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### Group Description

The Finance and General Government Group provides a broad array of services to a wide range of customers. In general, services fall into three groups. The first is backbone support for County government (legislative, fiscal control, treasury, human resources, legal advice, telecommunications and data processing). The second is local public agency support, which includes property assessment, tax collection and pooled investment services. The third group is direct public services such as document recordings, marriage licenses, birth certificates and County Television Network programming.

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### Mission Statement

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

### 1998–1999 Accomplishments

- *Information Technology Outsourcing*—The Board of Supervisors requested and received proposals for outsourcing the majority of the County's technology and telecommunications services. Proposals will be evaluated throughout the summer with a contract anticipated to be awarded in the fall of 1999.
- *System Improvements*—Technological enhancements have lead to improved customer service and increased productivity in several areas. Taxpayers are now able to pay property tax bills with credit cards over the phone or via the Internet. A new imaging system allows the public to order copies of recorded documents via the Internet. The computer network was upgraded for the County Administration Center and the County Operations Center. The benefits have been to eliminate bottlenecks, increase system performance, enable all executive staff and fiscal staff to communicate and establish add/move/change capability throughout the campuses. A new financial planning and tracking system was installed to streamline budget preparation as well as to improve monthly and quarterly reporting capabilities. In addition, a new Document Management System will be acquired by year-end that will enable the public and staff to more easily research the Clerk of the Board of Supervisors' records both via the Internet and at the Clerk's offices.
- *Y2K Readiness*—The Department of Information Services completed the Y2K remediation of all centrally maintained County computer systems and managed the remediation efforts and contingency planning for systems maintained by individual County departments.



- *Re-engineering Of Services* –Increased efficiencies and savings have been achieved through the automation and the reengineering of processes in the County’s Workers’ Compensation Claims Administration program. In addition, the County’s budget office was reengineered to reflect the County General Management System’s emphasis on the integration of strategic planning, operational planning and resource allocation.
  - *Employee Computer Purchase* –Nearly 6,000 employees have taken advantage of a County sponsored program to purchase home computers through an interest free loan that is paid back through payroll deductions. The County benefits from this program as well by having employees who are more knowledgeable about the use of computers and technology.
  - *Expanded Public Information* –The Department of Media and Public Relations has increased the amount and quality of locally-produced programming aired on County Television Network, including Board of Supervisors meetings and conferences, special County events, information on current issues and consumer information, as well as information on how to access County programs, services, and facilities.
- 1999–2001 Objectives
- Outsource the County’s telecommunications and information technology services in order to better and more effectively serve County residents and provide County employees with the tools necessary to effectively do their jobs.
  - Modernize key backbone systems– Financial Management, Human Resources Management and Property Tax–in order to take advantage of technological advances and reduce overhead costs.
  - Complete the County Administration Center’s Tower Project including reopening the tower, refinishing the CAC exterior and replacing the tile roof.
  - Accomplish approximately \$2 million in major maintenance projects to ensure the soundness of the County Administration Center for years to come.
  - Complete final testing of all computer systems and date sensitive equipment to ensure that service disruption to County residents will be non-existent as we move into the year 2000.
  - Improve customer service in the Treasurer– Tax Collector department by opening branch offices in North, East and South County, and by adding staff to reduce wait times at public counters and to handle taxpayer calls faster.
  - Continue the County’s participation in developing the North Embarcadero Visionary Plan. **The total cost over a three to five year period is \$7.6 million. \$6.4 million (\$3.2 million per year) is included in this two year Operational Plan.**



County Of San Diego  
Operational Plan Summary By Department

*Finance & General Government Group Summary*

STAFFING  
BY DEPARTMENT

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Board Of Supervisors & Support Offices	62.25	62.00	62.00
Assessor/Recorder/County Clerk	450.25	461.25	461.25
Treasurer / Tax Collector	100.00	122.00	122.00
Auditor & Controller	289.25	281.75	281.25
Chief Administrative Officer Departments	20.00	19.00	19.00
Chief Technology Office	-	6.00	11.00
Civil Service Commission	4.00	4.00	4.00
Clerk of the Board of Supervisors	38.50	39.00	39.00
County Counsel	130.00	128.00	128.00
Human Resources	107.58	109.00	109.00
Information Services	215.00	200.00	196.00
Media & Public Relations	22.00	21.00	21.00
Total	1,438.83	1,453.00	1,453.50



County Of San Diego  
Operational Plan Summary By Department

*Finance & General Government Group Summary*

EXPENDITURES BY  
DEPARTMENT

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Executive Office	\$2,964,554	\$-	\$3,300,000	\$3,300,000
Board Of Supervisors	\$3,432,625	\$3,368,289	\$3,614,821	\$3,667,674
Assessor/Recorder/County Clerk	\$27,474,220	\$27,355,474	\$31,794,591	\$30,945,045
Treasurer / Tax Collector	\$7,144,356	\$6,181,656	\$8,512,899	\$8,765,619
Auditor & Controller	\$16,946,237	\$15,824,801	\$17,117,629	\$17,517,934
Chief Administrative Officer	\$3,258,444	\$3,054,539	\$3,306,980	\$3,418,366
Chief Technology Office	\$-	\$-	\$3,901,896	\$5,316,971
Civil Service Commission	\$309,007	\$258,639	\$316,696	\$326,523
Clerk of the Board of Supervisors	\$2,898,651	\$2,312,805	\$3,988,584	\$4,124,476
County Counsel	\$11,343,552	\$10,872,477	\$11,656,914	\$11,981,501
Human Resources	\$12,270,998	\$10,530,650	\$12,505,407	\$12,023,666
Information Services	\$39,146,132	\$41,719,681	\$34,829,217	\$35,087,414
Media & Public Relations	\$1,688,329	\$1,640,378	\$1,729,290	\$1,810,940
CAC Major Maintenance	\$526,800	\$254,868	\$2,333,023	\$790,270
<b>Total</b>	<b>\$129,403,905</b>	<b>\$123,374,257</b>	<b>\$138,907,947</b>	<b>\$139,076,399</b>



County Of San Diego  
Operational Plan Summary By Department

*Finance & General Government Group Executive Office*

STAFFING  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
TOTAL	0.00	0.00	0.00

BUDGET  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Executive Offices	\$2,964,554	\$0	\$3,300,000	\$3,300,000
TOTAL	\$2,964,554	\$0	\$3,300,000	\$3,300,000

BUDGET BY  
CATEGORIES OF EXPENDITURES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Services & Supplies	\$0	\$0	\$100,000	\$100,000
Other Charges	\$0	\$0	\$3,200,000	\$3,200,000
Management Reserves	\$2,964,554	\$0	\$0	\$0
TOTAL	\$2,964,554	\$0	\$3,300,000	\$3,300,000

BUDGET BY  
CATEGORIES OF REVENUES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Fund Balance	\$2,964,554	\$0	\$0	\$0
General Revenue Allocation	\$0	\$0	\$3,300,000	\$3,300,000
TOTAL	\$2,964,554	\$0	\$3,300,000	\$3,300,000





## Board Of Supervisors



*Supervisors (left to right): Dianne Jacob, Bill Horn, Pam Slater, Greg Cox, Ron Roberts.*

### Mission Statement

To maintain and enhance the quality of life in San Diego County by providing and overseeing regional services that include Public Protection, Health and Social Services, Community Services, Planning and Land Use, and General Government that lie within the jurisdiction of the County of San Diego Board of Supervisors.

### District Descriptions

#### *District 1*

Supervisor Greg Cox represents more than 500,000 residents of San Diego County's First District on the Board of Supervisors.

The First Supervisorial District extends from the Pacific Ocean east to the Otay and San Miguel mountains, and from our international border with Mexico north to the communities of Point Loma and Ocean Beach. At the heart of the district is 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 several communities within the City of San Diego, including Golden Hill, La Playa, Barrio Logan, Nestor, Ocean Beach, Palm City, Point Loma, San Ysidro, and Downtown San Diego. The district also includes the unincorporated communities of Bonita, Lincoln Acres, Otay Mesa and Sunnyside.

Supervisor Cox directs a highly experienced professional staff whose fundamental mission is to make County government effective, responsible and visionary, and to ensure its accessibility and responsiveness to the citizens of the First Supervisorial District. Supervisor Cox' staff assists him in policy development, research, analysis and review of County budget and operations. The District 1 budget reflects the appropriate professional staffing level for policy analysis and constituent services, as well as the operation of an active student intern opportunity program.

Since joining the Board of Supervisors, Supervisor Cox has been strongly committed to increasing public safety resources, reforming San Diego County's welfare system, promoting the interests of children, youth and families, preserving open space and providing recreational opportunities through the creation of Otay Valley Regional Park, and the expansion of Sweetwater Regional Park, Tijuana River Valley Regional Park and the Bayshore Bikeway.



*District 2*

The Second Supervisorial District, represented by Dianne Jacob, contains the bulk of the remaining unincorporated areas within the County of San Diego, covering more than 2,000 square miles, geographically the largest of the five supervisorial districts. Over 535,000 people live in the district. Of that number, 221,000 live in the unincorporated area, more than the other four supervisorial districts combined. The district includes the cities of Poway, El Cajon, La Mesa, Lemon Grove, Santee, and the communities of Allied Gardens, Del Cerro, Grantville, and Rolando in the City of San Diego; as well as the unincorporated communities of Alpine, Boulevard, Campo, Casa de Oro, Crest, Cuyamaca, Dehesa, Descanso, Dulzura, Granite Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Julian, Lake Morena, Lakeside, Mount Laguna, Mount Helix, Pine Hills, Pine Valley, Potrero, Ramona, Rancho San Diego, San Pasqual, Santa Ysabel, Shelter Valley, Spring Valley, Tecate, and Vallecitos.

Because of the large unincorporated areas in the Second District where residents rely on County Government for most or all local government services, residents have more contact and request more services from their County Supervisor than in more urbanized districts.

*District 3*

The budget of the Third District, represented by Pam Slater, reflects staffing commensurate with the size of the District, its population growth and the myriad of services provided to the constituents. The budget also reflects a quality service relationship with the Third District's population. District Three requires diverse services and professional skills among the members of the Third District staff. Since the District is molded by a multitude of factors, including a wide variety of industry, education and research facilities, retail, farming, the highest concentration of tourism, five city governments and the unincorporated area, the District office reflects the business, education, and population diversity of the district.

District Three is a growing, vibrant area. Population growth can be attributed to not only climate and lifestyle, but to the many economic opportunities available. County government must do its share to promote quality of life.

*District 4*

Supervisor Ron Roberts represents the most diverse District in the county. More than 502,000 people reside in San Diego County's Fourth Supervisorial District—the heart of the County that encompasses a majority of the City of San Diego. Since his election to the County Board of Supervisors in 1994, Supervisor Roberts has focused on improving the County's fiscal responsibility, programs for children and teens including the Critical Hours After-School Program and new ways to lower gas





prices within the County of San Diego. In 1999, he began concentrating much of his efforts on “Smart Growth” – preserving San Diego’s open space while balancing affordable housing. Because much of the Fourth District is within the City of San Diego, the bulk of municipal services, like public safety, street improvements and tree trimming, are handled by the San Diego City Council. The Board of Supervisors provides services like health services, social services, courts, jails and animal control to its residents. The County’s Fourth District spans 68.9 square miles, stretching north to Clairemont, west to Point Loma, east to Spring Valley and south to Paradise Hills. Half of the acres in the district are devoted to residential housing. Housing is typically older, with three out of five homes built before 1970. The Fourth District includes the neighborhoods of Balboa Park, Bay Park, Chollas View, City Heights, East San Diego, Encanto, Hillcrest, Kearny Mesa, Kensington, La Presa, Linda Vista, Loma Portal, Midway, Mission Hills, Mission Valley, Montgomery Field, Morena, Normal Heights, North Park, Oak Park, Old Town, Paradise Hills, Serra Mesa, Skyline, South Park, Talmadge Park and University Heights. Points of interest in the district include Old Town State Historic Park, Balboa Park, the world-famous San Diego Zoo and Qualcomm Stadium, home to the San Diego Padres Baseball Club and the San Diego Chargers Football Team.

*District 5*

District Five, represented by Supervisor Bill Horn, is the northernmost district in San Diego County. With a total population of more than 580,000, District 5 consists of the cities of Carlsbad (north of Palomar Airport Road), Oceanside, Vista, San Marcos, and Escondido, as well as the unincorporated communities of Bonsall, Borrego Springs, Fallbrook, Hidden Meadows, Pala, Palomar Mountain, Pauma Valley, Rainbow, Ranchita, Sunshine Summit, Twin Oaks Valley, Valley Center, and Warner Springs.

*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.



County Of San Diego  
Operational Plan Summary By Department

*Board Of Supervisors*

STAFFING  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Board of Supervisors District 1	11.00	11.00	11.00
Board of Supervisors District 2	12.00	12.00	12.00
Board of Supervisors District 3	12.00	12.00	12.00
Board of Supervisors District 4	12.00	12.00	12.00
Board of Supervisors District 5	13.00	13.00	13.00
Board of Supervisors General	2.25	2.00	2.00
Total	62.25	62.00	62.00

BUDGET BY  
PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Board of Supervisors District 1	\$624,113	\$609,172	\$667,801	\$667,801
Board of Supervisors District 2	\$670,000	\$673,206	\$670,000	\$670,000
Board of Supervisors District 3	\$624,113	\$632,910	\$667,801	\$667,801
Board of Supervisors District 4	\$624,113	\$594,920	\$644,113	\$644,113
Board of Supervisors District 5	\$700,566	\$668,656	\$735,595	\$772,377
Board of Supervisors General	\$189,720	\$189,425	\$229,511	\$245,582
Total	\$3,432,625	\$3,368,289	\$3,614,821	\$3,667,674



County Of San Diego  
Operational Plan Summary By Department

Board Of Supervisors

BUDGET BY  
CATEGORIES OF EXPENDITURES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Salaries & Employee Benefits	\$3,268,869	\$3,193,883	\$3,403,907	\$3,443,956
Services & Supplies	\$163,756	\$174,406	\$210,914	\$223,718
<b>TOTAL</b>	<b>\$3,432,625</b>	<b>\$3,368,289</b>	<b>\$3,614,821</b>	<b>\$3,667,674</b>

BUDGET BY  
CATEGORIES OF REVENUES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Fund Balance	\$-	\$-	\$8,577	\$17,220
General Revenue Allocation	\$3,432,625	\$3,368,289	\$3,606,244	\$3,650,454
<b>TOTAL</b>	<b>\$3,432,625</b>	<b>\$3,368,289</b>	<b>\$3,614,821</b>	<b>\$3,667,674</b>





## Assessor/Recorder/ County Clerk



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### Department Description

The Assessor is mandated by California State Constitution to establish values and maintain records on all taxable property within the boundaries of the County of San Diego, including maintaining maps of all real property parcels. The Recorder is mandated by the Government Code to examine, record, index and archive all records submitted for recordation or filing and to make available to the public all records in the custody of the Recorder. The Clerk is mandated by the Government Code to issue fictitious business names and maintain a record of those names, to issue marriage licenses and to provide certified copies of vital records including birth certificates.

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### Mission Statement

It is the goal of the Assessor/Recorder/County Clerk to have fair and uniform assessments of all property, to obey and fully implement all property tax laws and to provide prompt and courteous service to the public. To provide for the orderly and expeditious recordation, archiving and retrieval of all records submitted using automation wherever appropriate to increase productivity and efficiency, and to provide for the efficient distribution of copies of vital records immediately upon receiving a request from a member of the public.

### 1998–1999 Accomplishments

- Marriage rooms in which to perform civil wedding ceremonies have been established at all branch offices, San Marcos, Kearney Mesa, El Cajon and Chula Vista.
- An e-commerce website through which copies of various documents may be ordered over the Internet has been established.
- The automation of Assessment Appeals and Tax Roll corrections has been successfully implemented.
- The El Cajon branch office was relocated from a sixth floor location into a more convenient first floor location.
- The public may now record documents at the San Marcos branch office.
- Vital records, fictitious business names and property appraisal records have been converted from microfilm and paper to digitized images.
- The public may view and obtain copies of imaged records using computers located in Room 103 at the County Administration Center.
- Appraisers now have the ability to access imaged appraisal records through the department's local area network.
- Agreements for the sale of electronic images directly to two title insurance companies have been signed.
- A contract for a new unsecured property tax assessment system has been awarded and the new system is now being installed.
- Area/district mapping for RUIS (San Diego Geographical Information Source) has been completed.



1999–2001 Objectives

- Continue conversion of microfilm and paper records to digitized images.
  - Transfer legacy data from county mainframe to a more user friendly client/server system.
  - Move new unsecured property tax system into full production.
  - Complete automation of homeowners' exemption process.
  - Implement seamless on-line recording.
- The above objectives will be accomplished within existing staff and resources.**
- Maintain high quality Recording Services while accepting and processing historically large volumes of documents. **This objective will be accomplished with the continuation of a second shift made possible by the 11 additional staff approved by the Board in Fiscal Year 1998–1999. The cost of the staff is offset by program revenues with no impact on General Revenues.**
  - Award a contract for a new secured property tax assessment system. **The cost and funding source for this new system are yet to be determined and are therefore not included in the budget.**

PERFORMANCE MEASURES

	1998–99 ADOPTED	1998-1999 ACTUALS	1999–00 PROJECTED	2000–01 PROJECTED
Assessment Appeals Cases Completed	21,500	8,580	8,000	8,000
Business Audits Performed	800	954	900	900
Number Of Documents Recorded/Examined	750,000	836,570	840,000	840,000
One-Day Record Copy Services	150,000	144,234	150,000	150,000
Fictitious Business Name Filings	36,000	35,537	33,155	33,155



County Of San Diego  
Operational Plan Summary By Department

Assessor/Recorder/County Clerk

STAFFING  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Property Valuation ID	286.75	296.25	296.25
Recorder/Clerk	114.50	122.50	122.50
Public Information Services	8.00	25.50	25.50
Management Support	41.00	17.00	17.00
<b>TOTAL</b>	<b>450.25</b>	<b>461.25</b>	<b>461.25</b>

BUDGET  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Property Valuation ID	\$19,389,768	\$19,746,041	\$20,352,851	\$19,426,121
Recorder/Clerk	\$6,508,005	\$4,286,614	\$7,912,959	\$7,999,669
Public Information Services	\$0	\$337,592	\$1,370,328	\$1,408,162
Management Support	\$1,576,447	\$2,985,228	\$2,158,453	\$2,111,093
<b>TOTAL</b>	<b>\$27,474,220</b>	<b>\$27,355,475</b>	<b>\$31,794,591</b>	<b>\$30,945,045</b>



County Of San Diego  
Operational Plan Summary By Department

Assessor/Recorder/County Clerk

BUDGET BY  
CATEGORIES OF EXPENDITURES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Salaries & Employee Benefits	\$21,420,562	\$20,664,407	\$24,292,575	\$24,077,779
Services & Supplies	\$5,434,785	\$6,200,502	\$7,039,016	\$6,304,763
Fixed Assets - Equipment	\$618,873	\$490,565	\$463,000	\$562,503
<b>TOTAL</b>	<b>\$27,474,220</b>	<b>\$27,355,474</b>	<b>\$31,794,591</b>	<b>\$30,945,045</b>

BUDGET BY  
CATEGORIES OF REVENUES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Fund Balance	\$0	\$0	\$647,375	\$0
Licenses Permits & Franchises	\$365,000	\$411,121	\$375,000	\$372,300
Charges For Current Services	\$21,940,536	\$24,235,711	\$25,701,066	\$25,579,293
Miscellaneous Revenues	\$31,000	\$411,650	\$31,000	\$31,000
General Revenue Allocation	\$5,137,684	\$2,296,992	\$5,040,150	\$4,962,452
<b>TOTAL</b>	<b>\$27,474,220</b>	<b>\$27,355,474</b>	<b>\$31,794,591</b>	<b>\$30,945,045</b>





## Treasurer – Tax Collector



### Department Description

The Treasurer–Tax Collector Department provides investment services, banking, and other financial services to local public agencies located within the County of San Diego and collects all local property taxes. The responsibilities of this office include managing the Treasurer’s \$2 billion investment fund, billing and collecting \$2 billion in property taxes annually, establishing and maintaining all banking relationships for the County, administering the County’s Deferred Compensation Plan and serving as Paying Agent and Fiscal Agent on various local agency bond issues. In addition, as the only elected fiscal officer of the County, the Treasurer–Tax Collector holds the only permanent seat on the County’s Retirement System Board.

### Mission Statement

To provide financial services to the citizens, agencies and employees of San Diego County, while maintaining the highest levels of customer service and satisfaction.

### 1998–1999 Accomplishments

- Began accepting Touch-tone telephone Visa/MasterCard payments for property taxes.
- First County in the State to accept property tax payments via the Internet.
- Achieved AA+/V1+ rating on the Treasurer’s Investment Pool.
- Largest Discover Card property tax payment processor in the United States.
- Provided improved customer service to residents in North County with the opening of the first Treasurer–Tax Collector branch office.
- Installed new touch-tone interactive voice response (IVR) telephone system linked to mainframe property tax data to improve customer service.
- Increased investment yield of the Treasurer’s Pooled Money fund by 53 basis points.
- Reduced County annual TRANS borrowing by \$50 million.
- Obtained one of the lowest borrowing rates for the County annual TRANS borrowing.
- Collected over 98.6% of real property taxes, the highest collection rate in recorded history.
- Collected over 99.0% of personal property taxes, the highest percentage of any large California county and among the best of all counties in California.
- The earliest mailing of property tax bills in recent years resulted in additional interest revenues to the County and other local agencies.
- Improved education and information to County employees on the Deferred Compensation Plan resulted in participation nearly double the national average.
- Designed, programmed and installed our first PC based Defaulted Property Tax Sale system.
- Designed, programmed and installed a new Transient Occupancy Tax system.



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### 1999–2001 Objectives

- Continue to collect \$2 billion in revenue for the County, cities, schools and local agencies.
- Increase revenue for the County, cities, schools and local agencies by:
  - Mailing tax bills faster to facilitate earlier payments.
  - Depositing payments faster to increase interest earnings.
  - Increasing the pool earnings rate.
  - Increasing legal support to improve legal resolutions and increase revenue.
- Reduce borrowing costs for the County by improving the pool rating.
- Reduce risk by:
  - Recruiting, training and retaining well qualified staff reducing the chance for mistakes.
  - Staffing to handle peak period workloads without delays to revenue and interest earnings.
  - Supporting the design, implementation, data conversion and operation of a new property tax system.
  - Developing PC based applications automating error prone manual processes.
  - Implementing imaging, document management and workflow control systems.
  - Developing Y2K contingency plans for critical operations.
- Improve customer service by:
  - Adding agents to handle taxpayer calls faster on the Interactive Voice Response (IVR) system.
  - Expanding the IVR system to include prior year and unsecured taxes.
  - Adding agents to reduce wait times at public contact counters.
  - Resolving payment problems faster.
  - Processing taxpayer refunds faster.
  - Opening branch offices with the Assessor in North, East and South County.
  - Expanding e-commerce options for tax payments
  - Expanding public information on the Web.
  - Starting a newsletter to communicate better with the public, our customers and employees.
  - Revising tax bills, inserts and correspondence to be customer friendly.
  - Improving communications to Pool Participants on Pool statistics.
  - Expanding opportunities for Voluntary Deposits in the Pool.
  - Distributing the Pool Comprehensive Annual Financial Report (CAFR) faster.
  - Increasing participation in the Deferred Compensation Plan.
  - Expanding the Deferred Compensation website.
  - Preparing a Deferred Compensation Handbook for employees.



To accomplish these objectives the Treasurer – Tax Collector will reorganize the entire department. This will require reclassifying existing positions and adding 22 permanent staff years at cost of \$1,800,000, which will be offset by \$100,000 in new revenue, leaving a County general revenue

cost of \$1,700,000 over Fiscal Year 1999–2000 and Fiscal Year 2000–2001. In addition, this requires remodeling and installing additional automation at a one-time cost of \$800,000 from Treasurer – Tax Collector and Finance and General Government Group management reserves.

PERFORMANCE MEASURES

	1998-99 ADOPTED	1998-1999 ACTUALS	1999-00 PROJECTED	2000-01 PROJECTED
Total Taxes Collected (In Millions)	\$1,883	\$2,047	\$2,046	\$2,225
County Taxes Collected (In Millions)	\$266	\$267	\$292	\$316
Rate Of Return On Investment Pool	4.35%	4.27%	5.00%	5.15%
Deferred Compensation Participants	10,400	10,380	11,440	12,580
Customer Satisfaction Rating (1-5)	4.3	4.6	4.4	4.5



County Of San Diego  
Operational Plan Summary By Department

Treasurer – Tax Collector

STAFFING  
BY PROGRAM

	FISCAL YEAR 1998–1999 ADOPTED BUDGET	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000–2001 APPROVED BUDGET
Treasury	15.50	28.00	28.00
Tax Collection	76.50	83.00	83.00
Administration - Treasurer / Tax Collector	8.00	11.00	11.00
<b>TOTAL</b>	<b>100.00</b>	<b>122.00</b>	<b>122.00</b>

BUDGET  
BY PROGRAM

	FISCAL YEAR 1998–1999 ADOPTED BUDGET	FISCAL YEAR 1998–1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000–2001 APPROVED BUDGET
Treasury	\$2,506,680	\$1,611,096	\$2,953,256	\$3,167,215
Tax Collection	\$3,968,685	\$3,848,198	\$4,689,000	\$4,602,901
Administration - Treasurer / Tax Collector	\$668,991	\$722,361	\$870,643	\$995,503
<b>TOTAL</b>	<b>\$7,144,356</b>	<b>\$6,181,655</b>	<b>\$8,512,899</b>	<b>\$8,765,619</b>



County Of San Diego  
Operational Plan Summary By Department

Treasurer – Tax Collector

BUDGET BY  
CATEGORIES OF EXPENDITURES

	FISCAL YEAR 1998–1999 ADOPTED BUDGET	FISCAL YEAR 1998–1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000–2001 APPROVED BUDGET
Salaries & Employee Benefits	\$4,447,559	\$3,949,452	\$5,091,904	\$5,911,554
Services & Supplies	\$2,564,077	\$2,221,534	\$3,120,995	\$2,721,345
Fixed Assets - Equipment	\$30,000	\$10,670	\$300,000	\$30,000
Management Reserves	\$102,720	\$0	\$0	\$102,720
<b>TOTAL</b>	<b>\$7,144,356</b>	<b>\$6,181,656</b>	<b>\$8,512,899</b>	<b>\$8,765,619</b>

BUDGET BY  
CATEGORIES OF REVENUES

	FISCAL YEAR 1998–1999 ADOPTED BUDGET	FISCAL YEAR 1998–1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000–2001 APPROVED BUDGET
Fund Balance	\$0	\$0	\$697,280	\$0
Fines Forfeitures & Penalties	\$609,000	\$638,186	\$609,000	\$609,000
Charges For Current Services	\$4,273,403	\$4,003,122	\$4,368,281	\$4,913,069
Miscellaneous Revenues	\$35,512	\$456,465	\$35,512	\$35,512
General Revenue Allocation	\$2,226,441	\$1,083,883	\$2,802,826	\$3,208,038
<b>TOTAL</b>	<b>\$7,144,356</b>	<b>\$6,181,656</b>	<b>\$8,512,899</b>	<b>\$8,765,619</b>





## Chief Administrative Officer



Walter F. Ekard

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### Department Description

The Office of the Chief Administrative Officer (CAO) is responsible for carrying out the broad policies of the Board of Supervisors, and formulating the County's overall mission, goals, and objectives through the County's Agency/Groups.

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### Mission Statement

Working with the Board of Supervisors, the public and County employees, create a county government that is customer-focused and responsive to citizens' needs and priorities; implement the policy direction of the Board of Supervisors and manage the day-to-day operations and functions of County government.

### 1998–1999 Accomplishments

#### *Fiscal Stability*

- Implemented a financial strategic plan, an operational plan and a comprehensive reporting system.
- Reinforced budget discipline by limiting appropriations to ongoing revenue versus one time monies.
- Recession-proofed County operations and included in Countywide strategic planning.
- Restructured long-term debt where economically advantageous.
- Improved cash flow and reduced short-term borrowing (TRANS).

- Implemented the principles of competition and reengineering with goals of reducing overheads and improving service delivery.

- Implemented pay-for-performance principles.

#### *Managed Competition & Reengineering*

- Saved over \$34 million as a result of managed competition and reengineering.
- Identified and cut unnecessary overheads.
- Developed and implemented a reinvestment plan based on savings.

#### *Risk Management*

- Reviewed County contracts for cost effectiveness through the use of Contract Business Plan Review and Project Management Review.
- Incorporated risk management concepts in employee performance plans.
- Made Contract Protest Review Board policies and procedures consistent with current competition and reengineering program.
- Finalized Year 2000 Readiness plans.



*County Infrastructure*

- Identified long-term financing plan to address capital needs and aging vehicles.
- Developed plan to eliminate major maintenance backlog in three years.

*Information Technology*

- Prepared for outsourcing the County's information technology and telecommunications services.
- Planned technology improvements that will result in reduced operating costs and additional resources for high priority direct services.

*Administrative Functions*

- Supported Board of Supervisors at all public meetings.
- Improved process of reviewing, revising and docketing board letters.
- Assigned and coordinated Board agenda referrals.
- Reviewed and responded to citizen inquiries on County matters.
- Implemented Board of Supervisors' policy directives.
- Institutionalized the County General Management System as an overall guide to the County administrative principles.
- Initiated continuous process improvement to simplify internal and external regulations, reviewed and revised internal process guidebooks, including the Administrative Manual and made them more accessible Countywide.

- Continued organizational realignments as needed.
- Pursued threading functions across departments.

*Customer Service*

- Established customer service center.
- Enhanced customer survey methods countywide.

*Strategic Planning & Intergovernmental Affairs*

- Prepared County legislative program and positions on legislation.
- Developed strategic plans for legislative advocacy and interagency relations.
- Defended against unfunded mandates.
- Aggressively pursued increased local legislative and fiscal control.

*Internal Affairs/Legal & Ethical Standards*

- Implemented the County's Internal Affairs/Legal and Ethical Standards program countywide.
- Established a system for employee input, recommendations and allegations of improper conduct and government activity without fear of reprisal.

*Marketing*

- Developed and implemented a plan to improve the image and public understanding of County programs.
- Maximized effectiveness of County Television Network and written materials.





**1999–2001 Objectives**

*Ensure County's Fiscal Stability*

- Balance prudent reserve funds with operational needs.
- Reinforce budget disciplines.
- Recession-proof County operations.
- Improve cash flow and reduce short-term borrowing (TRANS).

*Reinvest In County Infrastructure*

- Focus on Major Maintenance.
  - Eliminate backlog within 3 years.
  - Establish Internal Service Funds.
- Address priority Capital Needs.
  - Identify long-term financing plan.
  - Replace aging vehicles.
- Focus on Automation Needs.
  - Outsource IT.
  - Develop new Human Resources and Financial Tracking System.
  - Integrate business automation needs with strategic plan.
  - Determine and emphasize Capital Needs/Expenditures by District.
- Aggressively Manage Assets.
  - Assess status of County assets.
  - Develop property/asset management program.

*Focus On Risk Management*

- Evaluate effectiveness of County contracts.
  - Reinforce Countywide use of CBPR (Contract Business Plan Review) and PMR (Project Management Review).
- Finalize Year 2000 readiness plans and perform testing.
- Incorporate Risk Management Concepts in employee performance plans.

*Advance Competition & Reengineering Principles*

- Continue Managed Competition.
  - Continue to identify and cut unnecessary overhead costs.
  - Develop reinvestment plan based on savings.
- Continue Customer Service Emphasis*
- Establish customer service center.
    - Further service improvements.
    - Review possible fee reductions.
  - Enhance customer service efforts Countywide.

*Focus On Human Resources*

- Develop and implement Countywide classification study.
- Advance Diversity Program.
- Implement “Quality First” Program.
  - Stress performance measures and incentives.
- Invest in training and career development.
- Implement employee protection plan.
  - Strengthen work force support program.



*Continue Improvements In Health & Human Services*

- Continue consolidations/streamlining through “Project Synergy.”
- Evaluate quality of employment service contracts.
- Pursue aggressive integration of services.
  - Continue to reduce overhead costs.

*Promote Prevention Strategies & Encourage Self Sufficiency*

- Promote welfare reform/welfare-to-work strategies.
- Strengthen juvenile diversion programs.
- Expand Drug and Alcohol Treatment Programs.

*Promote Economic Development*

- Showcase County as leader in economic development.
  - Capitalize on positive public image.
  - Encourage Investment in Community.
- Continue to develop Business-Friendly Policies.
  - Streamline Permit process for businesses.
- Develop East Otay Mesa/Border infrastructure and economic development study.
  - Consider coordination with Imperial County.

*Address Major Public Safety Issues*

- Develop and execute plans to increase detention capacity for juvenile offenders.
- Increase the level of automation throughout the group with increased attention of establishing interjurisdictional interfaces.

- Introduce new programs to address violent juvenile crime, elder abuse, and domestic violence.
- Continue to support programs to sever the tragic relationship between drug use, crime, and the breakdown within families.

*General Administration*

- Provide support to Board at public meetings, implement policy directives and respond to citizen inquiries.
- Benchmark and seek improvements to customer satisfaction survey results.
- Institutionalize the County General Management System.

*Strategic Planning & Intergovernmental Affairs*

- Prepare County legislative program and positions on legislation.
- Develop strategic plans for legislative advocacy and interagency relations.

*Internal Affairs/Legal & Ethical Standards*

- Provide training on legal and ethical standards.
- Continue to improve system for receiving employee input, recommendations and allegations of improper conduct and government activity without fear of reprisal.



County Of San Diego  
Operational Plan Summary By Department

Chief Administrative Officer

STAFFING  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Executive Office	13.00	10.00	10.00
Office of Intergovernmental Affairs	7.00	5.00	5.00
Internal Affairs	0.00	4.00	4.00
TOTAL	20.00	19.00	19.00

BUDGET  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Executive Office	\$1,417,960	\$1,511,263	\$1,279,098	\$1,386,968
Office of Intergovernmental Affairs	\$1,177,283	\$930,477	\$1,078,020	\$1,080,324
County Memberships and Audit	\$663,201	\$612,801	\$663,201	\$663,201
Internal Affairs	\$0	\$0	\$286,661	\$287,873
TOTAL	\$3,258,444	\$3,054,541	\$3,306,980	\$3,418,366



County Of San Diego  
Operational Plan Summary By Department

Chief Administrative Officer

BUDGET BY  
CATEGORIES OF EXPENDITURES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Salaries & Employee Benefits	\$1,591,128	\$1,540,360	\$1,620,254	\$1,707,455
Services & Supplies	\$1,631,689	\$1,514,171	\$1,651,099	\$1,675,284
Other Charges	\$8,000	\$8	\$8,000	\$8,000
Management Reserves	\$27,627	\$0	\$27,627	\$27,627
<b>TOTAL</b>	<b>\$3,258,444</b>	<b>\$3,054,539</b>	<b>\$3,306,980</b>	<b>\$3,418,366</b>

BUDGET BY  
CATEGORIES OF REVENUES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Intergovernmental Revenue	\$0	\$16	\$19,200	\$19,200
Charges For Current Services	\$33,103	\$17,117	\$49,826	\$49,826
Miscellaneous Revenues	\$0	\$6,396	\$0	\$0
General Revenue Allocation	\$3,225,341	\$3,031,010	\$3,237,954	\$3,349,340
<b>TOTAL</b>	<b>\$3,258,444</b>	<b>\$3,054,539</b>	<b>\$3,306,980</b>	<b>\$3,418,366</b>



## Auditor & Controller



### Department Description

The Auditor and Controller Department has four primary responsibilities. First, in accordance with the County Charter and generally accepted accounting principles, the department maintains accounts for the financial transactions of all departments and of those special districts whose funds are kept in the County Treasury. The department performs independent, objective and cost-effective audit services. Also, 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. Finally, the department provides cost effective and efficient professional collections and accounts receivable management services to maximize recovery of monies due the County.

### Mission Statement

It is the mission of the Auditor and Controller to provide accountability for and control of the financial resources under the jurisdiction of the Board of Supervisors, and apply professional audit standards and techniques in the independent review of County records and operations to maintain the public's confidence in the fiscal integrity of the County of San Diego.

### 1998–1999 Accomplishments

- Re-engineered Budget Office to form Office of Financial Planning with the task of developing and implementing a Strategic Plan and a two-year Operational Plan while reducing staff.
- Developed and implemented Countywide Five-Year Strategic Plan.
- Prepared and communicated audit work plan to Chief Administrative Office and Board of Supervisors Audit Sub-Committee.
- Established Cost Analysis Unit to support the Competition and Re-engineering Group,

implementation of Internal Service Funds and review of department fees.

- Developed and implemented Communication Plan that includes monthly meetings with the County's financial staff.
- Implemented Investor Relations Program to create interest in San Diego County Bond offerings.
- Closed Fiscal Year-end books on July 31, 1998.
- Competed Revenue and Recovery functions in a managed competition with other County departments and the private sector.

### 1999–2001 Objectives

- Achieve cost savings/avoidance to the County of \$1.5 million a year through audit services.
- Auditees will accept 90% of audit recommendations.
- Insure compliance with Y2K modifications on all Auditor and Controller's financial systems and procedures.



- Continue Countywide coordination efforts to assure early year-end closing scheduled with a target date of July 30, 1999.
- Modify the tax allocation system to accommodate legislative change, including the property tax shift to schools and the return of Property Tax Shift (ERAF) monies from schools to local taxing agencies.
- Make tax information electronically available on cartridge, diskette or from the Internet for the business community; increase on-line information available to the public/taxpayer, taxing agencies, and the business community.
- Install a new cashiering system to service public needs for land use permits and related transactions; assure Y2K compliance.
- Complete the streamlining of the Contract Ledger System in order to respond quickly to routine and ad hoc reporting requests and to eliminate duplicative data entry.
- Identify and implement the most recent annual Federal IRS Form.

**PERFORMANCE MEASURES**

	1998-99 ADOPTED	1998-1999 ACTUALS	1999-00 PROJECTED	2000-01 PROJECTED
90% Of Audit Recommendations Accepted By Auditee	90%	98.5%	90%	90%
Complete 100% Of Mandated Audits	100%	100%	100%	100%
98% Of Deposit Permits Will Be Processed Within 1 Day Of Receipt	98%	100%	98%	98%
Achieve An Accuracy Rate Of 100% For Property Tax Bills Roll & Tax Apportionments	100%	100%	100%	100%
Issue 98% Of Accounts Payable Warrants Within 15 Days Of Receipt Of Payment Authorization	98%	99%	98%	98%



County Of San Diego  
Operational Plan Summary By Department

Auditor & Controller

STAFFING  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Audits	23.25	23.00	23.00
Office of Financial Planning	16.00	11.00	11.00
Accounting and Fiscal Control	119.25	119.50	119.50
Revenue & Recovery	111.00	103.00	103.00
Administration	19.75	25.25	24.75
TOTAL	289.25	281.75	281.25

BUDGET  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Audits	\$1,731,358	\$1,583,035	\$1,850,138	\$1,900,198
Office of Financial Planning	\$1,264,046	\$1,163,812	\$1,008,192	\$1,025,713
Accounting and Fiscal Control	\$5,388,316	\$5,331,191	\$5,679,385	\$5,833,700
Revenue & Recovery	\$5,548,647	\$4,743,199	\$5,397,068	\$5,499,292
Administration	\$3,013,870	\$3,003,424	\$3,182,846	\$3,259,031
Purchasing	\$0	\$140	\$0	\$0
TOTAL	\$16,946,237	\$15,824,801	\$17,117,629	\$17,517,934



County Of San Diego  
Operational Plan Summary By Department

Auditor & Controller

BUDGET BY  
CATEGORIES OF EXPENDITURES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Salaries & Employee Benefits	\$13,505,558	\$12,090,807	\$13,654,995	\$14,045,042
Services & Supplies	\$2,508,450	\$3,634,505	\$2,530,405	\$2,540,663
Other Charges	\$69,900	\$84,010	\$69,900	\$69,900
Fixed Assets - Equipment	\$0	\$15,479	\$0	\$0
Management Reserves	\$862,329	\$0	\$862,329	\$862,329
<b>TOTAL</b>	<b>\$16,946,237</b>	<b>\$15,824,801</b>	<b>\$17,117,629</b>	<b>\$17,517,934</b>

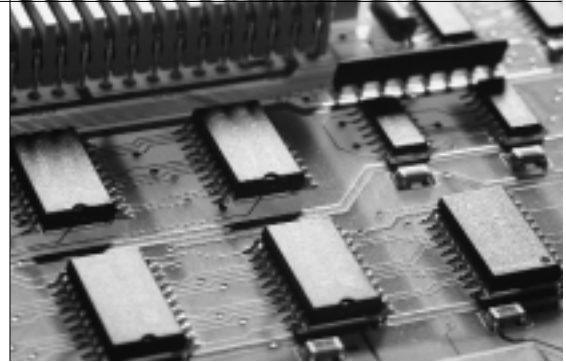
BUDGET BY  
CATEGORIES OF REVENUES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Fund Balance	\$850,000	\$0	\$500,000	\$500,000
Intergovernmental Revenue	\$125,000	\$223,649	\$125,000	\$125,000
Charges For Current Services	\$3,872,666	\$3,288,573	\$4,628,925	\$4,678,287
Miscellaneous Revenues	\$305,500	\$438,301	\$305,500	\$305,500
Other Financing Sources	\$25,000	\$0	\$25,000	\$25,000
General Revenue Allocation	\$11,768,071	\$11,874,278	\$11,533,204	\$11,884,147
<b>TOTAL</b>	<b>\$16,946,237</b>	<b>\$15,824,801</b>	<b>\$17,117,629</b>	<b>\$17,517,934</b>





## Chief Technology Office



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### Department Description

The Chief Technology Office begins operation in Fiscal Year 1999–2000, and is the successor to the Department of Information Services. During this first year of information technology and telecommunications outsourcing, it will ensure a smooth transition to contract service provision, and ensure that the County maintains critical expertise for the retained County technology functions. It will provide strategic direction, operational planning, vendor contract management, and support to user departments.

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### Mission Statement

Ensuring that the latest in information technology and telecommunications capability is working to serve the County's customers better.

#### 1999–2001 Objectives

- Implement the post-outsourcing governance structure for Information Technology.
- Recruit and fill key positions in the Chief Technology Office.
- Establish functional reporting relationships and processes for the Group and Departmental Technology Leads.
- Develop and recommend strategic technology plans, application and system requirements, and architectural and security plans.

- Work with the IT Provider to reengineer business processes and perform change management activities to maximize efficiencies and cost savings.
- Oversee internal quality assurance and projects.

**These objectives will be accomplished with the addition of 11 positions (6 staff years in Fiscal Year 1999–2000 and 11 staff years in Fiscal Year 2000–2001) and contracted legal and technical services.**



County Of San Diego  
Operational Plan Summary By Department

Chief Technology Office

STAFFING  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
CTO Office	0.00	6.00	11.00
TOTAL	0.00	6.00	11.00

BUDGET  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
CTO Office	\$0	\$0	\$3,901,896	\$5,316,971
TOTAL	\$0	\$0	\$3,901,896	\$5,316,971

BUDGET BY  
CATEGORIES OF EXPENDITURES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Salaries & Employee Benefits	\$0	\$0	\$766,896	\$1,340,350
Services & Supplies	\$0	\$0	\$3,135,000	\$3,976,621
TOTAL	\$0	\$0	\$3,901,896	\$5,316,971

BUDGET BY  
CATEGORIES OF REVENUES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
General Revenue Allocation	\$0	\$0	\$3,901,896	\$5,316,971
TOTAL	\$0	\$0	\$3,901,896	\$5,316,971



## Civil Service Commission



### Department Description

The Civil Service Commission is the administrative appeals body for personnel actions for the County of San Diego and is comprised of five citizens appointed by the Board of Supervisors. The Civil Service Commission is supported by a small staff and is located in the County Administration Center, 1600 Pacific Highway, Room 458, San Diego, California 92101.

### Mission Statement

To protect the merit basis of the personnel system through the exercise of the Commission's Charter-mandated appellate and investigative authority.

### 1998–1999 Accomplishments

- As the County's judicial body for personnel matters the CSC is responsible for causing all County entities to comply with legal and ethical matters. All of the CSC's orders were enforced in Fiscal Year 1998–1999.
- Before, during, and after each hearing or investigation we assessed the fairness, efficiency, and effectiveness of the process in order to make better decisions.
- The CSC prepared detailed and precise decisions which were thoroughly reviewed by individual Commissioners, CSC staff, and County Counsel resulting in the production of accurate and legally sound decisions, thereby significantly reducing potential litigation to the County. All decisions were made taking into consideration County liability, due process, and fairness. During Fiscal Year 1998–1999, fewer than 5% of CSC decisions were litigated. This aggressive approach resulted in the Courts' affirmation of 90% of the CSCs decisions.
- The CSC was accessible to provide immediate services to its customers via modern technology as well as having an open door for customers to be received as their need required. A customer survey is being drafted to monitor and maintain customer satisfaction.
- The Executive Officer communicated effectively and regularly with Civil Service Commissioners as well as with all customers and organizations who are served by the CSC.
- The CSC continued to automate while at the same time deliver personal service to its customers.
- 25% of Commission staffing was performed by contract employees to reduce overhead costs while maintaining customer satisfaction.
- Upgraded computers and related automation.
- Initiated distribution of agendas and minutes electronically.



1999-2001 Objectives

- Schedule mandated hearings within a month after receiving appeals.
- Process findings and proposed decisions for public meeting within three weeks of hearing.
- Same day response to public, department or employees' inquiries.
- All decisions made by the CSC will take into consideration County liability, due process, and fairness. During Fiscal Year 1999-2000 fewer than 4% of CSC decisions will be litigated. This aggressive approach will result in the Courts' affirmation of 92% of the CSC's decisions.
- The CSC will be accessible to provide immediate services to its customers via modern technology as well as having an open door for customers to be received as their needs require. A customer survey is being drafted to monitor and maintain customer satisfaction.
- The Executive Officer will communicate effectively and regularly with the Civil Service Commissioners.
- 20% of CSC staffing will be performed by contract employees to reduce overhead costs while maintaining customer satisfaction.
- Staff will assist in expanding the County's Web site to include more information on the CSC and to provide easy access to its customers.

PERFORMANCE MEASURES

	1998-99 ADOPTED	1999-00 PROJECTED	2000-01 PROJECTED
Mandated Commission Hearings	61	40	40
Investigations	16	11	11
Staff Review/ Recommendations	440	357	357



County Of San Diego  
Operational Plan Summary By Department

Civil Service Commission

STAFFING  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Civil Service Commission	4.00	4.00	4.00
TOTAL	4.00	4.00	4.00

BUDGET  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Civil Service Commission	\$309,007	\$258,639	\$316,696	\$326,523
TOTAL	\$309,007	\$258,639	\$316,696	\$326,523



County Of San Diego  
Operational Plan Summary By Department

Civil Service Commission

BUDGET BY  
CATEGORIES OF EXPENDITURES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Salaries & Employee Benefits	\$294,081	\$212,742	\$279,699	\$286,891
Services & Supplies	\$8,693	\$45,897	\$30,764	\$33,399
Management Reserves	\$6,233	\$0	\$6,233	\$6,233
<b>TOTAL</b>	<b>\$309,007</b>	<b>\$258,639</b>	<b>\$316,696</b>	<b>\$326,523</b>

BUDGET BY  
CATEGORIES OF REVENUES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Intergovernmental Revenue	\$1,391	\$266	\$0	\$0
Charges For Current Services	\$21,544	\$21,534	\$31,031	\$31,031
General Revenue Allocation	\$286,072	\$236,839	\$285,665	\$295,492
<b>TOTAL</b>	<b>\$309,007</b>	<b>\$258,639</b>	<b>\$316,696</b>	<b>\$326,523</b>



## Clerk Of The Board Of Supervisors



### Department Description

The Executive Officer acts as administrative head of the Department, serves as Clerk of the Board of Supervisors, and performs duties as provided in the Government Code and formal orders of the Board of Supervisors. The Executive Officer also serves as the administrative officer of four Assessment Appeals Boards; the filing officer for economic disclosure statements, Deputy Secretary of the County Housing Authority, and Clerk of the Air Pollution Control Board and various other special districts and committees. Five program areas are included within the Department: Executive Office, Public Services, Legislative Services, Assessment Appeals Services, and CAC Facilities Services.

### Mission Statement

The Clerk of the Board of Supervisors department is committed to provide consistently excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner. The Department's commitment to continuous improvement is reflective of a team that welcomes challenges and works toward a common goal, maintains a positive attitude toward everyone's ideas and builds morale internally, communicates openly, develops its members' skills while teaching and learning from one another, embraces the diversity of its members, uses resources wisely, and shares pride in its accomplishments; as well as celebrating its successes.

### 1998–1999 Accomplishments

- Achieved goals of Quality First Program: ensured achievement of quality service, continuous improvement and customer satisfaction; reduced Department's net County cost.
- Improved service by maximizing automation: implemented Clerk of the Board Wizard for automation of Board letters and agendas, scanning of referrals, Assessment Appeals applications and attachments for Clerk of the Board Assessment Appeals System, FAX-back technology in Legislative Services for official documents, electronic transmission of legal advertising to newspapers, outsourcing of large volume copying such as agendas, supporting documents, and statements of proceedings, and use of postcards for Assessment Appeals Board hearing and reset notices; developed and issued Request for Proposal, selected vendor, and began implementation of Document Management System; finalized Y2K readiness plan and CAC Facilities Services funding and related Internal Service Fund; increased public information posted on Intranet and Internet (reviewed and updated Boards, Commissions, and Committees and updated corresponding fact sheets, scanned and published agenda supporting documents, reviewed and updated Board policies, published County Volunteer Report).
- Improved Training and Communication: developed and updated all procedures for electronic access by all staff; increased Notary service and outreach activities through Volunteer Program, revised Assessment Appeals findings format; implemented



Sunset review of Board Policies, redesigned web site and developed Intranet site, developed Assessment Appeals extra help training packets, developed policy review for new employee orientation and annual review for all staff; and completed cross training within programs.

- Improved and maintained the County Administration Center: developed CAC master plan; completed grounds' beautification projects, including new color planting; painting and refurbishing, and landscape improvements, including trimming and replacement of trees; coordinated CAC department projects and other major maintenance projects such as alarm system, public lighting, replacement of roof flashing and underground storage tank, energy retrofit, reglazing window frames, and Americans with Disabilities Act compliance projects, including signage; coordinated and implemented projects to begin CAC Tower project.

#### 1999–2001 Objectives

- Implement Document Management System: publish agendas, supporting documents, statements of proceedings, and other public records/ department documents on Internet and Intranet; automate processing of minute orders and other labor intensive operations to maximize cost avoidance in future years.
- Reformat Monthly Operations Budget Reports utilizing BRASS System in order to provide Program Managers with up-to-date budget information for current needs and future planning.

- Reformat all departmental electronic procedures in a user friendly format and publish on the Intranet as a resource for County employees.
- Implement FAX-Back in all programs to distribute documents to customers.
- Implement Train the Trainer program in each Program to develop and maximize employees' skills in automation.
- Consolidate minute orders for Assessment Appeals cases with multiple parcels.
- Implement Clerk of the Board Customer Outreach Training Workshop to familiarize customers with services provided by the Clerk of the Board.
- Develop plan to become a Passport Acceptance Facility.
- Issue Request for Proposal and select vendor to publish Administrative Codes and Municipal Codes on the Intranet to provide current code information.
- Coordinate CAC major maintenance projects, refurbishing and/or upgrade projects, and grounds beautification projects per master plan.
- Coordinate CAC Tower project: install emergency/ egress stairwell, upgrade lighting, refinish floors and walls, upgrade lighting and washrooms, replace tile roof, refinish exterior of CAC.
- Expand automated facilities service request process by including it in the Enterprise email system. Incorporate a parts procurement and inventory system in the service request system.

**Total increased expenditures in Fiscal Year 1999–2000 are principally related to consolidating CAC Facilities Maintenance costs in The Clerk of the Board's department.**





County Of San Diego  
Operational Plan Summary By Department

*Clerk Of The Board Of Supervisors*

STAFFING  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Legislative Services	7.50	7.00	7.00
CAC Maintenance Operation	12.00	12.00	12.00
Assessment Appeals	5.00	5.00	5.00
Public Services	10.00	10.00	10.00
Executive Services	4.00	5.00	5.00
<b>TOTAL</b>	<b>38.50</b>	<b>39.00</b>	<b>39.00</b>

BUDGET  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Legislative Services	\$404,384	\$323,870	\$384,936	\$389,769
CAC Maintenance Operation	\$947,207	\$846,246	\$2,413,430	\$2,436,542
Assessment Appeals	\$244,561	\$225,781	\$269,490	\$278,466
Public Services	\$966,429	\$548,577	\$448,984	\$468,041
Executive Services	\$336,070	\$368,332	\$471,744	\$551,658
<b>TOTAL</b>	<b>\$2,898,651</b>	<b>\$2,312,806</b>	<b>\$3,988,584</b>	<b>\$4,124,476</b>



County Of San Diego  
Operational Plan Summary By Department

Clerk Of The Board Of Supervisors

BUDGET BY  
CATEGORIES OF EXPENDITURES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Salaries & Employee Benefits	\$1,826,551	\$1,569,459	\$1,875,829	\$1,938,866
Services & Supplies	\$1,122,100	\$750,956	\$2,116,504	\$2,189,359
Expend. Transfers				
Reimbursements	(\$50,000)	(\$7,610)	(\$50,000)	(\$50,000)
Management Reserves	\$0	\$0	\$46,251	\$46,251
<b>TOTAL</b>	<b>\$2,898,651</b>	<b>\$2,312,805</b>	<b>\$3,988,584</b>	<b>\$4,124,476</b>

BUDGET BY  
CATEGORIES OF REVENUES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Fund Balance	\$385,749	\$0	\$0	\$0
Charges For Current Services	\$132,026	\$158,388	\$31,650	\$31,475
Miscellaneous Revenues	\$45,570	\$53,895	\$45,170	\$47,670
General Revenue Allocation	\$2,335,306	\$2,100,522	\$3,911,764	\$4,045,331
<b>TOTAL</b>	<b>\$2,898,651</b>	<b>\$2,312,805</b>	<b>\$3,988,584</b>	<b>\$4,124,476</b>



## County Counsel



### Department Description

County Counsel is mandated to defend all civil actions against the County, its officers, boards, commissions and employees, and to provide legal advice and other legal services to the Board of Supervisors, County officers, departments, boards, commissions, courts, school districts and special districts. Services to school and special districts, including litigation, are provided on a fee basis. Through its Claims Division, the department administers public liability claims, County claims against third parties, and employees' lost property claims. County Counsel also represents the Department of Social Services in juvenile dependency matters.

### 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 the goal of County government to better serve the residents of San Diego County.

#### 1998–1999 Accomplishments

- Provided monthly Training Program to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate against legal risk.
- Prevailed in a California Supreme Court ruling of statewide significance in which the Supreme Court held that a criminal defendant cannot prevail in a malpractice action against his/her public defender unless the criminal defendant establishes that he/she was innocent of the crime.
- Participated in the tobacco litigation resulting in a major settlement which paves the way for the County to receive approximately \$945 million over a 25-year period.

- Have provided quality legal services in support of the County's following successful programs: Managed Competition of County Services, Contract Risk Management through CBPR/PMR, Information Technology RFP, Y2K Readiness, Quality First Program, Stormwater Program.
- Reorganized and reengineered the Office of County Counsel to better serve our County clients.

#### 1999–2001 Objectives

- Continue providing the monthly County Counsel Training Program to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate against legal risk.
- Provide quarterly training to Social Workers to assist them in the performance of their duties in accordance with state law.
- Provide increased contract risk management through the County's CBPR/PMR process.



- Continue to identify and aggressively pursue insurance coverage where applicable to cover County liability.
  - Work closely with the Department of Environmental Health to insure full compliance with the state and federal requirements governing the County's Stormwater program.
  - Publish and distribute County Counsel Legal Guide for County departments to assist them in responding to a variety of selected legal issues.
  - Continue County Counsel Special Bulletin Program to inform County officials on new developments involving court rulings and new legislation.
  - Provide thorough and comprehensive legal guidance on the Information Technology outsourcing project.
- The above objectives will be accomplished using existing budgeted staff and resources.**

PERFORMANCE MEASURES				
	1998-99 ADOPTED	1998-1999 ACTUALS	1999-00 PROJECTED	2000-01 PROJECTED
Percent of Board of Supervisors short term assignments that will be completed in 30 days	100%	100%	100%	100%
Percent of County department short term assignments that will be completed in 30 days and long term assignments that will be completed by the established due date	85%	98%	85%	85%
Percent of all draft EIRs that will be reviewed within 30 days	100%	100%	100%	100%
Percent of Juvenile Dependency petitions in which County Counsel will prevail	96%	99%	96%	96%
Percent of Juvenile Dependency appeals and writs in which County Counsel will prevail	94%	93%	94%	94%



County Of San Diego  
Operational Plan Summary By Department

County Counsel

STAFFING  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
County Counsel	130.00	128.00	128.00
<b>TOTAL</b>	<b>130.00</b>	<b>128.00</b>	<b>128.00</b>

BUDGET  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
County Counsel	\$11,343,552	\$10,872,477	\$11,656,914	\$11,981,501
<b>TOTAL</b>	<b>\$11,343,552</b>	<b>\$10,872,477</b>	<b>\$11,656,914</b>	<b>\$11,981,501</b>



County Of San Diego  
Operational Plan Summary By Department

County Counsel

BUDGET BY  
CATEGORIES OF EXPENDITURES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Salaries & Employee Benefits	\$10,189,881	\$10,030,424	\$10,516,205	\$10,834,809
Services & Supplies	\$899,738	\$831,835	\$886,776	\$892,759
Fixed Assets - Equipment	\$0	\$10,218	\$0	\$0
Management Reserves	\$253,933	\$0	\$253,933	\$253,933
<b>TOTAL</b>	<b>\$11,343,552</b>	<b>\$10,872,477</b>	<b>\$11,656,914</b>	<b>\$11,981,501</b>

BUDGET BY  
CATEGORIES OF REVENUES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Fund Balance	\$117,273	\$0	\$0	\$0
Intergovernmental Revenue	\$89,551	\$98,072	\$89,551	\$89,551
Charges For Current Services	\$2,046,314	\$2,200,441	\$2,662,490	\$2,685,737
Miscellaneous Revenues	\$145,000	\$190,676	\$145,000	\$145,000
General Revenue Allocation	\$8,945,414	\$8,383,288	\$8,759,873	\$9,061,213
<b>TOTAL</b>	<b>\$11,343,552</b>	<b>\$10,872,477</b>	<b>\$11,656,914</b>	<b>\$11,981,501</b>



## Human Resources



### Department Description

The Department of Human Resources is responsible for all aspects of labor relations and human resources management for the County of San Diego. The Department serves as the in-house human resource consultant to the Chief Administrative Officer, executive staff, and County departments. Activities are diverse, including classification, compensation, recruitment, and selection for all County jobs. Additional responsibilities include: administration of employee benefits programs; workers' compensation and unemployment insurance programs; employee training programs; negotiation of labor contracts; administration of employee incentive and career development programs.

### Mission Statement

To provide strategic human resource services that are effective, efficient and professional.

#### 1998-1999 Accomplishments:

- Equipped a Career Resource Center for County employees, and hosted an open house to introduce the Center to County employees and personnel officers. Facility and services include a resource library, computers equipped with career transition software, career counseling, job search and placement assistance, and career transition workshops.
- Implemented the County's Quality First Pay for Performance program, and established a Quality First Task Force to monitor progress, resolve operational problems, and assist departments in creating methods to achieve Quality First goals.
- Implemented random drug and alcohol testing for County Probation Officers.
- Established a Health Care Task Force comprised of County employees and union representatives to assist in examining various health benefit options, and completing cost/benefit analysis, in preparation for going out to bid for health benefits services.
- Implemented a diversity strategy to enhance awareness and activities that will develop, support, and maintain a workforce that represents the community served.
- Restructured the County's Workers' Compensation division to provide better services at less cost, and as a result, was the successful bidder in a managed competition with private sector companies to provide these services over the next three years.
- Completed system specifications for a new Human Resource Management System (HRMS) and included these specifications in the County's Request for Proposals to provide information technology services.
- A total of 166 Do it Better by Suggestion (DIBBS) awards were processed through third quarter of Fiscal Year 1998-1999. These awards will generate almost \$2 million in savings in the second year of implementation.
- Implemented broadbanding of classes in County Counsel and Human Resources.



PERFORMANCE MEASURES

	1998-99 ADOPTED	1998-1999 ACTUALS	1999-00 PROJECTED	2000-01 PROJECTED
Process 95% Of All Personnel Requisitions Within Two Days	3,000	3,428	3,000	3,000
Conduct Position Reviews And Classify New Positions	2,000	834	2,000	2,000
Manage Open Lost-Time Workers' Compensation Claims	2,250	1,992	2,250	2,250
Provide Benefits For Eligible Current And Former Employees And Their Dependents	35,000	33,949	35,000	35,000

- o Countywide training and development program funded in Fiscal Year 1999-2000 with on-going savings achieved through restructuring and reengineering.
- o Enhanced communication with departments, and improved departments' access to Human Resource information and forms through use of the Department's Intranet site and through distribution of a Human Resources newsletter.
- o All new employees trained in ethical and legal standards.
- o Administered the second Countywide Employee Satisfaction Survey. Compared survey results to 1997 survey findings, distributed 42 distinct feedback reports to County Groups and departments, and briefed department heads and elected officials on findings.

1999-2001 Objectives

- o Implement enhanced risk identification and mitigation strategies to reduce Workers' Compensation claims costs.
- o Implement new medical insurance program as recommended by the Employee Benefits Task Force.
- o Begin the countywide classification study.
- o Complete reengineering and outsourcing of traditional Employee Assistance Program services. Use savings achieved through reengineering to expand the availability of these services.
- o Develop and implement a countywide employee training and development program.
- o Continue to provide high quality transition and placement services to employees who are impacted as a result of managed competition or other

reengineering activities.

- o Provide enhanced career development and transition services through the Career Resource Center.
- o Continue to coordinate and administer the Employee Protection Program and related Labor/Management Team in efforts to appropriately distribute funds for employees identified as at risk.
- o Continue effort to streamline classification and compensation information, providing expanded information via the Internet and the County's Intranet.
- o Complete design and begin implementation of the new Human Resources Management Information System (HRMS).
- o Review recruitment processes/systems with representatives from departments to enhance effectiveness.
- o Provide technological changes in support of more efficient services to our customers regarding job announcements/weekly summaries.
- o Improve the turnaround time for completion of recruitments.
- o Identify targeted classifications and improve outreach recruitment in support of the diversity program.

**The above objectives will be accomplished using existing budgeted staff and resources.**





County Of San Diego  
Operational Plan Summary By Department

Human Resources

STAFFING  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Department of Human Resources	107.58	109.00	109.00
<b>TOTAL</b>	<b>107.58</b>	<b>109.00</b>	<b>109.00</b>

BUDGET  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Department of Human Resources	\$12,270,998	\$10,530,650	\$12,505,407	\$12,023,666
<b>TOTAL</b>	<b>\$12,270,998</b>	<b>\$10,530,650</b>	<b>\$12,505,407</b>	<b>\$12,023,666</b>



County Of San Diego  
Operational Plan Summary By Department

Human Resources

BUDGET BY  
CATEGORIES OF EXPENDITURES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Salaries & Employee Benefits	\$6,708,137	\$5,523,782	\$6,629,186	\$6,710,175
Services & Supplies	\$5,310,909	\$3,582,082	\$5,469,269	\$5,111,539
Other Charges	\$0	\$1,000,000	\$0	\$0
Fixed Assets - Equipment	\$98,000	\$424,786	\$253,000	\$48,000
Management Reserves	\$153,952	\$0	\$153,952	\$153,952
<b>TOTAL</b>	<b>\$12,270,998</b>	<b>\$10,530,650</b>	<b>\$12,505,407</b>	<b>\$12,023,666</b>

BUDGET BY  
CATEGORIES OF REVENUES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Fund Balance	\$305,000	\$0	\$890,000	\$0
Intergovernmental Revenue	\$0	\$3,118	\$0	\$0
Charges For Current Services	\$245,274	\$235,021	\$466,925	\$466,925
Miscellaneous Revenues	\$5,339,251	\$4,404,360	\$5,843,341	\$6,070,411
Other Financing Sources	\$265,000	\$37,231	\$0	\$0
General Revenue Allocation	\$6,116,473	\$5,850,920	\$5,305,141	\$5,486,330
<b>TOTAL</b>	<b>\$12,270,998</b>	<b>\$10,530,650</b>	<b>\$12,505,407</b>	<b>\$12,023,666</b>



## Information Services



### Department Description

The Information Systems Department is responsible for: the development, implementation, monitoring, review and revision of the County's strategic plans for automation; the planning, design, development, implementation, maintenance and enhancement of information services applications; the management of the Central Computer Facility and designated distributed sites; the development, acquisition, installation, operation and maintenance of radio, electronic, telephone, video, and intercommunications systems Countywide.

### Mission Statement

The Department of Information Services will provide, through central management, the integration of information systems resources into a County information system that effectively and efficiently serves all levels of County government and will provide central management of communications equipment and telephone utility expenses in a cost-effective manner. The Department will provide excellent customer service through the efficient design, delivery, operation and maintenance of voice, data, video and wireless communication systems and services, computer centers, networks and mission critical data processing services. The Department will deliver value added information services through technology-based solutions and re-engineered business processes to improve County service.

### 1998-1999 Accomplishments

- Completed the network upgrade for the County Administration Center and the County Operations Center. The benefits have been to eliminate bottlenecks, increase system performance, allow for all executive staff and fiscal staff to communicate and establish add/move/change capability throughout the campus.
- Successfully integrated the Assessor/Recorder, Probation, Health, and Public Work's DEC equipment into a uniform environment for consistent operations and support.
- Managed the successful Y2K remediation of all software on the DEC platform and Enterprise servers.
- Completed the \$39,000,000 800 MHz Regional Communication System voice and data network provided by Motorola.
- Started the transition of 116 County Departments and other public agencies, with over 8,000 wireless radios, to the daily operational use of the Regional Communication System.



- Implemented the Sheriff's Computer Aided Dispatch system provided by Integraph Public Safety Corporation.
  - Renegotiated the SanContel/GTE Communications contract for a one-year extension to include a full-time, in-house network analyst, at no additional cost to the County and the Y2K upgrade of the Manager Plus telemanagement system and its supporting VAX/DEC equipment.
  - Resolved outstanding issues with GTE regarding the Y2K upgrades for the Meridian Mail systems on the County internal SanConTel network. All systems are scheduled to be Y2K compliant by June 1999.
  - Coordinated the installation and design of voice services at the new court facility expansion, North County Regional Center at 325 S. Melrose in Vista. A new PBX was installed with Meridian Mail services. This includes the implementation of an auto-attendant designed to process 900 daily calls. The North County Regional Center accommodates approximately 650 staff from the Board of Supervisors, District Attorney, Revenue and Recovery, Marshal, Juvenile and Adult Probation, and the Courts.
  - Implemented E-commerce for collection of property tax payments on the Web.
  - Completed Y2K remediation of 8.5 million lines of code for the County enterprise system applications, on time and \$2,500,000 under budget.
  - Implementation of a new commercial off-the-shelf software budget system, on schedule and on budget.
  - Consolidated the Account Management Division into the County Administration Center and moved 15 miles closer saving mileage and parking costs.
  - Reorganized the Business Automation Plan by the County's five functional government groups.
  - Integrated the Business Automation Plan with the County's Strategic Plan.
  - An Employee PC Purchase Incentive Program was developed on behalf of the employees of the County of San Diego. The program loans employees up to \$3,000, for up to 30 months, at no interest to purchase PCs.
- 1999–2001 Objectives**
- Complete the successful outsourcing of Information Services and Telecommunications through competitive bidding. The new contract will improve service through “minimum acceptable service levels” or MASLs. **This outsourcing effort has primarily been funded in Fiscal Years 1998–1999.**
  - Maintain overall system availability of the simulcast systems, in the Regional Communication System, to exceed 95.5%. **This is funded from existing budget and new revenues from member agencies.**



- Maintain overall availability for all intellirepeater sites, in the Regional Communication System, to exceed 99%. **Same funding as simulcast systems.**
- Keep critical application systems in production. **This will be funded from the existing applications budget.**
- Maintain the availability of all computer platforms for prime time business days at above 99%. **This will be funded from the existing Application and Operations budget.**
- Maintain production runs without abends at above 99.5%. **This will be funded from the existing Operations and Applications budget.**

PERFORMANCE MEASURES

	1998-99 ADOPTED	1998-1999 ACTUALS	1999-00 PROJECTED	2000-01 PROJECTED
Maintain Computer Platforms Availability 99% Or Greater For Prime-Time Business	99%	99.81%	99%	99%
Maintain Production Runs Without Abends At 99.5% Or Higher	99.5%	99.45%	99.5%	99.5%
Maintain Availability Of Simulcast Systems At 95.5%	New	New	95.5%	95.5%
Maintain Availability Of Intellirepeater Sites At 99% Or Higher	New	New	99%	99%
Availability Of Technical Staff 24 Hours A Day For The Regional Communication System	New	New	24hr/day	24hr/day



County Of San Diego  
Operational Plan Summary By Department

Information Services

STAFFING  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Department Administration	18.00	13.00	11.00
Account Management	22.00	20.00	20.00
Application Systems	73.00	67.00	67.00
Operations	52.00	48.50	48.00
Wireless Communications	33.00	34.00	34.00
Telecommunications	17.00	17.50	16.00
TOTAL	215.00	200.00	196.00

BUDGET  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Department Administration	\$1,318,938	\$6,506,483	\$1,133,181	\$1,000,769
Account Management	\$1,556,472	\$2,742,965	\$1,469,664	\$1,495,042
Application Systems	\$5,726,942	\$5,768,024	\$5,364,613	\$5,827,946
Operations	\$6,846,633	\$5,942,208	\$6,797,590	\$6,502,356
Wireless Communications	\$2,190,807	\$2,604,849	\$4,114,291	\$4,164,532
Telecommunications	\$874,190	\$899,881	\$1,058,505	\$968,093
Telephone Utilities	\$11,205,852	\$15,589,079	\$12,398,632	\$12,750,935
Countywide 800 MHZ CSAs	\$9,426,298	\$1,666,191	\$2,492,741	\$2,377,741
TOTAL	\$39,146,132	\$41,719,680	\$34,829,217	\$35,087,414



County Of San Diego  
Operational Plan Summary By Department

Information Services

BUDGET BY  
CATEGORIES OF EXPENDITURES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Salaries & Employee Benefits	\$13,563,881	\$12,227,493	\$12,849,132	\$13,198,097
Services & Supplies	\$19,155,165	\$26,033,818	\$19,737,904	\$19,765,546
Other Charges	\$5,984,022	\$1,587,427	\$2,040,184	\$1,925,184
Fixed Assets - Equipment	\$0	\$2,164,193	\$0	\$0
Expend. Transfers & Reimbursements	(\$377,512)	(\$293,250)	(\$335,459)	(\$338,869)
Reserve/Designation Increase	\$491,120	\$0	\$0	\$0
Management Reserves	\$329,456	\$0	\$537,456	\$537,456
<b>TOTAL</b>	<b>\$39,146,132</b>	<b>\$41,719,681</b>	<b>\$34,829,217</b>	<b>\$35,087,414</b>

BUDGET BY  
CATEGORIES OF REVENUES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Reserve/Designation	\$1,213,940	\$0	\$0	\$0
Fund Balance	\$1,765,475	\$0	\$560,762	\$445,762
Revenue Use of Money & Property	\$150,000	\$186,999	\$150,000	\$150,000
Intergovernmental Revenue	\$0	\$828,193	\$1,290,883	\$1,290,883
Charges For Current Services	\$8,134,078	\$2,066,129	\$3,544,043	\$3,544,043
Miscellaneous Revenues	\$22,000	\$31,644	\$22,000	\$22,000
Other Financing Sources	\$268	\$0	\$0	\$0
General Revenue Allocation	\$27,860,371	\$38,606,716	\$29,261,529	\$29,634,726
<b>TOTAL</b>	<b>\$39,146,132</b>	<b>\$41,719,681</b>	<b>\$34,829,217</b>	<b>\$35,087,414</b>







## Media & Public Relations



### Department Description

The Department of Media and Public Relations (DMPR) is responsible for planning, implementing and coordinating the County's media relations and communications efforts. To better inform the public and employees about vital County issues and programs, the department produces news releases, publications, special events, targeted marketing campaigns and operates the County Television Network (CTN). DMPR also administers the franchise agreements held by cable television companies operating within the unincorporated areas of the county. Established in 1997, the Department of Media and Public Relations is funded entirely by Cable Franchise Fees.

### Mission Statement

The Department of Media and Public Relations strives to increase the public's awareness of and ability to participate in their County government by providing clear, accurate, up-to-date information on County services and issues to the media and public, consistent with the Board of Supervisors' goals and priorities, via media outreach, printed material, the Internet and the County Television Network (CTN).

### 1998–1999 Accomplishments

- Increased the amount and quality of locally-produced programming aired on County Television Network, including Board of Supervisors meetings and conferences, special County events, information on current issues and consumer information, as well as information on how to access County programs, services, and facilities.
- Kicked off aggressive new marketing program for County Television Network, using print advertising, scheduled promotion and upgraded web site to increase public access to programming on County services and issues.
- Initiated corporate sponsorship program for County Television Network programs, creating a new revenue source to support CTN development.
- Provided information on various innovative, successful County programs such as employee computer purchase program and IT outsourcing to media outlets throughout the country.
- Expanded and upgraded printed materials available to the public on County programs by producing new brochures, the County's first annual report, a County Administration Center history book, and Operational and Strategic Plan documents, while continuing publication of County News monthly and the annual budget highlights report.
- Kicked off comprehensive, multi-faceted public education campaign on the County's trigger lock ordinance and firearm safety.
- Revised and enhanced the County's Cable Television Grant Program by developing new procedures to increase participation in the program and raise awareness of expectations and standards.



- Revised the Cable Television Review Commission Ordinance to allow the Commission to better respond to recent advances in the cable and telecommunications industry and to operate more efficiently and effectively.
- Completed new television studio, master control, editing and playback facilities in two locations within the County Administration Center to upgrade and expand CTN production capabilities, as well as to increase productivity and flexibility.
- Completed installation of an in-house news monitoring system for faster access to information at less cost.
- Implemented customer service surveys and provided user-friendly information on department services to media.
- Took over responsibility for certain audio systems within the County Administration Center and acquired Broadcast Engineer to give department the technical expertise needed to fulfill new audio as well as video responsibilities in-house.
- Developed department training plan and provided computer, video or other job-related training to 70% of department staff, with 100% staff participation in the County's Legal and Ethical Standards presentation.
- Verified that all department equipment is Y2K compliant.

**1999–2001 Objectives**

- Develop new revenue streams from expanded program underwriting or sponsorship agreements and fee for video service arrangements with smaller municipalities in the County.
- Obtain an additional cable channel for CTN within the City of San Diego.
- Extend access to CTN programming within the City of Oceanside through an agreement with KOCT, and to the East County communities of Julian and Borrego Springs through interconnection with the cable systems in those communities.
- Develop a system for delivery of CTN to County residents without cable television via the Internet.
- Obtain agreement with *San Diego Union-Tribune* to include County Television Network (CTN) in daily and weekly television schedule listings.
- Continue to increase public awareness of County issues and services via media outreach, printed materials, telecommunications and the Internet.
- Working in conjunction with other departments, upgrade telecommunications and multi-media presentation equipment in County Administration Center Board Chambers and tower.



County Of San Diego  
Operational Plan Summary By Department

Media & Public Relations

STAFFING  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Media & Public Relations	22.00	21.00	21.00
<b>TOTAL</b>	<b>22.00</b>	<b>21.00</b>	<b>21.00</b>

BUDGET  
BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Media & Public Relations	\$1,688,329	\$1,640,379	\$1,729,290	\$1,810,940
<b>TOTAL</b>	<b>\$1,688,329</b>	<b>\$1,640,379</b>	<b>\$1,729,290</b>	<b>\$1,810,940</b>



County Of San Diego  
Operational Plan Summary By Department

Media & Public Relations

BUDGET BY  
CATEGORIES OF EXPENDITURES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Salaries & Employee Benefits	\$1,295,074	\$1,116,743	\$1,316,947	\$1,345,577
Services & Supplies	\$310,781	\$420,223	\$329,869	\$382,889
Other Charges	\$58,000	\$17,724	\$58,000	\$58,000
Fixed Assets - Equipment	\$0	\$85,688	\$0	\$0
Management Reserves	\$24,474	\$0	\$24,474	\$24,474
<b>TOTAL</b>	<b>\$1,688,329</b>	<b>\$1,640,378</b>	<b>\$1,729,290</b>	<b>\$1,810,940</b>

BUDGET BY  
CATEGORIES OF REVENUES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Fund Balance	\$0	\$4,762	\$0	\$0
Licenses Permits & Franchises	\$1,592,039	\$1,581,891	\$1,729,290	\$1,810,940
Charges For Current Services	\$0	\$147	\$0	\$0
Miscellaneous Revenues	\$0	\$3,579	\$0	\$0
Other Financing Sources	\$96,290	\$50,000	\$0	\$0
General Revenue Allocation	\$0	(\$1)	\$0	\$0
<b>TOTAL</b>	<b>\$1,688,329</b>	<b>\$1,640,378</b>	<b>\$1,729,290</b>	<b>\$1,810,940</b>



## County Administration Center Major Maintenance



### Program Description

Established by the Board of Supervisors in December 1997, this program supports major maintenance projects at the County Administration Center. Under direction of the Clerk of the Board of Supervisors and in consultation with CAC tenant departments, projects are established to maintain the infrastructure of this historic building and grounds.

### Mission Statement

To provide major maintenance services to common areas of the County Administration Center.

### 1998–1999 Accomplishments

- Landscape and external lighting renovations.
- Parking lot surface repairs.
- Hallway lighting retrofit 3rd and 4th floors.
- Board Chamber public observation balcony renovations.
- Fire hose replacements.
- Cooling tower repairs.

### 1999–2001 Objectives

- Chiller plant roof replacement.
- Convert steam heater to hot water.
- Domestic hot water heater replaced.
- Elevator upgrade.
- Refurbish elevator interiors.

- Relocate 3 generators to ground level.
- Repair/replace existing perimeter drain system.
- Replace A/C units 10-14.
- Replace air handlers.
- Replace ground fault relays.
- Replace high voltage feeder from electric room to central plant.
- Replace east sewer line.
- Repair west entrance stairway.
- Repair loading dock surface.
- Replace parts in fountains east and west plazas.
- Clean air ducts.
- Repair/replace broken tiles.
- Seal outside wall surface.
- PM high/low voltage switchboard and transformer.



County Of San Diego  
 Operational Plan Summary By Department  
 County Administration Center Major Maintenance

STAFFING  
 BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
TOTAL	0.00	0.00	0.00

BUDGET  
 BY PROGRAM

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
CAC Major Maintenance	\$526,800	\$254,868	\$2,333,023	\$790,270
TOTAL	\$526,800	\$254,868	\$2,333,023	\$790,270

BUDGET BY  
 CATEGORIES OF EXPENDITURES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Salaries & Employee Benefits	\$0	\$0	\$766,896	\$1,340,350
Services & Supplies	\$0	\$254,868	\$3,135,000	\$3,976,621
TOTAL	\$0	\$254,868	\$3,901,896	\$5,316,971

BUDGET BY  
 CATEGORIES OF REVENUES

	FISCAL YEAR 1998-1999 ADOPTED BUDGET	FISCAL YEAR 1998-1999 ADJUSTED ACTUALS	FISCAL YEAR 1999-2000 ADOPTED BUDGET	FISCAL YEAR 2000-2001 APPROVED BUDGET
Fund Balance	\$393,000	\$0	\$1,533,505	\$0
Revenue Use of Money & Property	\$13,800	\$13,920	\$13,800	\$13,800
General Revenue Allocation	\$120,000	\$240,948	\$785,718	\$776,470
TOTAL	\$526,800	\$254,868	\$2,333,023	\$790,270