per pay period	\$198	\$198	\$84 ⁶	\$86 ⁶	\$87 ⁶
Percentage of eligible County employees participating in the 457 Deferred Compensation Plan	37.9% ⁷	42% ⁷	40.3% ⁷	40.4% ⁷	41.5%
Number of newly Certified Cash Handlers for the County and other government entities	80	60 ⁸	51 ⁸	40 ⁸	40

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 are anticipated through 2012 as the real estate market continues to struggle.

² The Rate of Return on Investment Pool was 1.20% for the Fiscal Year 2009-10 due to the Federal Reserve funds target rate having remained set at a range of 0.00%-0.25%.

³ Since the Federal Reserve has maintained the Federal Funds target rate at the lowest possible range over Fiscal Year 2009-10, it is expected that as the economy improves, the Investment Pool's Rate of Return will increase accordingly. However, in the short term, higher yielding investments are expected to mature, which will lower the return until interest rates rise significantly.

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 since the beginning of the fiscal year as the markets, on the whole, bounced back after a hard drop benchmarked off of a year ago. The S&P 500 was up 12.1% while assets in the plan grew 14.8%. Going forward, economist consensus has the markets giving back some of this spectacular gain but still has the economy growing, albeit sluggishly.

⁶ Uncertainty in the economic health of the country has led employees to conserve cash by decreasing their Deferred Compensation average deferral amount per pay period. Maintaining current deferral amounts will be a challenge in this tough economic environment, but the department will strive to increase plan awareness and to promote new plan services obtained through the transition to the new provider. The targeted figures for Fiscal Years 2010-11 and 2011-12 have been revised since the CAO Proposed Operational Plan was published. The new estimates are based on the actuals for the prior fiscal year which are much lower than previously anticipated.



⁷ The Deferred Compensation program has experienced a decrease in the percentage of County employees actively contributing to the 457 plan because financial market conditions have created a hardship situation for many employees. There is growth as some employees step back in after stopping all contributions. 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 decreased in Fiscal Year 2009-10 because most employees who require Cash Handling certification have been certified. It is expected that the number will continue to decrease in Fiscal Years 2010-11 and 2011-12 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: 2009-10 to 2010-11

Staffing

No change in staffing.

Expenditures

Increase of \$2.0 million.

- Salaries and Benefits — increase of \$0.3 million primarily due to negotiated wage and benefit increases.
- Services and Supplies — increase of \$1.7 million.
 - Increase of \$0.6 million due to increased cost of banking services, software licenses and application maintenance and updates. It is anticipated that upon implementation of the Web Integrated Tax System (WITS) 2.0 that these ongoing costs will be reduced beginning in Fiscal Year 2011-12.
 - Increase of \$0.3 million for implementation of the Sungard Quantum application to support Treasury operations and ensure continuity of operations during a disaster or pandemic.
 - Increase of \$0.8 million in one-time funding for the implementation of the Web Integrated Tax System (WITS) 2.0 infrastructure that will allow for a real-time client server property tax payment processing architecture.

Revenues

Increase of \$2.0 million.

- Fines, Forfeitures & Penalties — increase of \$0.03 million due to anticipated revenue from fees and penalties for delinquent tax payments.
- Charges for Current Services — net increase of \$1.5 million.

- Increase of \$0.1 million in tax collection revenue for title searches and tax sales in order to align budget with historical actuals.
- Decrease of \$0.7 million in Assembly Bill (AB) 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 \$1.0 million in Property Tax Administrative fees to reflect anticipated cost reimbursement from cities for the property tax collection program.
- Increase of \$1.1 million in Banking Services Pooled Money due to implementation of enhanced technology solutions to provide improved performance and streamlined Treasurer-Tax Collector operations, thus increasing service and value to the Pool participants. This increase includes \$0.3 million in one-time funding which will partially offset costs associated with the WITS 2.0 information technology initiative described above.
- Miscellaneous Revenues — increase of \$0.2 million due to anticipated revenue for reimbursement of administrative costs for the Deferred Compensation Program.
- Use of Fund Balance — increase of \$0.5 million for implementation of one-time projects to enhance technology solutions to improve performance and streamline Treasurer-Tax Collector operations.
- General Purpose Revenue Allocation — decrease of \$0.3 million, which reflects the management of limited County resources in the current economic environment. This decrease is proposed to be mitigated by increases in program revenues described above.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of \$1.1 million is the result of a decrease of \$1.3 million in Services and Supplies due to the completion of one-time projects from prior fiscal year, partially offset by

an increase of \$0.2 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.



Staffing by Program						
		Fiscal Year 2009-10 Adopted Budget			Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Treasury		23.00			23.00	23.00
Deferred Compensation		3.00			3.00	3.00
Tax Collection		83.00			83.00	83.00
Administration - Treasurer / Tax Collector		12.00			12.00	12.00
Total		121.00			121.00	121.00

Budget by Program						
	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Treasury	\$ 6,973,516	\$ 5,417,056	\$ 6,242,158	\$ 5,867,406	\$ 6,543,884	\$ 6,045,540
Deferred Compensation	—	306,405	115,394	119,230	311,299	318,181
Tax Collection	9,057,328	9,244,130	10,107,948	9,170,827	9,352,843	9,479,762
Administration - Treasurer / Tax Collector	3,109,980	2,156,567	2,215,212	2,512,057	2,940,426	2,187,711
Total	\$ 19,140,824	\$ 17,124,158	\$ 18,680,713	\$ 17,669,519	\$ 19,148,452	\$ 18,031,194

Budget by Categories of Expenditures						
	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Salaries & Benefits	\$ 10,491,668	\$ 10,411,415	\$ 10,135,315	\$ 10,134,419	\$ 10,690,081	\$ 10,909,369
Services & Supplies	8,649,156	6,712,743	8,545,398	7,535,100	8,458,371	7,121,825
Total	\$ 19,140,824	\$ 17,124,158	\$ 18,680,713	\$ 17,669,519	\$ 19,148,452	\$ 18,031,194

Budget by Categories of Revenues						
	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Taxes Other Than Current Secured	\$ —	\$ —	\$ —	\$ (421)	\$ —	\$ —
Fines, Forfeitures & Penalties	1,010,718	1,002,450	1,002,450	981,192	1,035,450	1,035,450
Charges For Current Services	11,263,473	10,450,956	11,423,956	12,463,299	11,991,679	11,277,199
Miscellaneous Revenues	22,824	200,000	200,000	18,181	409,000	409,000
Use of Fund Balance	1,193,911	—	583,555	(1,263,484)	526,895	—
General Purpose Revenue Allocation	5,649,898	5,470,752	5,470,752	5,470,752	5,185,428	5,309,545
Total	\$ 19,140,824	\$ 17,124,158	\$ 18,680,713	\$ 17,669,519	\$ 19,148,452	\$ 18,031,194

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 is comprised of three units: the CAO Executive Office (the Chief Administrative Officer, Assistant Chief Administrative Officer and 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.

2009-10 Accomplishments

Fiscal Year 2009-10 was a year of change for all government agencies including the County of San Diego. Property and sales tax revenues declined. State funding for mandated programs became increasingly uncertain. In response to these and other challenges, the Chief Administrative Office used the County's General Management System (GMS) disciplines to address these changes by focusing on two levels.

First, the CAO worked to maintain County programs and the organization's commitment to customer service, excellence and innovation by continuously monitoring and accurately forecasting revenues, costs and cash flow trends; proactively managing risk; aggressively managing workforce vacancies; and readjusting budgets and operational practices, as needed, to ensure that resources were deployed to support the delivery of essential services.



Second, the CAO worked to prepare the organization and its workforce for the future by thoroughly examining all parts of the organization to identify programs and services that are core County government functions and those that are not; by identifying programs that could be operated more efficiently through alternate means (reengineering, managed competition, outsourcing and divestiture); by continuing to promote use of new technologies to obtain efficiencies; and by helping County workers obtain the skills and qualities that will be needed to meet future business needs.

Major highlights of the CAO's Fiscal Year 2009-10 accomplishments, and how they relate to the County's 2009-2014 Required Disciplines and Strategic Initiatives, are listed below. Many of the accomplishments serve more than one purpose and each accomplishment listed as a County Required Discipline supports the organization's priorities for the public – that is to help kids, protect the environment and promote safe and livable communities. Together, they form a coordinated strategy that moves the County closer to achieving its Mission – “To efficiently provide public services that build strong and sustainable communities” – and its Vision – “A county that is safe, healthy and thriving.”

Required Discipline – Fiscal Stability

- Maintained the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investors Service), AAA (Standard & Poor's), AAA (Fitch Ratings) to ensure lower debt interest costs.
- Aggressively pursued 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. Specific accomplishments include:

- The early payment of \$100 million in outstanding Taxable Pension Obligation Bonds resulting in approximately \$4.5 million savings annually or net present value savings of \$59.3 million over the remaining life of the bonds.
- The successful refinancing of two existing long-term debt obligations, the Central Jail bonds and the Hall of Justice bonds, resulting in approximately \$1.2 million of savings annually or net present value savings of \$8.7 million over remaining life of the bonds.
- Continued to aggressively seek federal economic stimulus funds and launched an enterprisewide effort to closely monitor the use of these funds including the launch of the San Diego County Recovery Web site <http://www.RecoverySDCounty.org>.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Continued to support County employees in their development as knowledge workers with the key competencies necessary to serve the County's business needs and customers of today and tomorrow.
- Engaged in active workforce transition planning efforts including a Web site and other support elements to assist employees facing potential job changes or termination and assisted departments with reorganization efforts related to workforce transition activity in order to increase efficiencies with fewer resources.

Required Discipline – Accountability/Transparency

- Ensured the integrity of management control systems, consistent performance across the enterprise and a best use of resources by performing State mandated and operational/performance audits and implementing 100% (167) of audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services on or before their due date.
- Launched the Management Control Initiative (MCI) to ensure fiscal responsibility, accountability and operational integrity.

Required Discipline – Information Technology

- Continued to leverage the County's investment in information technology (IT):
 - Made more County services accessible to the public.
 - Used information technology to streamline business processes and improve program efficiency and performance.

- Increased use of mobile technology throughout the organization to increase staff productivity and cut fuel costs.
- Increased use of social media tools throughout the organization to speed the delivery of information to County residents.
- Accelerated efforts to achieve server consolidation and virtualization to reduce IT costs and increase efficient use of resources.
- Moved forward in efforts to replace an obsolete property tax system with a state of the art Integrated Property Tax System.
- Implemented a secure electronic approval system to allow County officials to electronically approve Board of Supervisors agenda items from any location, 24 hours a day/7 days a week, eliminating the need to physically route documents across the region for "wet ink" signatures. This initiative will reduce vehicle and fuel usage and increase staff productivity.

Required Discipline – Essential Infrastructure

- Continued 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:
 - Completed construction and opened a new state-of-the-art Medical Examiner & Forensic Center on time and under budget, to serve the region's current and future forensic science, public safety and public health needs.
 - Broke ground for and successfully managed the first phase of the County's largest capital project to date - replacing the antiquated County Operations Center with an energy-efficient, space-efficient complex that will make it possible for the County to spend less taxpayer money on lease and building costs in the future.
 - Began construction of two new branch libraries in Fallbrook and Ramona that will significantly expand both the size of the libraries in those communities and the services available to the community.
 - Performed \$22 million in major maintenance work on County facilities, ensuring that the public's investment in the facilities needed to provide public services is protected and that costly deterioration is avoided.

Required Discipline – Continuous Improvement

- Improved and streamlined business processes in the County's Health and Human Services Agency, making it possible for staff to handle increasing social service caseloads without increasing staff. Among the improvements made:
 - Fully implemented multi-year “social services safety net” project to streamline the business processes of three 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 337,000 people by over 1,000 staff throughout the Agency.
 - ◆ Converted over 200,000 paper cases to electronic files to support transition to virtual (paperless) caseload to gain efficiency and enhance customer service.
 - ◆ Redesigned the staffing model and implemented trainings to support transition to a team-oriented, task-based service approach in Agency Family Resource Centers to accommodate higher volume of applications and participation in self-sufficiency programs.
 - ◆ Introduced same-day application processing to improve timely delivery of services to customers in Agency Family Resource Centers.
 - Implemented year one of the three-year Nutritional Security Plan to help with the 31.6% increase in applications during the current economic downturn by identifying ways to simplify the Supplemental Nutrition Assistance Program (SNAP, also known as Food Stamps) eligibility process while maintaining program integrity. Accomplishments in year one include:
 - ◆ Provided online application assistance to local community-based organizations to complete the Food Stamp/SNAP application process in partnership with Alliance Healthcare Foundation.
 - ◆ Developed THRIVE San Diego (a collaboration of the Agency, Internal Revenue Service, United Way, San Diego State University, California State University San Marcos, 211 San Diego and the Consumer Center for Education and Advocacy, and other community-based organizations) to engage college students to help low-income

residents file their taxes, apply for Earned Income Tax Credit, as well as provide screening and referral for SNAP eligibility.

Required Discipline – Customer Satisfaction

- Expanded the use of self-service kiosks in County facilities to give customers easier access to child support services.
- Used social media tools to deliver real-time information on road conditions, flooding and other storm-related news directly to County residents, in response to public requests for immediate information on road conditions during storms.

Required Discipline – Regional Leadership

- Led efforts throughout the region to anticipate and proactively manage the threat to public health posed by the Pandemic 2009 H1N1 Influenza:
 - Coordinated distribution of 1,276,030 doses of vaccine (as of June 30, 2010) with local hospitals, health care providers, schools, institutions and community organizations.
 - ◆ Expanded hours at seven County immunization clinics to administer 96,338 doses of the vaccine.
 - ◆ Conducted school-based vaccinations, administering 64,254 doses.
 - ◆ Operated 10 mass vaccination clinics, at which 11,516 doses were administered.
 - Used technology for real-time management of field operations, vaccine distribution chain and statistical reporting as well as to communicate directly with the public on breaking news and to provide prevention information.
- Successfully conducted the June 2010 countywide Gubernatorial election for all jurisdictions with candidates or measures on the ballot.
- Led regional efforts providing the County and interested local cities the opportunity to join the CaliforniaFIRST program, a statewide pilot program that will soon offer property owners financing for adding certain energy efficiency and solar energy improvements to their homes or business with the payback for the loans attached to the property bill.
- Provided logistical, administrative and outreach support to the 2010 U.S. Census staff.

Strategic Initiative – Kids: Improve Opportunities for Children and Families

- The County improved health and health care for families, which helps children and the adults that care for them through the following accomplishments:





- Developed a draft comprehensive health strategy agenda built on four major themes – changing the culture within, supporting healthy choices, pursuing policy changes for a healthy environment, and building a better system. Together these themes help achieve a San Diego County where children, adults, and older adults thrive in communities that support health and well-being.
- Obtained a \$16 million Centers for Disease Control and Prevention (CDC) American Recovery and Reinvestment Act (ARRA) prevention grant to launch a new initiative, Community Putting Prevention to Work (CPPW), to address the growing concerns of chronic diseases that are related to personal behavior such as physical inactivity, poor nutrition and smoking. The initiative will enhance activities in the Strategy Agenda for Health.
- Strengthened the health care safety net by engaging community partners and reviewing current systems for operational efficiencies, including a preliminary cost effectiveness study of the Health Care Coverage Initiative on quality of care and reduction of inpatient/emergency department costs and utilization.
- Pursued enhanced funding for the safety net through Intergovernmental Transfers to increase federal funding for safety net healthcare services within San Diego County.
- Implemented the Mental Health Services Act's (MHSA) Prevention and Early Intervention (PEI) program for previously underserved and unserved populations, including services for children 0-5 years of age in a new multidisciplinary program.
- Fully implemented *School Success*, a program designed to help foster children tackle the difficulties they face at home and school. Partnered with the County Office of Education to provide services to over 1,800 children to promote their school success.
- Helped families learn about and obtain child support services through proactive media relations and community outreach.
- Ensured that youth who left custodial settings were prepared for success in the community through successful participation in rehabilitative opportunities.

Strategic Initiative – The Environment: Manage the Region’s Natural Resources to Protect Quality of Life and Support Economic Development

- Promoted sustainability of the region’s natural resources:

- Continued to lead in the area of sustainability by retrofitting eight County park facilities with lighting designed to cut energy use by up to 35%, and by improving existing irrigation systems, designed to cut water use by 5%, at 14 parks.
- Maintained at least 50% solid waste diversion from landfills, working with 33 private developments with permits or permits pending that have 40,000 square feet or more of building space, to recycle construction and demolition materials. Recycled 106,689 gallons of used oil and 22,387 used oil filters.
- Promoted water conservation in the agricultural industry through five workshops and a Web-based outreach program to 462 participants.
- Conducted outreach sessions for businesses that handle hazardous waste and universal waste or underground storage tanks. Effectiveness was measured 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. Success was attained based on 70% of the audience improving their scores on the post-test.
- Reduced electricity consumption in County facilities by 3% per square foot.
- Reduced emissions by County vehicles and fuel consumption by County employees by 6%.

Strategic Initiative – Safe and Livable Communities: Promote Safe and Livable Communities

- Ensured 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.
- Increased the recovery rate of stolen vehicles by coordinating the successful implementation and utilization of various license plate reader technologies.
- Improved the crime solving/closure rate by 4.1% by implementing a “Tracking Known Offenders” process that used information from the Sheriff’s Records Management System, Jail Information Management System, Probation Department and State Parole to more effectively solve crimes by correlating the whereabouts of known offenders to crimes and crime locations.

- Expanded the Preventing Rape by Intoxication campaign in partnership with the community, sexual assault survivors, Children’s Hospital, law enforcement and local middle schools, high schools and universities.
- Protected residents from wildfire and other natural disasters:
 - Developed a Local Assistance Center Plan to address site selection, oversight and site management at Local Assistance Centers (LACs). LACs are one-stop shops for residents to receive services following a disaster. The plan templates will be developed and provided to the jurisdictions by June 2011.
 - Initiated a door-to-door Wildfire Awareness Campaign to approximately 300,000 households that focused on the communities in wildland urban interface areas. An additional 100,000 pamphlets will be delivered to households by November 2010.
 - Mitigated fire fuel hazards and maintained fire safe zones in 24 park facilities through continued implementation of vegetation management practices in Forest Area Safety Taskforce (FAST) areas.
 - Continued to collaborate with fire service entities to improve fire protection and emergency response by providing ongoing funding for existing contracts and much needed resources to rural communities - new fire engines and water tenders and protective suits for the County’s volunteer firefighters.
 - Remained on schedule to reduce the risk of structure loss during wildfires and increase wildland fire protection for the residents in 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.
- Enhanced safety for motorists and pedestrians by awarding 21 (non school-related) Capital Improvement Projects in County communities that enhance safety and improve traffic flow.
- Provided over 89,000 hours of operation at libraries, even as funding decreased.

2010-12 Objectives

During Fiscal Years 2010-12, the Chief Administrative Office will continue to use the County’s General Management System (GMS) to maintain core County services within available revenues, as well as to review and revise the County’s organizational structure to institute additional

efficiencies, new technologies and new work methods that will enable County workers to quickly identify and adapt to changing public needs.

Major highlights of the CAO’s Fiscal Year 2010-12 objectives, and how they relate to the County’s 2010-2015 Required Disciplines and Strategic Initiatives, are listed below. Additional objectives and detailed information is provided in individual department and group Operational Plan narratives. Together, they form a coordinated strategy that moves the County closer to achieving its Mission – “To efficiently provide public services that build strong and sustainable communities” – and its Vision – “A County that is safe, healthy and thriving.”

Strategic Initiative – Kids: Improve Opportunities for Children and Families

- The County will continue to improve health and health care, helping children and the adults that care for them by launching the County’s Strategy Agenda for Health to improve services through four overarching strategies - changing the culture within, supporting healthy choices, pursuing policy changes for a healthy environment, and building a better system.
- Maximize compliance with child support orders by promoting, enabling and ensuring payment for families. Inform and educate the community about child support services through proactive media relations and community outreach.
- Provide rehabilitative services to youth in custody to prepare them for success in the community.
- Improve safety for children and their families in school areas:
 - Complete construction or award construction contracts for at least five Capital Improvement Projects that improve traffic flow around schools and provided safe routes to schools.
 - Repaint and re-mark crosswalks and roadway legends adjacent to all 116 public school locations throughout the unincorporated areas of the county, keeping children safe from traffic around their schools and providing safe routes to school.
- Implement a pilot Tenant-based Rental Assistance Program for homeless veterans and their families.

Strategic Initiative – Safe and Livable Communities: Promote Safe and Livable Communities

- Address core law enforcement and public safety needs as well as community-based initiatives to improve public safety:



- Work collaboratively with criminal justice partners to expand the Local Reentry Program aimed at providing individualized rehabilitative programming to those in local custody. Collaborate with the Superior Court, California Department of Corrections and Rehabilitation to develop a Reentry Court to provide supervision and rehabilitation to recidivist felony offenders. Collaborate to develop and implement a reentry program for female offenders reentering the community after incarceration in Las Colinas Detention Facility.
- Participate in multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps, and sobriety checkpoints.
- Continue to enhance emergency preparedness for the region and protect residents from wildfire and other natural disasters:
 - Mitigate fire fuel hazards and maintain fire safe zones in 24 park facilities through continued implementation of vegetation management practices.
 - Improve regional leadership of the administrative functions and land use planning services related to fire and emergency medical services, while maintaining local operational control for fire and emergency medical response.
 - Continue to collaborate with fire service entities to improve fire protection and emergency response by providing ongoing funding for existing contracts and much needed resources to rural communities, such as response apparatus and centralized dispatch.
 - Implement Phase II of the County's Fire and Life Safety Reorganization Report, which includes the merging of the four County Service Areas into the County Fire Authority – CSA 135 by June 2011.
- Maintain the planned schedule of library operations with 88,400 hours open.
- Achieve the goal of 0% euthanasia of any healthy, friendly animal by reuniting animals with their owner or through adoption.

Strategic Initiative – The Environment: Manage the Region's Natural Resources to Protect Quality of Life and Support Economic Development

- Protect and conserve the region's natural resources:
 - Inspect 100% of an estimated 7,400 priority emission sources to ensure compliance with air pollution control standards. Priority emission sources include all APCD permitted operations such as gas stations, auto body shops, dry cleaners and power plants.
 - Install two photovoltaic systems at existing facilities to reduce County reliance on fossil fuels and reduce annual operating costs, thereby delivering a positive return on investment.
 - Upgrade two park facilities with artificial turf to conserve water resources, reduce overall maintenance and provide state of the art playing fields for year-round sports programs.
- Protect local watersheds:
 - Conduct 150 presentations on watersheds and water quality to high school students at 90% of unincorporated County public high schools – as a long-term strategy for achieving positive behavioral changes.
 - Conduct 350 site investigations. These investigations provide crucial data for understanding the condition of receiving waters in all eight watersheds and how they are impacted by discharges from unincorporated communities.
- Preserve and enhance the quality of life for county residents by implementing habitat conservation programs such as the Multiple Species Conservation Program (MSCP) and the Special Area Management Plan (SAMP), which streamline the development process and help create viable permanent open space preserves.
- Implement the CaliforniaFIRST program, a statewide pilot program that will offer property owners financing for making certain energy efficiency and solar energy improvements to their homes or business with pay back for the loans attached to the property tax bill.

Required Discipline – Fiscal Stability

- 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.
- Aggressively pursue opportunities to reduce costs throughout the organization by reviewing opportunities for service consolidation, reengineering, or the provision of services through alternate delivery methods.
- 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.
- Complete implementation of economic reality plans and implement viable, cost effective options identified in IHSS Reform activities.
- Negotiate fiscally-prudent successor agreements with 25 bargaining units and eight employee organizations by June 2011.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Continue to support County employees in their development as knowledge workers with the key competencies necessary to serve the County's business needs 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 and assist departments with reorganization efforts related to workforce transition activity in order to increase efficiencies with fewer resources.
- Establish a six-month Veteran's Work Experience Program that gives local veterans work experience and an opportunity to learn new skills, improving their chances for success in the workforce.

Required Discipline – Information Technology

- Continue implementation of technologies that improve operational efficiency or communication or that empower residents.
 - Use technology to improve communication between the County Office of Emergency Services and local business members of the San Diego County Business Alliance.
 - Install mobile networking capability in Animal Services patrol cars with wireless laptops for reporting capability and operational efficiency.
 - Complete the self-checkout and Radio Frequency Identification technology projects in 13 additional library branches.
 - Migrate additional County documents to electronic rather than paper-based form, including Community Development files, procurement information and bid packages.
 - Increase video-teleconferencing to conduct video interviews with adult inmates and juvenile detainees to reduce travel.

- Continue working to replace obsolete property tax systems with an efficient, state-of-the-art Integrated Property Tax System.
- Expand the use of social media tools to engage and inform residents about services and events.
- Increase the number of public services and forms provided on department Web sites to improve customer service and reduce printing and mail costs.

Required Discipline – Essential Infrastructure

- 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:
 - Successfully complete the County Operations Center (COC) and Annex Redevelopment – Phase 1A, a \$188.5 million project that provides two space and energy-efficient office buildings, an energy-efficient central plant and one parking structure.
 - Begin construction on Phase 1B of the County Operations Center (COC) and Annex Redevelopment, to further consolidate and modernize County operations and provide cost effective, energy-efficient facilities that meet the public's current and future needs.
 - Complete construction of new branch libraries in Fallbrook, Ramona and Lincoln Acres and the expansion of the Cardiff Library, providing more services and better facilities to residents of those communities.
 - Complete design and begin construction of 24 residential and administrative buildings and related infrastructure improvements at the San Pasqual Academy (SPA) to replace SPA buildings destroyed by the 2007 Witch Creek Fire.
 - Continue to work toward replacement of the region's women's detention facility in Santee.
 - Continue to perform maintenance work on County facilities to ensure that the public's facilities are safe and efficient spaces for customers and employees to conduct the public's business and to ensure that future generations are not saddled with more costly repair or replacement expenses.

Required Discipline – Customer Satisfaction

- Ensure that the public "gets what they pay for" by conducting annual inspections on major retail devices, including registered computing scales, water



dispensers and counter scales, and by conducting outreach to local merchants and retailers about price accuracy compliance.

- Implement the “Marketplace” model for library branches, which includes retail management techniques of physical layout and display.
- Implement collaborative negotiation with parents in partnership with the Administrative Office of the Courts to measure whether establishment or modification of child support orders done more expeditiously result in the receipt of full child support payments and parent satisfaction with the outcome.

Required Discipline – Accountability/Transparency

- Complete implementation of management control initiatives in all five business groups to ensure fiscal responsibility, accountability and operational integrity.
- Provide audit services, including State mandated and operational/performance audits that ensure the integrity of management control systems, consistent performance across the enterprise and a best use of resources.
- Create, maintain and provide official County records in compliance with all laws and continue to increase the number of public records available online.

Required Discipline – Continuous Improvement

- Implement a Government Without Walls program, maximizing use of mobile technology by headquartering County inspector staff within their assigned work areas. By deploying the workforce in nontraditional ways, the County will:
- Reduce monthly vehicle mileage to save on fuel and vehicle maintenance costs.
- Increase the number of inspections performed since less time will be spent in the office and commuting to and from work areas.
- Reduce the need for office space, phone lines and desktop computers.
- Maximize postage discounts by bar coding at least 95% of all standard business letters.

Required Discipline – Regional Leadership

- Lead and coordinate Countywide disaster exercises to assess and improve the region’s ability to respond to a disaster.
- Successfully conduct the November 2010 Gubernatorial General Election, the February 2012 Presidential Primary and the June 2012 Statewide Direct Primary Election for all participating jurisdictions, offices and propositions.

- Prepare to support Board of Supervisors’ review of County Supervisorial district boundaries and populations, once the results of the 2010 census is released by the U. S. Census Bureau.

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: 2009-10 to 2010-11

Staffing

Decrease of 1.00 staff year as a result of anticipated reductions in available funding. This reduction will require the reassignment of certain functions within the organization and will reduce the CAO’s capacity to respond to workload increases or special projects.

Expenditures

Net decrease of \$0.2 million.

- Salaries and Benefits — decrease of \$0.1 million primarily due to the staff year reduction noted above, partially offset by an increase for negotiated wage and benefit increases.
- Services and Supplies — decrease of \$0.1 million as a result of reduced costs related to the County’s advocacy contract.

Revenues

Net decrease of \$0.2 million.

- Charges for Current Services — increase of \$0.04 million as a result of an increase in external department overhead payments (A-87).
- General Purpose Revenue Allocation — decrease of \$0.28 million, which reflects the management of limited County resources in the current economic environment.

Budget Changes and Operational Impact: 2010-11 to 2011-12

No significant changes.

Staffing by Program

	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Executive Office	7.00	6.00	6.00
Office of Intergovernmental Affairs	4.50	4.50	4.50
Internal Affairs	4.00	4.00	4.00
Total	15.50	14.50	14.50

Budget by Program

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Executive Office	\$ 1,760,022	\$ 1,764,820	\$ 2,053,373	\$ 1,891,025	\$ 1,645,523	\$ 1,647,737
Office of Intergovernmental Affairs	1,470,453	1,499,123	1,515,677	1,331,427	1,380,931	1,391,277
County Memberships and Audit	739,529	757,196	766,843	741,263	762,261	770,638
Internal Affairs	583,750	593,070	593,420	639,279	590,730	599,606
Total	\$ 4,553,754	\$ 4,614,209	\$ 4,929,312	\$ 4,602,994	\$ 4,379,445	\$ 4,409,258

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Salaries & Benefits	\$ 2,582,892	\$ 2,504,844	\$ 2,555,394	\$ 2,555,388	\$ 2,414,430	\$ 2,435,866
Services & Supplies	1,970,863	2,109,365	2,373,918	2,047,606	1,965,015	1,973,392
Total	\$ 4,553,754	\$ 4,614,209	\$ 4,929,312	\$ 4,602,994	\$ 4,379,445	\$ 4,409,258

Budget by Categories of Revenues

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Charges For Current Services	\$ 134,644	\$ 30,753	\$ 30,753	\$ 31,074	\$ 72,170	\$ 72,170
Miscellaneous Revenues	92	—	—	(3)	—	—
Use of Fund Balance	(211,411)	—	315,103	(11,533)	—	—
General Purpose Revenue Allocation	4,630,429	4,583,456	4,583,456	4,583,456	4,307,275	4,337,088
Total	\$ 4,553,754	\$ 4,614,209	\$ 4,929,312	\$ 4,602,994	\$ 4,379,445	\$ 4,409,258



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 a 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.

2009-10 Accomplishments

Required Discipline – Information Technology

- Upgrades to the Kronos timekeeping system have begun and are scheduled for completion in the first quarter of Fiscal Year 2010-11. Upgrades are based upon the improvements identified through business process reengineering. The Kronos upgrades will provide for more efficient timekeeping and place the County on a fully supported version of the application.
- Completed the competitive vendor selection process required to upgrade Oracle, the County's key financial application. The upgrade of these applications, which support the County's overall financial management, will implement improvements that were identified through business process reengineering efforts, providing for the most efficient use of these applications.

- Completed a solution for external entities (school districts) to access the Oracle Financials system, which provides improved reporting and management capabilities of their funds. Allowing the external entities to have direct access to Oracle Financials has reduced the need for County employees to perform data entry for these entities. Participating school districts include the County Office of Education and the San Diego Community College District.
- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office, a request for proposals was issued for the Integrated Property Tax System, which will significantly improve property assessment, tax collection and apportionment activities in the County.

Required Discipline – Fiscal Stability

- Maintained the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investors Service), AAA (Standard & Poor's) and AAA (Fitch Ratings) to ensure lower debt interest costs.
- Identified current and future revenue, as well as cost and cash flow trends, in a timely manner to facilitate the allocation of limited resources to San Diego County groups and departments.
- Actual General Purpose Revenue received was 3.4% higher than the budgeted General Purpose Revenue, which exceeded 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.

Required Discipline – Accountability/Transparency

- Submitted 100% (1,890) 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.

- Completed the County's Comprehensive Annual Financial Report (CAFR) for the fiscal year ending June 30, 2009. The CAFR report presents the financial results of the fiscal year, upholding transparency and accountability in the use of public funds.
- Processed 100% of County payments (169,053) within five business days after receipt of invoice by Accounts Payable. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.
- Provided audit services, including State mandated and operations/performance audits, to ensure the integrity of management control systems, to improve uniformity and consistent performance across the enterprise, and to ensure the best use of County resources. Implemented 100% (167) of audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) on or before their due date.
- Projected General Fund cash flows used in determining cash borrowing needs each year as part of the Tax and Revenue Anticipation Notes (TRANS) borrowing program were within 1% of arbitrage limits. Meeting the arbitrage limit within the specified time ensures the County avoids penalties associated with excessive TRANS borrowing.

Required Discipline – Regional Leadership

- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the Fiscal Years 2009-11 Operational Plan.
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the County's CAFR for the fiscal year ending June 30, 2009.

2010-12 Objectives

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 to ensure timely payment of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.
- Provide high quality audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, improve performance across the enterprise, and ensure the most efficient use of resources.
- Meet the arbitrage limit as established by bond counsel within four months of the date of issuance of the Tax and Revenue Anticipation Notes (TRANS). Meeting the arbitrage limit within the specified time ensures the County avoids penalties associated with excessive TRANS borrowing.

Required Discipline – Regional Leadership

- Earn the State Controller's Award for Achieving Excellence in Financial Reporting for the Fiscal Year ending June 30, 2009.
- Continue to apply for recognitions through GFOA – Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Distinguished Budget Award.

Required Discipline – Information Technology

- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office, continue the implementation of the Integrated Property Tax System which will significantly improve property assessment, tax collection and apportionment activities in the County.
- Continue to upgrade the Oracle financial and Kronos timekeeping systems, based upon the improvements identified through business process reengineering efforts, to improve efficiency in the use of these applications.

Required Discipline – Fiscal Stability

- Maintain the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investors Service), AAA (Standard & Poor's) and AAA (Fitch Ratings) to ensure lower debt interest costs.
- Accurately identify current and future revenue, as well as cost and cash flow trends, in a timely manner in order to facilitate allocation of limited resources to San Diego County groups and departments.



Related Links

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

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Actuals	2010-11 Adopted	2011-12 Approved
Planning – Project General Purpose Revenue ¹ accurately – Variance in actual General Purpose Revenue compared to budget	0.6%	2.5%	3.4% ²	2.5%	2.5%
Planning – Project General Fund cash flows within 2% of arbitrage ³ limits ⁴	1%	1%	1%	N/A	N/A
Planning – Meet the arbitrage ³ limit as established by bond counsel within 4 months of the date of issuance of the Tax and Revenue Anticipation Notes (TRANS) ^{5, 6}	N/A	N/A	NA	YES	YES
Processing – County payments processed within 5 days of receipt of invoice in Accounts Payable	100% of 194,454	95%	100% of 169,053	100%	100%
Reporting – Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date	100% of 1,789	100% of 1,789	100% of 1,890	100%	100%
Auditing – Audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) that were implemented on or before their due date ⁷	99% (172)	92%	100% (167)	94%	94%

Table Notes

¹ General Purpose Revenue (GPR) represented approximately 25.1% of the General Fund financing sources in Fiscal Year 2009-10. 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 as the County has the most discretion in its use. Therefore it is essential to maintain accurate forecasts of this revenue.

² Actual General Purpose Revenue for Fiscal Year 2009-10 exceeded budget by 3.43%. The positive variance in General Purpose Revenue is primarily attributable to a higher than assumed County share of property tax revenue, lower delinquency rates that resulted in higher revenues in both the current secured property tax and Teeter Tax Reserve Excess accounts, and to Real Property Transfer Tax revenue being better than budget due to an unexpected reversal in the downward trend of transaction activity that the County had been experiencing.

³ Arbitrage is a type of tactical investment meant to capture slight differences in price for the County's benefit. When there is a difference in the price of securities in two different markets, the arbitrageur simultaneously buys at the lower price and sells at the higher price.

⁴ Effective Fiscal Year 2010-11, this measure will no longer be reported in the Operational Plan.



⁵ This measure relates to the accuracy of cash flow projections used in determining cash borrowing needs each year as part of the TRANs borrowing program. Meeting the arbitrage limit within the specified time ensures the County avoids penalties associated with excessive TRANs borrowing.

⁶ New measure effective Fiscal Year 2010-11.

⁷ Audit recommendations seek to improve and strengthen County operations in areas such as internal control, effectiveness and efficiency of operations, and compliance with federal, State and local laws based on audit findings identified by audit fieldwork activities. The implementation percentage quantifies the impact and quality of OAAS audit recommendations toward improving County operations in accordance with the objectives of the General Management System. While all audit recommendations are viewed as important, the OAAS uses a ranking system to establish implementation deadlines. Audit recommendations are ranked according to the probability of occurrence and dollar amount of exposure to the County, and results reported.

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

Staffing

Decrease of 3.50 staff years as a result of reductions in available funding. The reduced staffing will result in reduced and delayed collection revenue for client departments, staff reassignments, cross-training, and altered work functions to meet existing and future needs during normal and peak workload demands.

Expenditures

Decrease of \$0.2 million.

- Salaries and Benefits — increase of \$0.4 million as a result of negotiated wage and benefit increases and staffing changes described above.
- Services and Supplies — decrease of \$0.6 million as a result of the reduction in available funding. The reductions in resources are primarily in the information technology application services and catalog accounts. These reductions will diminish the department's ability to make non-discretionary changes and updates to existing financial applications; additionally, reductions will eliminate maintenance of a WebFocus position control application that will be phased out in future years.

Revenues

Decrease of \$0.2 million.

- Charges for Current Services — increase of \$0.4 million primarily related to increased revenue from external department overhead payments (A-87 Cost Reimbursements) for the Superior Court to align budget with anticipated actuals, and an increase in Accounting Service Fees for Property Tax administration cost recovery from local cities.
- General Purpose Revenue Allocation — decrease of \$0.6 million, which reflects the management of limited County resources in the current economic environment.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Increase of \$0.5 million is primarily the result of an increase in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.



Staffing by Program

	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Audits	15.00	15.00	15.00
Office of Financial Planning	13.00	13.00	13.00
Controller Division	95.00	96.00	96.00
Revenue and Recovery	96.00	92.00	92.00
Administration	19.00	18.50	18.50
Information Technology Mgmt Services	11.00	11.00	11.00
Total	249.00	245.50	245.50

Budget by Program

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Audits	\$ 2,339,673	\$ 2,511,259	\$ 2,571,247	\$ 2,165,057	\$ 2,497,900	\$ 2,543,010
Office of Financial Planning	2,257,206	2,264,738	2,264,821	2,318,234	2,237,929	2,269,635
Controller Division	11,856,470	10,823,622	11,292,636	10,315,132	11,100,539	11,283,756
Revenue and Recovery	9,407,091	9,581,390	9,706,744	8,783,603	9,501,846	9,692,801
Administration	2,535,515	2,740,069	2,779,752	2,338,989	2,727,615	2,767,317
Information Technology Mgmt Services	7,520,006	6,142,191	7,016,886	5,642,419	5,773,956	5,802,561
Total	\$ 35,915,961	\$ 34,063,269	\$ 35,632,084	\$ 31,563,434	\$ 33,839,785	\$ 34,359,080

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Salaries & Benefits	\$ 23,859,626	\$ 22,941,455	\$ 22,941,455	\$ 21,875,229	\$ 23,319,443	\$ 23,828,530
Services & Supplies	12,055,941	11,121,814	12,689,629	9,687,494	10,520,342	10,530,550
Other Charges	394	—	1,000	712	—	—
Total	\$ 35,915,961	\$ 34,063,269	\$ 35,632,084	\$ 31,563,434	\$ 33,839,785	\$ 34,359,080



Budget by Categories of Revenues						
	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Intergovernmental Revenue	\$ 42,497	\$ 33,699	\$ 33,699	\$ 62,885	\$ 33,278	\$ 33,278
Charges For Current Services	6,875,172	6,277,199	6,277,199	6,923,637	6,638,145	6,638,145
Miscellaneous Revenues	233,457	437,688	437,688	223,206	454,867	454,867
Use of Fund Balance	(926,726)	—	1,568,815	(2,960,977)	—	—
General Purpose Revenue Allocation	29,691,561	27,314,683	27,314,683	27,314,683	26,713,495	27,232,790
Total	\$ 35,915,961	\$ 34,063,269	\$ 35,632,084	\$ 31,563,434	\$ 33,839,785	\$ 34,359,080

County Technology Office

Department Description

The County Technology Office (CTO) provides 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 direct the optimal business management of IT for County business groups and departments.

Mission Statement

We will guide the enterprise toward solutions that meet the diverse needs of our County customers through continuous improvement, thought leadership and operational excellence.

2009-10 Accomplishments

Required Discipline – Information Technology

- Originated an IT Security and Risk Management Program that complies with industry standards and positions the County to maintain compliance with current and future federal financial audit requirements.
- Initiated Phase 2 of the Application Server Consolidation and Virtualization project that will reduce the total physical server inventory and environmental footprint; reduce down time associated with hardware outages; and improve the overall application development process by reducing and improving lifecycle management, thereby reducing the overall data center costs.
- Began the re-architect of the County's storage environment to reduce costs, eliminate excess capacity and eliminate unnecessary information by constructing a multi-tiered environment to move information into lower cost storage.
- Completed the systematic upgrade of all County desktop computers to the operating system standard of Windows XP and the remediation of applications to ensure compatibility.
- Provided high quality services such as Internet, intranet, e-mail, telephone and application development to support County departments by using joint governance meetings covering each of the applicable frameworks.



- Continued weekly application and infrastructure project reviews focused on issue resolution and escalation in order to ensure the highest possible quality of services that meet industry standards and agreed upon objectives.

Required Discipline – Customer Satisfaction

- Conducted an annual all-County survey in support of IT services and IT customer satisfaction. Utilized weekly CTO Newsletter and "IT Threading Meetings" to provide consistent communication and feedback forums, and to provide for continuous improvements. Redesigned and implemented the Help Desk Ticket Customer Satisfaction Survey in response to user feedback to improve use and increase the survey audience.
- Using the Customer Service and Support Subgroup, identified key focus areas for education of County IT users to increase understanding and expectations relative to IT service and support.

Required Discipline – Fiscal Stability

- Reorganized the Chargeback dispute process to better utilize resources for dispute review and resolution, and restructured guidelines for identifying chargeable services to ensure the accurate, timely and efficient billing for IT services, thus providing maximum value for the County and taxpayers.
- Maintained IT costs for services at rates established in the IT Outsourcing Agreement. New services were benchmarked and analyzed for best value to the County to provide a fair and reasonable price.

Required Discipline – Continuous Improvement

- Completed the alignment of the IT Strategic Plan with the County General Management System's planning cycle and calendar. The CTO published a draft of the IT Strategic Plan in October 2009 in advance of County budget development, contributing critical information regarding the nature and cost of required enterprise IT initiatives.
- Reduced the overall unresolved IT disputes for Fiscal Year 2009-10 by 12% using Fiscal Year 2008-09 as the baseline.
- Provided technical solutions that improve processes related to applications, infrastructure upgrade services, data center management, capacity/performance management and security in order to improve the County's ability to provide higher level of services at less cost.
- Customer Satisfaction Surveys, Formal Project Reviews and Root Cause Analysis contributed valuable information and offered additional feedback to the County's IT Outsourcing provider to improve service the delivery of IT to the County.

Required Discipline – Regional Leadership

- The Chief Information Officer made available his expertise to other government entities at national conferences (Governing Managing Technology, NACO Financial Services and Gartner Symposiums) when he spoke on IT-related topics including, but not limited to, providing IT management in an outsourced environment.

2010-12 Objectives

Required Discipline – Information Technology

- 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 the IT Outsourcing Agreement 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.
- Initiate the systematic upgrade of the County's desktop computers to the Microsoft Windows 7 operating system and the remediation of applications, as needed, to ensure compatibility.

- Develop and manage a progressive migration from Oracle Portal to a Microsoft SharePoint Internet Web Platform to provide a new and improved collaborative Web site.
- Complete the virtualization and consolidation project for County servers to reduce the number of physical servers.
- Assess applications running on Oracle database and determine feasibility of migrating these to SQL database to eliminate obsolete Oracle technology and lower cost licensing and support.
- Continue to provide modern, secure and supported versions of core software and applications on County computers.
- Continue the incorporation of Internet Explorer 8 into the County IT environment to provide state of the art capabilities not available with the current version of Internet Explorer 6.

Required Discipline – Customer Satisfaction

- Continue use of the All-County Survey to monitor customer feedback and provide for continuous improvement for all County departments.
- Develop new programs for outreach, as needed, based on feedback provided by users. Continue the distribution of the CTO Weekly Operational Newsletter and the CTO Monthly Update, to provide communication that directly impacts day-to-day operations and provides updates on major IT initiatives.
- Provide customer support and assistance in relation to updates to County information technology infrastructure such as Windows 7 and Office 2007 to ensure employees receive the full benefit of the software.

Required Discipline – Fiscal Stability

- Ensure accuracy of IT billing for services at rates established in the IT Outsourcing Agreement.

Required Discipline – Continuous Improvement

- Reduce the overall unresolved IT disputes by 15% each fiscal year using the previous fiscal year as the baseline.
- Utilize lessons learned, customer satisfaction surveys and project review meetings to work with the County's IT Outsourcing Provider on continually improving project performance.
- Initiate an IT security life cycle management structure that adapts to new IT threats and continuously reduces the County's exposure to overall IT risk.

- Further improve IT advanced planning processes by establishing schedules for enterprise software upgrades and other enterprise initiatives. This will better enable County departments to plan portfolio application upgrades accordingly.
- Provide oversight and leadership for the Integrated Property Tax System (IPTS) initiative, which will replace more than 40 aging applications used by the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, and Auditor and Controller to determine, collect and apportion property taxes.

Required Discipline – Regional Leadership

- Share the County’s IT and IT Outsourcing experience and expertise by participating in national and statewide IT conferences and symposiums. Publish articles, case studies and general information concerning County information technology.

Related Links

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

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Actuals	2010-11 Adopted	2011-12 Approved
Projects implemented on time and within budget ¹	93% of 56	95% of 65	87% of 38	95% of 40	95% of 40
Customer satisfaction with Outsourcing Support Services ²	94.5%	95%	95%	95%	95%
Accuracy of contractor billing for IT outsourcing services, with a minimum 95% accuracy rate	97.5%	97.5%	97.5%	97.5%	97.5%
Reduction of overall unresolved IT disputes with a minimum reduction of 10% ³	N/A	10%	12%	15%	15%
IT initiatives resulting from CTO-driven advanced planning ⁴	4	3	3	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. ⁵	5	5	2	NA	NA

Table Notes

¹ Based on 33 out of 38 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. The number of projects going forward (Fiscal Years 2010-11 and 2011-12) are fewer due to a projected reduction in availability of funding.

² Satisfaction with Contractor Support Services is measured by a customer satisfaction survey of County employees. For July - December 2009, a rating scale was used from 1 (unsatisfied) to 5 (very satisfied), where 3 is considered “satisfactory.” A new customer satisfaction survey started in January 2010 which uses a rating scale from 1 (unsatisfied) to 3 (very satisfied).

³ Fiscal Year 2009-10 data will be used as the baseline in determining the 10% reduction in overall IT disputes for Fiscal Year 2010-11.

⁴ CTO-driven advanced planning initiatives such as SharePoint (a document management system), Office Communications Server and Internet Explorer 8 were implemented into the County IT environment through infrastructure projects.



⁵ This measurement will be discontinued effective Fiscal Year 2010-11 as the majority of these services are now initiated by the County's five business groups.

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

Staffing

No change in staffing.

Expenditures

- Net increase of \$4.6 million in the County Technology Office's operating budget.
 - Salaries and Benefits — increase of \$0.04 million primarily due to negotiated wage and benefit increases.
 - Services and Supplies — net increase of \$2.7 million due to one-time initiative increase in expenditures of Server Consolidation (\$2.9 million); increase of one-time initiative for Portal Content and Collaboration (\$1.3 million); decrease in prior year one-time funding (\$1.2 million), and decrease in professional services (\$0.3 million) due to general purpose revenue reduction, which will result in decreased use of consultation services focused on case study and evaluation of best practices.
 - Management Reserves — increase of \$1.9 million to support transitional costs related to the Server Consolidation project.
- Net decrease of \$0.2 million in the Information Technology Internal Service Fund (ISF) due to decreases in anticipated spending levels by various County departments.

Revenues

- Net increase of \$4.6 million in the County Technology Office's operating budget.
 - Use of Fund Balance — increase of \$4.9 million for a total budget of \$6.0 million to support the initiation and completion of the Server Consolidation and the Portal Content and Collaboration one-time initiatives described above.
 - General Purpose Revenue Allocation — decrease of \$0.3 million, which reflects the management of limited County resources in the current economic environment.
- Net decrease of \$0.2 million in the Information Technology ISF due to decreases in anticipated spending levels by various County departments.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of \$27.7 million is primarily the result of a decrease of \$21.7 million in the Information Technology ISF due to anticipated completion of one-time IT projects and changes in service levels by various County departments, and a \$6.0 million reduction in the County Technology Office's operating budget due to the anticipated completion of one-time IT initiatives. This decrease is partially offset by a minor increase in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.



Staffing by Program

	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
CTO Office	16.00	16.00	16.00
Total	16.00	16.00	16.00

Budget by Program

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
CTO Office	\$ 8,941,797	\$ 7,637,777	\$ 9,419,525	\$ 8,133,724	\$ 12,248,422	\$ 6,248,187
Information Technology Internal Service Fund	134,136,112	127,905,842	138,249,739	120,945,929	127,662,365	106,123,561
Total	\$ 143,077,909	\$ 135,543,619	\$ 147,669,264	\$ 129,079,653	\$ 139,910,787	\$ 112,371,748

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Salaries & Benefits	\$ 2,741,063	\$ 2,725,402	\$ 2,761,734	\$ 2,761,734	\$ 2,761,609	\$ 2,811,374
Services & Supplies	126,466,734	132,818,217	144,907,530	131,697,701	135,289,178	109,560,374
Other Charges	13,870,113	—	—	2,959,436	—	—
Capital Assets/Land Acquisition	—	—	—	(8,339,218)	—	—
Management Reserves	—	—	—	—	1,860,000	—
Total	\$ 143,077,909	\$ 135,543,619	\$ 147,669,264	\$ 129,079,653	\$ 139,910,787	\$ 112,371,748

Budget by Categories of Revenues

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Intergovernmental Revenue	\$ 4,455	\$ 4,047	\$ 4,047	\$ 4,047	\$ 3,880	\$ 3,880
Charges For Current Services	118,894,619	125,614,528	125,614,528	124,503,854	124,368,865	102,639,592
Miscellaneous Revenues	201,686	75,000	75,000	206,681	100,000	100,000
Other Financing Sources	1,763,732	2,667,275	13,011,172	2,861,311	3,689,471	3,879,940
Use of Fund Balance	16,247,660	1,175,000	2,956,748	(4,504,009)	6,050,000	—
General Purpose Revenue Allocation	5,965,757	6,007,769	6,007,769	6,007,769	5,698,571	5,748,336
Total	\$ 143,077,909	\$ 135,543,619	\$ 147,669,264	\$ 129,079,653	\$ 139,910,787	\$ 112,371,748



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.

2009-10 Accomplishments

Required Discipline – Customer Satisfaction

- Achieved a positive customer satisfaction rating of 96%.
- Provided customers with hearings that were fair, impartial and efficient resulting in legally sound decisions.
- Ensured direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources.
- 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, Adaptable and Diverse Workforce

- Resolved 64% (18 of 28) personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings.
- Trained County human resources professionals and other managers on the role of the Civil Service Commission and on Commission procedures to foster a greater understanding of the Commission's responsibilities.
- Furthered staff development through training opportunities which increased employees' knowledge and skills to excel in their responsibilities and provide superior customer service.
 - Provided ongoing 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.



- Provided training to all Commission employees in knowledge and skills relating to working in a diverse organization.
- Supervisor participated in training on knowledge and skills relating to the prevention of sexual harassment.

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 13 Commission decisions within 48 hours of Commission approval to provide timely notification of outcomes to parties and the public.
- Conducted Management Controls Initiative workshops to identify and reduce risks to achieving departmental goals.

Required Discipline – Continuous Improvement

- Maintained and updated 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.
- Improved process for calendaring hearings by scheduling upon receipt of appeal, reducing lag time by as much as one month for hearings.

2010-12 Objectives

Required Discipline – Customer Satisfaction

- Achieve 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 direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters.
- 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.
- Provide ongoing 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.

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 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	2008-09 Actuals	2009-10 Adopted	2009-10 Actuals	2010-11 Adopted	2011-12 Approved
Positive customer satisfaction rating	96%	95%	96%	95%	95%
Personnel disputes resolved without need of an evidentiary hearing ¹ / total number of personnel disputes	58% of 50	55%	64% of 28	55%	55%
Commission decisions distributed within 48 hours of Commission approval / total number of decisions	100% of 30	95%	100% of 13	95%	95%

Table Notes

¹ Resolving personnel disputes without a full evidentiary hearing saves money and staff time for the Commission office, other County departments, employees and perspective employees.

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

Staffing

No change in staffing.

Expenditures

Net decrease of \$0.1 million primarily as a result of a decrease in Services and Supplies due to the planned transfer of external counsel support costs to the public liability internal service fund.

Revenues

Net decrease of \$0.1 million in General Purpose Revenue Allocation reflects the management of limited County resources in the current economic environment.

**Budget Changes and Operational Impact:
2010-11 to 2011-12**

Increases in Salaries and Benefits reflect an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.



Staffing by Program						
		Fiscal Year 2009-10 Adopted Budget			Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Civil Service Commission		4.00			4.00	4.00
Total		4.00			4.00	4.00

Budget by Program						
	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Civil Service Commission	\$ 596,372	\$ 621,605	\$ 621,605	\$ 582,721	\$ 558,294	\$ 566,258
Total	\$ 596,372	\$ 621,605	\$ 621,605	\$ 582,721	\$ 558,294	\$ 566,258

Budget by Categories of Expenditures						
	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Salaries & Benefits	\$ 501,019	\$ 495,606	\$ 495,606	\$ 492,742	\$ 503,308	\$ 511,272
Services & Supplies	95,353	125,999	125,999	89,979	54,986	54,986
Total	\$ 596,372	\$ 621,605	\$ 621,605	\$ 582,721	\$ 558,294	\$ 566,258

Budget by Categories of Revenues						
	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Charges For Current Services	\$ 50,837	\$ 53,133	\$ 53,133	\$ 53,134	\$ 53,720	\$ 53,720
Miscellaneous Revenues	125	—	—	—	—	—
Use of Fund Balance	(22,093)	—	—	(38,885)	—	—
General Purpose Revenue Allocation	567,503	568,472	568,472	568,472	504,574	512,538
Total	\$ 596,372	\$ 621,605	\$ 621,605	\$ 582,721	\$ 558,294	\$ 566,258

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.

2009-10 Accomplishments

Strategic Initiative – The Environment

- Reduced CAC water consumption by 10% through the use of waterless urinals, the installation of waterless turf on the east plaza, discontinuing the use of the fountains and maintaining existing water conservation efforts, thereby conserving limited resources.

Strategic Initiative – Safe and Livable Communities

- Improved the security of visitors and workers at the CAC through security improvement projects including enhancement of evacuation routes, expansion of card-reader access doors and upgrade of security cameras.

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.

- Processed 21,029 property tax assessment appeal applications quickly and accurately without increasing staff, ensuring the efficiency and integrity of the appeal process.

Required Discipline – Essential Infrastructure

- Completed timely maintenance and repair of the historic CAC to ensure the safety of visitors and employees as well as continued enjoyment and utility of the building and grounds through completion of over 1,400 preventative maintenance work orders as scheduled.

Required Discipline – Customer Satisfaction

- Surveyed over 2,000 customers and received consistently excellent feedback, ensuring that the residents of the San Diego region are satisfied with the department’s services.

Required Discipline – Information Technology

- Implemented the Citizens Advisory Board Application (CABA), which automated the citizens advisory board application and appointment process, helping to facilitate public participation in local government.

2010-12 Objectives

Strategic Initiative – The Environment

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

Required Discipline – Accountability/Transparency

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

■ ■ ■ Clerk of the Board of Supervisors

- 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 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	2008-09 Actuals	2009-10 Adopted	2009-10 Actuals	2010-11 Adopted	2011-12 Approved
Average score on internal customer surveys ¹	4.9 of 2,151 surveys	4.9	4.9 of 2,450 surveys	4.9	4.9
Property tax assessment appeal applications reviewed for quality and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process ²	97% of 40,917 applications	92%	98% of 21,029 applications	92%	92%
CAC Facilities Services preventive maintenance work orders completed as scheduled	98% of 2,045 work orders	98%	99% of 1,425 work orders	98%	98%
Audio recordings of Board of Supervisors meetings added to Clerk of the Board Internet site within five days of the related meeting	100% of 46 recordings	100%	98% of 40 recordings	100%	100%
Decrease in landscape water consumption at the CAC ³	12%	10%	10%	N/A ⁴	N/A ⁴

Table Notes

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

² During Fiscal Year 2009-10, total applications received were 21,029. 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.

⁴ Significant reductions in water usage accomplished in recent years will continue to be maintained through continued use of conservation methods. Beginning Fiscal Year 2010-11, the measure will no longer be included in the Operational Plan.



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

Staffing

No change in staffing.

Expenditures

Net decrease of \$1.8 million.

- Salaries and Benefits — increase of \$0.2 million primarily for negotiated wage and benefit increases.
- Services and Supplies — decrease of \$2.0 million is due to reduction of one-time facility maintenance projects (\$1.6 million), a reduction in information technology development investments (\$0.2 million), and a decrease in utility costs as a result of implementing energy saving devices and conservation practices (\$0.2 million) to mitigate decreases in general revenue allocation. This expenditure category includes \$0.3 million for one-time facility maintenance projects.

Revenues

Net decrease of \$1.8 million.

- Charges for Current Services and Miscellaneous Revenues — increase of \$0.1 million due to increased revenue from passport application and photo services.
- Use of Fund Balance — decrease of \$1.6 million due to a decrease in prior year revenue for one-time facility maintenance projects. The remaining balance of \$0.3 million will support one-time facility maintenance projects for Fiscal Year 2010-11.
- General Purpose Revenue Allocation — decrease of \$0.3 million, which reflects the management of limited County resources in the current economic environment.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of \$0.2 million is the result of a decrease of \$0.3 million in Services and Supplies for prior year one-time projects, partially offset by an increase of \$0.1 million in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.



Staffing by Program

	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 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 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Legislative Services	\$ 1,069,132	\$ 1,023,937	\$ 1,008,589	\$ 1,101,049	\$ 1,039,619	\$ 1,071,133
CAC Facilities Services	3,226,791	3,296,287	3,098,617	3,179,800	3,157,603	3,172,038
Assessment Appeals	898	—	—	101	—	—
Public Services	1,191,944	975,536	975,536	928,093	1,003,241	1,032,863
Executive Office	810,741	1,008,670	1,757,337	989,141	875,182	890,019
CAC Major Maintenance	1,536,320	1,894,949	3,038,862	2,200,944	305,000	—
Total	\$ 7,835,825	\$ 8,199,379	\$ 9,878,941	\$ 8,399,128	\$ 6,380,645	\$ 6,166,053

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Salaries & Benefits	\$ 3,230,133	\$ 3,186,187	\$ 3,124,187	\$ 3,121,871	\$ 3,368,258	\$ 3,457,766
Services & Supplies	4,605,692	5,013,192	6,744,734	5,267,341	3,012,387	2,708,287
Capital Assets Equipment	—	—	10,020	10,018	—	—
Expenditure Transfer & Reimbursements	—	—	—	(102)	—	—
Total	\$ 7,835,825	\$ 8,199,379	\$ 9,878,941	\$ 8,399,128	\$ 6,380,645	\$ 6,166,053

Budget by Categories of Revenues

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Revenue From Use of Money & Property	\$ 101,350	\$ 64,949	\$ 64,949	\$ 92,671	\$ 95,000	\$ 85,000
Charges For Current Services	351,517	234,750	234,750	565,704	305,800	305,800
Miscellaneous Revenues	42,729	9,500	9,500	12,905	12,185	13,085
Use of Fund Balance	1,008,424	1,880,000	3,559,562	1,717,667	295,000	—
General Purpose Revenue Allocation	6,331,805	6,010,180	6,010,180	6,010,180	5,672,660	5,762,168
Total	\$ 7,835,825	\$ 8,199,379	\$ 9,878,941	\$ 8,399,128	\$ 6,380,645	\$ 6,166,053

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.

2009-10 Accomplishments

Required Discipline – Fiscal Stability

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

- Prevailed in 93% (77 of 83) of court decisions in all lawsuits filed against the County.
- Achieved a success rate of 92% (11 of 12) in County code enforcement and other lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
- Handled 100% (83 of 83) 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 provided 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.

- Completed 100% (59 of 59) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
- Completed 99% (1,512 of 1,514) 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 will provide positive and constructive influences in the professional practice of law in the region.

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

Required Discipline – Skilled, Adaptable 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 69 education programs on selected legal subjects.
- Provided 61 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.

- Provided 69 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 continued to promote and emphasize resource conservation in the office.

- Implemented a “Go Green” campaign which provides education to staff and opportunities for cost savings through conservation and behavior modification.
- Modified overall purchasing habits by purchasing recycled and/or environmentally-friendly office products.
- Streamlined the office’s travel request procedure by reducing the number of steps needed to obtain approval and continued to explore ideas on how to improve or reduce time and the amount of paper needed to be routed within the office.

Required Discipline – Continuous Improvement

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

- Developed a Business Processing Reengineering Committee consisting of a variety of staff that identified ways to improve office processes and explored topics such as paper reduction and work process streamlining.
- Revised the current County car policy and assignment system and improved the efficiency of departmental resources.
- Improved the efficiency of employee timekeeping and payroll processing by decentralizing Kronos (County’s timekeeping system) data entry.

Required Discipline – Information Technology

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

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

- Acquired Blackberry cell phones for Juvenile Dependency attorneys (who spend a greater part of their workday in Juvenile Court and away from their desks), to increase productivity by enabling them to have access to calendars and e-mail.

2010-12 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 90% or more of court decisions in all lawsuits filed against the County.
- Achieve a success rate of 85% 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 in California 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 95% of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
- Complete 80% 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 10 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 for County departments.
- Provide 50 or more specialized risk mitigation 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 for County Counsel staff, 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.

Required Discipline – Continuous Improvement

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

- Enhance County Counsel law student internship program to provide quality service to our clients.

Required Discipline – Information Technology

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

- Implement the use of a document repository to allow efficient electronic retrieval of court briefs, legal indexed opinions, closed session letters, and settlement committee minutes and related documents.
- Explore solutions for an outside database that may be used for sharing electronic discovery (a.k.a., e-discovery) and litigation data with other parties.
- Enhance or explore alternatives to the existing office practice management system, which manages all case and advisory information, retains client and contract information, stores supporting legal documents, and tracks time and billing information.
- Explore expanded use of available mobile technologies to increase efficiencies.

Related Links

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

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Actuals	2010-11 Adopted	2011-12 Approved
Resolved court cases filed against the County in which County will prevail (County success rate)	96% (67-3 record)	95%	93% (77-6 record)	90% ¹	90%
Cases against the County that were handled by County Counsel	99% (95 of 96 cases)	95%	100% (83 of 83 cases)	95%	95%
Success rate in County cases against other parties	87% (13 of 15 cases)	90%	92% (11 of 12 cases)	85%	85%
Advisory assignments for Board of Supervisors to be completed by the due date	100% (31 assignments)	100%	100% (23 assignments)	95% ²	95% ²
Advisory assignments for all departments completed by the due date	99% (1,596 of 1,618 assignments)	85% ²	99% (1,512 of 1,514 assignments)	80% ²	80% ²
Number of training programs presented by County Council	124	30 ²	69	30 ³	30 ³
Number of risk mitigation education sessions provided by County Council	64	60 ²	61	50 ³	50 ³

Table Notes

¹ The Office of County Counsel established aggressive goals for the years prior to 2010 when it was at full staffing levels. However, for the years 2010 through 2012, there will be staff reductions that will impact the level of legal services provided to departments. It is anticipated that the reduced level of legal services will affect the ability to maintain the more aggressive objectives set in previous years.

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 and training sessions than expected during the fiscal year in anticipation of the staffing reductions described below. Fortunately, the unanticipated training needs of the department's clients were accommodated in Fiscal Year 2009-10.

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

Staffing

Decrease of 2.00 staff years as a result of a reduction in available funding. The decrease in positions will most likely result in a continuing decrease in County Counsel's ability to provide legal advisory guidance and assistance to departments in a timely manner. The deletion of two legal staff positions will also result in a reduction of training programs, which may have a direct correlation to an increase in the County's exposure to legal liability.

Expenditures

Net increase of \$0.2 million.

- Salaries and Benefits — net decrease of \$0.2 million is the result of staffing changes described above, offset by a negotiated wage and benefit increase, and the one-time expenditure to fund a legal internship program.
- Services and Supplies — decrease of \$0.1 million in various expenditure categories as a result of a decrease in available funding.

- Expenditure Transfers and Reimbursement — increase of \$0.1 million resulting from associated negotiated salary increases for staff providing exclusive legal services to HHSA and Department of Environmental Health. Since this is a reimbursement, it has the effect of a \$0.1 million decrease in expenditures.
- Management Reserves — increase of \$0.6 million in one-time funding to enhance or replace the existing office practice management application.

Revenues

Net increase of \$0.2 million.

- Charges for Current Services — increase of \$0.4 million due primarily to anticipated workload increases in land use and construction defect matters and legal services provided to special districts.
- Use of Fund Balance — increase of \$0.5 million for a total budget of \$0.7 million to support one-time expenditures described above.

- General Purpose Revenue Allocation — decrease of \$0.7 million, which reflects the management of limited County resources in the current economic environment.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Net increase of \$0.4 million is the result of an increase of in Salaries and Benefits (\$0.3 million), which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011. This increase is partially offset by a minor decrease in Services and Supplies and a decrease in Management Reserves (\$0.6 million) for prior year one-time expenditures.

Staffing by Program						
		Fiscal Year 2009-10 Adopted Budget			Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
County Council		137.00			135.00	135.00
Total		137.00			135.00	135.00

Budget by Program						
	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
County Council	\$ 22,678,912	\$ 22,318,667	\$ 22,592,316	\$ 21,845,765	\$ 22,554,021	\$ 22,171,916
Total	\$ 22,678,912	\$ 22,318,667	\$ 22,592,316	\$ 21,845,765	\$ 22,554,021	\$ 22,171,916

Budget by Categories of Expenditures						
	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Salaries & Benefits	\$ 21,837,521	\$ 21,549,306	\$ 21,203,837	\$ 21,002,320	\$ 21,328,515	\$ 21,595,167
Services & Supplies	1,558,852	1,443,649	2,062,767	1,620,649	1,365,006	1,328,511
Capital Assets Equipment	17,549	—	—	—	—	—
Expenditure Transfer & Reimbursements	(735,011)	(674,288)	(674,288)	(777,204)	(739,500)	(751,762)
Management Reserves	—	—	—	—	600,000	—
Total	\$ 22,678,912	\$ 22,318,667	\$ 22,592,316	\$ 21,845,765	\$ 22,554,021	\$ 22,171,916

Budget by Categories of Revenues						
	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Charges For Current Services	\$ 11,318,161	\$ 10,122,722	\$ 10,122,722	\$ 10,349,583	\$ 10,549,408	\$ 10,628,284
Miscellaneous Revenues	263,300	5,300	5,300	89,820	60,000	60,000
Use of Fund Balance	(1,859,847)	166,973	440,622	(617,310)	655,000	—
General Purpose Revenue Allocation	12,957,298	12,023,672	12,023,672	12,023,672	11,289,613	11,483,632
Total	\$ 22,678,912	\$ 22,318,667	\$ 22,592,316	\$ 21,845,765	\$ 22,554,021	\$ 22,171,916

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.

2009-10 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Reviewed and investigated 82 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 48 criminal indictments, and prepared other reports and declarations as mandated by law (Penal Code §939.8, et seq.).

2010-12 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 (Penal Code §904.6).

Related Links

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

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

Staffing

No change in staffing.

Expenditures

Decrease of \$0.1 million.

- Services and Supplies — decrease of \$0.1 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 will limit the Grand Jury's ability to fund costs associated with empanelling a second criminal

Grand Jury if requested, and 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.

Revenues

Decrease of \$0.1 million.

- General Purpose Revenue Allocation — decrease of \$0.1 million, which reflects the management of limited County resources in the current economic environment.

Budget Changes and Operational Impact: 2010-11 to 2011-12

An increase in Salaries and Benefits reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

Staffing by Program

	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Grand Jury	1.00	1.00	1.00
Total	1.00	1.00	1.00

Budget by Program

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Grand Jury	\$ 658,055	\$ 678,122	\$ 678,122	\$ 635,009	\$ 580,076	\$ 581,666
Total	\$ 658,055	\$ 678,122	\$ 678,122	\$ 635,009	\$ 580,076	\$ 581,666

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Salaries & Benefits	\$ 122,393	\$ 113,808	\$ 116,883	\$ 116,878	\$ 115,471	\$ 117,061
Services & Supplies	535,662	564,314	561,239	518,131	464,605	464,605
Total	\$ 658,055	\$ 678,122	\$ 678,122	\$ 635,009	\$ 580,076	\$ 581,666

Budget by Categories of Revenues

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Miscellaneous Revenues	\$ 18	\$ —	\$ —	\$ 73	\$ —	\$ —
Use of Fund Balance	(59,125)	—	—	(43,186)	—	—
General Purpose Revenue Allocation	717,162	678,122	678,122	678,122	580,076	581,666
Total	\$ 658,055	\$ 678,122	\$ 678,122	\$ 635,009	\$ 580,076	\$ 581,666



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.

2009-10 Accomplishments

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Assisted departments with reorganization efforts related to workforce transition activity by December 2009 in order to increase efficiencies with fewer resources.
- Conducted Train-the-Trainer Knowledge Worker training program to 45 department representatives by December 2009, to ensure that the General Management System 2.0 initiatives were introduced to 100% of employees.
- Trained 55% of 82 human resources professionals in the Advanced Human Resources Certificate Program by January 2010, to ensure consistency in administering County policies and procedures.
- Development of 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, has been put on hold due to the current economic environment.
- Supported a skilled and safe workforce by developing one safety training available via the County's Learning Management System, an online system accessible to all employees for enrolling, scheduling, delivering,



evaluating and reporting on training.

- Conducted one Discipline Case Advocacy Institute training, to increase departmental human resources officers' ability to represent the County effectively in disciplinary hearings.

Required Discipline – Continuous Improvement

- Developed Request for Proposal for employee benefit Flexible Spending Account administration contract for improved services and pricing.
- Ensured 100% of all employment applications were obtained via the Web, by January 2010. The online streamlined process has resulted in the elimination of many manual steps and paper, saving valuable resources.
- Administered extensions of Memoranda of Agreement in order to reduce the number of grievances.

Required Discipline – Information Technology

- Developed an online support tool for approximately 3,000 supervisors, in October 2009, through the implementation of a Supervisors' Resource Center. This tool provides training resources, materials and links that will support and enable supervisors to access training materials without enrolling in a classroom-based training program.
- On track to complete full application upgrade on the Human Resources Information System in order to maintain adequate system support levels and enhance personnel, payroll and benefits tracking for County employees, by December 2010.
- Enhancement to the countywide employee performance evaluation process has been deferred to December 2011 as a result of delays in the upgrades of the human resources system. The evaluation process

will incorporate tracking and form completion within the Human Resources Information System to ensure delivery to the appropriate supervisor and minimize hard copy distribution.

- Implemented 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.

2010-12 Objectives

Required Discipline – Fiscal Stability

- Negotiate fiscally prudent successor agreements with 25 bargaining units and 8 employee organizations by June 2011.

Required Discipline – Information Technology

- Introduce online Supervisors’ Certificate Program to approximately 2,000 supervisors to support the development of Supervisors so that they and their staff can better serve the public.
- Introduce Microsoft Office 2007 countywide through classroom-based, Web-based and synchronous training.
- Convert all background check files to the Documentum enterprise content management application, to eliminate storage costs associated with the retention of paper files.
- Implement an automated tracking system for monitoring of various Cal-OSHA workplace safety requirements to support compliance with Cal-OSHA requirements.
- Implement online testing of applicants and set up testing sites using County computers in a proctored environment to streamline and reduce testing costs.

- Complete full application upgrade on the Human Resources Information System to maintain adequate system support levels and enhance personnel, payroll and benefits tracking for County employees.
- Upgrade the County Learning Management System with the latest version available to improve efficiencies and streamline processes, by June 2012.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Provide local veterans work experience by establishing a six-month Veteran’s Work Experience Program in order for them to learn new skills to become marketable in the workforce.
- Provide transition services to employees during workforce reduction periods to minimize the impact of layoffs.

Required Discipline – Continuous Improvement

- Develop and implement an automated “On-Boarding” application to integrate and engage new employees into the County work environment from onset of employment offer through first year of employment, by June 2012.
- Reengineer and centralize County background checks to reduce duplication of effort and maximize efficiencies.
- Develop an enhanced Employee Discount Program to improve services and discounts for employees.

Related Links

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

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Actuals	2010-11 Adopted	2011-12 Approved
Classification activity requests completed within prescribed time frame	98.5% of 335	94% of 300	100% of 149	94% of 150	98% of 150
Recruitment plan/service agreements/timelines met	98% of 283	94% of 400	99% of 228	95% of 200	98% of 200

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

Staffing

Decrease of 8.00 staff years in the following Divisions: Human Resources Services (4.00); Workforce Information Network (1.00); Labor Relations (1.00); Employee Benefits (1.00); and Employee Development and Training (1.00), as a result of a reduction in available funding. It is anticipated that these staffing changes will result in overall decreased levels of service as well as the elimination of the external customer satisfaction program.

Expenditures

Net increase of \$0.3 million.

- Salaries and Benefits — net increase of \$0.1 million due to the staffing decreases described above (\$0.6 million), and an increase in one-time funding for the Veteran's Work Experience program (\$0.2 million) as well as negotiated wage and benefit increases. This expenditure category also continues one-time funding for salary costs associated with the Workforce Academy for Youth (WAY) (\$0.2 million) for a total of \$0.4 million in one-time funding.
- Services and Supplies — net increase of \$0.3 million due to one-time funding of the Learning Management System software upgrade (\$0.1 million); one-time funding to support the development of "On-Boarding" information technology solution to reengineer the County's new hire process (\$0.5 million); and a decrease \$0.2 million in Information Technology Applications and various expenditure accounts of \$0.1 million as a result of a reduction in available funding. This expenditure category also continues one-time funding for the WAY (\$0.1 million), bringing total one-time funding to \$ 0.7 million.

Revenues

Net increase of \$0.3 million.

- Charges for Current Services — decrease of \$0.1 million from external department overhead payments (A-87) due to a decline in reimbursement of costs for services rendered.
- Miscellaneous Revenues — increase of \$0.5 million from Employee Benefits Internal Service Fund and Workforce Investment Act funds to support one-time expenditures associated with the Veteran's Work Experience program described above.
- Use of Fund Balance — increase of \$0.6 million due to one-time funding for the Learning Management System software upgrade (\$0.1 million), an additional year of funding for the Workforce Academy for Youth (WAY) program (\$0.3 million), and for the development of "On-Boarding" information technology solution (\$0.5 million).
- General Purpose Revenue Allocation — decrease of \$0.7 million, which reflects the management of limited County resources in the current economic environment.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of \$0.8 million is primarily the result of removal of \$1.1 million in one-time funding associated with the Learning Management System Upgrade, "On Boarding" solution development, Workforce Academy for Youth (WAY) and Veteran's Work Experience programs. This decrease is partially offset by an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.



Staffing by Program						
		Fiscal Year 2009-10 Adopted Budget			Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Department of Human Resources		118.00			110.00	110.00
Total		118.00			110.00	110.00

Budget by Program						
	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Department of Human Resources	\$ 21,272,124	\$ 22,384,701	\$ 22,831,968	\$ 19,648,943	\$ 22,703,286	\$ 21,889,423
Total	\$ 21,272,124	\$ 22,384,701	\$ 22,831,968	\$ 19,648,943	\$ 22,703,286	\$ 21,889,423

Budget by Categories of Expenditures						
	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Salaries & Benefits	\$ 13,353,310	\$ 12,926,642	\$ 12,926,642	\$ 12,532,339	\$ 12,986,237	\$ 12,781,064
Services & Supplies	7,918,814	9,458,059	9,905,326	7,116,604	9,717,049	9,108,359
Total	\$ 21,272,124	\$ 22,384,701	\$ 22,831,968	\$ 19,648,943	\$ 22,703,286	\$ 21,889,423

Budget by Categories of Revenues						
	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Intergovernmental Revenue	\$ 189	\$ —	\$ —	\$ 181	\$ —	\$ —
Charges For Current Services	1,206,414	1,418,893	1,418,893	1,429,676	1,326,283	1,326,283
Miscellaneous Revenues	5,779,276	6,638,200	6,785,473	6,152,439	7,151,581	7,052,692
Use of Fund Balance	(514,516)	275,000	574,994	(1,985,961)	865,000	—
General Purpose Revenue Allocation	14,800,761	14,052,608	14,052,608	14,052,608	13,360,422	13,510,448
Total	\$ 21,272,124	\$ 22,384,701	\$ 22,831,968	\$ 19,648,943	\$ 22,703,286	\$ 21,889,423

County Communications Office

Department Description

Established by the Board of Supervisors in 1997, the County Communications Office, formerly known as the Department of Media and Public Relations, ensures that information about County issues, programs and services moves quickly and accurately to the public, employees and news organizations. Moreover, the department oversees emergency communications, media relations, overall content of the County's external and internal Web sites, plus social media messages. The department is responsible for news releases, newsletters, publications and several major multimedia Board presentations, as well as the operation and programming of the County government access channel, County Television Network (CTN). Additionally, the County Communications Office administers and monitors the County and State franchise agreements with video providers operating within unincorporated areas of the county. The Communications Office 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.

This Adopted Operational Plan reflects the recent reorganization and consolidation of media activities from multiple County departments.

Mission Statement

To build confidence in County government by providing clear and accurate information on the County's objectives, goals, services and issues. To achieve world class communications status and become a preferred information provider by using the latest in technology and communications tools.

2009-10 Accomplishments

Strategic Initiative – Safe and Livable Communities

- During emergency drills, provided accurate and timely emergency response and recovery information to the public and media. Used Web sites and social media,



cell phone alerts, and the news media to ensure the public had the information needed to minimize loss, accelerate recovery and maintain confidence in County government.

- Met 93% (28 of 30) of County Communications Office benchmarks for each emergency response drill in Fiscal Years 2009-10.

Required Discipline – Accountability/Transparency

- Informed San Diego County residents, decision makers, the media and County employees on the scope, role and benefits of County government so they can get the most out of government services and improve the overall quality of life in San Diego County.
 - Produced 142 programs, segments, Public Service Announcements (PSAs), presentations and Web videos highlighting County Strategic Initiative programs and services.
- Collected and promoted County stories on Strategic Initiatives and/or performance providing information, accountability and transparency to taxpayers, the public and County employees.
 - Placed 2,808 stories about the County's Strategic Initiatives and/or performance stories through the media.

Required Discipline – Information Technology

- Explored ways to improve the design and navigation of the County's overall intranet system to promote self-sufficiency and improve employee productivity and, as a result, provide better customer service to the public. In light of an enterprise decision to implement SharePoint, a document management system, the County Communications Office is coordinating the redesign with that effort and aims to have the design process completed by June 2011.

Required Discipline – Customer Satisfaction

- Plans to set up digital signage information centers in at least three County locations have been shelved due to lack of funding.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Provided timely, accurate and appropriate information to the media and internal customers so that a relationship of trust and cooperation can be maintained and ensure the questions and concerns of the public are addressed.
 - Provided 23 media trainings to County departments, so that departments can enhance the quality of their job performance and ensure that information provided to the public and media is accurate and appropriate.
 - Assisted County employees to become knowledge workers by offering opportunities to explore new technological communication tools such as e-mail subscriptions, social media and “mental desktops,” and by providing information and/or training on how to best use these tools to communicate with others either within the County or outside of the organization.
 - Provided 46 one-on-one or group trainings to County employees to ensure the County uses all the tools necessary to communicate with others in today’s changing technological world.

2010-12 Objectives

Strategic Initiative – Safe and Livable Communities

- In the event of a major natural or manmade disaster, provide accurate and timely emergency response and recovery information to the public and media. Use computers and social media, cell phone alerts, and the news media 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) of County Communications Office benchmarks for each emergency response drill in Fiscal Years 2010-11 and 2011-12.

Required Discipline – Accountability/Transparency

- Educate San Diego County residents, decision makers, the media and County employees on the scope, role and benefits of County government so they can benefit from government services and improve the overall quality of life in San Diego County.
 - Produce at least 150 programs, segments, PSAs, presentations, Web videos and internal videos highlighting County Strategic Initiative programs and services in Fiscal Year 2010-11, and 160 during Fiscal Year 2011-12.
- 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 1,700 stories about the County’s Strategic Initiatives and/or performance stories through the media in Fiscal Years 2010-11 and 2,000 in 2011-12.

Required Discipline – Information Technology

- Improve the design and navigation of the County’s overall intranet system by June 2011 to promote self-sufficiency and improve employee productivity and, as a result, provide better customer service to the public. Due to an enterprise decision in 2009-10 to implement SharePoint, a document management system, the Communications Office is coordinating the redesign with that effort and aims to complete the design process by June 2011.

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 and to ensure the questions and concerns of the public are addressed.
 - Provide at least 23 media trainings to County departments in Fiscal Year 2010-11 and 25 in Fiscal Year 2011-12, 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.
 - Assist County employees in becoming knowledge workers by exploring new technological communication tools and by providing information and/or training on how to best use those tools to communicate better within the County as well as outside the organization.

- Provide at least 20 one-on-one or group trainings to County employees in Fiscal Years 2010-11 and 2011-12, so that the County uses all the tools necessary to communicate with others in today's changing technological world.

Related Links

For additional information about the County Communications Office and/or CTN, refer to the Web site at <http://www.sdcountry.ca.gov/dmpr/> or <http://www.ctn.org>

Performance Measures	2008-09 Actuals	2009-10 Adopted	2009-10 Actuals	2010-11 Adopted	2011-12 Approved
Trainings by Communications Office staff in new technological communications tools ¹	N/A	15	46	20	20
Media trainings conducted by Communications Office staff for other departments	20	23	23	23	25
New presentations programs, segments, PSAs, Web videos and internal videos ² produced by CTN highlighting one or more Strategic Plan Initiative or performance stories	135	100	142	150	160
Media placements coordinated by Communications Office staff	1,259	1,000	2,808 ³	1,700 ³	2,000 ³
Benchmarks met for each emergency drill or training ⁴	97%	93%	93%	93%	93%

Table Notes

¹ New measure effective Fiscal Year 2009-10. Large variance from target (15) to actual (46) is due to a greater demand than expected. These trainings are expected to decrease as employees become more comfortable with social media.

² CTN includes videos produced for other departments in 2010-11.

³ The large number of H1N1 stories accounts for some of the variance between the Fiscal Year 2009-10 actual and target goals. Adopted goal for 2010-11 and 2011-12 reflects the newly reorganized County Communications Office.

⁴ The Communications Office 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: 2009-10 to 2010-11

Staffing

No change in staffing.

Expenditures

Net decrease of \$0.6 million.

- Services and Supplies — decrease of \$0.3 million, primarily as a result of the elimination of funding for prior year one-time expenditures for the intranet redesign and digital signage information centers projects.
- Capital Assets Equipment — increase of \$0.1 million for one-time capital expenditures to replace and/or upgrade aging CTN production equipment.
- Expenditure Transfers & Reimbursement – increase of \$0.4 million to reflect cost reimbursement from the Health and Human Services Agency for services rendered. Since this is a reimbursement, it has the effect of a \$0.4 million decrease in expenditures.

Revenues

Net decrease of \$0.6 million.

- Licenses, Permits & Franchises — increase of \$0.1 million in Public Educational Governmental Access Fees, which will be used to fund one-time expenditures noted above.
- Use of Fund Balance — decrease of \$0.3 million due to the removal of prior year one-time expenditures described above.
- General Purpose Revenue Allocation — decrease of \$0.4 million is directly attributable to the increase in Expenditure Transfers & Reimbursements described above.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of \$0.3 million is primarily the result of a decrease in Capital Assets Equipment due to the completion of one-time initiatives included in the prior year budget, partially offset by a \$0.05 million increase in Salaries and Benefits, which reflects an increase for retirement contributions for 2011-12 and the full year effect of the flexible benefit credit increase that will take effect in January 2011.

Staffing by Program

	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
County Communications Office	22.00	22.00	22.00
Total	22.00	22.00	22.00

Budget by Program

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
County Communications Office	\$ 7,888,779	\$ 3,430,213	\$ 3,694,286	\$ 3,064,472	\$ 2,879,771	\$ 2,621,689
Total	\$ 7,888,779	\$ 3,430,213	\$ 3,694,286	\$ 3,064,472	\$ 2,879,771	\$ 2,621,689

Budget by Categories of Expenditures

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Salaries & Benefits	\$ 2,473,169	\$ 2,475,806	\$ 2,475,806	\$ 2,370,115	\$ 2,501,875	\$ 2,551,293
Services & Supplies	400,686	814,907	831,458	364,846	563,506	493,006
Capital Assets Equipment	—	139,500	139,500	81,990	237,000	—
Expenditure Transfer & Reimbursements	—	—	—	—	(422,610)	(422,610)
Operating Transfers Out	5,014,924	—	247,522	247,522	—	—
Total	\$ 7,888,779	\$ 3,430,213	\$ 3,694,286	\$ 3,064,472	\$ 2,879,771	\$ 2,621,689

Budget by Categories of Revenues

	Fiscal Year 2008-09 Actuals	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2009-10 Amended Budget	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Approved Budget
Licenses Permits & Franchises	\$ 6,163,616	\$ 216,000	\$ 235,418	\$ 203,943	\$ 307,500	\$ —
Revenue From Use of Money & Property	75,495	—	8,876	8,876	—	—
Charges For Current Services	4,016	—	—	680	—	—
Miscellaneous Revenues	15,886	—	—	740	—	—
Other Financing Sources	50,000	—	—	—	—	—
Use of Fund Balance	1,579,766	260,000	495,779	(103,980)	—	—
General Purpose Revenue Allocation	—	2,954,213	2,954,213	2,954,213	2,572,271	2,621,689
Total	\$ 7,888,779	\$ 3,430,213	\$ 3,694,286	\$ 3,064,472	\$ 2,879,771	\$ 2,621,689

