

# County of San Diego

## Finance and General Government Group

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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.

## 2010-11 Accomplishments

### Required Discipline – Fiscal Stability

- 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. The County refunded the 2001 Metropolitan Transit System (MTS) Certificates of Participation (COPs) to take advantage of current market conditions, reducing the annual debt service payments by \$0.35 million.
- Effectively managed the Treasurer's Investment Pool for the County and other local public entities to maximize cash resources without sacrificing the principle of safety or liquidity. The Treasurer-Tax Collector invested public monies held in the Treasury and maximized cash resources for a 0.84% rate of return in Fiscal Year 2010-11. Additionally, the Investment Pooled Money fund received reaffirmation of its AAf/S1 rating.

- 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 to facilitate the delivery of essential services to the public.
- Negotiated fiscally prudent extensions of Memoranda of Agreements with 19 of 25 bargaining units in 8 of the 9 employee organizations by June 2011. Negotiations continue with the remaining 6 bargaining units.

### **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. County Counsel prevailed in 92% (76 of 83 cases) of court decisions in all lawsuits filed against the County.

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

- 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. Provided 40 internal and/or external training sessions for County Counsel staff, including Mandatory Continuing Legal Education, to ensure staff continued to provide the highest quality legal services to the County by remaining current on developments in the law.
- Provided local veterans work experience by establishing a temporary Veteran's Work Experience Program in order for them to learn new skills to improve opportunities in the workforce.

### **Required Discipline – Accountability/Transparency**

- 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. Implemented 99% (182 of 184) of audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) on or before their due date.
- Created, maintained and provided official County records so that all members of the public may benefit from these services.

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

- Provided information technology (IT) support to County departments to enhance services available to County residents. Completed a virtualization and consolidation

project for County servers to reduce the total number of physical servers required for County operations. A 74% reduction was achieved and the project was completed under budget. Completed upgrades to the County's core human resources software applications to improve operational efficiency in timekeeping and personnel record management.

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

- Hosted the 27th 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.

### **Strategic Initiative – Environment**

- Did not implement the CaliforniaFIRST program, a statewide pilot program that was designed to 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. The State opted to discontinue the pilot program prior to significant implementation at the County level.

## **2011-13 Objectives**

### **Required Discipline – Fiscal Stability**

- Maintain a property tax 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, 2012.

### **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.

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

- Maintain a high quality workforce by adhering to 98% (196 of 200) of established timelines for recruitment of County employees, and provide County departments

with positions that match their staffing needs by completing 98% (147 of 150) of classification activity requests by established timelines.

#### **Required Discipline – Accountability, Transparency and Ethical Conduct**

- Submit 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- Provide high quality audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, to improve performance across the enterprise, and to ensure the most efficient use of resources.
- 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 – Information Technology**

- Complete the upgrade to Oracle, the County's key financial application. The upgrade of this application, which supports the County's overall financial management, will implement improvements that were identified through business process reengineering efforts, providing for the most efficient use of this application.
- Develop a County IT Risk Assessment Manual that will be used to ensure that IT security requirements are integrated into the County's IT structure and system development life cycle.

#### **Related Links**

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

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

##### **Staffing**

No change in staffing.

#### **Expenditures**

Net increase of \$0.2 million.

- Salaries and Benefits — increase of \$0.2 million to reflect negotiated labor agreements, increases in County retirement contributions, and current staffing levels.
- Services and Supplies — minor net decrease as a result of a decrease in ongoing information technology (IT) project costs offset by an increase for one-time IT expenditures.

#### **Revenues**

Net increase of \$0.2 million.

- Use of Fund Balance — increase of \$1.2 million for a total of \$45.0 million. Total use of fund balance is intended to provide \$41.3 million in funding for the Integrated Property Tax System (IPTS), \$1.1 million in short-term funding for increased information technology expenditure levels following completion of enterprise upgrades, \$2.5 million for management reserves to address unanticipated IT project costs, and \$0.2 million to fund a one-time negotiated salary adjustment.
- General Purpose Revenue Allocation — decrease of \$1.0 million to reflect decrease of ongoing IT project costs and redistribution of General Purpose Revenue to various Finance and General Government Group departments for ongoing needs. Short-term funding of IT project costs is addressed through Use of Fund Balance described above.

#### **Executive Office Budget Changes and Operational Impact: 2011-12 to 2012-13**

Net decrease of \$44.0 million is primarily due to a decrease of \$41.3 million as a result of the reduction of one-time IT appropriations related to the IPTS project in Fiscal Year 2011-12 and a decrease of \$2.5 million in management reserves. Decrease in associated Use of Fund Balance reflects discontinuation of one-time funding for IT expenditures budgeted in the prior year.



## ■ ■ ■ Finance and General Government Group & Executive Office

Group Staffing by Department						
		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Finance & General Government Executive Office		6.00			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		14.50			14.50	14.50
Auditor and Controller		245.50			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			36.00	36.00
County Counsel		135.00			135.00	135.00
Grand Jury		1.00			1.00	1.00
Human Resources		110.00			112.00	112.00
County Communications Office		22.00			22.00	22.00
<b>Total</b>		<b>1,165.50</b>			<b>1,166.50</b>	<b>1,166.50</b>

## Group Expenditures by Department

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Finance & General Government Executive Office	\$ 17,202,960	\$ 49,136,220	\$ 83,024,411	\$ 26,788,011	\$ 49,337,237	\$ 5,340,294
Board of Supervisors	7,353,093	7,628,046	8,243,099	7,239,210	7,683,215	7,683,632
Assessor / Recorder / County Clerk	49,368,851	50,638,198	54,554,973	48,903,241	53,590,691	50,873,207
Treasurer - Tax Collector	17,669,519	19,148,452	20,158,749	17,355,006	20,854,463	19,870,451
Chief Administrative Office	4,602,994	4,379,445	4,444,304	4,099,283	4,303,059	4,325,864
Auditor and Controller	31,563,434	33,839,785	35,306,360	31,053,895	33,983,646	34,058,718
County Technology Office	129,079,653	139,910,787	152,780,438	127,945,445	136,921,919	117,783,839
Civil Service Commission	582,721	558,294	558,294	544,442	568,229	567,406
Clerk of the Board of Supervisors	8,399,128	6,380,645	7,945,919	6,734,792	6,458,189	6,529,271
County Counsel	21,845,765	22,554,021	22,863,369	21,390,129	22,361,077	22,236,367
Grand Jury	635,009	580,076	582,076	533,382	601,232	591,775
Human Resources	19,648,943	22,703,286	23,700,433	19,670,804	23,335,014	22,028,554
County Communications Office	3,064,472	2,879,771	2,894,608	2,557,914	3,154,141	3,160,875
<b>Total</b>	<b>\$ 311,016,542</b>	<b>\$ 360,337,026</b>	<b>\$ 417,057,035</b>	<b>\$ 314,815,553</b>	<b>\$ 363,152,112</b>	<b>\$ 295,050,253</b>





## ■ ■ ■ Finance and General Government Group & Executive Office

### Executive Office Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Finance & General Government Executive Office	6.00	6.00	6.00
<b>Total</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>

### Executive Office Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Finance & General Government Executive Office	\$ 17,202,960	\$ 49,136,220	\$ 83,024,411	\$ 26,788,011	\$ 49,337,237	\$ 5,340,294
<b>Total</b>	<b>\$ 17,202,960</b>	<b>\$ 49,136,220</b>	<b>\$ 83,024,411</b>	<b>\$ 26,788,011</b>	<b>\$ 49,337,237</b>	<b>\$ 5,340,294</b>

### Executive Office Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	\$ 1,436,932	\$ 1,089,843	\$ 1,189,843	\$ 1,180,190	\$ 1,319,091	\$ 1,132,436
Services & Supplies	15,766,027	45,546,377	79,334,568	25,607,821	45,518,146	4,207,858
Management Reserves	—	2,500,000	2,500,000	—	2,500,000	—
<b>Total</b>	<b>\$ 17,202,960</b>	<b>\$ 49,136,220</b>	<b>\$ 83,024,411</b>	<b>\$ 26,788,011</b>	<b>\$ 49,337,237</b>	<b>\$ 5,340,294</b>

### Executive Office Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Charges For Current Services	\$ 398,515	\$ —	\$ —	\$ 607,826	\$ —	\$ —
Miscellaneous Revenues	—	—	—	8,091	—	—
Other Financing Sources	247,522	—	—	—	—	—
Use of Fund Balance	10,885,479	43,801,930	77,690,121	20,837,803	45,030,644	450,000
General Purpose Revenue Allocation	5,671,444	5,334,290	5,334,290	5,334,290	4,306,593	4,890,294
<b>Total</b>	<b>\$ 17,202,960</b>	<b>\$ 49,136,220</b>	<b>\$ 83,024,411</b>	<b>\$ 26,788,011</b>	<b>\$ 49,337,237</b>	<b>\$ 5,340,294</b>



## Board of Supervisors

### Department Description

*The County is governed by a five-member Board of Supervisors elected to four-year terms. Each Board member represents a specific geographic area (Supervisory District) of the county. Supervisory District boundaries were adjusted for the Fiscal Year 2011-13 Adopted Operational Plan as a result of decennial redistricting activities in 2011. New district boundaries were adopted by the Board of Supervisors on September 27, 2011. (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 609,000 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 Point Loma on San Diego 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, Grant Hill, La Playa, Lincoln Park, Logan Heights, Memorial, Mount Hope, Mountain View, Nestor, Otay, Palm City, Paradise Hills, parts of Point Loma, San Ysidro, Shelltown, Sherman Heights, Southcrest, South Bay Terraces, 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 2010, 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 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 continues to work with clinics and hospitals to maintain and enhance the safety net in San Diego County. Supervisor Cox has improved accessibility to health and social services by using technology and creating innovative collaborations with community partners like 2-1-1 San Diego.

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. In March 2011, Supervisor Cox unveiled an exciting project that doubled the number of campsites available to the public at the Sweetwater Summit Campground. Supervisor Cox has actively worked with State and federal agencies to fund projects that encourage people to use active transportation including walking and bicycling, thus reducing toxic auto emissions that pollute our air. In March 2011, Supervisor Cox secured \$2.5 million from the State Coastal Conservancy to complete a significant segment of the Bayshore Bikeway. He is championing San Diego's effort to become the first California county to complete the California Coastal Trail which is 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 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 boards of the National Association of Counties, and 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 more than 620,000 residents, including more than 270,000 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, new libraries, ball fields, recreational opportunities 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 \$200 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, College Area, Del Cerro, Grantville, Navajo, Rolando and San Carlos in the City of San Diego.

## District 3

Supervisor Pam Slater-Price represents a district that includes the coastline, inland valleys, leading universities and research centers, a military base, bedroom communities and major employment centers. With more than 618,000 residents, District 3 overlays all or portions of five incorporated cities, including nearly a dozen distinct communities within the City of San Diego.

District 3 covers the coast from Torrey Pines, Encinitas, Del Mar and Solana Beach. These cities incorporated in 1986 but continue to receive law enforcement, library and other services from the County of San Diego.

Along the bustling coastline, Supervisor Slater-Price has championed efforts to restore and enhance the beaches, coastal lagoons and watersheds. She has overseen a multi-agency effort to restore the San Dieguito wetlands, and to

the north, at San Elijo Lagoon, the Supervisor pushed for construction of an award-winning, County-operated nature center.

During her tenure, Supervisor Slater-Price has voted to vastly improve fire protection and enhance Sheriff's protection. She has supported the County's acquisition of thousands of acres of permanent open space, fought for clean water protection, and has been a driving force behind strengthening environmental policies and well-planned development, such as 4S Ranch, which is in the supervisor's district.

District 3 bridges the coast to the inland corridor by way of Mira Mesa, where Qualcomm, Inc. – the region's largest private-sector employer – is headquartered. The northeast corner of District 3 includes historic Escondido and San Pasqual, communities with rich agricultural roots. Just south of Escondido and Lake Hodges is Rancho Bernardo, where multinational companies such as Sony and Northrop Grumman employ many thousands of residents. Moving south, District 3 includes the bedroom communities of Carmel Mountain Ranch, Scripps Ranch, Tierrasanta, Sabre Springs, Miramar and Mission Gorge. The District also overlays the Marine Corps Air Station Miramar.

By adhering to the County's General Management System, Supervisor Slater-Price promotes conservative fiscal policy, providing top-notch service to the public, strong support for the county's animal shelters, libraries and parks, a clean environment, and above all, safe and livable communities.

Supervisor Slater-Price works with all District 3 communities by recommending County funding to support a host of public safety, tourism, business and nonprofit groups at work serving children, families, seniors and the general public to enhance and improve quality of life.

#### District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically diverse district in San Diego County. Approximately 626,000 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, assisting vulnerable seniors and enhancing public safety, to supporting growing the regional economy and 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, animal control, air quality, water quality, probation and operation of the jail system.

The Fourth Supervisorial District spans 100 square miles, extending north to UC San Diego, west to the Pacific Ocean, east to Encanto 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, City Heights (where more than 30 languages are spoken), Clairemont Mesa, Colina Del Sol, Corridor, Cortez, Crown Point, El Cerrito, Emerald Hills, Encanto, Fairmount Park, Fairmount Village, Golden Hill, Hillcrest, Jamacha Lomita, Kearny Mesa, Kensington, La Jolla, Linda Vista, Little Italy, Loma Portal, Middletown, Midway, Mission Beach, Mission Hills, Mission Valley, Morena, Normal Heights, North Park, Oak Park, Ocean Beach, Pacific Beach, Park West, Redwood Village, Serra Mesa, Skyline, South Park, Swan Canyon, Talmadge Park, University Heights, Valencia Park, Webster and north-eastern downtown San Diego. Points of interest within the district include Old Town State Historic Park, Balboa Park and the world-famous San Diego Zoo.

#### District 5

Supervisor Bill Horn is Chairman of the Board of Supervisors.

Supervisor 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 620,000 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 access to health care, public



safety resources, including improved methods of protecting the public from sexual predators, 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, Eagles Nest, Elfin Forest, Fairbanks Ranch, Fallbrook, 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 and citrus grower, so agriculture remains close to his heart. Agriculture is a major industry (the fifth most important in the county) in the Fifth District, with many hills and valleys covered with groves of avocado and citrus trees. Decorative flowers, grown commercially, paint the hills of Carlsbad each year with a rainbow of colors. Elsewhere, cattlemen tend their

herds in the oak-studded inland valleys and farmers plant and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the Borrego desert. With water availability and distribution a critical need in the region, Supervisor Horn has been a leader in finding solutions to the water crisis.

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 website at

<http://www.sdcounty.ca.gov/general/bos.html>.



## Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 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
<b>Total</b>	<b>56.00</b>	<b>56.00</b>	<b>56.00</b>

## Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Board of Supervisors District 1	\$ 1,256,503	\$ 1,308,832	\$ 1,508,832	\$ 1,246,949	\$ 1,308,832	\$ 1,308,832
Board of Supervisors District 2	1,265,411	1,312,135	1,312,135	1,190,901	1,312,135	1,312,135
Board of Supervisors District 3	1,292,034	1,285,392	1,300,172	1,244,884	1,285,392	1,285,392
Board of Supervisors District 4	1,216,710	1,229,921	1,429,921	1,265,715	1,283,204	1,283,204
Board of Supervisors District 5	1,282,671	1,408,611	1,608,611	1,258,866	1,408,611	1,408,611
Board of Supervisors General Offices	1,039,763	1,083,155	1,083,428	1,031,895	1,085,041	1,085,458
<b>Total</b>	<b>\$ 7,353,093</b>	<b>\$ 7,628,046</b>	<b>\$ 8,243,099</b>	<b>\$ 7,239,210</b>	<b>\$ 7,683,215</b>	<b>\$ 7,683,632</b>

## Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	\$ 6,312,618	\$ 6,617,967	\$ 6,777,967	\$ 6,204,357	\$ 6,680,862	\$ 6,681,279
Services & Supplies	1,040,474	1,010,079	1,465,132	1,034,853	1,002,353	1,002,353
<b>Total</b>	<b>\$ 7,353,093</b>	<b>\$ 7,628,046</b>	<b>\$ 8,243,099</b>	<b>\$ 7,239,210</b>	<b>\$ 7,683,215</b>	<b>\$ 7,683,632</b>





Budget by Categories of Revenues						
	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Charges For Current Services	\$ 1,952	\$ —	\$ —	\$ 1,079	\$ —	\$ —
Miscellaneous Revenues	80	—	—	563	—	—
Use of Fund Balance	(320,586)	—	615,053	(390,478)	3,074	—
General Purpose Revenue Allocation	7,671,647	7,628,046	7,628,046	7,628,046	7,680,141	7,683,632
<b>Total</b>	<b>\$ 7,353,093</b>	<b>\$ 7,628,046</b>	<b>\$ 8,243,099</b>	<b>\$ 7,239,210</b>	<b>\$ 7,683,215</b>	<b>\$ 7,683,632</b>

## 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 provide prompt and courteous service to the public in accomplishing the duties and responsibilities of the department; to have fair and uniform assessments of all taxable property in accordance with property tax laws; to provide for the orderly and expeditious recordation, archiving and retrieval of legal documents submitted and to provide for the efficient distribution to the public.

### 2010-11 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.
- Started project to electronically preserve critical recorded documents and vital records by scanning and indexing these documents to protect historical content documents from further deterioration. The expected project completion date is June 30, 2012.



#### 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.
- Initiated review of departmental fee structure with an expected completion date prior to June 30, 2012.

#### Required Discipline – Information Technology

- Implementation of a new computer-aided mass appraisal system has not yet occurred because the procurement process and subsequent implementation project for the new Integrated Property Tax System have not been completed. This project 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.
- Development and implementation of a new integrated recording and vital records system is underway with a target completion date of June 2012. This will allow the ARCC to leverage necessary new technologies in order to maintain a high level of fiscal stability and service to citizens.
- Installed and implemented a records asset management solution to ensure compliance with business continuity objectives as well as legal retention requirements.
- Development underway to install an electronic recording module that will allow the department to electronically accept recorded documents. This is an immediate subsequent phase to the aforementioned integrated recording and vital records system, and the targeted implementation date is October 2012. 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**

- 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.

### **2011-13 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. Complete project to electronically preserve critical recorded documents and vital records. Target completion date is June 30, 2012.

#### **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.

- Continue to review departmental fee structure to ensure that costs for services are fully recovered.

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

- Complete the development and implementation of a new integrated recording and vital records system. Due to a necessary extension of overall project timelines, implementation is now scheduled for June 2012. This will allow the ARCC to leverage necessary new technologies in order to maintain a high level of fiscal stability and service to its citizens.
- Continue with the development of an electronic recording module that will allow the department to electronically accept recorded documents. This is an immediate subsequent phase to the aforementioned integrated recording and vital records system. Due to a necessary extension of overall project timelines, implementation is now scheduled for October 2012. 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 website at

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

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Ownership records indexed within two business days <sup>1</sup>	99%	99%	99%	99%	99%
Mandated assessments completed by close of annual tax roll <sup>2</sup>	100%	100%	100%	100%	100%
Vital records, certificates and licenses indexed within 48 hours of receipt of all files so the public can have the most current information <sup>3</sup>	98%	98%	98%	98%	98%
Satisfactory customer service rating <sup>4</sup>	94%	94%	92%	94%	94%

*Table Notes*

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

<sup>2</sup> Measures the performance in locating, identifying, and fairly and uniformly appraising all property. 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.

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

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

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

### Staffing

No change in staffing.

### Expenditures

Increase of \$3.0 million.

- Salaries and Benefits — increase of \$1.4 million reflects negotiated labor agreements as well as increases in County retirement contributions, and \$0.3 million for temporary help and overtime based on current expenditure levels and projected needs.
- Services and Supplies — increase of \$1.4 million.
  - Net increase of \$1.0 million in contracted services, primarily due to increases in one-time projects for Fiscal Year 2011-12: Integrated Recording System

(\$0.2 million); E-recording software/ enhancements (\$0.2 million); Social Security Number (SSN) Truncation redaction back-file project (\$0.6 million).

- Increase of \$0.1 million in new software licenses for new E-recording system.
- Increase of \$0.3 million in IT costs due to increased costs relating to the new integrated Recording and Vital Records System.
- Capital Assets Equipment — increase of \$0.2 million to replace heavily used and aging copiers and scanners that can no longer be serviced due to the inability to obtain replacement parts.

### Revenues

Net increase of \$3.0 million.

- Revenue from Use of Money & Property — decrease of \$0.1 million due to the termination of lease tenant agreements.
- Charges for Current Services — net increase of \$1.4 million.



- Decrease of \$0.2 million in Assembly Bill (AB) 2890, *Supplemental Tax Administration Reimbursement*, revenues due to the slowdown in housing sales.
- Increase of \$0.4 million in Property Tax System Administration revenues to reflect anticipated collections from cities for services rendered (\$0.3 million), and an increase of \$0.1 million of AB 589, *State-County Property Tax Administration Grant Program*, revenues for one-time initiatives (software enhancements and map backfile film scanning project).
- Increase of recorded document fees of \$0.6 million primarily as a result of an increase in the recording fee for existing service levels.
- Decrease of \$0.4 million in Micrographics Trust Fund due to decreases in ongoing and one-time expenditures.
- Increase of \$0.5 million in E-recording revenue due to one-time initiatives and ongoing cost for E-recording licenses.
- Increase of \$0.3 million in SSN revenue due to one-time redaction back file project.
- Increase of \$0.2 million in various other revenue sources: Modernization (\$0.1 million) and Vital Records Improvement Project and marriage ceremonies revenue (\$0.1 million).

- Use of Fund Balance — increase of \$0.5 million to fund a one-time negotiated salary adjustment.
- General Purpose Revenue Allocation — increase of \$1.2 million primarily for negotiated labor agreements, increased County retirement contributions, other projected personnel costs, and various services and supplies costs.

### Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of \$2.7 million is primarily the result of reductions in Services and Supplies and Capital Asset Equipment due to the elimination of one-time initiatives from Fiscal Year 2011-12 (\$2.4 million in contracted services, \$0.2 million in software application and equipment costs, and \$0.1 million from various expenditure categories). This is partially offset by an increase in Salaries and Benefits for a negotiated benefit increase and increases in County retirement contributions.

## Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Property Valuation ID	263.00	263.00	263.00
Recorder / County Clerk	110.50	110.50	110.50
Management Support	24.00	24.00	24.00
<b>Total</b>	<b>397.50</b>	<b>397.50</b>	<b>397.50</b>

## Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Property Valuation ID	\$ 29,270,520	\$ 31,461,924	\$ 31,704,423	\$ 29,459,316	\$ 31,919,032	\$ 31,426,828
Recorder / County Clerk	16,374,368	16,010,517	19,682,851	15,557,554	18,522,213	16,286,351
Public Information Services	1,353,259	—	—	409,063	—	—
Management Support	2,370,704	3,165,757	3,167,699	3,477,308	3,149,446	3,160,028
<b>Total</b>	<b>\$ 49,368,851</b>	<b>\$ 50,638,198</b>	<b>\$ 54,554,973</b>	<b>\$ 48,903,241</b>	<b>\$ 53,590,691</b>	<b>\$ 50,873,207</b>

## Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	\$ 34,105,467	\$ 35,515,770	\$ 35,515,770	\$ 34,344,971	\$ 36,915,940	\$ 37,001,567
Services & Supplies	15,224,604	15,097,428	18,989,921	14,514,679	16,449,751	13,746,640
Capital Assets Equipment	38,779	25,000	49,282	43,591	225,000	125,000
<b>Total</b>	<b>\$ 49,368,851</b>	<b>\$ 50,638,198</b>	<b>\$ 54,554,973</b>	<b>\$ 48,903,241</b>	<b>\$ 53,590,691</b>	<b>\$ 50,873,207</b>

## Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Licenses Permits & Franchises	\$ 451,285	\$ 500,000	\$ 500,000	\$ 464,742	\$ 450,000	\$ 450,000
Revenue From Use of Money & Property	73,056	120,000	120,000	64,933	56,000	56,000
Charges For Current Services	24,714,994	30,033,919	30,033,919	27,909,714	31,385,791	28,749,521
Miscellaneous Revenues	703,001	631,000	631,000	714,935	631,000	631,000
Use of Fund Balance	3,145,558	—	3,916,775	395,638	511,648	—
General Purpose Revenue Allocation	20,280,958	19,353,279	19,353,279	19,353,279	20,556,252	20,986,686
<b>Total</b>	<b>\$ 49,368,851</b>	<b>\$ 50,638,198</b>	<b>\$ 54,554,973</b>	<b>\$ 48,903,241</b>	<b>\$ 53,590,691</b>	<b>\$ 50,873,207</b>







# 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 \$6.5 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.

## 2010-11 Accomplishments

### Treasury

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

#### Required Discipline – Fiscal Stability

- To safeguard public funds and maintain public trust, efficiently managed banking services for 360 accounts for both public entities and County departments. The Treasurer-Tax Collector also provided accurate recording of all funds on deposit and facilitated daily reconciliation of 113 bank accounts that are linked to the Master Treasury account.



- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector invested public monies held in the Treasury and maximized cash resources without sacrificing the principle of safety or liquidity, for a rate of return of 0.84% in Fiscal Year 2010-11. Additionally, the Investment Pooled Money fund received reaffirmation of its AAAf/S1 rating.

#### Required Discipline – Regional Leadership

- To assist public agencies in making informed decisions that minimize taxpayer cost when issuing debt and ensuring correct and timely payments to bond holders, the Treasurer-Tax Collector assisted in the issuance of approximately \$1.18 billion in bonds during Fiscal Year 2010-11. The Treasury processed in a timely manner 236 interest payments and 224 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 (58 attendees), the Debt Symposium (98 attendees) and the Fraud Prevention Seminar (122 attendees).

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

- Increased the number of certified Cash Handlers in the San Diego region by 157 (for a total of 537) through a certified Cash Handler's seminar hosted by the Treasurer-Tax Collector and the Association of Public Treasurers (United States and Canada). This award-winning program has strengthened internal controls and increased efficiency in processing and safeguarding cash.

- Developed “knowledge workers” within the Treasury Division by encouraging staff members to attend at least one professional development event. These events included the California Municipal Treasurers Association annual conference and workshop, Government Investment Officers Association annual conference, California Society of Municipal Finance Officers annual conference, California Association of County Treasurer-Tax Collectors Area V conference, San Diego Accounting Day and Government Finance Officers Association annual conference.

### Required Discipline – Continuous Improvement

- Outsourced the electronic collection process for property tax payments as part of the larger Web Integrated Tax System project. This project will improve customer satisfaction and 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. Processed all secured and unsecured property tax payments timely and efficiently, enabling timely deposits. Deposited funds promptly and optimized investment opportunities on behalf of San Diego taxpayers. Collected tax payment at a rate of 98% for secured taxes, and 97% for unsecured taxes.

### Required Discipline – Information Technology

- Participated in the procurement process for an Integrated Property Tax System (IPTS) in conjunction with the Assessor/Recorder/County Clerk, Auditor and Controller, and the County Technology Office.

## 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 in addition to the County’s pension system. These plans are available to full-time and part-time permanent employees of the County of San Diego.

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

- Broadened the Countywide base of employees who are planning for financial security during retirement by the following measures:
  - Increased enrollment in the Deferred Compensation 457 Plan to 47.4% (611 additional participants).
  - Achieved the Deferred Compensation 457 Plan average deferral amount goal of \$86 per pay period.
  - Educated employees on the Deferred Compensation Plan by presenting one Investment & Retirement Symposium on January 26, 2011 with participation of 180 individuals. The next symposium will be presented in October 2011. The Treasurer-Tax Collector has decided to present the two symposiums in January and October each year. Therefore, there was not a second symposium in Fiscal Year 2010-11.
  - Increased employee awareness and understanding by hosting 32 educational workshops with Nationwide Retirement Solutions, the County’s deferred compensation plan provider, and an additional 60 joint presentations with the San Diego County Employees Retirement Association (SDCERA). Continued to create new promotional materials with each event.

## 2011-13 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 principles of safety or liquidity, for an anticipated weighted average rate of return of 0.70% in Fiscal Year 2011-12 and 0.75% in Fiscal Year 2012-13.



### 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 four 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 2011-12 and 40 people in Fiscal Year 2012-13 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.
- 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 upgrade of SunGard treasury management software by June 30, 2012. This enhancement will allow for automatic paperless processing of investment transactions and provide additional automation and streamlining of Treasury processes.

## 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, 2012.

### Required Discipline – Information Technology

- Participate in the further development of the Integrated Property Tax System in conjunction with the Assessor/Recorder/County Clerk, Auditor and Controller and the County Technology Office to prepare for deployment by a date agreed upon by the County and the selected contractor.

## Deferred Compensation

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

- Broaden the Countywide base of employees who are planning for financial security during retirement by the following measures:
  - Maintain enrollment in the Deferred Compensation 457 Plan at 47.4% through June 30, 2013.
  - Increase the average participant contribution in the Deferred Compensation 457 Plan to \$87 per pay period by June 30, 2012 and to \$89 by June 30, 2013.
  - 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, 2013.

## Related Links

For additional information about the Treasurer-Tax Collector, refer to the website at

<http://www.sdtreastax.com/>.



Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Secured Taxes Collected (% of total) <sup>1</sup>	97%	97%	98%	97%	97%
Unsecured Taxes Collected (% of total) <sup>1</sup>	97%	97%	97%	97%	97%
Rate of Return on Investment Pool (%)	1.20%	0.75%	0.84% <sup>2</sup>	0.70% <sup>3</sup>	0.75% <sup>3</sup>
Customer Satisfaction Ratings (Scale of 1-5, 5 being highest) <sup>4</sup>	4.50	4.70	4.71	4.70	4.70
Deferred Compensation Plan Asset Growth	14.8%	1% <sup>5</sup>	21% <sup>5</sup>	N/A <sup>5</sup>	N/A <sup>5</sup>
457 Deferred Compensation Plan average deferral amount per employee per pay period <sup>6</sup>	\$84	\$86	\$86	\$87	\$89
Percentage of eligible County employees participating in the 457 Deferred Compensation Plan <sup>7</sup>	40.3%	40.4%	47.4%	47.4%	47.4%
Number of newly Certified Cash Handlers for the County and other government entities	51	40	157 <sup>8</sup>	40 <sup>8</sup>	40 <sup>8</sup>

*Table Notes*

<sup>1</sup> With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes. The low actual collection rate is a result of the struggling real estate market. Continued lower collection percentages through 2013 are anticipated as the real estate market continues to struggle.

<sup>2</sup> The Rate of Return on Investment Pool was estimated to be 0.75% in Fiscal Year 2010-11 due to the Federal Reserve funds rate having remained set at a range of 2.00% to 0.00%.

<sup>3</sup> Since the Federal Reserve has maintained the Federal Funds target rate at the lowest possible range over Fiscal Year 2010-11, 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.

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

<sup>5</sup> This measure is being discontinued effective 2011-12 because it is too dependent upon the performance of the financial markets. The Treasurer-Tax Collector has little control over the growth of plan assets; therefore, an influential objective cannot be identified.

<sup>6</sup> Despite uncertainty in the economic health of the country, employees maintained their Deferred Compensation average deferral amount per employee per pay period. The department will strive to increase plan awareness and to promote new plan services in order to keep contributions consistent.

<sup>7</sup> The Deferred Compensation program has experienced an increase in the percentage of County employees actively contributing to the 457 plan because financial markets have been strong during this time period. There is growth as some employees step back in after stopping all contributions. The department significantly increased participation in the plan by utilizing education seminars and promoting the use of Retirement Specialists. Note: the target percentages for Fiscal Years 2011-13 have been revised since the CAO Proposed Operational Plan was published. The new estimates are based on the actual for the prior fiscal year which is higher than originally anticipated.

<sup>8</sup> The number of newly Certified Cash Handlers increased in Fiscal Year 2010-11 due to a compliance requirement implemented by the Health and Human Services Agency and other departments understanding the value of the program. The number of newly Certified Cash Handlers will remain constant in 2011-12 and 2012-13 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: 2010-11 to 2011-12

### Staffing

No change in staffing.

### Expenditures

Increase of \$1.7 million.

- Salaries and Benefits — increase of \$0.2 million in salary and benefit costs reflect negotiated labor agreements as well as increases in County retirement contributions.
- Services and Supplies — increase of \$1.5 million.
  - Increase of \$0.6 million due to increased cost of banking services, software licenses and application maintenance and updates.
  - Increase of \$0.4 million in one-time cost for the implementation of the Web Integrated Tax System (WITS) 3.0 infrastructure that will allow for a real-time client server property tax payment processing architecture.
  - Increase of \$0.5 million for additional information technology service levels, increased cost of support for service applications and ongoing support costs of WITS.
  - Increase of \$0.1 million in one-time cost for implementation of a SQL server upgrade, Treasurer-Tax Collector website redesign and conversion of paper mainframe reports to electronically delivered reports.

### Revenues

Net increase of \$1.7 million.

- Charges for Current Services — increase of \$1.2 million.

- Increase of \$0.6 million due to anticipated revenue from fees and penalties for delinquent tax payments based on approved fee ordinance.
- Increase of \$0.3 million in property tax administrative fees.
- Increase of \$0.3 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.
- Miscellaneous Revenues — increase of \$0.2 million due to anticipated excess proceeds from tax sale.
- Use of Fund Balance — net decrease of \$0.1 million for a total budget of \$0.4 million.
  - \$0.05 million of General Fund, fund balance for increase in salary and benefit costs reflecting negotiated labor agreements as well as increases in County retirement contributions.
  - \$0.38 million of Finance and General Government Group fund balance for implementation of one-time projects to enhance technology solutions to provide improved performance and streamlined Treasurer-Tax Collector operations.
- General Purpose Revenue Allocation — increase of \$0.3 million due to increase in ongoing costs of information technology.

## Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of \$1.0 million primarily due to implementation of one-time information technology projects in Fiscal Year 2011-12, offset by an increase in County retirement contributions and a negotiated benefit increase.



Staffing by Program						
		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 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
<b>Total</b>		<b>121.00</b>			<b>121.00</b>	<b>121.00</b>

Budget by Program						
	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Treasury	\$ 5,867,406	\$ 6,543,884	\$ 6,630,753	\$ 5,147,645	\$ 6,863,607	\$ 6,610,264
Deferred Compensation	119,230	311,299	311,299	109,308	302,532	307,980
Tax Collection	9,170,827	9,352,843	10,276,271	8,819,481	10,677,584	10,004,658
Administration - Treasurer / Tax Collector	2,512,057	2,940,426	2,940,426	3,278,572	3,010,740	2,947,549
<b>Total</b>	<b>\$ 17,669,519</b>	<b>\$ 19,148,452</b>	<b>\$ 20,158,749</b>	<b>\$ 17,355,006</b>	<b>\$ 20,854,463</b>	<b>\$ 19,870,451</b>

Budget by Categories of Expenditures						
	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	\$ 10,134,419	\$ 10,690,081	\$ 10,690,081	\$ 9,999,557	\$ 10,865,971	\$ 10,989,428
Services & Supplies	7,535,100	8,458,371	9,468,668	7,355,450	9,988,492	8,881,023
<b>Total</b>	<b>\$ 17,669,519</b>	<b>\$ 19,148,452</b>	<b>\$ 20,158,749</b>	<b>\$ 17,355,006</b>	<b>\$ 20,854,463</b>	<b>\$ 19,870,451</b>

## Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Taxes Other Than Current Secured	\$ (421)	\$ —	\$ —	\$ —	\$ —	\$ —
Fines, Forfeitures & Penalties	981,192	1,035,450	1,035,450	1,004,287	1,035,450	1,035,450
Intergovernmental Revenues	—	—	—	(517)	—	—
Charges For Current Services	12,463,299	11,991,679	12,070,679	12,283,682	13,234,292	12,889,703
Miscellaneous Revenues	18,181	409,000	409,000	151,329	637,472	409,000
Use of Fund Balance	(1,263,484)	526,895	1,458,192	(1,269,203)	432,150	—
General Purpose Revenue Allocation	5,470,752	5,185,428	5,185,428	5,185,428	5,515,099	5,536,298
<b>Total</b>	<b>\$ 17,669,519</b>	<b>\$ 19,148,452</b>	<b>\$ 20,158,749</b>	<b>\$ 17,355,006</b>	<b>\$ 20,854,463</b>	<b>\$ 19,870,451</b>







## Chief Administrative Office

### Department Description

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

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.

### 2010-11 Accomplishments

During Fiscal Year 2010-11, the Chief Administrative Office continued to use the County's General Management System (GMS) to maintain core County services within available revenues, as well as to re-shape the County's organizational structure and implement additional efficiencies, new technologies and new ways of working that enable County workers to quickly identify and adapt to changing public needs or program realities. Throughout Fiscal Year 2010-11, the CAO closely monitored changing economic conditions and their impact on County operations and ensured that the region's interests were represented in discussions taking place to realign county and state responsibilities. The CAO also ensured that the County workforce is ready to address the region's present and future challenges and aggressively pursued opportunities to reduce costs throughout the organization



by reviewing opportunities for service consolidation, reengineering or the provision of services through alternate delivery methods.

Highlights of the CAO's Fiscal Year 2010-11 accomplishments, and how they relate to the County's 2010-2015 Required Disciplines and Strategic Initiatives, are listed below. Additional accomplishments and detailed information is provided in individual department and group Operational Plan narratives. Together, they demonstrate how the County worked in 2010-11 to achieve its Mission – "To efficiently provide public services that build strong and sustainable communities" – and its Vision – "A County that is safe, healthy and thriving."

#### **Kids: Improve Opportunities for Children and Families**

- The County continued to improve health and health care, helping children and the adults that care for them, by launching the County's Strategy Agenda for Health, *Live Well, San Diego!*, 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 service delivery system that is innovative and outcome-driven, emphasizing quality, efficiency, cost savings, and large-scale population-based improvements. Examples of this include:
  - Implemented additional pathways to eligibility for public assistance through online applications, 2-1-1 San Diego, and video interviewing resulting in increased enrollment of 21,863 (for a total two-year increase of 52,333) children and seniors in CalFresh (formerly Food Stamps), achieving three-year Nutritional Security Plan goal to enroll 50,000 children and seniors one year early.



- Integrated CalFresh application assistance and prescreening at 12 Earned Income Tax Credit sites.
- Partnered with San Diego Unified School District to promote CalFresh as a healthy, nutrition assistance program for low-income families.
- Implemented In-Home Supportive Services (IHSS) reform recommendations, including program integrity case reviews and unannounced home visits to protect taxpayer dollars and ensure appropriate level of care for consumers.
- Integrated Welfare-to-Work, Refugee Employment Services and Child Care under one contract to align programs and provide a one-stop service that promotes self-sufficiency.
- Maximized compliance with child support orders by promoting, enabling and ensuring payment for families. Informed and educated the community about child support services through proactive media relations and community outreach.
- Provided rehabilitative services to youth in custody to prepare them for success in the community.
- Improved safety for children and their families in school areas by repainting and re-marking 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.
- Assisted 140 low-income families by providing rental assistance in a program that combines rental assistance for homeless veterans with case management and clinical services provided by the U.S. Department of Veterans' Affairs.
- Participated in multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps and sobriety checkpoints.
- Successfully secured and removed an extremely dangerous residential structure contaminated with explosives and hazardous chemicals, bringing together law enforcement, emergency management, air quality, transportation and hazardous material experts to destroy unstable chemicals and explosives through a controlled burn, and to remove debris, clean the soil and ensure the safety of the neighborhood, the surrounding community and the region.
- Continued to enhance emergency preparedness for the region and protected residents from wildfire and other natural disasters:
  - Implemented Step II of the County's Fire and Life Safety Reorganization Report, which includes the merging of the five County Service Areas into the San Diego County Fire Authority – CSA 135.
  - Mitigated fire fuel hazards and maintained fire safe zones in 24 park facilities through continued implementation of vegetation management practices.
  - Improved 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.
  - 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, such as response apparatus and centralized dispatch.

### **Safe and Livable Communities: Promote Safe and Livable Communities**

Addressed core law enforcement and public safety needs and implemented community-based initiatives to improve public safety.

- Worked collaboratively with criminal justice partners to expand the Local Reentry Program aimed at providing individualized rehabilitative programming to those in local custody. Collaborated with the Superior Court, California Department of Corrections and Rehabilitation to implement a Reentry Court to provide supervision and rehabilitation to recidivist felony offenders. Collaborated to develop and implement a reentry program for female offenders reentering the community after incarceration in Las Colinas Detention Facility.
- Awarded construction contracts for seven Capital Improvement Projects that improve traffic flow and provide enhanced safety.
- Maintained the planned schedule of library operations with 89,296 hours open and promoted lifelong learning through adult literacy programs attended by 62,000 library patrons.
- Achieved the goal of 0% euthanasia of any healthy, friendly animal by reuniting animals with their owner or through adoption.

### **Environment: Manage the Region's Natural Resources to Protect Quality of Life and Support Economic Development**

- Inspected 8,462 priority emission sources to ensure compliance with air pollution control standards. (Priority emission sources include all Air Pollution

Control District permitted operations such as gas stations, auto body shops, dry cleaners and power plants.)

- Installed three photovoltaic systems at existing facilities to reduce County reliance on fossil fuels and reduce annual operating costs, delivering a positive return on investment.
- Upgraded one park facility with artificial turf to conserve water resources, to reduce overall maintenance and to provide state-of-the-art playing fields for year-round sports programs.
- Protected local watersheds:
  - Conducted 166 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.
  - Conducted 594 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.
- Preserved and enhanced 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 streamlined the development process and helped create viable permanent open space preserves.

### **Required Disciplines: Promoting Operational Excellence**

#### ***Fiscal Stability***

- Maintained the County's strong credit ratings, saving current and future County residents millions of dollars in interest costs.
- Negotiated fiscally prudent extensions of Memoranda of Agreements with 19 of 25 bargaining units in 8 of the 9 employee organizations by June 2011. Negotiations continue with the remaining 6 bargaining units.
- 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.
- 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.

- Completed implementation of economic reality plans and implemented viable, cost-effective options identified in In-Home Supportive Services Reform activities.

#### ***Skilled, Adaptable and Diverse Workforce***

- Continued to promote workforce initiatives such as Government Without Walls (GWOW) and ITIQ, that help County employees embrace change and continue to develop as knowledge workers who have the skills and competencies needed to work in new ways and with new tools - efficiently, effectively serving the needs of a changing region.
- Engaged in active workforce transition planning efforts including a website 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.
- Established a six-month Veteran's Work Experience Program that gave local veterans work experience and an opportunity to learn new skills, improving their chances for success in the workforce.

#### ***Information Technology***

Continued implementation of technologies that improve operational efficiency or communication or that empower residents.

- Used technology to improve communication between the County Office of Emergency Services and local business members of the San Diego County Business Alliance.
- Installed mobile networking capability in Animal Services patrol cars with wireless laptops for reporting capability and operational efficiency.
- Completed the self-checkout and Radio Frequency Identification technology projects in 13 additional library branches.
- Migrated additional County documents to electronic rather than paper-based form, including procurement information and bid packages.
- Continued working to replace obsolete property tax systems with an efficient, state-of-the-art Integrated Property Tax System.
- Completed a virtualization and consolidation project for County servers, successfully reducing the total number of physical servers required for County operations by 74% and completing the project within the project budget.



- Completed upgrades to the County's core human resources software applications to improve operational efficiency in timekeeping and personnel record management.
- Successfully managed the transfer of the County's approximately \$125 million-per year information technology outsourcing contract from Northrop Grumman to Hewlett Packard Enterprise Services, smoothly transitioning all County of San Diego information technology outsourcing services including Help Desk, Applications, Desktop, Network and Data Center services.

### **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:
  - Successfully completed 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.
  - Began construction on Phase 1B of the 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.
  - Completed construction of new branch libraries in Fallbrook and Ramona and began construction of a new Lincoln Acres library, park and community room, providing more services and better facilities to residents of those communities.
  - Completed design and began 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.
  - Made significant progress toward replacement of the region's Las Colinas Women's Detention Facility by obtaining necessary State approvals and starting the process to select a design/build partner.
- Continued 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 costly repair or replacement expenses.

### **Customer Satisfaction**

- Ensured 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.
- Implemented the “Marketplace” model for library branches, which includes retail management techniques of physical layout and display.
- Expanded the use of social media tools to make it easy and convenient for residents to obtain real-time updates on issues they care about, such as road closure information, as well as information on County services, public meetings and events at parks, libraries and more.
- Increased the number of public services and forms provided on department websites, including e-comment, to make it easier for people to engage and do business with their government.
- Increased the number of public records, contracts and documents that are posted online, making it easier for residents to quickly, conveniently find the information they seek.
- Implemented 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.

### **Accountability/Transparency**

- Completed implementation of management control initiatives in all five business groups to ensure fiscal responsibility, accountability and operational integrity.
- 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. Implemented 99% (182 of 184) of audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services on or before their due date.
- Created, maintained and provided official County records so that all members of the public may benefit from these services.
- Established a process to review and revise County Supervisorial district boundaries and populations, using 2010 census data, in compliance with all applicable laws.

### Continuous Improvement

- Implemented Government Without Walls (GWOW) initiatives in departments throughout the enterprise, maximizing use of mobile technology that headquarters County staff within their assigned work areas, deploys the workforce in nontraditional ways and expands the amount of work and training done online, which:
  - Increased productivity by reducing staff time spent in the office and commuting to work or training sites.
  - Reduced monthly vehicle mileage, saving fuel and vehicle maintenance costs.
  - Reduced the need for office space, phone lines and desktop computers.
- Reduced electricity consumption at County facilities by 5% and implemented facility management performance metrics that provide real-time information to building managers and tenants on space usage, expenditures and needs, increasing accountability and enabling building managers and tenants to manage facility resources more efficiently.

### Regional Leadership

- Successfully conducted the November 2010 Gubernatorial General Election for all participating jurisdictions, offices and propositions.
- Led and coordinated countywide disaster exercises to assess and improve the region's ability to respond to a disaster.

## 2011-13 Objectives

During Fiscal Years 2011-13, the Chief Administrative Office will work with the Board of Supervisors to ensure that County government in San Diego remains fiscally sound, operationally strong and able to meet the core needs of County residents within available revenues. To accomplish this, the CAO will continue to use the County's General Management System (GMS) to implement the Board's priorities, as well as to maintain the County's established management disciplines and commitment to innovation, continuous improvement and excellence.

The CAO will continue to closely monitor changing economic conditions and the uncertainties surrounding key State revenue sources and will work with CAOs in other California counties to protect local revenues and interests as the new State administration works to redefine State/County roles, responsibilities and revenues.

The CAO will also continue to implement additional efficiencies, new technologies and new ways of working that allow the organization to better meet changing public needs or program realities, and will examine ways to provide services through alternate delivery methods that include consolidation, reengineering and expanded partnerships with other entities that serve similar customers or have similar missions and goals.

Highlights of the CAO's Fiscal Year 2011-13 objectives, and how they relate to the County's Strategic Plan, 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."

### Kids: Improve Opportunities for Children and Families

- Continue implementation of *Live Well, San Diego!* to achieve the Health and Human Services Agency's vision of healthy, safe and thriving communities by:
  - Building a better service delivery system that recognizes the importance of safety in achieving healthy people, healthy communities and thriving families.
  - Supporting positive choices that integrate healthy and safe living and encourage financial stability.
  - Pursuing policy and environmental changes that make it easier to be healthy, enhance safety, and support communities that thrive.
  - Improving the culture from within by recognizing that traumatic events impact individual health, community safety and financial stability and designing services accordingly.
- Promote the well-being of children and the self-sufficiency of families through the success of the child support program. Establish partnerships and implement child support related programs with community-based organizations who deal with non-custodial parents.
- Provide resources to homeless families exiting from transitional housing.
- Protect public health and help prevent disease via education and awareness of vector-borne diseases and proper disposal of household hazardous, electronic and universal waste.





### **Environment: Manage the Region's Natural Resources to Protect Quality of Life and Support Economic Development**

- Acquire 375 acres within the Multiple Species Conservation Plan (MSCP) areas. The MSCP streamlines the development process and facilitates the creation of viable permanent open space preserves.
- Complete adoption of a new County General Plan, to provide an up-to-date, consistent framework for development that streamlines the development and development review processes.
- Perform over 8,000 stormwater inspections during the construction phase on private development projects to ensure compliance with the state's requirements, reduce erosion and minimize downstream pollutants.
- Complete 10 oil collection events - recycling 90,000 gallons of used oil and 13,000 used oil filters; and complete four tire collection events – recycling 4,000 tires.
- Protect the health and safety of the county's \$1.5 billion agricultural industry and its residents from damaging exotic insects, diseases and noxious nonnative weeds.
- Encourage sustainable development and promote green building, including sustainable practices, renewable energy and energy efficiency through economic incentives such as reduced fees and fee waivers.
- Acquire, preserve and enhance significant natural and historical/cultural resources and design, develop and operate park facilities in an environmentally responsible and efficient manner that promotes resource sustainability.

### **Safe and Livable Communities: Promote Safe and Livable Communities**

- Continue to provide programs that break the cycle of criminal recidivism for adults and youth, protect the public and focus on the successful reentry of offenders into the community upon leaving incarceration.
  - Provide rehabilitative services to youth in custody to assist in preparing them for success in the community.
  - Participate in and support Offender Reentry Court, Behavioral Health Court, Adult and Juvenile Drug Court, Homeless Court and the Veterans Treatment Review Calendar to help ensure clients obtain the services they need to become self-sufficient and maintain a crime free lifestyle.

- Conduct 525 compliance audits in the unincorporated area and contract cities to assure that registered sex offenders remain in compliance with court ordered offender registration requirements.
- Maintain adequate Sheriff patrol staffing to achieve performance goals for response time for priority calls.
- Enable timely progress of the justice system by completing 95% of homicide examination reports within 60 days or less.
- Continue to strengthen the County's and communities' ability to prepare, respond and recover from disasters.
  - Develop an advanced post-disaster recovery initiative that will provide a comprehensive program that identifies steps the County can take pre-disaster that will accelerate recovery after a catastrophic event.
  - Complete the Regional Communications System replacement plan by January 2012 with funding provided by the Urban Area Security Initiative.
  - Complete Step II of the County's Fire and Life Safety Reorganization Report, which includes the merging of the five County Service Areas into the San Diego County Fire Authority – CSA 135.
  - Continue to work towards 24-hour staffing at all fire stations in coordination with the local fire districts.
  - Reduce risk of structure loss during wildfires through land use policies and regulations.
  - Provide public outreach notification on the Defensible Space Program, the inspection process and procedures to residents in the unincorporated area.
  - Develop and implement a public awareness campaign on the County's new Accessible AlertSanDiego mass notification system that directs blind, hard-of-hearing and deaf/blind residents to the ReadySanDiego website.
  - Establish a public information program on the tenth anniversary of 9/11 to educate and advise the general public as to how to recognize and report suspicious activity. The program will be designed to reach 3.1 million residents as well as visitors to San Diego County by having the program available on the Web, through distributed materials, the local media and through community events.
- Award and manage construction contracts for road improvement projects in various county communities to enhance safety and improve traffic flow.

- Increase teen driving safety through education and awareness by conducting Start Smart classes and two community teen driving fairs.
- Improve the connections between health and safety professionals, building a better system that recognizes the importance of safety in achieving healthy people and healthy communities.
- Maintain library hours open to provide patron access to library materials and services.

### **Required Disciplines: Promoting Operational Excellence**

#### ***Fiscal Stability***

- Maintain the County's fiscal stability through active monitoring of economic conditions, sound accounting, auditing, budgetary practices and management discipline, and commitment to maintaining strong credit ratings and prudent reserves.
- Aggressively pursue opportunities to restructure the County's debt portfolio to maximize taxpayer savings.
- Maintain a strong Treasurer's Investment Pool.
- Complete negotiations of fiscally prudent successor agreements with 23 of 25 existing bargaining units and 7 of 8 existing employee organizations by June 2013. The remaining 2 bargaining units and 1 employee organization have successor agreements in place through June 2014.

#### ***Information Technology***

- Use the investments made in modern information technology to maximize efficiency and improve service.
- Continue work to obtain and implement a new Integrated Property Tax System and complete upgrades to the County's key financial systems.
- Ensure that transfer of County's information technology outsourcing contract to Hewlett Packard continues to be smooth and seamless to system users and that all operations and contract conditions are successfully executed.
- Implement and expand the use of the Juvenile Electronic Library System (JELS) to improve the case management process. (JELS is a project to integrate Probation Reports into the DA's juvenile case management system for use in the courtroom.)

#### ***Skilled, Adaptable and Diverse Workforce***

- Maintain a robust, diverse and adaptable workforce capable of meeting future public service needs efficiently and effectively.

- Secure fiscally-responsible labor agreements with remaining employee labor organizations.

#### ***Continuous Improvement***

- Continue to use business process reengineering and evidence-based practices to further improve County operations to ensure that the County uses the most effective and efficient strategies to sustain critical public services.
- Expand use of social media to focus on reaching the public and employees directly with strategic, targeted communications that align with County goals, including launch of new InSite intranet site, County News Center digital newsroom and continued use of other social media tools such as Twitter and Facebook.
- Continue to improve animal shelters and the medical treatment of animals to make them adoptable sooner.

#### ***Customer Satisfaction***

- Improve land development customer service by streamlining permit processing.
- Continue to expand use of social media tools and on-line services so the public can access information or do business with the County at their convenience.

#### ***Regional Leadership***

- Keep communities safe through regional leadership in criminal justice and public safety.
- Maintain a focus on border security by conducting proactive, intelligence driven operations in conjunction with local and federal law enforcement partners.
- Conduct 18 tabletop exercises with multiple federal, state, county departments, 18 cities, special districts in the unincorporated areas and nongovernmental agencies by April 2012 to focus on the Southern California Catastrophic Earthquake Response Plan.
- Collaborate with criminal justice partners and social service providers to develop protocols for a High Risk Domestic Violence Team to support improved outcomes for victims of domestic violence.
- Participate in multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps and sobriety checkpoints.
- Continue to contribute to research efforts in childhood death by actively participating in the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, MECAP, NICHD and the California SIDS Advisory Council. Participation includes attending meetings, providing statistics and case examples, and lending expertise.



- Efficiently conduct the three elections scheduled for 2012 for all participating agencies, in compliance with all laws.

#### ***Essential Infrastructure***

- Design and construct capital improvements for the new Women's Detention Facility replacement, the County Administration Center Waterfront Park and related new parking garage at Cedar and Kettner streets in downtown San Diego, Phase 1B of the County Operations Center development in Kearny Mesa, the new Rancho San Diego Sheriff's station, and the replacement of the Lincoln Acres library, replacing a much older and smaller facility.
- Improve energy and water efficiency in eight department facilities by various means, such as native landscaping, retrofitting or installing new water- and energy-efficient equipment, replacing older vehicles with energy-efficient vehicles, and reducing water and energy usage.

#### ***Accountability, Transparency and Ethical Conduct***

- Continue to promote accountability and transparency in the use of federal economic stimulus funds, by expanding the amount of County business information online, and by implementing audit recommendations on or before due date.

#### **Related Links**

For additional information about the Chief Administrative Office, refer to the website at

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

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

##### **Staffing**

No staffing changes.

##### **Expenditures**

Net decrease of \$0.1 million.

- Salaries and Benefits — increase of \$0.1 million reflects negotiated labor agreements as well as increases in County retirement contributions.
- Services and Supplies — decrease of \$0.2 million is primarily associated with reduced Public Liability Internal Service Fund premiums as a result of an adjustment to the allocation model.

##### **Revenues**

Net decrease of \$0.1 million.

- Charges for Current Services — increase of \$0.1 million as a result of an increase in external department overhead payments (A-87).
- Use of Fund Balance — increase of \$0.04 million to fund a one-time negotiated salary adjustment.
- General Purpose Revenue Allocation — decrease of \$0.2 million as a result of reductions in Public Liability expenses and increased A-87 revenue.

#### **Budget Changes and Operational Impact: 2011-12 to 2012-13**

No significant changes.



**Staffing by Program**

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Executive Office	6.00	6.00	6.00
Office of Intergovernmental Affairs	4.50	4.50	4.50
Internal Affairs	4.00	4.00	4.00
<b>Total</b>	<b>14.50</b>	<b>14.50</b>	<b>14.50</b>

**Budget by Program**

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Executive Office	\$ 1,891,025	\$ 1,645,523	\$ 1,645,638	\$ 1,604,691	\$ 1,483,854	\$ 1,501,398
Office of Intergovernmental Affairs	1,331,427	1,380,931	1,427,504	1,223,257	1,410,749	1,409,574
County Memberships and Audit	741,263	762,261	780,083	645,992	770,638	778,677
Internal Affairs	639,279	590,730	591,080	625,343	637,818	636,215
<b>Total</b>	<b>\$ 4,602,994</b>	<b>\$ 4,379,445</b>	<b>\$ 4,444,304</b>	<b>\$ 4,099,283</b>	<b>\$ 4,303,059</b>	<b>\$ 4,325,864</b>

**Budget by Categories of Expenditures**

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	\$ 2,555,388	\$ 2,414,430	\$ 2,414,430	\$ 2,397,335	\$ 2,493,377	\$ 2,488,143
Services & Supplies	2,047,606	1,965,015	2,029,874	1,701,947	1,809,682	1,837,721
<b>Total</b>	<b>\$ 4,602,994</b>	<b>\$ 4,379,445</b>	<b>\$ 4,444,304</b>	<b>\$ 4,099,283</b>	<b>\$ 4,303,059</b>	<b>\$ 4,325,864</b>

**Budget by Categories of Revenues**

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Charges For Current Services	\$ 31,074	\$ 72,170	\$ 72,170	\$ 72,692	\$ 170,864	\$ 133,864
Miscellaneous Revenues	(3)	—	—	—	—	—
Use of Fund Balance	(11,533)	—	64,859	(280,684)	42,348	—
General Purpose Revenue Allocation	4,583,456	4,307,275	4,307,275	4,307,275	4,089,847	4,192,000
<b>Total</b>	<b>\$ 4,602,994</b>	<b>\$ 4,379,445</b>	<b>\$ 4,444,304</b>	<b>\$ 4,099,283</b>	<b>\$ 4,303,059</b>	<b>\$ 4,325,864</b>





## 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.

### 2010-11 Accomplishments

#### Required Discipline – Accountability/Transparency

- Submitted 100% (1,668) 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.
- Processed 94% (146,865 of 156,101) 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.

The goal of 100% was not achieved due to time delays in filling vacant positions in the Accounts Payable division.

- Provided high quality audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, to improve performance across the enterprise, and to ensure the most efficient use of resources. Implemented 99% (182 of 184) of audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) on or before their due date.
- Met 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 that the County avoids penalties associated with excessive TRANS borrowing.
- Completed the County's Comprehensive Annual Financial Report (CAFR) for the fiscal year ending June 30, 2010. The CAFR report presents the financial results of the fiscal year, upholding transparency and accountability in the use of public funds.

#### Required Discipline – Regional Leadership

- Received the State Controller's Award for Achieving Excellence in Financial Reporting for the fiscal year ending June 30, 2009.
- Received a 2011 National Association of Counties (NACo) Achievement Award for the Accountability and Transparency of American Recovery and Reinvestment Act (ARRA) of 2009 funds.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the Fiscal Years 2010-12 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, 2010.
- Received the GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting for the County's Popular Annual Financial Report (PAFR) for the fiscal year ending June 30, 2009.

### Required Discipline – Information Technology

- In coordination with the Assessor/Recorder/County Clerk, the Treasurer-Tax Collector and the County Technology Office, completed the vendor selection process for the Integrated Property Tax System, which will significantly improve property assessment, tax collection and apportionment activities in the County.
- Completed upgrades to the PeopleSoft personnel data management and Kronos timekeeping systems. These upgrades included improvements identified through business process reengineering, which will provide for more efficient timekeeping and place the County on fully supported versions of the applications. Commenced the upgrade to Oracle, the County's key financial application. The upgrade of this application, which supports 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.
- Implemented Oracle Business Intelligence, including a data warehouse reporting feature for Kronos, PeopleSoft and BRASS data. The system went live June 30, 2011. This implementation is considered the first "wave" in preparation for the multi-year Oracle Enterprise Business Suite upgrade to Version 12.1.3.

### 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.
- Accurately identified 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.

## 2011-13 Objectives

### Required Discipline – Accountability, Transparency and Ethical Conduct

- 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, to improve performance across the enterprise, and to 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 that 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, 2010.
- Continue to apply for recognitions through GFOA – Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the PAFR.

### 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.

- Complete the upgrade to Oracle, the County's key financial application. The upgrade of this application, which supports the County's overall financial management, will implement improvements that were identified through business process reengineering efforts, providing for the most efficient use of this application.
- Complete documentation of requirements for the upgrade or replacement of the County's Budget Reporting Analysis and Support System (BRASS), to properly scope effort and cost for a new system.

#### **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 website at <http://www.sdcounty.ca.gov/auditor/>.





Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Planning – Project General Purpose Revenue <sup>1</sup> accurately – Variance in actual General Purpose Revenue compared to budget	3.4% <sup>2</sup>	2.5%	2.1%	2.5%	2.5%
Planning – Meet the arbitrage <sup>3</sup> limit as established by bond counsel within 4 months of the date of issuance of the Tax and Revenue Anticipation Notes (TRANs) <sup>4, 5</sup>	N/A	YES	YES	YES	YES
Processing – County payments processed within 5 days of receipt of invoice in Accounts Payable	100% of 169,053	100%	94% of 156,101	100%	100%
Reporting – Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date	100% of 1,890	100%	100% of 1,668	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 <sup>6</sup>	100% of 167	94%	99% of 184	95%	95%

*Table Notes*

<sup>1</sup>General Purpose Revenue (GPR) represented approximately 25.5% of the General Fund financing sources in Fiscal Year 2010-11. 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.

<sup>2</sup> 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.

<sup>3</sup> 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.

<sup>4</sup> 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.

<sup>5</sup> New measure effective Fiscal Year 2010-11.

<sup>6</sup> Audit recommendations seek to improve and strengthen County operations in areas such as internal control, effectiveness and efficiency of operations, and compliance with federal, State and local laws based on audit findings identified by audit fieldwork activities. The implementation percentage quantifies the impact and quality of OAAS audit recommendations towards 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: 2010-11 to 2011-12

### Staffing

No change in staffing.

### Expenditures

Net increase of \$0.1 million.

- Salaries and Benefits — increase of \$0.35 million reflects negotiated labor agreements as well as increases in County retirement contributions.
- Services and Supplies — decrease of \$0.2 million, primarily as a result of reduced lease costs associated with the relocation of the Office of Revenue and Recovery.

### Revenues

Net increase of \$0.1 million.

- Miscellaneous Revenues — decrease of \$0.3 million as a result of an anticipated reduction in Revenue and Recovery pass-thru payments for collection activity.
- Use of Fund Balance — increase of \$0.35 million to fund a one-time negotiated salary adjustment.
- General Purpose Revenue Allocation — increase of \$0.1 million to fund ongoing cost increases.

## Budget Changes and Operational Impact: 2011-12 to 2012-13

Net increase of \$0.1 million is the result of an increase in Salaries and Benefits due to a negotiated benefit increase and an increase in County retirement contributions, partially offset by a decrease in Services and Supplies for facility space costs.

Staffing by Program						
		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Audits		15.00			15.00	15.00
Office of Financial Planning		13.00			13.00	13.00
Controller Division		96.00			96.00	96.00
Revenue and Recovery		92.00			92.00	92.00
Administration		18.50			18.50	18.50
Information Technology Mgmt Services		11.00			11.00	11.00
<b>Total</b>		<b>245.50</b>			<b>245.50</b>	<b>245.50</b>

Budget by Program						
	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Audits	\$ 2,165,057	\$ 2,497,900	\$ 2,508,960	\$ 1,994,355	\$ 2,501,686	\$ 2,505,889
Office of Financial Planning	2,318,234	2,237,929	2,281,391	2,175,641	2,263,693	2,271,207
Controller Division	10,315,132	11,100,539	11,771,973	10,402,270	11,172,215	11,247,807
Revenue and Recovery	8,783,603	9,501,846	9,734,164	8,935,975	9,326,856	9,247,812
Administration	2,338,989	2,727,615	2,912,473	2,658,781	2,579,233	2,646,005
Information Technology Mgmt Services	5,642,419	5,773,956	6,097,400	4,886,873	6,139,963	6,139,998
<b>Total</b>	<b>\$ 31,563,434</b>	<b>\$ 33,839,785</b>	<b>\$ 35,306,360</b>	<b>\$ 31,053,895</b>	<b>\$ 33,983,646</b>	<b>\$ 34,058,718</b>

Budget by Categories of Expenditures						
	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	\$ 21,875,229	\$ 23,319,443	\$ 23,319,443	\$ 21,459,772	\$ 23,672,973	\$ 23,920,551
Services & Supplies	9,687,494	10,520,342	11,975,617	9,583,528	10,309,673	10,137,167
Other Charges	712	—	1,500	803	1,000	1,000
Capital Assets Equipment	—	—	9,800	9,792	—	—
<b>Total</b>	<b>\$ 31,563,434</b>	<b>\$ 33,839,785</b>	<b>\$ 35,306,360</b>	<b>\$ 31,053,895</b>	<b>\$ 33,983,646</b>	<b>\$ 34,058,718</b>

## Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Intergovernmental Revenues	\$ 62,885	\$ 33,278	\$ 33,278	\$ 53,996	\$ 36,325	\$ 36,325
Charges For Current Services	6,923,637	6,638,145	6,638,145	6,325,075	6,643,874	6,381,889
Miscellaneous Revenues	223,206	454,867	454,867	165,767	157,688	157,688
Use of Fund Balance	(2,960,977)	—	1,466,575	(2,204,438)	348,196	—
General Purpose Revenue Allocation	27,314,683	26,713,495	26,713,495	26,713,495	26,797,563	27,482,816
<b>Total</b>	<b>\$ 31,563,434</b>	<b>\$ 33,839,785</b>	<b>\$ 35,306,360</b>	<b>\$ 31,053,895</b>	<b>\$ 33,983,646</b>	<b>\$ 34,058,718</b>







# 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.

## 2010-11 Accomplishments

### Required Discipline – Information Technology

- Provided consistently high quality services such as e-mail, phones, Internet, intranet and application development to support County departments. Certain services are benchmarked against industry standards through continuous monitoring of services for compliance with the IT Outsourcing Agreement requirements.
- Implemented industry standard quality checkpoints for projects to improve cost, schedule and technical performance. Continued the delivery of services according to industry standards and agreed upon objectives.
- Initiated 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.
- Initiated migration from Oracle Portal to a Microsoft SharePoint Internet Web platform to provide a new and improved website. The environment provides a way to share information with others, manage documents from start to finish and publish reports to help make better decisions. It also includes migration tools and a new design.
- Completed the virtualization and consolidation project for County servers to reduce the number of physical servers. A 74% reduction was achieved and the project was completed under budget.
- Completed the assessment and migration of five business applications from Oracle database to Microsoft SQL database. This eliminated the security



risk that was present with the unsupported versions of Oracle database and took advantage of the Microsoft Enterprise Licensing agreement SQL database pricing. This project realized a \$210,000 cost avoidance by utilizing funding from Microsoft's Safe Passage offering, as well as a cost savings of \$61,000 by not having to upgrade the unsupported versions of Oracle database.

- Continued to provide modern, secure and supported versions of core software and applications on County computers such as upgrading to Microsoft Office 2007.
- Completed 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

- Conducted both an annual IT All County Survey and an annual IT Management Survey in support of IT services and IT customer satisfaction. Utilized feedback from the surveys to provide for continuous improvements in services.
- Launched a redesign of the "IT Threading Meetings" to provide for greater communication, collaboration and IT innovation sharing across all departments. This was done based on feedback received directly from the IT All County Customer Satisfaction survey. Also, continued the distribution of the CTO Weekly Operational Newsletter to provide communication that directly impacts day-to-day operations and provides updates on major IT initiatives.
- Provided customer focused support as it relates to change management, ensuring that communication was achieved across all business groups and the customer experience was a key objective for all the

software deployments, including Microsoft Windows 7 and Microsoft Office 2007, to ensure employees receive the full benefit of the software.

#### **Required Discipline – Fiscal Stability**

- 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**

- Reduced the overall unresolved IT disputes by 20% using last fiscal year as the baseline.
- Continued to work diligently with Northrop Grumman, the County's IT outsourcing provider, on improving service offering in many areas, including:
  - Implementing an IT Project Management Office that has become the home for many of the department's improvement initiatives, such as Quality Reviews.
  - Feedback based on lessons learned and customer surveys.
  - Weekly project review meetings.
- Revised and implemented seven new IT security processes and procedures as well as IT policies to ensure that the County has an IT security life cycle management structure that adapts to new IT threats and continuously reduces the County's exposure to overall IT risk.
- In December, the information provided for IT advanced planning processes was expanded by establishing schedules for enterprise software upgrades and other enterprise initiatives. This better enables County departments to budget for timely upgrades.
- Provided 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**

- Participated in several conferences and presented at two, as well as participated on panels in other forums.

### **2011-13 Objectives**

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

- Develop a County IT Risk Assessment Manual that will be used to ensure that IT security requirements are integrated into the County's IT structure and system

development life cycle. This manual will include at a minimum: guidelines for conducting IT system categorization; control selection and implementation; security assessments; and identifying system authorization and logging requirements.

- Identify the requirements, develop the project plans, determine the budgets and manage the implementation of two key enterprise initiatives: (1) Identity and Access Management which will result in ease of access and use of IT systems by all County employees; and (2) Enhancements to the County's SharePoint-based systems which will provide new online opportunities for County-public collaboration such as sending and receiving documents electronically.
- Continue 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.
- Identify opportunities to leverage new technologies like Self-Service User Portal SharePoint and Unified Communications, to improve communicating IT and telecommunication service information to the end user.

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

- Using the results of the 2010 IT customer satisfaction surveys, conduct targeted research to understand specific opportunities for improvement, and develop strategies for improving satisfaction as measured by the survey.
- Develop a feedback process to assess how well infrastructure and applications projects met the needs of County departments. Assess the extent to which the solution is working for them, and determine whether the projects achieved the results they expected.
- Improve customer satisfaction by implementing new procedures with a goal of resolving IT disputes within 60 days of initiation.

#### **Required Discipline – Fiscal Stability**

- Identify and adopt alternative software development methods that will shorten development time. This will allow for faster return on investment by delivering incremental business value to the customer.
- Maintain IT costs for services at rates established in the IT Outsourcing Agreement. New services will be benchmarked and analyzed for best value to the County to provide a fair and reasonable price.

### Required Discipline – Continuous Improvement

- Establish a collaborative environment to support the discipline of Project Management including offerings on training recommendations, certifications and coaching.
  - Institutionalize project quality reviews and establish metrics for measuring improvements in project cost, schedule and technical performance.
  - Identify and implement controls to provide timely and predictable service delivery by establishing clear workflows that involve the customer in a timely manner.
- Provide project oversight and management for design, development and implementation of the Integrated Property Tax System, 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.

### Related Links

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



Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Projects implemented on time and within budget <sup>1</sup>	87% of 38	95% of 40	84% of 37	N/A	N/A
Customer satisfaction with Outsourcing Support Services <sup>2a</sup>	95%	95%	96%	N/A	N/A
Customer Satisfaction with Outsourcing Contractor Services <sup>2b</sup>	N/A	N/A	N/A	65%	68%
Accuracy of contractor billing for IT outsourcing services, with a minimum 95% accuracy rate <sup>3</sup>	97.5%	97.5%	99.7%	N/A	N/A
Reduction of overall unresolved IT disputes with a minimum reduction of 10% <sup>4</sup>	12%	15%	20%	15%	15%
IT initiatives resulting from CTO-driven advanced planning <sup>5</sup>	3	3	3	3	3
Upgrade to Microsoft Windows 7 operating system <sup>6, 7</sup>	N/A	N/A	N/A	90%	100%

*Table Notes*

<sup>1</sup> This Performance Measure is being discontinued effective Fiscal Year 2011-12, as the CTO works on defining new measures that provide more outcomes about quality and business value of deliverables.

<sup>2a</sup> 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). Effective Fiscal year 2011-12 this measure will be discontinued in place of the new measure based on the All County IT Customer Satisfaction Survey.

<sup>2b</sup> This is a new measure for customer satisfaction to reflect the satisfaction with Contractor Support Services as measured by the annual All County IT Customer Satisfaction survey. The national average rating is based on a database comparison of similar studies, as reported by Gartner Inc.

<sup>3</sup> Discontinuing this measure as performance in this area has steadily increased and it is now at an optimal operating level.

<sup>4</sup> Fiscal Year 2010-11 data will be used as the baseline in determining the 10% reduction in overall IT disputes for Fiscal Year 2011-12.

<sup>5</sup> CTO-driven advanced planning initiatives such as Email Archiving, Justice Electronic Library System (JELS) and conversion to SharePoint for the County intranet were implemented into the County IT environment through infrastructure projects.

<sup>6</sup> New measure effective Fiscal Year 2011-12.

<sup>7</sup> Annual number of computer desktops refreshed will be used as the baseline.

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

### Staffing

No change in staffing.

### Expenditures

- Net decrease of \$3.0 million in the County Technology Office's operating budget.
  - Salaries and Benefits — increase of \$0.1 million reflects negotiated labor agreements as well as increases in County retirement contributions.
  - Services and Supplies — decrease of \$1.2 million as a result of a decrease in one-time IT projects from prior year.
  - Management Reserves — decrease of \$1.9 million as a result of the completion of the Server Consolidation and Virtualization project. No management reserves are budgeted for Fiscal Year 2011-12.
- No net increase in the Information Technology Internal Service Fund (ISF) expenditures.

### Revenues

- Net decrease of \$3.0 million in the County Technology Office's operating budget.
  - Intergovernmental Revenues and Charges for Current Services — increase of \$0.3 million primarily due to an increase in revenue associated with external department overhead payments (A-87).
  - Use of Fund Balance — decrease of \$3.5 million as result of a decrease in one-time funding for information technology projects. Budgeted fund

balance of \$2.5 million will fund Enterprise Resource Planning (ERP) initiatives related to system access management, website design, virtualization of desktop computers and data storage.

- General Purpose Revenue Allocation — increase of \$0.2 million due to increases in County retirement contributions and a negotiated benefit increase.
- No net increase in the Information Technology ISF.
  - Charges for Current Services — decrease of \$0.8 million due to net decrease in departmental projections of required IT services typically paid through the Information Technology ISF.
  - Other Financing Sources — increase of \$0.8 million in Operating Transfers from the General Fund due to an increase in enterprise software application annual license agreements.

## Budget Changes and Operational Impact: 2011-12 to 2012-13

Total expenditures decrease by \$19.1 million primarily as a result of a decrease of \$16.6 million in the Information Technology ISF due to anticipated completion of one-time IT projects and projected decreases in IT services required by various County departments. A \$2.5 million reduction exists in the County Technology Office's operating budget due to the anticipated completion of one-time IT initiatives.



Staffing by Program						
		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
CTO Office		16.00			16.00	16.00
<b>Total</b>		16.00			16.00	16.00

Budget by Program						
	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
CTO Office	\$ 8,133,724	\$ 12,248,422	\$ 13,194,045	\$ 8,602,266	\$ 9,251,411	\$ 6,702,030
Information Technology Internal Service Fund	120,945,929	127,662,365	139,586,393	119,343,180	127,670,508	111,081,809
<b>Total</b>	\$ 129,079,653	\$ 139,910,787	\$ 152,780,438	\$ 127,945,445	\$ 136,921,919	\$ 117,783,839

Budget by Categories of Expenditures						
	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	\$ 2,761,734	\$ 2,761,609	\$ 2,761,609	\$ 2,724,840	\$ 2,871,096	\$ 2,866,292
Services & Supplies	131,697,701	135,289,178	148,158,829	122,800,259	134,050,823	114,917,547
Other Charges	2,959,436	—	—	2,420,346	—	—
Capital Assets/Land Acquisition	(8,339,218)	—	—	—	—	—
Management Reserves	—	1,860,000	1,860,000	—	—	—
<b>Total</b>	\$ 129,079,653	\$ 139,910,787	\$ 152,780,438	\$ 127,945,445	\$ 136,921,919	\$ 117,783,839

Budget by Categories of Revenues						
	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Intergovernmental Revenues	\$ 4,047	\$ 3,880	\$ 3,880	\$ 3,880	\$ 13,126	\$ 13,126
Charges For Current Services	124,503,854	124,368,865	135,522,819	115,460,642	123,859,700	107,050,242
Miscellaneous Revenues	206,681	100,000	100,000	379,629	100,000	100,000
Other Financing Sources	2,861,311	3,689,471	3,689,471	1,998,345	4,454,688	4,675,447
Use of Fund Balance	(4,504,009)	6,050,000	7,765,697	4,404,378	2,549,381	—
General Purpose Revenue Allocation	6,007,769	5,698,571	5,698,571	5,698,571	5,945,024	5,945,024
<b>Total</b>	\$ 129,079,653	\$ 139,910,787	\$ 152,780,438	\$ 127,945,445	\$ 136,921,919	\$ 117,783,839

## 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.

### 2010-11 Accomplishments

#### Required Discipline – Customer Satisfaction

- Achieved a positive customer satisfaction rating of 95%.
- Provided customers with hearings that were fair, impartial and efficient in order to achieve 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 matters.
- Provided a neutral environment that facilitated open discussion of issues for departments, employees and employee representatives, resulting in fair and unbiased outcomes.
- Resolved 55% (16 of 29) of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings.

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

- Participated in ongoing training in areas of human resources, technology, workplace safety, professional development, fraud prevention and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.
- Half of all Commission employees established personal development plans and completed at least one training to improve skills and assist in the growth of County knowledge workers.



#### 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 counsel.
- Distributed 100% (18) of Commission decisions within 48 hours of Commission approval in order 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 referring discrimination complaints for investigation upon receipt of complaint, reducing lag time by as much as one month.
- Established database of important Commission cases for easier, more efficient reference by staff.
- Adopted a more concise hearing report format that reduces costs and limits legal liability.
- Revised department's Records Management Plan to provide greater internal consistency and limit legal liability.

## 2011-13 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.
- Resolve 55% of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings.

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

- Participate in 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 and Ethical Conduct

- 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 website at

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

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Positive customer satisfaction rating	96%	95%	95%	95%	95%
Personnel disputes resolved without need of an evidentiary hearing <sup>1</sup>	64% of 28	55%	55% of 29	55%	55%
Commission decisions distributed within 48 hours of Commission approval	100% of 13	95%	100% of 18	95%	95%

#### Table Notes

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

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

**Staffing**

No change in staffing.

**Expenditures**

Slight increase in salary and benefit costs reflects negotiated labor agreements as well as increases in County retirement contributions.

**Revenues**

No significant changes.

**Budget Changes and Operational Impact:  
2011-12 to 2012-13**

No significant changes.



Staffing by Program						
		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Civil Service Commission		4.00			4.00	4.00
<b>Total</b>		<b>4.00</b>			<b>4.00</b>	<b>4.00</b>

Budget by Program						
	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Civil Service Commission	\$ 582,721	\$ 558,294	\$ 558,294	\$ 544,442	\$ 568,229	\$ 567,406
<b>Total</b>	<b>\$ 582,721</b>	<b>\$ 558,294</b>	<b>\$ 558,294</b>	<b>\$ 544,442</b>	<b>\$ 568,229</b>	<b>\$ 567,406</b>

Budget by Categories of Expenditures						
	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	\$ 492,742	\$ 503,308	\$ 503,308	\$ 496,377	\$ 514,988	\$ 514,165
Services & Supplies	89,979	54,986	54,986	48,064	53,241	53,241
<b>Total</b>	<b>\$ 582,721</b>	<b>\$ 558,294</b>	<b>\$ 558,294</b>	<b>\$ 544,442</b>	<b>\$ 568,229</b>	<b>\$ 567,406</b>

Budget by Categories of Revenues						
	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Charges For Current Services	\$ 53,134	\$ 53,720	\$ 53,720	\$ 53,720	\$ 57,201	\$ 57,201
Use of Fund Balance	(38,885)	—	—	(13,852)	8,760	—
General Purpose Revenue Allocation	568,472	504,574	504,574	504,574	502,268	510,205
<b>Total</b>	<b>\$ 582,721</b>	<b>\$ 558,294</b>	<b>\$ 558,294</b>	<b>\$ 544,442</b>	<b>\$ 568,229</b>	<b>\$ 567,406</b>



## Clerk of the Board of Supervisors

### Department Description

The Executive Officer acts as the administrative head of the department, serves as the Clerk of the Board of Supervisors and performs duties as provided in the Government Code and formal orders of the Board of Supervisors. He serves as the administrative officer of four Assessment Appeals Boards, as filing officer for economic disclosure statements, Deputy Secretary of the County Housing Authority, Clerk of the Air Pollution Control Board and various other special districts and committees. The department administers the Board 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.

### 2010-11 Accomplishments

#### Strategic Initiative – Environment

- Reduced CAC water consumption by 20% by maintaining and expanding water conservation efforts, thereby preserving limited resources.

#### Required Discipline – Accountability/Transparency

- Ensured the efficiency and transparency of the property tax assessment appeal process by processing 15,203 property tax assessment appeal applications quickly and accurately. 95% of these were processed within 7 days of receipt.
- Provided open access to County business by making audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

#### Required Discipline – Essential Infrastructure

- Maintained the CAC physical infrastructure in a superior manner by completing 1,315 preventative work orders as scheduled.



#### Required Discipline – Customer Satisfaction

- Ensured satisfaction with the services provided by achieving consistently high ratings on 6,427 customer surveys.

### 2011-13 Objectives

#### Strategic Initiative – Environment

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

#### Required Discipline – Accountability, Transparency and Ethical Conduct

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

#### Required Discipline – Essential Infrastructure

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

#### Required Discipline – Customer Satisfaction

- Ensure satisfaction with services provided by achieving consistently high ratings on surveys of over 2,000 customers.

### Related Links

For additional information about the Clerk of the Board of Supervisors, refer to the website at

<http://www.sdcountry.ca.gov/cob/>.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Average score on internal customer surveys <sup>1</sup>	4.9 of 2,450 surveys	4.9	4.9 of 6,427 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 <sup>2</sup>	98% of 21,029 applications	92%	95% of 15,203 applications	92%	92%
CAC Facilities Services preventative maintenance work orders completed as scheduled	99% of 1,425 work orders	98%	100% of 1,315 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	98% of 40 recordings	100%	100% of 41 recordings	100%	100%

*Table Notes*

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

<sup>2</sup> During Fiscal Year 2010-11, total applications received were 15,203. Target varies with volume: 1-5,000 received - 92%, 5,001 – 10,000 received - 90%, 10,001 or more received - 80%.

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

### Staffing

Decrease of 1.00 staff year as a result of the anticipated demolition of the J.B. Askew Building. The reduced staffing will result in no change to the levels of building maintenance service provided by the department as the square footage maintained is expected to be reduced as a result of the demolition.

### Expenditures

Increase of \$0.08 million.

- Salaries and Benefits — increase of \$0.04 million reflects negotiated labor agreements as well as increases in County retirement contributions, partially offset by salary and benefit reductions resulting from a decrease of 1.00 staff year.

- Services and Supplies — increase of \$0.04 million in information technology costs due to increased cost of maintaining automated systems.

### Revenues

Net increase of \$0.08 million.

- Revenue from Use of Money & Property — decrease of \$0.04 million in rents & concessions due to potential loss of parking revenue during Askew Building demolition.
- Charges for Current Services — increase of \$0.12 million due to increased revenue from passport application and photo services.
- Use of Fund Balance — a total of \$0.3 million in one-time funding is for seismic evaluation of the CAC and unanticipated repairs, and for a one-time negotiated salary adjustment.

**Budget Changes and Operational Impact:  
2011-12 to 2012-13**

Net increase of \$0.07 million reflects an increase of \$0.03 million in Salaries and Benefits due to an increase in County retirement contributions and a negotiated benefit increase, as well as an increase of \$0.04 million in services and supplies costs.



Staffing by Program						
		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Legislative Services		11.00			11.00	11.00
CAC Facilities Services		10.00			9.00	9.00
Public Services		11.00			11.00	11.00
Executive Office		5.00			5.00	5.00
<b>Total</b>		<b>37.00</b>			<b>36.00</b>	<b>36.00</b>

Budget by Program						
	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Legislative Services	\$ 1,101,049	\$ 1,039,619	\$ 1,039,619	\$ 1,035,801	\$ 1,109,960	\$ 1,114,876
CAC Facilities Services	3,179,800	3,157,603	3,427,037	2,871,852	3,091,939	3,102,584
Assessment Appeals	101	—	—	760	—	—
Public Services	928,093	1,003,241	1,003,241	952,737	1,047,168	1,060,237
Executive Office	989,141	875,182	1,338,212	1,249,550	969,122	1,011,574
CAC Major Maintenance	2,200,944	305,000	1,137,810	624,092	240,000	240,000
<b>Total</b>	<b>\$ 8,399,128</b>	<b>\$ 6,380,645</b>	<b>\$ 7,945,919</b>	<b>\$ 6,734,792</b>	<b>\$ 6,458,189</b>	<b>\$ 6,529,271</b>

Budget by Categories of Expenditures						
	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	\$ 3,121,871	\$ 3,368,258	\$ 3,368,258	\$ 3,236,442	\$ 3,408,475	\$ 3,436,672
Services & Supplies	5,267,341	3,012,387	4,577,661	3,498,350	3,049,714	3,092,599
Capital Assets Equipment	10,018	—	—	—	—	—
Expenditure Transfer & Reimbursements	(102)	—	—	—	—	—
<b>Total</b>	<b>\$ 8,399,128</b>	<b>\$ 6,380,645</b>	<b>\$ 7,945,919</b>	<b>\$ 6,734,792</b>	<b>\$ 6,458,189</b>	<b>\$ 6,529,271</b>

## Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Revenue From Use of Money & Property	\$ 92,671	\$ 95,000	\$ 95,000	\$ 133,940	\$ 60,000	\$ 60,000
Charges For Current Services	565,704	305,800	402,960	981,938	428,309	428,309
Miscellaneous Revenues	12,905	12,185	12,185	17,328	12,085	12,085
Use of Fund Balance	1,717,667	295,000	1,763,114	(71,073)	278,087	230,000
General Purpose Revenue Allocation	6,010,180	5,672,660	5,672,660	5,672,660	5,679,708	5,798,877
<b>Total</b>	<b>\$ 8,399,128</b>	<b>\$ 6,380,645</b>	<b>\$ 7,945,919</b>	<b>\$ 6,734,792</b>	<b>\$ 6,458,189</b>	<b>\$ 6,529,271</b>







# County Counsel

## Department Description

The San Diego County Charter provides that County Counsel serves as the civil legal advisor for the County and represents the County in all civil actions by and against the County, its officers, boards, commissions and employees. County Counsel serves as the attorney for the County through the Board of Supervisors, County officers, employees, departments, boards and commissions. 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

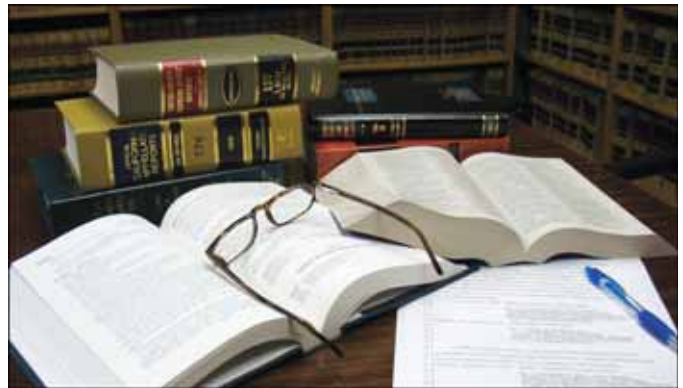
To deliver the highest quality legal services to our clients as efficiently and economically as possible in order to facilitate the achievement of County government's goal to better serve the residents of San Diego County.

## 2010-11 Accomplishments

### Required Discipline – Fiscal Stability

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

- Prevailed in 92% (76 of 83 cases) of court decisions in all lawsuits filed against the County.
- Achieved a success rate of 100% (15 cases) in County code enforcement and other lawsuits where the County was the plaintiff by winning in court or obtaining favorable financial settlements.
- Handled 100% (105 cases) of the defense of all lawsuits filed in California against the County, where there was no conflict of interest which would have required outside counsel to handle the 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 could fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively.

- Completed 100% (29) of all advisory assignments for the Board of Supervisors and the Chief Administrative Officer (39) by their due dates.
- Completed 98% (1,520 of 1,552) of all advisory assignments for County departments by the agreed upon due dates.
- Enhanced County Counsel law student internship program to provide quality service to clients.

### Required Discipline – Regional Leadership

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

- Maintained significant involvement in the activities of 16 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 67 education programs on selected legal subjects for County departments.
- Provided 76 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.

- Provided 40 internal and/or external training sessions for County Counsel staff, including Mandatory Continuing Legal Education, to ensure staff continued to provide the highest quality legal services to the County by remaining current on developments in the law.

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

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

- Took steps to 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. Full implementation is planned for Fiscal Year 2011-12.
- Explored solutions for an outside database that may be used for sharing electronic discovery (a.k.a., e-discovery) and litigation data with other parties.
- Researched 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.
- Explored expanded use of available mobile technologies to increase efficiencies. Expanded the use of Blackberry technology to advisory attorneys and investigative staff, allowing them to respond to clients quickly. Acquired more Microsoft Office Communication Server accounts and purchased additional webcams and a conference phone to reduce travel costs that may be associated with meetings away from the office.

### **2011-13 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.
- Continue County Counsel law student internship program to provide quality service to clients.

#### **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 – 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.
- Transition to a new Web-based office practice management system, which manages all case and advisory information, calendaring capabilities, retains client and contract information, stores supporting legal documents, and tracks time and billing information.
- Improve the County Counsel intranet site by continuing to provide legal links and other information which could support client departments.
- Enhance the department’s Internet site by offering the public the option of downloading claim forms, which will offer immediate customer satisfaction and reduce costs related to mailing forms to requesting parties.
- Continue to expand use of available mobile technologies, such as implementing Web-based solutions or increasing the use of mobile computing to increase efficiencies.

### Related Links

For additional information about County Counsel, refer to the website at

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

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Resolved court cases filed against the County in which County will prevail (County success rate)	93% (77-6 record)	90% <sup>1</sup>	92% (76-7 record)	90% <sup>1</sup>	90%
Cases against the County that were handled by County Counsel	100% (83 of 83 cases)	95%	100% (105 of 105 cases)	95%	95%
Success rate in County cases against other parties	92% (11 of 12 cases)	85%	100% (15 of 15 cases)	85%	85%
Advisory assignments for Board of Supervisors to be completed by the due date	100% (23 assignments)	95% <sup>2</sup>	100% (29 assignments)	95% <sup>2</sup>	95%
Advisory assignments for all departments completed by the due date	99% (1,512 of 1,514 assignments)	80% <sup>2</sup>	98% (1,520 of 1,552 assignments)	80% <sup>2</sup>	80%
Number of training programs presented by County Counsel	69	30	67 <sup>3</sup>	30	30
Number of risk mitigation education sessions provided by County Counsel	61	50	76 <sup>3</sup>	50	50

#### Table Notes

<sup>1</sup> 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.

<sup>2</sup> 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.

<sup>3</sup> County Counsel reengineered processes and relied upon volunteer attorneys and legal interns to absorb some of the more routine workload to enable the deputies to provide clients the risk mitigation and training sessions necessary to maintain its efforts towards reducing/eliminating liability risks to the County.



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

### Staffing

No change in staffing.

### Expenditures

Net decrease of \$0.2 million.

- Salaries and Benefits — increase of \$0.25 million due to negotiated labor agreements as well as increases in County retirement contributions.
- Services and Supplies — increase of \$0.13 million due to anticipated increases in information technology costs.
- Expenditure Transfer and Reimbursements — decrease of \$0.02 due to changes in staffing cost reimbursements. Since the amount to be reimbursed will be decreased, it has the effect of increasing expenditures.
- Management Reserves — decrease of \$0.6 million due to anticipated completion of project to purchase new practice management application in Fiscal Year 2010-11.

### Revenues

Net decrease of \$0.2 million.

- Charges for Current Services — decrease of \$0.6 million due to decreases in program revenues particularly in developer project workloads.
- Miscellaneous Revenues — increase of \$0.2 million based on anticipated attorney fee recoveries.
- Use of Fund Balance — net decrease of \$0.5 million due to anticipated purchase of new practice management software in Fiscal Year 2010-11, partially offset by increase in use of General Fund fund balance for negotiated one-time salary adjustment.
- General Purpose Revenue Allocation — increase of \$0.7 million based on increases in overall program costs.

## Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of \$0.1 million due to nonrecurring one-time salary adjustment included in prior year, offset by increases in County retirement contributions and a negotiated benefit increase.

Staffing by Program						
		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
County Counsel		135.00			135.00	135.00
<b>Total</b>		<b>135.00</b>			<b>135.00</b>	<b>135.00</b>

Budget by Program						
	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
County Counsel	\$ 21,845,765	\$ 22,554,021	\$ 22,863,369	\$ 21,390,129	\$ 22,361,077	\$ 22,236,367
<b>Total</b>	<b>\$ 21,845,765</b>	<b>\$ 22,554,021</b>	<b>\$ 22,863,369</b>	<b>\$ 21,390,129</b>	<b>\$ 22,361,077</b>	<b>\$ 22,236,367</b>

Budget by Categories of Expenditures						
	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	\$ 21,002,320	\$ 21,328,515	\$ 21,178,515	\$ 20,572,494	\$ 21,574,801	\$ 21,466,379
Services & Supplies	1,620,649	1,365,006	2,424,354	1,480,700	1,499,346	1,474,200
Expenditure Transfer & Reimbursements	(777,204)	(739,500)	(739,500)	(663,065)	(713,070)	(704,212)
Management Reserves	—	600,000	—	—	—	—
<b>Total</b>	<b>\$ 21,845,765</b>	<b>\$ 22,554,021</b>	<b>\$ 22,863,369</b>	<b>\$ 21,390,129</b>	<b>\$ 22,361,077</b>	<b>\$ 22,236,367</b>

Budget by Categories of Revenues						
	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Charges For Current Services	\$ 10,349,583	\$ 10,549,408	\$ 10,549,408	\$ 10,420,332	\$ 9,955,485	\$ 9,993,879
Miscellaneous Revenues	89,820	60,000	60,000	50,953	225,109	5,000
Use of Fund Balance	(617,310)	655,000	964,348	(370,769)	193,984	—
General Purpose Revenue Allocation	12,023,672	11,289,613	11,289,613	11,289,613	11,986,499	12,237,488
<b>Total</b>	<b>\$ 21,845,765</b>	<b>\$ 22,554,021</b>	<b>\$ 22,863,369</b>	<b>\$ 21,390,129</b>	<b>\$ 22,361,077</b>	<b>\$ 22,236,367</b>







# San Diego County Grand Jury

## Department Description

The Grand Jury is a body of 19 citizens who are charged and sworn to investigate County matters of civil concern as well as inquire into public offenses committed or triable within the county. Grand Jury duties, powers, responsibilities, qualifications and selection processes are outlined in the California Penal Code §888 et seq. 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. Also, the Grand Jury may inquire 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.

## 2010-11 Accomplishments

### Strategic Initiative – Safe and Livable Communities

- Reviewed and investigated 123 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 76 criminal indictments, and prepared other reports and declarations as mandated by law (Penal Code §939.8, et seq.).

## 2011-13 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 website at <http://www.sdcounty.ca.gov/grandjury/>.

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

### Staffing

No change in staffing.

### Expenditures

Minor one-time increase in Services and Supplies related to carpet replacement in the Grand Jury office.

### Revenues

Minor one-time increase in Use of Fund Balance for carpet replacement described above.

**Budget Changes and Operational Impact:  
2011-12 to 2012-13**

No significant changes.



## Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Grand Jury	1.00	1.00	1.00
<b>Total</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>

## Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Grand Jury	\$ 635,009	\$ 580,076	\$ 582,076	\$ 533,382	\$ 601,232	\$ 591,775
<b>Total</b>	<b>\$ 635,009</b>	<b>\$ 580,076</b>	<b>\$ 582,076</b>	<b>\$ 533,382</b>	<b>\$ 601,232</b>	<b>\$ 591,775</b>

## Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	\$ 116,878	\$ 115,471	\$ 115,471	\$ 108,047	\$ 113,686	\$ 114,155
Services & Supplies	518,131	464,605	466,605	425,335	487,546	477,620
<b>Total</b>	<b>\$ 635,009</b>	<b>\$ 580,076</b>	<b>\$ 582,076</b>	<b>\$ 533,382</b>	<b>\$ 601,232</b>	<b>\$ 591,775</b>

## Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Miscellaneous Revenues	\$ 73	\$ —	\$ —	\$ —	\$ —	\$ —
Use of Fund Balance	(43,186)	—	2,000	(46,694)	21,595	—
General Purpose Revenue Allocation	678,122	580,076	580,076	580,076	579,637	591,775
<b>Total</b>	<b>\$ 635,009</b>	<b>\$ 580,076</b>	<b>\$ 582,076</b>	<b>\$ 533,382</b>	<b>\$ 601,232</b>	<b>\$ 591,775</b>



# Human Resources

## Department Description

The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. DHR serves as the in-house human resources consultant to the Chief Administrative Officer, executive staff and County departments. Activities are diverse, including classification, compensation, recruitment and selection for all County jobs. Additional responsibilities include: administration of employee benefits programs; risk management activities, including Workers' Compensation program and property and casualty insurances; employee training programs; labor relations; and administration of employee incentive and career development programs.

## Mission Statement

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.

## 2010-11 Accomplishments

### Required Discipline – Fiscal Stability

- Negotiated fiscally prudent extensions of Memoranda of Agreements with 19 of 25 bargaining units in 8 of the 9 employee organizations by June 2011. Negotiations continue with the remaining 6 bargaining units.

### Required Discipline – Information Technology

- Introduced a new online Supervisors' Certificate Program and made it available to all supervisors to better support the development of Supervisors so that they and their staff can better serve the public.
- Introduced Microsoft Office 2007 countywide through classroom and Web-based training. Recorded 17,386 online course registrations and 3,434 classroom registrations.
- Developed electronic filing cabinets in the Documentum enterprise content management application for all background check, classification information and classification activity request files, to eliminate storage costs associated with the retention of paper files.



- Implemented the automated Medical Standards In-service Tracking (MSIT) system to assist in monitoring compliance with Cal/OSHA requirements (California Division of Occupational Safety and Health).
- Due to vendor delays, the project to implement the online testing of applicants has been carried over to Fiscal Year 2011-12.
- Completed a full application upgrade on the Human Resources Information System to PeopleSoft 9.0 version, thereby maintaining adequate systems support levels and enhancing personnel, payroll and benefits tracking capabilities for County employees.
- Upgraded the County Learning Management System with the SumTotal 8.2 version in April 2011 to improve efficiencies and streamline processes.

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

- Provided local veterans with work experience opportunities by establishing a temporary Veteran's Work Experience Program in order for them to learn new skills to become more marketable in the workforce.
- Provided transition services to employees during workforce reduction periods to minimize the impact of layoffs prior to July 2010.

### Required Discipline – Continuous Improvement

- Reengineered and centralized County background checks to include the Health and Human Services Agency (HHS), to reduce duplication of effort and maximize efficiencies.
- Developed an enhanced Employee Discount Program to improve services and discounts for employees.

## 2011-13 Objectives

### Required Discipline – Fiscal Stability

- Negotiate fiscally prudent successor agreements for In-Home Supportive Services Public Authority by January 2012.
- Negotiate fiscally prudent successor agreements with 23 of 25 existing bargaining units and 7 of 8 existing employee organizations by June 2013. The remaining 2 bargaining units and 1 employee organization have successor agreements in place through June 2014.

### Required Discipline – Information Technology

- Convert existing Procurement Card (P-Card) classroom training content into Web-based materials and resources for all P-Card holders and approvers by June 30, 2013.
- Implement online testing of applicants, when available through the NeoGov vendor, and set up testing sites using County computers in a proctored environment to streamline and reduce testing costs. NeoGov is an online applicant tracking system.
- Utilize the applicant self-scheduling interview feature in the NeoGov system for high volume recruitments in 50% of County departments.
- Conduct a feasibility study on converting workers' compensation paper case files to electronic form to enhance file security, enable more efficient sharing of data with others requiring file access, and to reduce costs associated with the storage and production of paper files, by June 2012.
- Convert workers' compensation paper case files, where feasible, to electronic form to enhance file security, enable more efficient sharing of data with others requiring file access and reduce costs associated with the storage and production of paper files by June 2013.
- Create an automated Performance Evaluation process within the Human Resources Information System in order to reduce paper and streamline retrieval of completed evaluation data, by June 2013.

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

- Implement Sexual Harassment Prevention for Supervisors online to ensure compliance with Assembly Bill (AB) 1825, *Sexual Harassment: Training and Education*,

and work closely with the Training and Development community for completion among all supervisors by June 30, 2012.

- Implement Sexual Harassment Prevention for non-supervisors online to ensure Countywide completion among all employees by June 30, 2013.
- In support of the Government without Walls (GWOW) initiative, develop Web-based training for supervisors to manage their employees that are working offsite, by June 2012.
- Provide transition services to employees during workforce reduction periods to minimize the impact of layoffs.
- Maintain a high quality workforce by adhering to 98% (196 of 200) of established timelines for recruitment of County employees.
- Provide departments with positions that match their staffing needs by completing 98% (147 of 150) of classification activity requests by established timelines.

### 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 their first year of employment, by June 2012.
- Develop and implement Leave of Absence presentations to employees via Webcasts from their computers, to avoid travel expenses and to maximize efficiencies, by June 2012.
- Competitively procure an Employee Benefits Broker and Consultant Services contract by June 2012; a Medical Provider for the Workers' Compensation and Medical Standards Program contracts by September 2012; an Investigative Services contract for Workers' Compensation by August 2012 and a Managed Care Services contract for Workers' Compensation by July 2012.

## Related Links

For additional information about the Department of Human Resources, refer to the website at

<http://www.sdcountry.ca.gov/hr/>.



Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Classification activity requests completed within prescribed time frame	100% of 149	94% of 150	100% of 144	98% of 150	98% of 150
Recruitment plan/service agreements/timelines met	99% of 228	95% of 200	99% of 403	98% of 200	98% of 200

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

### Staffing

Increase of 2.00 staff years due to the transfer of positions from the Health and Human Services Agency (HHSA) to support the Department of Human Resources Background Investigation Unit.

### Expenditures

Net increase of \$0.6 million.

- Salaries and Benefits — increase of \$0.3 million reflects negotiated labor agreements, increases in County retirement contributions and the costs associated with two positions for the centralization of County background services.
- Services and Supplies — increase of \$0.4 million due to the “On-Boarding” system application project (\$0.3 million); continued funding for the Workforce Academy for Youth (WAY) program; and an increase in ongoing expenditures for facility occupancy costs at the County Operations Center (\$0.1 million).
- Expenditure Transfer and Reimbursements — decrease of \$0.1 million due to the cost reimbursement from HHSA for County background services.

### Revenues

Net increase of \$0.6 million.

- Charges for Current Services — increase of \$0.4 million due to an increase in external department overhead payments (A-87) for services rendered.
- Miscellaneous Revenue — decrease of \$0.2 million due to the Veteran’s Experience program contract not being extended.
- Use of Fund Balance — increase of \$0.3 million for a total budget of \$1.2 million to fund the “On-Boarding” system application project (\$0.7 million), the WAY program (\$0.3 million), and a one-time negotiated salary adjustment (\$0.15 million).
- General Purpose Revenue Allocation — increase of \$0.1 million to fund facility occupancy costs associated with the relocation of staff to the County Operations Center.

## Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of \$1.3 million is primarily the result of a decrease in one-time funding associated with the WAY program (\$0.3 million), one-time prior year salary adjustment (\$0.2 million), and the completed implementation of the “On-Boarding” system application (\$0.7 million).

## Human Resources

### Staffing by Program

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Department of Human Resources	110.00	112.00	112.00
<b>Total</b>	<b>110.00</b>	<b>112.00</b>	<b>112.00</b>

### Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Department of Human Resources	\$ 19,648,943	\$ 22,703,286	\$ 23,700,433	\$ 19,670,804	\$ 23,335,014	\$ 22,028,554
<b>Total</b>	<b>\$ 19,648,943</b>	<b>\$ 22,703,286</b>	<b>\$ 23,700,433</b>	<b>\$ 19,670,804</b>	<b>\$ 23,335,014</b>	<b>\$ 22,028,554</b>

### Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	\$ 12,532,339	\$ 12,986,237	\$ 12,986,237	\$ 12,658,965	\$ 13,335,782	\$ 13,136,981
Services & Supplies	7,116,604	9,717,049	10,708,630	7,006,272	10,151,322	9,045,931
Capital Assets Equipment	—	—	5,567	5,567	—	—
Expenditure Transfer & Reimbursements	—	—	—	—	(152,090)	(154,358)
<b>Total</b>	<b>\$ 19,648,943</b>	<b>\$ 22,703,286</b>	<b>\$ 23,700,433</b>	<b>\$ 19,670,804</b>	<b>\$ 23,335,014</b>	<b>\$ 22,028,554</b>

### Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Intergovernmental Revenues	\$ 181	\$ —	\$ —	\$ 172	\$ 7,473	\$ 7,473
Charges For Current Services	1,429,676	1,326,283	1,326,283	1,316,096	1,761,121	1,761,121
Miscellaneous Revenues	6,152,439	7,151,581	7,151,581	6,393,442	6,922,664	6,740,930
Use of Fund Balance	(1,985,961)	865,000	1,862,147	(1,399,328)	1,158,290	—
General Purpose Revenue Allocation	14,052,608	13,360,422	13,360,422	13,360,422	13,485,466	13,519,030
<b>Total</b>	<b>\$ 19,648,943</b>	<b>\$ 22,703,286</b>	<b>\$ 23,700,433</b>	<b>\$ 19,670,804</b>	<b>\$ 23,335,014</b>	<b>\$ 22,028,554</b>

## County Communications Office

### Department Description

Established by the Board of Supervisors in 1997, the County Communications Office (CCO), 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 websites, social media messages and internal communications. 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.

### Mission Statement

To build confidence in County government by providing clear and accurate information on County programs. To achieve world class communications status and become a preferred information provider by using current technology and communications tools.

### 2010-11 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 websites and social media, cell phone alerts, and the news media to ensure the public would have had the information needed to minimize loss, accelerate recovery and maintain confidence in County government.



- Met 100% (35) of County Communications Office benchmarks for each emergency response drill in Fiscal Year 2010-11.

#### Required Discipline – Accountability/Transparency

- Educated San Diego County residents, decision makers, the media and County employees on County programs so they could benefit from government services and improve the overall quality of life in San Diego County.
  - Met 100% of goal by producing 184 programs, segments, public service announcements, presentations, Web videos and internal videos highlighting County Strategic Initiative programs and services in Fiscal Year 2010-11.
- Collected and promoted County stories on Strategic Initiatives and/or performance, providing information, accountability and transparency to taxpayers, the public and County employees.
  - Placed 7,858 media stories, exceeding goal of 1,700 stories, about the County's Strategic Initiatives and/or performance.

#### Required Discipline – Information Technology

- Improved 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.

#### 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 to ensure the questions and concerns of the public are addressed.

- Provided 33 media trainings, exceeding goal of 23, to County departments to ensure that information provided to the public and media is accurate and appropriate.
- Assisted County employees in becoming knowledge workers by providing training on new technological communication tools and on how to best use those tools to communicate better within the County as well as outside the organization. CCO staff completed 124 group or individual training sessions to help staff become better users of social media, websites and new technological tools.

## 2011-13 Objectives

### Strategic Initiative – Safe and Livable Communities

- Build credibility as the source of County information, both internally among County staff and externally among county residents.
  - Begin the creation of easy-to-understand, complete instructions – in written form or video – that explain where and how the media and public can find information on County websites. Complete 10 videos or articles in Fiscal Year 2011-12 and 15 more in Fiscal Year 2012-13.

### Required Discipline – Accountability, Transparency and Ethical Conduct

- Create awareness among taxpayers about the value of County programs and services, emphasizing the fact that the County of San Diego is a responsible steward of tax dollars by posting 160 video presentations and 6,400 news media placements. In Fiscal Year 2012-13, complete another 160 video presentations and 6,500 news media placements.
- Work proactively to deliver vital information including County news, challenges and successes directly to San Diegans and position the County to define itself, rather than relying on traditional media to do so.
  - Keep the news site updated regularly to establish the site as a news source. Add at least one new content item (article or video) every business day within peak viewing periods for a total of 260 during Fiscal Year 2011-12, and another 260 during Fiscal Year 2012-13.

### Related Links

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

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Trainings by Communications Office staff in new technological communications tools	46	20	124	N/A <sup>1</sup>	N/A
Media trainings conducted by Communications Office staff for other departments	23	23	33	N/A <sup>1</sup>	N/A
New presentations, programs, segments, PSAs, Web videos and internal videos <sup>2</sup> produced by CTN highlighting one or more Strategic Plan Initiatives or performance stories	142	150	184	160	160
Media placements coordinated by Communications Office staff	2,808	1,700	7,858 <sup>3</sup>	6,400 <sup>3</sup>	6,500 <sup>3</sup>
Benchmarks met for each emergency drill or training <sup>4</sup>	93%	93%	100%	N/A	N/A
"How To" instructions created – in written form or video - that explain where and how the media and public can find information on County websites <sup>5</sup>	N/A	N/A	N/A	10	15
CCO will participate in two emergency preparedness drills to test readiness <sup>5, 6</sup>	N/A	N/A	N/A	2	2
News items (article or video) posted on news site within peak viewing periods <sup>5, 7</sup>	N/A	N/A	N/A	260	260

#### Table Notes

<sup>1</sup> As expected, these trainings will decrease as employees become more comfortable with social media and other technological tools. Training will continue to be offered, however, this measure will no longer be presented in the Operational Plan; it will be monitored internally.

<sup>2</sup> CTN includes videos produced for other departments in Fiscal Year 2010-11.

<sup>3</sup> Adopted goal for 2010-11 and 2011-12 reflects the newly reorganized County Communications Office and an unexpected higher number of media placements. Because of the reorganization of CCO, the department has changed the way County news stories are promoted so that it is more efficient and more successful in reaching the public. The way news media hits are counted has also been improved; plus, there has been an increase in the number of online news media.

<sup>4</sup> The Communications Office used a point system to determine whether staff members are meeting benchmarks on technology, individual preparedness, contact lists, news releases and briefings, County website updates and CTN emergency information. Although CCO continues to work on emergency preparedness, there will be a new measurement for CCO readiness.

<sup>5</sup> New measure effective Fiscal Year 2011-12.

<sup>6</sup> To better reflect emergency readiness, CCO has created an internal committee dedicated to the emergency plan and has developed a more extensive plan.

<sup>7</sup> Peak viewing days are regular business days or periods of local emergency.



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

### Staffing

No change in staffing.

### Expenditures

Net increase of \$0.3 million.

- Salaries and Benefits — increase of \$0.1 million due to negotiated labor agreements as well as increases in County retirement contributions.
- Services and Supplies — decrease of \$0.05 million primarily due to projected decreases in minor equipment purchases.
- Capital Assets Equipment — increase of \$0.1 million for one-time capital expenditures to replace and/or upgrade aging CTN production equipment.
- Expenditure Transfer & Reimbursements — decrease of \$0.1 million as a result of reduced expenditure transfers associated with work performed for the Health and Human Services Agency. Since the amount

to be reimbursed will be decreased by \$0.1 million, it has the effect of increasing expenditures by \$0.1 million.

### Revenues

Increase of \$0.3 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 — increase of \$0.05 million to fund a one-time negotiated salary adjustment.
- General Purpose Revenue Allocation — increase of \$0.15 million to offset reduced expenditure transfers noted above.

## Budget Changes and Operational Impact: 2011-12 to 2011-13

No significant changes.



**Staffing by Program**

	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
County Communications Office	22.00	22.00	22.00
<b>Total</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>

**Budget by Program**

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
County Communications Office	\$ 3,064,472	\$ 2,879,771	\$ 2,894,608	\$ 2,557,914	\$ 3,154,141	\$ 3,160,875
<b>Total</b>	<b>\$ 3,064,472</b>	<b>\$ 2,879,771</b>	<b>\$ 2,894,608</b>	<b>\$ 2,557,914</b>	<b>\$ 3,154,141</b>	<b>\$ 3,160,875</b>

**Budget by Categories of Expenditures**

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	\$ 2,370,115	\$ 2,501,875	\$ 2,501,875	\$ 2,464,096	\$ 2,569,000	\$ 2,575,734
Services & Supplies	364,846	563,506	578,343	334,439	514,141	514,141
Capital Assets Equipment	81,990	237,000	237,000	72,602	356,000	356,000
Expenditure Transfer & Reimbursements	—	(422,610)	(422,610)	(313,223)	(285,000)	(285,000)
Operating Transfers Out	247,522	—	—	—	—	—
<b>Total</b>	<b>\$ 3,064,472</b>	<b>\$ 2,879,771</b>	<b>\$ 2,894,608</b>	<b>\$ 2,557,914</b>	<b>\$ 3,154,141</b>	<b>\$ 3,160,875</b>

**Budget by Categories of Revenues**

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Licenses Permits & Franchises	\$ 203,943	\$ 307,500	\$ 307,500	\$ 280,125	\$ 394,000	\$ 394,000
Revenue From Use of Money & Property	8,876	—	—	—	—	—
Charges For Current Services	680	—	—	329	—	—
Miscellaneous Revenues	740	—	—	3,495	—	—
Use of Fund Balance	(103,980)	—	14,837	(298,306)	43,238	—
General Purpose Revenue Allocation	2,954,213	2,572,271	2,572,271	2,572,271	2,716,903	2,766,875
<b>Total</b>	<b>\$ 3,064,472</b>	<b>\$ 2,879,771</b>	<b>\$ 2,894,608</b>	<b>\$ 2,557,914</b>	<b>\$ 3,154,141</b>	<b>\$ 3,160,875</b>

