

Finance and General Government

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

Board of Supervisors

Assessor/Recorder/County Clerk

Treasurer - Tax Collector

Chief Administrative Office

Auditor & Controller

County Technology Office

Civil Service Commission

Clerk of the Board of Supervisors

County Counsel

Human Resources

Media & Public Relations

CAC Major Maintenance



Finance and General Government Group Summary



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, 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, passport applications, and County Television Network (CTN) programming.

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.

2000-01 Accomplishments

- Strategic Plan—A five-year Strategic Plan was crafted by County leaders under the guidance provided by the Board of Supervisors. This plan is the keystone of the County's General Management System, and seeks to provide long-term direction in terms of attaining a cohesive and unified vision, to concentrate resources on Board priority items, and to improve services to the public at the same cost.
- Information Technology (IT) Outsourcing—The County successfully completed the first year of its groundbreaking IT outsourcing contract with the Pennant Alliance.
- IT Infrastructure Upgrades—The County completed significant IT infrastructure upgrades as a part of the outsourcing contract, including a new telecommunications network, a new Wide Area Network, and the replacement of several thousand desktop computers.
- CAC Major Maintenance—All backlogged major maintenance projects at the County Administration Center (CAC) have been completed or started, as the culmination of a two-year effort to bring all deferred maintenance up to date.
- Technology Improvements—Customer service has been improved through the use of technology in the areas of e-commerce, interactive voice recognition, and automated call distribution.
- Credit/Investment Rating—The County maintained its highly favorable credit rating of AA-, maintained the AAA/V1+ rating of the County Treasurer's investment pool, and increased the yield on the Treasurer's Pooled Money Fund by 100 basis points.
- Enterprise Resource Planning—The County successfully completed the first phase of the Enterprise Resource Planning project. The end result of this multi-year effort will be the installation and use of much improved systems to administer the financial, human resource, and performance management systems.
- Diversity—The County promoted the value of having a diverse work force by completing the training of 100% of employees in the concepts of diversity, and by actively seeking employees with diverse backgrounds by contacting thousands of prospective employees at numerous job fairs.



2001-03 Objectives

Fiscal Stability

- Maintain or improve the current favorable ratings for credit and the Treasurer's Investment Pool.
- Develop a comprehensive plan for improved asset and liabilities management.
- Implement the new Government Accounting Standards Board 34 financial reporting model that includes detailed identification and inventory of material assets.

Technology

- Explore alternatives for a new Property Tax System.
- Continue to expand the information and services available over the Internet.
- Upgrade the IT infrastructure by the implementation of Windows 2000 as the standard operating system, by installing Microsoft Exchange as the standard e-mail system, and by completing the upgrade replacement of all County desktop PC's.
- Implement Enterprise Resource Planning systems in the areas of human resources, financial and performance management.
- Analyze all County telephone processes and reengineer as appropriate to utilize the features of the new telephone system, including Automatic Call Distribution, Interactive Voice Response, and Auto Attendants.

Human Resources Modernization

- Complete a comprehensive review of the County's classification system, and develop a plan to implement the results of the study.
- Implement a Supervisory and Management/Leadership Academy.

Workplace Improvement

- Assist in the process to investigate, develop, and adopt County-wide workstation and workplace standards.
- Complete a Needs Assessment, based on the above standards.
- Utilize energy conservation measures in County facilities to reduce demand by 10%.

Continuous Improvement

- Continue to foster trust and open communications with employees.
- Utilize employee process improvement teams to assist in achieving the County's strategic initiatives.
- Ensure Operational Incentive Plan and Quality First goals are aligned with the Strategic Plan.
- Continue to monitor and improve customer service by using customer satisfaction surveys, Mystery Shoppers, and other forms of customer feedback.

Regional Leadership

- Educate government representatives, local stakeholders, and opinion leaders on the Strategic Plan.
- Form partnerships with other governments or agencies, to leverage resources for improved regional services.
- Maximize opportunities to expand the County role and influence in statewide forums, to promote the Strategic Plan and other County policies.
- Provide a leadership role in addressing the energy crisis, and lead by example in energy conservation efforts.

Changes from 2000-01 Adopted

Expenditures:



-
- Proposes to add IT funding of \$4.4 million at the Group level for potential cost increases associated with applications, application porting, application remediation and funding to backfill for personnel working full-time on ERP's.
 - Proposes to reduce budgeted management reserves by \$5.8 million in the Operational Plan and adjust to actuals at the 1st Quarter Review in Fiscal Year 2001-2002.
 - In Fiscal Year 2000-2001 \$4.4 million in fund balance was designated for the North Embarcadero Planning Project. It is proposed that an additional \$3.2 million be added to the existing designation for this project for a total designation of \$7.6 million. The \$7.6 million will meet the County's total obligation for this project.

Revenues:

- The proposed reduction of \$5.7 million is primarily related to a reduction in one-time funding needs at the Group level including management reserves that will be adjusted at the 1st Quarter Review in Fiscal Year 2001-2002.



Staffing by Department

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|-----------------------------------|---|--|-------------|--|-------------|
| Board of Supervisors | 62.00 | 62.00 | 0.00 | 62.00 | 0.00 |
| Assessor/Recorder/County Clerk | 446.50 | 449.00 | 0.56 | 449.00 | 0.00 |
| Treasurer - Tax Collector | 120.00 | 123.00 | 2.50 | 123.00 | 0.00 |
| Chief Administrative Office | 19.00 | 19.00 | 0.00 | 19.00 | 0.00 |
| Auditor & Controller | 291.25 | 299.00 | 2.66 | 299.75 | 0.25 |
| County Technology Office | 19.00 | 21.00 | 10.53 | 19.00 | (9.52) |
| Civil Service Commission | 4.00 | 4.00 | 0.00 | 4.00 | 0.00 |
| Clerk of the Board of Supervisors | 37.00 | 37.00 | 0.00 | 37.00 | 0.00 |
| County Counsel | 130.00 | 132.00 | 1.54 | 132.00 | 0.00 |
| Human Resources | 114.00 | 124.00 | 8.77 | 120.00 | (3.23) |
| Media & Public Relations | 21.00 | 22.00 | 4.76 | 22.00 | 0.00 |
| Total | 1,263.75 | 1,292.00 | 2.24 | 1,286.75 | (0.41) |

Expenditures by Department

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|-----------------------------------|---|--|-------------|--|-------------|
| Executive Offices | \$ 14,401,114 | \$ 8,654,447 | (39.90) | \$ 4,195,326 | (51.52) |
| Board of Supervisors | 4,303,290 | 4,574,234 | 6.30 | 4,574,234 | 0.00 |
| Assessor/Recorder/County Clerk | 34,291,143 | 36,276,379 | 5.79 | 37,022,079 | 2.06 |
| Treasurer - Tax Collector | 11,607,849 | 12,521,633 | 7.87 | 12,019,453 | (4.01) |
| Chief Administrative Office | 3,484,366 | 3,651,004 | 4.78 | 3,662,969 | 0.33 |
| Auditor & Controller | 27,446,822 | 30,900,294 | 12.58 | 31,048,393 | 0.48 |
| County Technology Office | 118,686,911 | 142,375,476 | 19.96 | 111,015,938 | (22.03) |
| Civil Service Commission | 341,523 | 374,359 | 9.61 | 388,359 | 3.74 |
| Clerk of the Board of Supervisors | 4,580,201 | 4,783,240 | 4.43 | 4,956,545 | 3.62 |
| County Counsel | 12,859,063 | 14,080,371 | 9.50 | 14,379,598 | 2.13 |
| Human Resources | 13,376,781 | 14,592,304 | 9.09 | 13,939,521 | (4.47) |
| Media & Public Relations | 1,841,761 | 2,381,090 | 29.28 | 2,048,003 | (13.99) |
| CAC Major Maintenance | 1,585,453 | 2,133,800 | 34.59 | 2,133,800 | 0.00 |
| Total | \$ 248,806,277 | \$ 277,298,631 | 11.45 | \$ 241,384,218 | (12.95) |



Staffing by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|-------|---|--|-------------|--|-------------|
| Total | 0.00 | 0.00 | (100.00) | 0.00 | (100.00) |

Budget by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|-------------------|---|--|-------------|--|-------------|
| Executive Offices | \$ 14,401,114 | \$ 8,654,447 | (39.90) | \$ 4,195,326 | (51.52) |
| Total | \$ 14,401,114 | \$ 8,654,447 | (39.90) | \$ 4,195,326 | (51.52) |

Budget by Categories of Expenditures

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|------------------------------|---|--|-------------|--|-------------|
| Services & Supplies | 266,114 | 4,639,705 | 1,643.50 | 2,279,445 | (50.87) |
| Other Charges | 3,200,000 | — | (100.00) | — | (100.00) |
| Fixed Assets - Equipment | 35,000 | — | (100.00) | — | (100.00) |
| Reserve/Designation Increase | 4,400,000 | 3,200,000 | (27.27) | — | (100.00) |
| Operating Transfers | — | 64,742 | (100.00) | 67,153 | 3.72 |
| Management Reserves | 6,500,000 | 750,000 | (88.46) | 1,848,728 | 146.50 |
| Total | \$ 14,401,114 | \$ 8,654,447 | (39.90) | \$ 4,195,326 | (51.52) |

Budget by Categories of Revenue

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|----------------------------|---|--|-------------|--|-------------|
| Fund Balance | 10,935,000 | 6,125,000 | (43.99) | — | (100.00) |
| General Revenue Allocation | 3,466,114 | 2,529,447 | (27.02) | 4,195,326 | 65.86 |
| Total | \$ 14,401,114 | \$ 8,654,447 | (39.90) | \$ 4,195,326 | (51.52) |



Department Description

The County is governed by a five-member Board of Supervisors elected to four-year terms. Each Board member represents a specific geographic area (Supervisory District) of the County.

Board General Office

The Board General Office, under direction from the Clerk of the Board of Supervisors, provides support to the main reception area of the Board of Supervisors

District 1

Supervisor Greg Cox represents more than 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 Pont 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 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's staff assist 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, supporting the County's foster teens through projects like the San Pasqual Academy, protecting San Diego's beaches and bays, 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 with 550,000 residents. 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; 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; as well as the Indian Reservations of Barona, Campo, Cosmit, Cuyapaibe, Inaja, Jamul, LaPosta, Manzanita, Mesa Grande, Santa Ysabel, Sycuan and Viejas. 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

District Three Supervisor Pam Slater represents more than 650,000 residents. The district extends from Mission Beach to Carlsbad, to Rancho Santa Fe, Olivenhein and Tierrasanta. The office budget 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 by the members of the Third District staff. The district is molded by a multitude of factors, including a wide variety of industry, education, environmental issues and research facilities, retail, farming, the highest concentration of tourism, five city governments and the unincorporated area. The district office reflects the business, education, environmental concerns 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 through economic prosperity, environmental protection and appropriate services such as parks and libraries.

District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically-diverse district in San Diego County. More than 500,000 people reside in the district, which encompasses a majority of the City of San Diego. Since his election to the Board of Supervisors in 1994, Supervisor Roberts has focused on a wide variety of issues — from improving the plight of foster children and protecting the public's

safety, to making sure that the County remains one of the best managed counties in the nation. Because most of the Fourth Supervisorial District is located within the City of San Diego, the bulk of municipal services, like street improvements, trash collection and tree trimming fall under the jurisdiction of the San Diego City Council. The Board of Supervisors is responsible for services that are more regional in nature, such as public health, public assistance, air quality, water quality, probation, and operating the jail system. The County's Fourth Supervisorial District spans almost 70 square miles, extending north to Clairemont, west to Pt. Loma, east to Spring Valley, and south to Paradise Hills. The district also includes the neighborhoods of 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, Serra Mesa, Skyline, South Park, Talmadge Park, and University Heights. Points of interest within the district include Old Town State Historic Park, Balboa Park and the world-famous San Diego Zoo.

District 5

The Fifth District is represented by Supervisor Bill Horn. The district covers the northern most area of San Diego County and stretches from the wave-swept sands of the Oceanside Coast to the pine-topped hills of the Palomar Mountain Range and beyond to the expanses of the Borrego Desert. The district, with more than 1,860 square miles, is a vast resource of nature, industry and agriculture. More than 615,226 people reside in the Fifth District and efficient service is top priority for Supervisor Horn. Staff assist with research, development and analysis of the County budget, operations and policies in addition to responding to the needs of constituents. Within the Fifth District are the cities of Carlsbad (north of Palomar Airport Road), Escondido, Oceanside, San Marcos, and Vista as well as having the



unincorporated communities of Bonsall, Borrego Springs, DeLuz, Eden Valley, Fallbrook, part of Harmony Grove, Hidden Meadows, Jesmond Dene, Lake Hodges, Lake San Marcos, Lake Wohlford, Lilac, Morrettis, Oak Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley, Rainbow, Ranchita, San Luis Rey, San Pasqual, Sunshine Summit, Twin Oaks Valley, Valley Center, Warner Springs and Winterwarm. In addition to the unincorporated areas, the district also has

the Indian Reservations of LaJolla, Los Coyotes, Mesa Grande, Pala, Pauma, Rincon, San Pasqual, and Santa Ysabel. Also within the district boundaries are vast areas of National Forest, State Park lands, the United States Naval Weapons Station at Fallbrook and the San Diego Wild Animal Park.



Staffing by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|-------------------------------------|---|--|-------------|--|-------------|
| Board of Supervisors Dist. #1 | 11.00 | 11.00 | 0.00 | 11.00 | 0.00 |
| Board of Supervisors Dist. #2 | 12.00 | 12.00 | 0.00 | 12.00 | 0.00 |
| Board of Supervisors Dist. #3 | 12.00 | 12.00 | 0.00 | 12.00 | 0.00 |
| Board of Supervisors Dist. #4 | 12.00 | 12.00 | 0.00 | 12.00 | 0.00 |
| Board of Supervisors Dist. #5 | 13.00 | 13.00 | 0.00 | 13.00 | 0.00 |
| Board of Supervisors General Office | 2.00 | 2.00 | 0.00 | 2.00 | 0.00 |
| Total | 62.00 | 62.00 | 0.00 | 62.00 | 0.00 |

Budget by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|-------------------------------------|---|--|-------------|--|-------------|
| Board of Supervisors Dist. #1 | \$ 754,615 | \$ 784,799 | 4.00 | \$ 784,799 | 0.00 |
| Board of Supervisors Dist. #2 | 765,000 | 810,000 | 5.88 | 810,000 | 0.00 |
| Board of Supervisors Dist. #3 | 765,000 | 820,000 | 7.19 | 820,000 | 0.00 |
| Board of Supervisors Dist. #4 | 727,848 | 784,799 | 7.82 | 784,799 | 0.00 |
| Board of Supervisors Dist. #5 | 854,465 | 854,465 | 0.00 | 854,465 | 0.00 |
| Board of Supervisors General Office | 436,362 | 520,171 | 19.21 | 520,171 | 0.00 |
| Total | \$ 4,303,290 | \$ 4,574,234 | 6.30 | \$ 4,574,234 | 0.00 |

Budget by Categories of Expenditures

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|------------------------------|---|--|-------------|--|-------------|
| Salaries & Employee Benefits | \$ 3,870,617 | \$ 4,105,332 | 6.06 | \$ 4,105,332 | 0.00 |
| Services & Supplies | 432,673 | 468,902 | 8.37 | 468,902 | 0.00 |
| Total | \$ 4,303,290 | \$ 4,574,234 | 6.30 | \$ 4,574,234 | 0.00 |

Budget by Categories of Revenues

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|----------------------------|---|--|-------------|--|-------------|
| Fund Balance | — | 50,000 | (100.00) | 50,000 | 0.00 |
| General Revenue Allocation | 4,303,290 | 4,524,234 | 5.13 | 4,524,234 | 0.00 |
| Total | \$ 4,303,290 | \$ 4,574,234 | 6.30 | \$ 4,574,234 | 0.00 |



Department Description

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

Mission Statement

To have fair and uniform assessments of all property, to obey and fully implement all property tax laws and to provide prompt and courteous service to the public. To provide for the orderly and expeditious recordation, archiving and retrieval of all records submitted 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.

2000-01 Accomplishments

- With the continuing boom in the real estate market, coupled with timely appraisals, the assessed valuation for property within the County of San Diego is expected to increase by nearly 9% this fiscal year.
- As a measure of success of the marriage rooms at the branch offices and Saturday services at the Kearny Mesa office, the number of marriage ceremonies performed continues to rise. Approximately 7,600 ceremonies are expected to be performed this fiscal year, an 18% increase over last year.
- Implemented a new E-commerce function that permits the public to search and order recorded documents over the Internet.

- Acquired a building and relocated the El Cajon branch office from a leased office into a County owned office building.
- Began construction of a new Chula Vista branch office on the South Bay Regional Center property to enable the branch office to move from a leased office into a County owned office building.

2001-03 Objectives

Fiscal Stability

- Complete construction of and relocate the Chula Vista branch office.
- Eliminate office leases by acquiring or constructing buildings for the Kearny Mesa and San Marcos branch offices.
- Continue to maintain a high level of customer satisfaction.
- Expand services by offering document recording services at the El Cajon and Chula Vista branch offices.

Technology

- Assist in the process to obtain a new integrated Property Tax system.
- Implement a seamless on-line electronic recording system by 2003.



- Continue converting various microfilm and hard-copy documents into digital images. An estimated four million images will be converted during 2001-2002.
 - Implement 'weddings on the web' at the CAC with possible future expansion to other branch offices.
 - Expand services and information available to the public over the Internet.
- Changes from 2000-01 Adopted**
- The cost for leased space has been reduced by \$207,000 due to the purchase of a building for the El Cajon branch office and the planned completion by the fall of 2001 of a new building for the Chula Vista branch office.
 - Includes proposed additional funds to cover an expected 150% increase that has occurred in gas and electric costs over the last ten months.
 - Includes a projected 6% increase in document recording revenues due mainly to an expected increase in the refinancing of home mortgages.

Expenditures and Revenue

- Includes a proposed \$500,000 in one time costs for the development of a new recording system funded by the Recorder's Modernization trust fund.

Staffing

- Proposes to add one Audit-Appraiser Specialist and one Audit Supervisor funded by AB-719 State/County Property Tax Administration Program to handle an increased work load.

| Performance Measures | 2000-01 Adopted | 2001-02 Projected | 2002-03 Projected |
|---|-----------------|-------------------|-------------------|
| Assessment Appeals Cases Completed | 7,000 | 3,000 | 3,000 |
| Business Audits Performed | 850 | 875 | 900 |
| Number of Documents Recorded/Examined | 775,000 | 780,000 | 775,000 |
| Recorded Documents and Vital Records copied | 180,000 | 200,000 | 200,000 |
| Fictitious Business Name Filings | 34,500 | 34,500 | 34,000 |



Staffing by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|-----------------------------|---|--|-------------|--|-------------|
| Property Valuation ID | 291.50 | 293.50 | 0.69 | 293.50 | 0.00 |
| Recorder/Clerk | 117.50 | 119.00 | 1.28 | 119.00 | 0.00 |
| Public Information Services | 19.50 | 19.50 | 0.00 | 19.50 | 0.00 |
| Management Support | 18.00 | 17.00 | (5.56) | 17.00 | 0.00 |
| Total | 446.50 | 449.00 | 0.56 | 449.00 | 0.00 |

Budget by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|-----------------------------|---|--|-------------|--|-------------|
| Property Valuation ID | \$ 22,643,083 | \$ 23,093,782 | 1.99 | \$ 23,695,925 | 2.61 |
| Recorder/Clerk | 8,354,276 | 9,404,727 | 12.57 | 9,590,357 | 1.97 |
| Public Information Services | 1,055,854 | 1,442,786 | 36.65 | 1,363,189 | (5.52) |
| Management Support | 2,237,930 | 2,335,084 | 4.34 | 2,372,608 | 1.61 |
| Total | \$ 34,291,143 | \$ 36,276,379 | 5.79 | \$ 37,022,079 | 2.06 |

Budget by Categories of Expenditures

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|------------------------------|---|--|-------------|--|-------------|
| Salaries & Employee Benefits | \$ 22,968,499 | \$ 24,331,021 | 5.93 | \$ 25,446,721 | 4.59 |
| Services & Supplies | 11,107,644 | 11,405,358 | 2.68 | 11,250,358 | (1.36) |
| Fixed Assets - Equipment | 215,000 | 540,000 | 151.16 | 325,000 | (39.81) |
| Total | \$ 34,291,143 | \$ 36,276,379 | 5.79 | \$ 37,022,079 | 2.06 |

Budget by Categories of Revenues

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|-------------------------------|---|--|-------------|--|-------------|
| Licenses Permits & Franchises | 415,000 | 435,000 | 4.82 | 440,000 | 1.15 |
| Charges For Current Services | 23,897,908 | 24,629,085 | 3.06 | 24,443,785 | (0.75) |
| Miscellaneous Revenues | 25,000 | 25,000 | 0.00 | 25,000 | 0.00 |
| General Revenue Allocation | 9,953,235 | 11,187,294 | 12.40 | 12,113,294 | 8.28 |
| Total | \$ 34,291,143 | \$ 36,276,379 | 5.79 | \$ 37,022,079 | 2.06 |



Treasurer-Tax Collector



Department Description

The Treasurer-Tax Collector provides investment, banking, and other financial services to public agencies located within the County of San Diego and collects all local property taxes. The office manages the Treasurer's \$2 billion investment fund, bills and collects \$2 billion in property taxes annually, establishes and maintains all banking relationships for the County, administers the County's Deferred Compensation Plans, and serves 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 the citizens, agencies and employees of San Diego County with superior financial services in terms of quality, timeliness, efficiency and value while maintaining the highest levels of customer service and satisfaction.

2000-01 Accomplishments

- Collected 98% of secured taxes and 99% of unsecured taxes.
- Maintained an AAA/V1+ rating on the Treasurer's Investment Pool.
- Increased the yield on the Treasurer's Pooled Money Fund by 100 basis points.
- Issued the first pooled Tax and Revenue Anticipation Notes (TRANS) with local K-12 school districts saving school districts over \$133,000.
- Obtained one of the lowest TRANS borrowing rates in California.
- Increased revenue for the County, cities, schools, and special districts by mailing tax bills early.
- Increased customer counts and property tax collections at three branch offices.
- Upgraded the automated phone system.
- Added a Spanish option to the Integrated Voice Response System.
- Provided on-line access to Housing and Community Development mobile home titles.
- Implemented the first phase of the mail extraction system upgrade dramatically increasing the speed of processing tax payments.
- Re-engineered the Assessment Appeal Board approved refund process reducing manual labor and increasing the speed of processing refunds.
- Designated select Libraries as last minute drop off points for property tax payments during the April collection period.
- Provided the Tax Tent and credit card payment stations at the CAC.
- Completed the reorganization of the Department providing a one-stop shop with no wrong door and world-class customer service.
- Largest Discover Card property tax processor in the United States.
- Fourth County in the State to conduct a tax sale e-auction on-line.
- Upgraded the SUNGARD Financial System as the first phase of the Financial Enterprise Resource Plan implementation.
- First County to offer a 401(a) Deferred Compensation Plan to employees opening over 6,700 new accounts.
- Increased participation in the 457 Deferred Compensation Plan adding over 850 accounts.



- Raised \$700 for the Polinsky Children's Center and \$500 for St. Vincent de Paul selling popcorn and from employee donations during the December collection period.
- Completed a baseline Activity Based Cost analysis supporting process improvement activity.
- Implemented a Performance Measurement System with Key Performance Indicators supporting continuous improvement and innovation.
- Obtained a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association.

2001-03 Objectives

Fiscal Stability

- Provide world-class customer service while continuing to collect over \$2 billion in property taxes for the County, cities, schools, and local agencies.
- Collect 98% of secured taxes and 99% of unsecured taxes.
- Mail tax bills sooner to facilitate earlier payments.
- Continue automation of mail extraction and remittance processing systems to process payments faster.
- Continue to expand payment options for citizens.
- Open a fourth Branch Office in Kearny Mesa to improve customer service and convenience.
- Increase bankruptcy collections through improved processes and increased legal filings.
- Increase Uniform Tourist Tax collections by using random audits.
- Obtain additional ratings on the Investment Pool.
- Maintain the current AAA/V1+ rating on the Investment Pool.

Technology

- Expand the capabilities of the automated cashiering system at branch offices.

- Redesign the Department website to provide expanded information and ease of use.
- Respond to customer e-mails within 24 hours.

Human Resources Modernization

- Increase the participation of employees in the 457 and 401 (a) Deferred Compensation Plans by 500 accounts.
- Prepare and distribute a Deferred Compensation Handbook to all employees.
- Expand Deferred Compensation information on the Web.
- Expand investment educational opportunities for employees.

Changes from 2000-01 Adopted

Expenditure and Revenue

- Proposes to add \$180,000 in one time costs fully funded with management reserves for the conversion of the Department website to meet the new County Standard.
- Proposes to add \$125,000 in one time costs fully funded with management reserves for General Services Internal Service Fund support for document imaging.
- Proposes to add \$15,000 to support the Department Employee Recognition Program.

Staffing

- Proposes to add \$38,330 for one Senior Specialist in Treasury Accounting fully funded with increased program revenue and reduced services and supplies expenditures to handle increased work volume related to customer service processes in a timely manner.
- Proposes to add \$76,660 for two Senior Specialists in Tax Collection fully funded with increased program revenue to open a fourth Branch Office in Kearny Mesa with the Assessor.

**Performance Measures**

| | 2000-01 Adopted | 2001-02 Projected | 2002-03 Projected |
|---|-----------------|-------------------|-------------------|
| Secured Taxes Collected (\$ Millions) | 2,131 | 2,303 | 2,489 |
| Unsecured Taxes Collected (\$ Millions) | 110 | 117 | 124 |
| Rate of Return on Investment Pool (%) | 6.00% | 5.00% | 5.50% |
| Deferred Compensation Accounts | 18,500 | 19,000 | 19,500 |
| Customer Satisfaction Ratings (1-5) | 4.4 | 4.5 | 4.6 |

Taxes collected and rate of return on the Investment Pool are key performance indicators for the Tax Collection and Treasury programs respectively. These measures are strongly affected by economic conditions. The

County receives about 14% of taxes collected with the majority going to schools, cities, and special districts.



Staffing by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|---|---|--|-------------|--|-------------|
| Treasury | 39.00 | 40.00 | 2.56 | 40.00 | 0.00 |
| Tax Collection | 73.00 | 75.00 | 2.74 | 75.00 | 0.00 |
| Administration - Treasurer / Tax Collector | 8.00 | 8.00 | 0.00 | 8.00 | 0.00 |
| Total | 120.00 | 123.00 | 2.50 | 123.00 | 0.00 |

Budget by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|---|---|--|-------------|--|-------------|
| Treasury | \$ 4,697,400 | \$ 4,903,953 | 4.40 | \$ 4,292,944 | (12.46) |
| Tax Collection | 6,133,489 | 6,830,150 | 11.36 | 6,917,203 | 1.27 |
| Administration - Treasurer / Tax Collector | 776,960 | 787,530 | 1.36 | 809,306 | 2.77 |
| Total | \$ 11,607,849 | \$ 12,521,633 | 7.87 | \$ 12,019,453 | (4.01) |

Budget by Categories of Expenditures

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|------------------------------|---|--|-------------|--|-------------|
| Salaries & Employee Benefits | \$ 5,737,373 | \$ 6,277,633 | 9.42 | \$ 6,546,037 | 4.28 |
| Services & Supplies | 5,737,756 | 6,111,280 | 6.51 | 5,340,696 | (12.61) |
| Fixed Assets - Equipment | 132,720 | 132,720 | 0.00 | 30,000 | (77.40) |
| Management Reserves | — | — | (100.00) | 102,720 | (100.00) |
| Total | \$ 11,607,849 | \$ 12,521,633 | 7.87 | \$ 12,019,453 | (4.01) |

Budget by Categories of Revenues

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|-------------------------------|---|--|-------------|--|-------------|
| Fund Balance | 160,000 | 474,200 | 196.37 | 299,200 | (36.90) |
| Fines Forfeitures & Penalties | 609,000 | 649,246 | 6.61 | 664,525 | 2.35 |
| Charges For Current Services | 5,696,299 | 5,733,864 | 0.66 | 5,050,405 | (11.92) |
| Miscellaneous Revenues | 35,512 | 35,512 | 0.00 | 35,512 | 0.00 |
| General Revenue Allocation | 5,107,038 | 5,628,811 | 10.22 | 5,969,811 | 6.06 |
| Total | \$ 11,607,849 | \$ 12,521,633 | 7.87 | \$ 12,019,453 | (4.01) |



Chief Administrative Office



Department Description

The Chief Administrative Office is responsible for implementing the policy directives of the Board of Supervisors and managing the day-to-day operations and functions of County Government. The Chief Administrative Office includes the Chief Administrative Officer, Assistant Chief Administrative Officer, and a small support staff. The Offices of Strategy and Intergovernmental Affairs and Internal Affairs are included within this Office.

Mission Statement

Through implementing the Board of Supervisors' policy directives and effectively managing the day-to-day operations and functions of County Government, provide the residents of San Diego County with superior services in terms of quality, timeliness and value...in order to improve the region's Quality of Life.

2000-01 Accomplishments

Sustained Business Principles

- Balanced prudent cash reserves with operational needs.
- Maintained the County's favorable credit rating of AA-, maintained the AAA/V1+ rating of the County's investment pool, and increased the yield on the Treasurer's Pooled Money Fund by 100 basis points.
- Developed a five-year Strategic Plan to define long-term goals under the structure of the strategic initiatives.
- Strengthened operational and project management risk identification.
- Eliminated the County's deferred major maintenance backlog.

Focused On Employees

- Worked diligently towards reestablishing trust and open communications with employees.

- Engaged employees in process improvement efforts at all levels of the County.
- Expanded the Countywide training and benefits program.
- Developed a Management/Leadership Academy.
- Completed training of all employees in the concepts of diversity and focused recruitment efforts towards under-represented groups of our workforce.
- Modernized workplace environments to enhance employee safety, comfort, and productivity.

Promoted Healthy Communities

- Linked 50,000 uninsured children to primary and preventive health care.
- Implemented a new chronic disease management program for County Medical Services patients with diabetes and a centralized toll-free phone number for patient eligibility appointments.
- Achieved an 11% increase in foster care retention rates as a result of aggressive and proactive training of social workers and foster parents.
- Expanded alcohol and drug treatment services throughout the county.
- Completed the facility and program design for San Pasqual Academy for foster youth and prepared for the scheduled September 2001 opening.
- Provided job retention services for Welfare to Work participants and worked towards removing barriers that discourage CalWORKs clients to obtain gainful employment.



- Implemented the Children's Mental Health Services Initiative for Seriously Emotionally Disturbed children and adolescents and expanded school-based mental health services.
- Transitioned childcare system administration to the County workforce.

Addressed Major Public Safety Issues

- Coordinated the implementation of the Drug Offender Accountability and Treatment Project to expand drug court principles throughout the Criminal Justice system and prepared for the implementation of Proposition 36, a voter approved drug treatment initiative.
- Developed plans to close the Camp West Fork Probation facility and direct the estimated \$2.2 million annual savings to the operation of the East Mesa Juvenile Hall upon opening in Fiscal Year 2003-2004.
- Completed the development of INFOTECH to integrate criminal justice databases.
- Developed plans to transition the Child Support function from the District Attorney to a separate department within the Public Safety Group.

Enhanced Community Quality of Life

- Completed one branch library and began construction on four additional branch libraries.
- Completed construction on the Central Animal Shelter
- Continued work on General Plan 2020 planning process.
- Developed an expenditure plan for Water and Park Bond Act funds.
- Purchased land to expand the County's Multiple Species and Open Space Preserve programs and expanded local recreation opportunities by completing 14 additional park improvement projects.
- Enhanced stormwater quality efforts.

- Completed the Regional Clean Water Strategic Plan.

Focused on Strategy and Intergovernmental Affairs

- Worked with local legislators to aggressively pursue the County's legislative priorities.
- Expanded outreach efforts to cities, local agencies and organizations to address regional problems.

Continued Customer Service Enhancements

- Improved customer service through the use of technology in the areas of e-commerce, interactive voice recognition, and automated call distribution.
- Implemented a customer-focused redesign of the County's web site.
- Included customer service goals in all employees' Quality First plans.
- Conducted Countywide Customer Satisfaction Surveys, Mystery and Telephone Shopper Surveys, and interactive surveys on the County's web site and monitored results and continuous improvement strategies.

Improved General Administration

- Successfully implemented Proposition A (Full Disclosure in County Contracting Charter Amendment).
- Supported the Board of Supervisors in implementing policy directives and responding to citizen inquiries.
- Implemented revised schedule for operational deliverables to better reflect and institutionalize the General Management System.

Continuous Improvement

- Diligently monitored energy crisis related industry and legislative developments, implemented Countywide conservation educational programs, and expanded lighting retrofits.
- Managed the Redistricting process based on 2000 census data.



- Completed significant Information Technology infrastructure upgrades as part of the outsourcing contract with Pennant Alliance.
- Concluded the first phase of the Enterprise Resource Planning (ERP) projects for financial, human resource, and performance management systems.

2001-03 Objectives

Fiscal Stability

- Balance prudent cash reserves with operational needs to preserve the County's stability and fiscal health.
- Maintain the County's favorable bond rating.
- Reduce departmental overhead and reinvest savings into front-line services.
- Develop a comprehensive plan for improved asset and liabilities management.
- Complete a risk assessment and mitigation strategy for County business functions.
- Implement the new GASB 34 financial reporting model that includes detailed identification and inventory of material assets.

Crime Prevention

- Expand the Drug Court system and fully implement Proposition 36.
- Establish a creative funding strategy for alcohol and drug treatment resources for adolescents, including residential treatment.
- Expand domestic violence response teams and provide timely assistance to elder abuse victims through emergency call centers.
- Strengthen the links between the juvenile correctional system and Children's Mental Health services.
- Promote more cohesive communities and neighborhood revitalization through the Building Blocks for Better Neighborhood programs.

- Ensure a smooth transition of the Child Support Function from the District Attorney to a separate department within the Public Safety Group.
- Begin construction on the new Juvenile Hall and develop a staffing plan.

Environment

- Develop a Regional Clean Water Strategy to improve the county's water quality.
- Work towards completion of General Plan 2020 and a new Zoning Ordinance.
- Continue work on an inclusive County Transportation Strategy that is coordinated with General Plan 2020.
- Continue habitat preservation efforts to protect endangered species including property acquisition in the MSCP approved area and maintenance in the MSCP preserves.
- Ensure compliance with emission control programs.
- Form strategic alliances with corporations and businesses to achieve a business friendly environment and create and retain jobs in the region.
- Pursue enabling legislation so that a regional entity may provide gas and utility services directly to the residents of San Diego County via a Municipal Utility District.
- Stabilize the County's agricultural economic element by maximizing state and federal funding opportunities for emergency and catastrophic losses.

Self Sufficiency

- Open the San Pasqual Academy and select the non-profit organization to fully operate the Academy for foster care youth.
- Initiate a legislative strategy to increase State financial participation to ensure a level of care provided to seniors and disabled individuals.



- Continue to work with organized Labor representatives to secure funding for an IHSS Public Authority and develop recommendations for implementation.
- Enhance child welfare services to meet the emotional and developmental needs of abused and neglected children.
- Strengthen and sustain County and community sponsored efforts to fully immunize children by age two.
- Expand services for working families who are making the transition from welfare to work.
- Develop additional transitional housing opportunities and services for emancipated foster youth, reunifying parents, seniors, victims of domestic violence and Section 8 population.
- Promote Internet access through the Futures Foundation and supervised programs at County Libraries as tools to improve learning and literacy.

Health and Wellness

- Streamline the eligibility process for Medi-Cal and Healthy Families programs with web-based technology to ensure eligibility residents can access these programs.
- Implement the Board approved expansion of County Medical Services to provide additional county residents with access to healthcare.
- Develop incentives for small business owners to provide health benefits to employees and their families.
- Expand mental health services for children and adolescents.
- Continue to support organized Labor representatives in efforts to secure necessary one-time and ongoing funding for Edgemoor Hospital.
- Collaborate with community partners to promote wellness including teen smoking prevention, better nutrition and early detection of chronic diseases.

- Collaborate with community partners and government to strengthen protection against bio-terrorism and other biological threats to health.

Technology

- Leverage the County's new technology infrastructure and capability to implement e-commerce and web-based solutions (i.e. Jail Information Management Systems, Probation Case Management System, replacement of the Buy-net system and on-line surplus property auction).
- Successfully implement the Performance Management, Human Resources and Financial Enterprise Resource Planning tools.
- Implement a single, integrated e-mail system throughout the County.
- Explore and utilize new technologies such as wireless and document imaging to provide cost effective business solutions.
- Explore feasibility of new electronic voting system.
- Analyze all County department telephone processes and reengineer where appropriate to take advantage of new telephone system functionality to include Automatic Call Distribution, auto-attendants and Interactive Voice Response.

Human Resources Modernization

- Perform a comprehensive review of the County's classification system and develop an implementation plan.
- Develop a Supervisory and Management Leadership Academy.
- Coordinate the development of Personal Development Plans and Executive Development Plans for all employees with the County's diversity initiatives and employee development catalog.

Workplace Improvement



- Finalize plans for the conversion of the County Administration Center parking lots into scenic parkland.
 - Continue to explore funding alternatives for rebuilding the North County Animal Shelter.
 - Complete construction on the Valley Center, Rancho San Diego, Spring Valley and Cardiff branch libraries.
 - Implement a structured major maintenance program for all County facilities to prevent future backlogs.
 - Employ energy conservation measures in County facilities to reduce demand by 5-10%.
 - Investigate best practices, develop and adopt ergonomically correct employee workstation and workplace standards.
 - Emphasize employee workplace injury prevention education and improvements.
- Regional Leadership
- Work cooperative with other local governments and agencies to address regional issues such as transportation, land use planning and affordable housing.
 - Maximize opportunities to expand San Diego County's role and influence in statewide forums to promote Board policies.
 - Provide a leadership role in addressing the region's energy crisis and lead by example in energy conservation efforts.
- Successfully conduct the March 5, 2002 Gubernatorial Primary Election incorporating the new federal, state and local electoral district boundaries to be established by the redistricting process.
- Continuous Improvement
- Continue to foster trust and open communications with employees.
 - Work with our local legislators to aggressively pursue additional discretionary revenue for service enhancements and project existing State and federal revenue sources.
 - Develop performance measurements to assess performance in the delivery of County services.
 - Ensure Quality First and Operational Incentive Plan goals are aligned with the County's Strategic Plan.
 - Utilize employee process improvement teams to achieve the County's strategic initiatives.
 - Continue to monitor and improve customer service using customer satisfaction surveys, Mystery Shoppers, phone surveys and other means.
 - Expand County Television Network access and programming to better communicate County services.
 - Continue to monitor the results of the Pet Project 2000 and promote responsible pet ownership.



Staffing by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|--|---|--|-------------|--|-------------|
| Executive Office | 10.00 | 10.00 | 0.00 | 10.00 | 0.00 |
| Office of Intergovernmental Affairs | 5.00 | 5.00 | 0.00 | 5.00 | 0.00 |
| Internal Affairs | 4.00 | 4.00 | 0.00 | 4.00 | 0.00 |
| Total | 19.00 | 19.00 | 0.00 | 19.00 | 0.00 |

Budget by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|--|---|--|-------------|--|-------------|
| Executive Office | \$ 1,418,505 | \$ 1,503,119 | 5.97 | \$ 1,508,592 | 0.36 |
| Office of Intergovernmental Affairs | 1,086,860 | 1,156,104 | 6.37 | 1,160,748 | 0.40 |
| County Memberships and Audit | 683,201 | 683,201 | 0.00 | 683,201 | 0.00 |
| Internal Affairs | 295,800 | 308,580 | 4.32 | 310,428 | 0.60 |
| Total | \$ 3,484,366 | \$ 3,651,004 | 4.78 | \$ 3,662,969 | 0.33 |

Budget by Categories of Expenditures

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|------------------------------|---|--|-------------|--|-------------|
| Salaries & Employee Benefits | \$ 1,665,740 | \$ 1,766,419 | 6.04 | \$ 1,778,384 | 0.68 |
| Services & Supplies | 1,782,999 | 1,848,958 | 3.70 | 1,848,958 | 0.00 |
| Other Charges | 8,000 | 8,000 | 0.00 | 8,000 | 0.00 |
| Management Reserves | 27,627 | 27,627 | 0.00 | 27,627 | 0.00 |
| Total | \$ 3,484,366 | \$ 3,651,004 | 4.78 | \$ 3,662,969 | 0.33 |

Budget by Categories of Revenues

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|------------------------------|---|--|-------------|--|-------------|
| Charges For Current Services | 49,826 | 49,826 | 0.00 | 49,826 | 0.00 |
| Intergovernmental Revenue | 19,200 | 19,200 | 0.00 | 19,200 | 0.00 |
| General Revenue Allocation | 3,415,340 | 3,581,978 | 4.88 | 3,593,943 | 0.33 |
| Total | \$ 3,484,366 | \$ 3,651,004 | 4.78 | \$ 3,662,969 | 0.33 |



Department Description

With the twin overriding principles of fiscal integrity and customer service, 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 agencies or 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 County's Strategic Plan and 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. We are the leading financial management resource of the County, and our long-term objective is to widen our role of controller into provider of value-added financial services.

Mission Statement

To achieve our vision that we are a national leader in providing government financial services, we will provide our customers with superior financial service in terms of quality, timeliness, value, and fiscal integrity to enable them to plan for and achieve their goals.

2000-01 Accomplishments

- Facilitated the development and implementation of the Countywide five-year Strategic Plan.
- Prepared and communicated the audit work plan to the Chief Administrative Office and Board of Supervisors Audit Sub-Committee.
- Fully participated in the Enterprise Resource Planning (ERP) system development projects as sponsor, project team members, and subject matter experts.
- Commenced the Operations Readiness initiatives in anticipation of the ERP systems implementation.
- Closed Fiscal Year-end books on July 31, 2000.
- Increased on-line information available to the public/taxpayer, taxing agencies, and the business community.

- Fostered trust and open communications with Department employees.
- Implemented and refined the Countywide Information Technology Chargeback System

2001- 03 Objectives

Fiscal Stability

- Provide value-added information and services to meet operational, regulatory, and business requirements of our customers.
- In collaboration with the Agency/Groups, balance prudent cash reserves with operational needs to preserve the County's stability and fiscal health.
- Maintain the County's favorable bond rating.
- Reduce departmental overhead and reinvest savings into front-line services.
- In collaboration with the Agency/Groups, develop a comprehensive plan for improved asset and liabilities management.
- Implement the new GASB 34 financial reporting model that includes detailed identification and inventory of material assets.

Technology



- Successfully implement the Financial, Human Resources, and Performance Management Enterprise Resource Planning tools.
- Explore and utilize new technologies such as document imaging to provide cost effective business solutions.

Human Resources Modernization

- Work with the Department of Human Resources to recruit and retain the highest caliber employees (the best and brightest).
- Develop the knowledge base and guide the orientation of Department employees to meet future needs, including review of job classifications, diversity, and employee and executive development.
- Achieve an overall improvement in employee satisfaction.

Continuous Improvement

- Develop performance measurements to assess performance in the delivery of Auditor & Controller services.
- Continue to monitor and improve customer service using customer satisfaction surveys, Mystery Shoppers, telephone surveys, and other means.

Changes from 2000-01 Adopted

Staffing:

- The responsibility for Countywide Position Control will move to the Department of Human Resources with the implementation of the new HR system. Two staff years that are involved in Position Control maintenance will be transferred to the Department of Human Resources for these duties.
- Four staff years are deleted from Accounting and Fiscal Control in anticipation of the Oracle implementation.
- Five positions (4.25 staff years) are requested to provide support, ongoing maintenance and accounting for the Oracle Financial System.
- Three staff years of Cashiers are requested to provide cashiering, payment identification and processing services at each of the Revenue and Recovery branch and satellite locations.
- One staff year of System Administrator and two staff years of support staff are requested for the implementation and support of Performance Measurement Countywide.
- One staff year for Department website Administrator is requested.
- One staff year for Countywide Payroll processing and time collection duties associated with the PeopleSoft implementation is requested.

| Performance Measures | 2000-01 Adopted | 2001-02 Projected | 2002-03 Projected |
|--|-----------------|-------------------|-------------------|
| Implement GASB 34 | N/A | Implemented | Implemented |
| Complete 100% of Mandated Audits | 100% | 100% | 100% |
| Implement ERP's | N/A | Implemented | Implemented |
| Achieve An Accuracy Rate of 100% for Property Tax Bills, Roll and Tax Apportionments | 100% | 100% | 100% |
| Maintain County Bond Rating | AA- | AA- | AA- |



Staffing by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|-------------------------------|---|--|-------------|--|-------------|
| Audits | 22.00 | 22.00 | 0.00 | 22.00 | 0.00 |
| Office of Financial Planning | 15.00 | 19.00 | 26.67 | 19.00 | 0.00 |
| Accounting and Fiscal Control | 113.00 | 110.00 | (2.65) | 110.00 | 0.00 |
| Revenue & Recovery | 111.00 | 114.00 | 2.70 | 114.00 | 0.00 |
| Administration | 30.25 | 34.00 | 12.40 | 34.75 | 2.21 |
| Total | 291.25 | 299.00 | 2.66 | 299.75 | 0.25 |

Budget by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|-------------------------------|---|--|-------------|--|-------------|
| Audits | \$ 1,923,935 | \$ 2,071,726 | 7.68 | \$ 2,143,553 | 3.47 |
| Office of Financial Planning | 1,268,593 | 1,731,720 | 36.51 | 1,811,577 | 4.61 |
| Accounting and Fiscal Control | 5,569,512 | 5,464,663 | (1.88) | 5,734,966 | 4.95 |
| Revenue & Recovery | 5,626,834 | 7,433,042 | 32.10 | 7,675,097 | 3.26 |
| Administration | 13,057,948 | 14,199,143 | 8.74 | 13,683,200 | (3.63) |
| Total | \$ 27,446,822 | \$ 30,900,294 | 12.58 | \$ 31,048,393 | 0.48 |

Budget by Categories of Expenditures

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|------------------------------|---|--|-------------|--|-------------|
| Salaries & Employee Benefits | \$ 14,041,683 | \$ 16,300,281 | 16.08 | \$ 16,646,328 | 2.12 |
| Services & Supplies | 12,392,910 | 13,587,784 | 9.64 | 13,389,836 | (1.46) |
| Other Charges | 149,900 | 149,900 | 0.00 | 149,900 | 0.00 |
| Management Reserves | 862,329 | 862,329 | 0.00 | 862,329 | 0.00 |
| Total | \$ 27,446,822 | \$ 30,900,294 | 12.58 | \$ 31,048,393 | 0.48 |



Budget by Categories of Revenues

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|------------------------------|---|--|-------------|--|-------------|
| Fund Balance | 945,000 | 1,748,550 | 85.03 | 795,000 | (54.53) |
| Charges For Current Services | 4,645,175 | 5,475,175 | 17.87 | 5,475,175 | 0.00 |
| Intergovernmental Revenue | 125,000 | 125,000 | 0.00 | 125,000 | 0.00 |
| Miscellaneous Revenues | 395,500 | 395,500 | 0.00 | 395,500 | 0.00 |
| Other Financing Sources | 25,000 | 25,000 | 0.00 | 25,000 | 0.00 |
| General Revenue Allocation | 21,311,147 | 23,131,069 | 8.54 | 24,232,718 | 4.76 |
| Total | \$ 27,446,822 | \$ 30,900,294 | 12.58 | \$ 31,048,393 | 0.48 |



Department Description

The County Technology Office ensures the County's Information Technology (IT) and telecommunications needs are met by overseeing the Pennant Alliance contract and provides strategic direction, operational planning, and support to user departments.

Mission Statement

Ensure that technology drives the County's continuing move to better, faster, cheaper government

2000-01 Accomplishments

- Provided IT and telecommunications support to County business operations.
- Implemented the Chargeback System to assist in providing departments with Pennant Alliance contract billing information.
- Over 3,000 new computers were installed at County workstations.
- Over 17,000 phones were replaced, and a new telephone network established.
- By mid-year, Pennant Alliance was meeting all 14 critical service levels set by the County.
- Over 1,000 old County computers were donated to the San Diego Futures Foundation.
- A new high speed Wide Area Network was established, and all major County sites connected.
- Several new business applications throughout the county were implemented.
- The first phases of all three Enterprise Resource Planning systems were completed.
- Established new IT and e-mail policies and procedures.
- Completed detailed security and application assessments.

2001-03 Objectives

Technology

- Accelerate residents' access to County information and services by implementing a world-class website and capability by December 2001.
- Oversee and provide direction on the implementation of the Microsoft Windows 2000 enterprise operating system and the migration to the Microsoft Exchange e-mail system by December 2002.
- Oversee implementation of all three Enterprise Resource Planning systems.
- Oversee and provide direction on the completion of the wide area network and telecommunications system by December 2001.
- Oversee and provide direction on the refresh of all County desktops by December 2002
- Oversee implementation of major new applications, including those in Probation, Housing and Community Development, Public Defender, Alternative Public Defender, Health and Human Services, Superior Court, Public Works, General Services, Assessor, and Revenue and Recovery
- Establish a Countywide Document Management standard and master service agreement with a major Document Management vendor.
- Continue to develop and recommend strategic technical plans, application and system requirements, and architectural and security plans.



- Contribute to the success of the Health and Human Services Agency's San Pasqual Academy by ensuring technology is appropriately deployed.
- Successfully transition the Department of Child Support Enforcement to the IT Outsourcing vendor.
- Work with the IT Provider to reengineer business processes and perform change management activities to maximize efficiencies and cost savings.
- By December 2001, ensure all departments have reviewed and implemented IVR and call distribution capabilities available in the new telephone system.
- Monitor IT Provider's compliance with contract provisions and Minimum Acceptable Service Levels (MASLs), with all Minimum Service Levels being regularly met by July 2001.

- Provide leadership within California and the US by helping other governments benefit from San Diego County's IT outsourcing experience.

Changes from 2000-01 Adopted

- Staffing—Two Administrative Analyst positions are requested to provide administrative support to the County Technology Office including the IT Internal Service Fund.
- Expenditures/Revenues—An increase of approximately \$24 million is being proposed for the IT Internal Service Fund. This increase reflects changes that have been requested by County departments for IT services such as application maintenance and development, telecommunications, desktop computing, mainframe computing power, and other costs associated with implementing the Enterprise Resource Planning systems.

| Performance Measures | 2000-01 Adopted | 2001-02 Projected | 2002-03 Projected |
|---|-----------------|-------------------|-------------------|
| APAR rating green or better | N/A | 80% | 90% |
| Percentage of Critical MASLs met | N/A | 90% | 95% |
| Percentage of MASLs met | N/A | 80% | 90% |
| CTO Office customer survey average rating | N/A | 3.5 | 4.0 |
| Number of telephones replaced | 18,000 | 1,000 | 0 |
| Number of conversions to Outlook e-mail | 10,000 | 7,500 | 500 |
| Number of desktop PCs replaced | 3,000 | 4,000 | 4,000 |
| Percent of network migrated to new technology | 100% | 100% | 100% |

* APAR = monthly customer evaluation by department representatives

* MASL = Minimum Acceptable Service Level



Staffing by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|------------|---|--|-------------|--|-------------|
| CTO Office | 19.00 | 21.00 | 10.53 | 19.00 | (9.52) |
| Total | 19.00 | 21.00 | 10.53 | 19.00 | (9.52) |

Budget by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|---|---|--|-------------|--|-------------|
| CTO Office | \$ 7,630,486 | \$ 6,849,225 | (10.24) | \$ 6,806,187 | (0.63) |
| Information Technology Internal Service Fund | 111,056,425 | 135,526,251 | 22.03 | 104,209,751 | (23.11) |
| Total | \$ 118,686,911 | \$ 142,375,476 | 19.96 | \$ 111,015,938 | (22.03) |

Budget by Categories of Expenditures

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|------------------------------|---|--|-------------|--|-------------|
| Salaries & Employee Benefits | \$ 1,854,296 | \$ 2,390,779 | 28.93 | \$ 2,216,076 | (7.31) |
| Services & Supplies | 116,332,615 | 139,638,697 | 20.03 | 108,453,862 | (22.33) |
| Management Reserves | 500,000 | 346,000 | (30.80) | 346,000 | 0.00 |
| Total | \$ 118,686,911 | \$ 142,375,476 | 19.96 | \$ 111,015,938 | (22.03) |

Budget by Categories of Revenues

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|------------------------------|---|--|-------------|--|-------------|
| Fund Balance | 4,424,793 | 5,033,000 | 13.75 | 418,000 | (91.69) |
| Charges For Current Services | 68,968,708 | 92,313,536 | 33.85 | 92,313,536 | 0.00 |
| Intergovernmental Revenue | 10,664,917 | 11,332,215 | 6.26 | 10,744,215 | (5.19) |
| Other Financing Sources | 28,920,800 | 27,790,500 | (3.91) | 1,527,000 | (94.51) |
| General Revenue Allocation | 5,707,693 | 5,906,225 | 3.48 | 6,013,187 | 1.81 |
| Total | \$ 118,686,911 | \$ 142,375,476 | 19.96 | \$ 111,015,938 | (22.03) |



Department Description

The Civil Service Commission (CSC) is designated by the County Charter as the administrative appeals body for the County in personnel matters. The CSC is comprised of five citizens appointed by the Board of Supervisors and is supported by a small staff.

Mission Statement

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

2000-01 Accomplishments

- Followed specific Court orders regarding disciplinary transfers.
- Followed specific Court orders regarding disputes between law enforcement officers and the Citizens' Law Enforcement Review Board.
- Conducted Countywide workshop on performance appraisals.
- As the County's judicial body for personnel matters, the Civil Service Commission is responsible for causing all County entities to comply with legal and ethical matters. All of the Commission's orders were enforced in 2000-2001.
- Before, during, and after each hearing or investigation the fairness, efficiency, and effectiveness of the process were assessed in order to make better decisions.
- The Commission prepared detailed and precise decisions which were thoroughly reviewed by individual Commissioners, Commission staff, and County Counsel resulting in the production of accurate and legally sound decisions, thereby significantly reducing potential litigation against the County. All decisions were made taking into consideration County liability, due process, and

fairness. During 2000-2001 fewer than 5% of Commission decisions were litigated. This aggressive approach resulted in the Courts' affirmation of 90% of the Commission's decisions.

- The Commission 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 needs required. Results of a customer survey indicate that 95% of customers are very pleased with the Commission and staff.
- The Executive Officer communicated effectively and regularly with Civil Service Commissioners as well as with all customers and organizations served by the Commission.
- The Commission continued to automate while at the same time delivering personal service to its customers.
- Expanded distribution of agendas and minutes electronically.

2001-03 Objectives

Fiscal Stability

- All decisions made by the Commission will take into consideration County liability, due process, and fairness. During 2001-2003 fewer than 5% of Commission decisions will be litigated. This aggressive approach will result in the Courts' affirmation of 90% of the Commission's decisions.

Human Resources Modernization



- Work with the Department of Human Resources and County Counsel to improve policies and procedures relating to the Civil Service Commission.
- 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.

Regional Leadership

- The Executive Officer will communicate effectively and regularly with the Civil Service Commissioners.

Technology

- The Commission 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 will be distributed to monitor and maintain customer satisfaction.

Changes from 2000-01 Adopted

- Salaries and Benefits proposed to increase 8% primarily because of increases in salary ranges.
- Services and Supplies proposed to increase 18% because of previous under-funding.

| Performance Measures | 2000-01 Adopted | 2001-02 Projected | 2002-03 Projected |
|--------------------------------|-----------------|-------------------|-------------------|
| Mandated Commission Hearings | 45 | 40 | 40 |
| Investigations | 10 | 11 | 11 |
| Staff Review / Recommendations | 330 | 332 | 332 |



Staffing by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|--------------------------|---|--|-------------|--|-------------|
| Civil Service Commission | 4.00 | 4.00 | 0.00 | 4.00 | 0.00 |
| Total | 4.00 | 4.00 | 0.00 | 4.00 | 0.00 |

Budget by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|--------------------------|---|--|-------------|--|-------------|
| Civil Service Commission | \$ 341,523 | \$ 374,359 | 9.61 | \$ 388,359 | 3.74 |
| Total | \$ 341,523 | \$ 374,359 | 9.61 | \$ 388,359 | 3.74 |

Budget by Categories of Expenditures

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|------------------------------|---|--|-------------|--|-------------|
| Salaries & Employee Benefits | \$ 286,891 | \$ 311,021 | 8.41 | \$ 320,102 | 2.92 |
| Services & Supplies | 48,399 | 57,105 | 17.99 | 62,024 | 8.61 |
| Management Reserves | 6,233 | 6,233 | 0.00 | 6,233 | 0.00 |
| Total | \$ 341,523 | \$ 374,359 | 9.61 | \$ 388,359 | 3.74 |

Budget by Categories of Revenues

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|------------------------------|---|--|-------------|--|-------------|
| Charges For Current Services | 31,031 | 31,031 | 0.00 | 31,031 | 0.00 |
| General Revenue Allocation | 310,492 | 343,328 | 10.58 | 357,328 | 4.08 |
| Total | \$ 341,523 | \$ 374,359 | 9.61 | \$ 388,359 | 3.74 |



Clerk of the Board of Supervisors



Department Description

The Executive Officer acts as the administrative head of the Department, serves as the Clerk of the Board of Supervisors and performs duties as provided in the Government Code and formal orders of the Board of Supervisors. He serves as the administrative officer of four Assessment Appeals Boards, as filing officer for economic disclosure statements, Deputy Secretary of the County Housing Authority, Clerk of the Air Pollution Control Board, and various other special districts and committees. The Department administers the Board General Office and manages over \$12 million of budgets and trust accounts as well as the 18-acre County Administration Center, a designated Federal historic landmark, which includes over 360,600 square feet of building space. Four program areas are included within the Department: Executive Office, Public Services, Legislative Services and CAC Facilities Services. The department's commitment to continuous improvement is reflective of a team that welcomes challenges, works toward a common goal, maintains a positive attitude toward everyone's ideas, 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.

Mission Statement

To provide consistently excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner.

2000-01 Accomplishments

Improved service by maximizing automation:

- Developed automatic salary expenditure and leave balance report for Board Offices;
- Provided timely input and responsive review of IT application deployment and transition milestones;
- Organized office space to accommodate new equipment and procedures;
- Implemented the Document Management System;
- Electronically distributed Board Minute Orders;
- Reformatted section procedures and published on the Intranet;
- Enhanced automation for the Board of Supervisors Land Use Agenda;

- Provided standardized Assessment Appeals application form and informational booklet on the Internet;
- Linked the Assessment Appeals application to the County web page;
- Installed facilities maintenance software.

Improved training, communication, and customer service:

- Reorganized staffing structure to provide more effective and efficient service to customers;
- Career Development Management and Tracking Program developed;
- Leadership Program developed;
- Handbook developed for Board staff; resources of the Department promoted in a public relations outreach project;
- Implemented new employee orientation;
- Surveyed County department heads regarding their use of Clerk of the Board Intranet/Internet sites and suggestions for improvement;
- Conducted employee satisfaction survey;



- Updated AAB Rules of Procedure;
- Increased Notary Public agents and passport acceptance training to provide better customer service;
- Implemented public relations outreach project;
- Provided advanced technical and safety training for facilities' staff, accomplished emergency safety planning for County Administration Center;
- Upgraded microfiche viewing equipment.
- The only County department to receive a 100 percent satisfaction rating for three surveys in a row for the CAO's Countywide customer surveys.

Improved and maintained the County Administration Center:

- Refurbished and improved HVAC systems in various mechanical rooms;
- Refurbished restrooms, elevator interiors, outdoor planter beds, East Plaza fountain, terrazzo in stairwell risers, and other public areas;
- Supported and coordinated Capital Improvement Projects and office renovation projects;
- Completed various mechanical, plumbing, and electrical projects;
- Installed projection screens, security cameras, and sidewalk in northwest lawn.

2001-03 Objectives

Fiscal Stability

- Reduce maintenance related costs of the Clerk of the Board Assessment Appeals system.
- Reduce ongoing maintenance costs of hard copy public records.
- Increase revenue through additional notaries public.
- Expand advertising campaign to increase the volume of passport applications and notary public services provided.

Technology

- Make the agenda more easily accessible prior to Board Meeting.
- Expand use of the Document Management System to make official documents available to the Public electronically.
- Develop automated database of customer service activities.
- Implement procedure to electronically distribute agenda backup to General Services.
- Develop Document Management System "Marketing Brochure" and "Quick Reference Guide".
- Develop plan for acceptance of Assessment Appeals applications filed electronically, utilizing electronic signatures.
- Utilize the Document Management System to store electronic departmental documents that require additional security and publish the room reservation schedule for the County Administration Center.
- Develop plan for the Tax Collector to update property tax notice forms with Clerk of the Board web information.
- Place Department's Employee Policy Manual on Intranet.
- Publish Quarterly Newsletter on Intranet.
- Improve communications equipment and standardize equipment operation procedures.

Workplace Improvement

- Expand the employee Resource Library.
- Improve the physical layout of clerical and records area.
- Complete office space refurbish project.
- Improve the physical layout of the Board General Office.
- Complete maintenance and upgrade projects as planned for the County Administration Center and gardens.

Continuous Improvement



- Develop a directory for Clerk of the Board staff and Board staff.
- Ensure program processes are consistent with the Department's 2000 reorganization
- Increase staff technical and safety training
- Increase cross training to assure staff exposure to all departmental functions

Regional Leadership

- Promote the historical significance of the County Administration Center through sales of memorabilia.
- Produce a "Department Public Information Guide".
- Advertise art displays in the County Administration Center.
- Sponsor training event for County departmental volunteer coordinators.
- Implement an Outreach Program throughout all County departments.

Changes from 2000-01 Adopted

- As part of the Department's continuous improvement process, the separately identified Assessment Appeals section was merged into the Legislative Services section.
- The proposed increase in cost of salaries is linked to the cost of living increase provided to employees Countywide.
- Projected revenues are higher due to the success of the Department's Passport acceptance and Notary Public programs.



Staffing by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|-------------------------|---|--|-------------|--|-------------|
| Legislative Services | 7.00 | 10.00 | 42.86 | 10.00 | 0.00 |
| CAC Facilities Services | 10.00 | 12.00 | 20.00 | 12.00 | 0.00 |
| Assessment Appeals | 5.00 | — | (100.00) | — | (100.00) |
| Public Services | 10.00 | 10.00 | 0.00 | 10.00 | 0.00 |
| Executive Services | 5.00 | 5.00 | 0.00 | 5.00 | 0.00 |
| Total | 37.00 | 37.00 | 0.00 | 37.00 | 0.00 |

Budget by Program

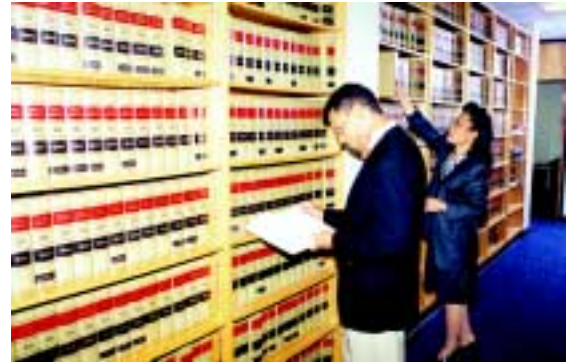
| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|-------------------------|---|--|-------------|--|-------------|
| Legislative Services | \$ 426,297 | \$ 765,103 | 79.48 | \$ 812,389 | 6.18 |
| CAC Facilities Services | 2,550,889 | 2,739,911 | 7.41 | 2,831,300 | 3.34 |
| Assessment Appeals | 256,250 | — | (100.00) | — | (100.00) |
| Public Services | 512,469 | 711,402 | 38.82 | 739,338 | 3.93 |
| Executive Services | 834,296 | 566,824 | (32.06) | 573,518 | 1.18 |
| Total | \$ 4,580,201 | \$ 4,783,240 | 4.43 | \$ 4,956,545 | 3.62 |

Budget by Categories of Expenditures

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|------------------------------------|---|--|-------------|--|-------------|
| Salaries & Employee Benefits | \$ 1,867,162 | \$ 1,939,142 | 3.86 | \$ 2,029,221 | 4.65 |
| Services & Supplies | 2,691,788 | 2,822,847 | 4.87 | 2,906,073 | 2.95 |
| Expend. Transfers & Reimbursements | (25,000) | (25,000) | 0.00 | (25,000) | 0.00 |
| Management Reserves | 46,251 | 46,251 | 0.00 | 46,251 | 0.00 |
| Total | \$ 4,580,201 | \$ 4,783,240 | 4.43 | \$ 4,956,545 | 3.62 |

Budget by Categories of Revenues

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|------------------------------|---|--|-------------|--|-------------|
| Charges For Current Services | 45,650 | 72,750 | 59.36 | 72,750 | 0.00 |
| Miscellaneous Revenues | 40,170 | 40,170 | 0.00 | 40,170 | 0.00 |
| General Revenue Allocation | 4,494,381 | 4,670,320 | 3.91 | 4,843,625 | 3.71 |
| Total | \$ 4,580,201 | \$ 4,783,240 | 4.43 | \$ 4,956,545 | 3.62 |



Department Description

The San Diego County Charter provides that the County Counsel serves as the civil legal advisor for the County and represents the County in all civil actions by and against the County, its officers, boards, commissions, and employees. County Counsel also provides legal advice and other legal services to the Board of Supervisors, County officers, departments, boards, commissions, courts, and certain county school districts and special districts. Services to school and special districts, including litigation are provided on a fee basis. Through its Claims Division, the Office of County Counsel administers public liability claims and employees' lost property claims. County Counsel also represents the Health and Human Services Agency 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.

2000-01 Accomplishments

- Prevailed in over 95% of all cases decided by a court or jury (not including cases on appeal).
- Prevailed in eight out of nine Court of Appeal cases.
- Prevailed in over 98% of all juvenile dependency petitions that were subjected to a contested hearing.
- Prevailed in over 92% of juvenile dependency cases in the Court of Appeal.
- Arranged for the County to receive free legal services valued at over \$100,000 through the Pro Bono Conservatorship Program in which private law firms contribute their services to handle conservatorship trials for the County.
- Obtained over \$2.5 million from insurance carriers to cover various liabilities facing the County where the issue of coverage was in dispute with the insurance companies.
- Updated the "County Counsel Legal Guide for County Departments," which provides a comprehensive guide to County Officials on how to

best utilize the legal services of County Counsel, and how to avoid certain legal risks. The Legal Guide also provides helpful legal tips on selected subjects of significant interest to County Officials.

- Distributed bulletins to appropriate County officials under the "County Counsel Special Bulletin Program" that informs and advises County officials of new laws or court rulings that have a significant impact on County operations.
- Provided monthly Training Programs to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate against legal risk.
- Provided quarterly trainings to Health and Human Services Agency Social Workers to assist them in the performance of their duties in working with children and families.

2001-03 Objectives

Fiscal Stability

- 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 contract risk management assistance through increased participation in the County's Contract Business Plan Review/Project Management Review (CBPR/PMR) process.
- Continue to identify and aggressively pursue insurance coverage where applicable to cover County liability.

Environment

- Continue to work closely with the Department of Environmental Health to insure full compliance with the State and federal requirements governing the County's Stormwater program.

Continuo us Improvement

- Update 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 of new developments involving court rulings and new legislation.

Changes from 2000-01 Adopted

- The proposed increase in Salary & Benefit expenditures is due to anticipated cost of living adjustments and the requested addition of two new Senior Deputy County Counsel positions to provide exclusive legal services to the Health and Human Services Agency and to the Land Use & Environment Group. Both positions are offset by cost applied and revenue reallocations from these departments.

| Performance Measures | 2000-01 Adopted | 2001-02 Projected | 2002-03 Projected |
|--|-----------------|-------------------|-------------------|
| Percent of Board of Supervisors short term assignments that will be completed by the established due date | 100% | 100% | 100% |
| Percentage of County departments short term assignments that will be completed in 30 days and long term assignments that will be completed by the established due date | 85% | 85% | 85% |
| Percentage of all draft Environmental Impact Reports (EIRs) that will be reviewed within 30 days | 100% | 100% | 100% |
| Percent of Juvenile Dependency petitions in which County Counsel will prevail | 96% | 96% | 96% |
| Percent of Juvenile Dependency appeals and writs in which County Counsel will prevail | 94% | 94% | 94% |



Staffing by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|----------------|---|--|-------------|--|-------------|
| County Counsel | 130.00 | 132.00 | 1.54 | 132.00 | 0.00 |
| Total | 130.00 | 132.00 | 1.54 | 132.00 | 0.00 |

Budget by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|----------------|---|--|-------------|--|-------------|
| County Counsel | \$ 12,859,063 | \$ 14,080,371 | 9.50 | \$ 14,379,598 | 2.13 |
| Total | \$ 12,859,063 | \$ 14,080,371 | 9.50 | \$ 14,379,598 | 2.13 |

Budget by Categories of Expenditures

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|------------------------------------|---|--|-------------|--|-------------|
| Salaries & Employee Benefits | \$ 11,193,883 | \$ 12,189,811 | 8.90 | \$ 12,543,069 | 2.90 |
| Services & Supplies | 1,528,462 | 1,727,599 | 13.03 | 1,672,368 | (3.20) |
| Fixed Assets - Equipment | — | 30,000 | (100.00) | 31,200 | 4.00 |
| Expend. Transfers & Reimbursements | (117,215) | (120,972) | 3.21 | (120,972) | 0.00 |
| Management Reserves | 253,933 | 253,933 | 0.00 | 253,933 | 0.00 |
| Total | \$ 12,859,063 | \$ 14,080,371 | 9.50 | \$ 14,379,598 | 2.13 |

Budget by Categories of Revenues

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|------------------------------|---|--|-------------|--|-------------|
| Fund Balance | — | 450,972 | (100.00) | 333,811 | (25.98) |
| Charges For Current Services | 3,087,560 | 3,001,620 | (2.78) | 3,220,461 | 7.29 |
| Intergovernmental Revenue | 131,290 | 150,700 | 14.78 | 134,457 | (10.78) |
| Miscellaneous Revenues | 110,000 | 100,750 | (8.41) | 113,300 | 12.46 |
| General Revenue Allocation | 9,530,213 | 10,376,329 | 8.88 | 10,577,569 | 1.94 |
| Total | \$ 12,859,063 | \$ 14,080,371 | 9.50 | \$ 14,379,598 | 2.13 |



Department Description

The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. 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.

2000-01 Accomplishments

- Coordinated the training of 100% of the employee population in diversity concepts.
- Enhanced our diversity efforts by speaking to over 3,500 applicants in over 15 job fairs.
- Transferred all recruitments and employment lists to SIGMA Applicant Tracking System to provide departments with lists of qualified applicants in a more timely manner.
- Implemented a "hiring hall" concept to assist with filling clerical vacancies.
- Successfully negotiated the Memorandum of Agreement with Deputy Sheriffs' and District Attorney Investigators' Associations for multi-year contracts.
- Established a web-based Countywide training catalog by coordinating and standardizing non-technical program offerings and developing processes for ongoing program development.
- Instituted a Training and Development Network to communicate Countywide training issues among County groups and departments.
- Implemented a "Leadership Academy" pilot program.
- Completed the following aspects of the ERP PeopleSoft Implementation: (A) Concluded Solution Demonstration Labs; (B) Designed and documented new business practices, processes and procedures, including: (1) consolidation of forms, (2) enhanced reporting tools and reports, (3) class title naming conventions, (4) enhanced leave tracking capability, and, (5) enhanced position management tools and procedures; and, (C) Initiated user acceptance testing and end-user training.
- Administered the fourth annual Countywide Employee Satisfaction Survey.
- Successfully implemented the second year of the Quality First Program.
- Redesigned the County's dental program to increase services and value.
- Implemented a variety of voluntary benefit programs such as long term care and group auto/home insurance that will give employees a number of options to meet their specific needs.
- Provided flu shots to County employees at no cost.
- Reduced evaluation time and eliminated backlog in Do It Better By Suggestion (DIBBS) program.



- Finalized the Human Resources Modernization Initiative, which is one of the nine Countywide interrelated initiatives in the Strategic Plan.
- Opened a full-service human resources satellite office in Escondido.
- Updated the Countywide Injury, Illness Prevention Program and distributed to departments.
- Streamlined and enhanced the County's business practices in the area of position management. Made changes to the County's Compensation Ordinance and established PeopleSoft as the system of record for all funded positions, thereby eliminating redundant systems and reducing duplicative effort.
- Reconfigured Open Enrollment forms and mailed materials to employees' homes.
- Instituted cross-training between Classification and Compensation and Recruitment and Selection staff to better meet operating departments' needs.
- Completed implementation, review and finalization of 2000-01 Operational Incentive Plan.
- Developed business rules for modifications, variable entry and other personnel rules to comply with PeopleSoft implementation.
- Provided training on revised forms related to pre-employment and fitness for duty medical examinations.
- Developed and implemented tools to assist departments in the assessment of medical restrictions for job accommodation consideration.
- Actively contributed to the County's Internet strategy development plan.
- Developed a Personal Development Plan process and communication package.
- Complete and implement the PeopleSoft system and the HR/Payroll ERP Countywide, including user acceptance testing and end-user training.
- Identify business practices that may be streamlined to provide faster service to departments requesting recruitment and/or classification studies.
- Initiate a comprehensive classification and compensation study.
- Develop and identify resources to support a Supervisory Academy.
- Implement Personal Development Plans Countywide.
- Increase efficiency in recruitment and selection processing in SIGMA/PeopleSoft.
- Continue to provide hiring halls to assist with clerical vacancies.
- Contract, develop and purchase a recruitment CD/web card to promote the County of San Diego and direct potential employees to our web page.
- Continue diversity recruitment strategies by participating in Job Fairs and college, university and military outreach.
- Ensure Quality First and Operational Incentive Plan goals are aligned with the County's Strategic Plan.
- Continue to monitor and improve customer service.

2001-03 Objectives

Human Resources Modernization

Workplace Improvement

- Develop and implement strategies to reduce work-related injuries to include presentations on risk mitigation and ergonomic and/or repetitive motion injury prevention.

Fiscal Stability

- Establish a baseline of information regarding office-related injuries to measure the impact of office modernization on the rate and nature of workers' compensation claims.



Changes from 2000-01 Adopted

Staffing:

In order to meet current demand for services and to assume new responsibilities associated with the strategic initiative of modernizing human resources, additional staff are required as follows:

- Four backfill positions are requested, for one year only, to implement PeopleSoft HR/Payroll ERP.
- Two additional positions are proposed to support the on-going oversight and maintenance of PeopleSoft and to provide enterprise-wide support.
- Two positions are proposed to be transferred from the Auditor and Controller to the Department of Human Resources associated with the transfer of responsibility for Position Management.
- One new position is requested for the Labor Relations Division to address a workload increase associated with the United Domestic Workers contract.

- One new position is requested for the Recruitment and Selection Division to support Countywide recruitment.

These increases will bring the County's HR staffing ratio closer to the national average for similar sized counties, thereby enabling the Department of Human Resources to better meet customer needs.

Expenditures:

- Budgeted expenditure increases reflect anticipated staffing and salary changes, one time costs associated with workplace improvements, and additional one time and on-going resources needed to achieve Human Resources modernization in the area of recruitment.

Revenue:

- Increased revenues from the Employee Benefits Internal Service Fund and from Flex Forfeitures are associated with increased costs in Employee Benefits and Risk Administration.

| Performance Measures | 2000-01 Adopted | 2001-02 Projected | 2002-03 Projected |
|--|-----------------|-------------------|-------------------|
| % Of Recruitments Promulgated Within Targeted Time Frame | * | 80% | 85% |
| % Of Classification Activity Requests Completed Within Prescribed Time Frame | * | 80% | 85% |
| Overall Satisfaction Rating with Training Programs Offered by Employee Development | 94% | 95% | 95% |
| The Ratio of Workers' Compensation Cases Closed Per Number of Cases Open | 1.05 : 1 | 1 : 1 | 1 : 1 |
| % Of Grievances Appealed to Arbitration Without Recourse to Hearings | 0% | 10% | 10% |

*New measure. Data not available.



Staffing by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|-------------------------------|---|--|-------------|--|-------------|
| Department of Human Resources | 114.00 | 124.00 | 8.77 | 120.00 | (3.23) |
| Total | 114.00 | 124.00 | 8.77 | 120.00 | (3.23) |

Budget by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|-------------------------------|---|--|-------------|--|-------------|
| Department of Human Resources | \$ 13,376,781 | \$ 14,592,304 | 9.09 | \$ 13,939,521 | (4.47) |
| Total | \$ 13,376,781 | \$ 14,592,304 | 9.09 | \$ 13,939,521 | (4.47) |

Budget by Categories of Expenditures

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|------------------------------------|---|--|-------------|--|-------------|
| Salaries & Employee Benefits | \$ 7,102,194 | \$ 7,995,299 | 12.58 | \$ 7,828,878 | (2.08) |
| Services & Supplies | 6,119,827 | 6,153,053 | 0.54 | 5,926,691 | (3.68) |
| Fixed Assets - Equipment | 308,000 | 290,000 | (5.84) | 30,000 | (89.66) |
| Expend. Transfers & Reimbursements | (461,144) | — | (100.00) | — | (100.00) |
| Management Reserves | 307,904 | 153,952 | (50.00) | 153,952 | 0.00 |
| Total | \$ 13,376,781 | \$ 14,592,304 | 9.09 | \$ 13,939,521 | (4.47) |

Budget by Categories of Revenues

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|------------------------------|---|--|-------------|--|-------------|
| Fund Balance | 1,041,952 | 1,138,904 | 9.30 | 79,480 | (93.02) |
| Charges For Current Services | 352,000 | 383,817 | 9.04 | 383,817 | 0.00 |
| Miscellaneous Revenues | 5,652,499 | 6,052,439 | 7.08 | 6,199,080 | 2.42 |
| General Revenue Allocation | 6,330,330 | 7,017,144 | 10.85 | 7,277,144 | 3.71 |
| Total | \$ 13,376,781 | \$ 14,592,304 | 9.09 | \$ 13,939,521 | (4.47) |



Department Description

The Department of Media and Public Relations (DMPR) was established by the Board of Supervisors in 1997. Funded by cable television franchise fees, the department ensures that information about County issues, programs, and services moves quickly and accurately to the public, employees, and news organizations. The department is responsible for oversight of all County communications, including media relations, news releases, newsletters, publications, and special events, as well as operation and programming for the County's government access cable television channel, CTN – County Television Network. The Department also administers the County's franchise agreements with cable television companies operating within unincorporated communities.

Mission Statement

To increase public awareness of and confidence in County government by using all mediums to provide clear, accurate, timely information on County issues, programs and services.

2000-01 Accomplishments

- Expanded information available to the public on CTN – County Television Network with new innovative, award-winning programs focused on County programs, services, issues and the unique communities and diverse population of San Diego County.
- Obtained significant free publicity for CTN resulting in a 300% increase in web site hits and corresponding increase in viewers.
- Updated and expanded the content on the Department and CTN web sites & obtained a new web address, www.ctn.org, to make the web sites easier to find and use.
- Negotiated the County's first new cable television franchise agreement in over ten years. Benefits include increased choices and marketplace competition for customers; revenue in the form of a four-year, \$300,000 technology grant; and a newly-revised, up-to-date ordinance and rate structure for use in future franchise negotiations.
- Worked with the County Technology Office and Pennant Alliance to offer Internet streaming of Board of Supervisors' meetings, using audio and video feed from CTN – County Television Network broadcasts.
- Provided communication support to ERP program, producing materials that keep County employees informed of the program's benefits and status.
- Provided communications and media relations support to multiple county departments during local emergencies.
- Continued to educate the public and employees about County programs through media relations support & media training; through the award of five video grants to non-profit groups; through production of special events and conferences; and the publishing of 12 issues of County News newsletter.
- Streamlined two internal support services (Service Awards & TV news clips) using Process Improvement Teams to increase efficiency and improve service to customers.



- Modernized the Board of Supervisors' Chambers Multimedia system, allowing the public, Supervisors, and staff to better view multimedia presentations.

2001-03 Objectives

Regional Leadership

- Using all mediums (cable television, web, media relations, and publications), ensure that information is available to the public on the County's regional leadership efforts.
- Continue to develop best-in-class programming and operational policies for CTN – County Television Network, to further establish CTN as a leader in the field of government access cable television.

Self Sufficiency

- Work in partnership with County departments, managers, and the Board of Supervisors to ensure that information is available to the public via CTN, media outreach, publications, and the Internet on County programs and efforts that promote self-sufficiency

Health and Wellness

- Work in partnership with County departments, managers, and the Board of Supervisors to ensure that information is available to the public via CTN, media outreach, publications, and the Internet on County programs and efforts that promote health and wellness.

Crime Prevention

- Work in partnership with County departments, managers, and the Board of Supervisors to ensure that information is available to the public via CTN, media outreach, publications, and the Internet on County programs and efforts that promote crime prevention.

Technology

- Work in partnership with County departments, managers, and the Board of Supervisors to ensure that information is available to the public on County efforts to use technology and the Internet to improve efficiency and enhance government services.
- Identify opportunities for automation within CTN and Department operations and use new technology, wherever possible, to streamline and upgrade services.

Environment

- Work in partnership with County departments, managers, and the Board of Supervisors to ensure that information is available to the public via CTN, media outreach, publications, and the Internet on County programs and efforts that protect and enhance the environment.

Workplace Improvement

- Reevaluate all Department work sites and remodel where necessary to improve efficiency, productivity, and safety.
- Increase training and cross-training opportunities for Department staff in areas that enhance product quality and customer service.
- Ensure that employees have access to the equipment they need to produce high-quality products that meet customer needs.

Human Resources Modernization

- Work in partnership with County departments, managers, and the Board of Supervisors to ensure that information is available to the public via CTN, media outreach, publications, and the Internet regarding the County's fiscal disciplines, programs and efforts to modernize human resources systems.



Changes

- The addition of one staff year is proposed to provide audio-visual and presentation support at meetings held at the County Administration Center. This level of service is now required to support the increasing use of new communication technology and to minimize the risk associated with multiple parties operating expensive equipment.
- Proposed is a significant increase for fixed assets for the purchase of an automated playback system for County Television Network (CTN). By automating

this function, the department will be able to reduce the amount of staff time required for programming and redirect these resources to front-line services. By taking advantage of new technology in this area, CTN will also have increased programming flexibility and will be able to change or add programming more quickly, resulting in better service to the public. This one-time purchase will be funded with one-time technology grant revenue from Western Integrated Network (WIN) provided for in their franchise agreement with the County.



Staffing by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|--------------------------|---|--|-------------|--|-------------|
| Media & Public Relations | 21.00 | 22.00 | 4.76 | 22.00 | 0.00 |
| Total | 21.00 | 22.00 | 4.76 | 22.00 | 0.00 |

Budget by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|--------------------------|---|--|-------------|--|-------------|
| Media & Public Relations | \$ 1,841,761 | \$ 2,381,090 | 29.28 | \$ 2,048,003 | (13.99) |
| Total | \$ 1,841,761 | \$ 2,381,090 | 29.28 | \$ 2,048,003 | (13.99) |

Budget by Categories of Expenditures

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|------------------------------|---|--|-------------|--|-------------|
| Salaries & Employee Benefits | \$ 1,388,921 | \$ 1,554,647 | 11.93 | \$ 1,586,353 | 2.04 |
| Services & Supplies | 392,866 | 426,969 | 8.68 | 437,176 | 2.39 |
| Fixed Assets - Equipment | 35,500 | 187,500 | 428.17 | — | (100.00) |
| Operating Transfers | — | 187,500 | (100.00) | — | (100.00) |
| Management Reserves | 24,474 | 24,474 | 0.00 | 24,474 | 0.00 |
| Total | \$ 1,841,761 | \$ 2,381,090 | 29.28 | \$ 2,048,003 | (13.99) |

Budget by Categories of Revenues

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|-------------------------------|---|--|-------------|--|-------------|
| Fund Balance | 24,474 | 211,974 | 766.12 | 24,474 | (88.45) |
| Licenses Permits & Franchises | 1,817,287 | 1,916,874 | 5.48 | 1,956,376 | 2.06 |
| Other Financing Sources | — | 252,242 | (100.00) | 67,153 | (73.38) |
| General Revenue Allocation | — | — | (100.00) | — | (100.00) |
| Total | \$ 1,841,761 | \$ 2,381,090 | 29.28 | \$ 2,048,003 | (13.99) |



County Administration Center Major Maintenance



Department 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.

2000-01 Accomplishments

- Service elevator mechanical upgrade
- Fire alarm system replaced
- Repair / replace broken sidewalk areas around the CAC
- Creation of additional conference room space within the CAC
- Replacement of electrical ground fault relays
- Replace loading dock driveway

2001-03 Objectives

Fiscal Stability

- Replace outdated air handling units with energy efficient units
- Complete energy efficiency lighting sensor / timer project

Workplace Improvement

- Repair / replace exterior perimeter drainage system
- Repair west entrance stairway
- Complete hallways / restrooms refresh project

Changes from 2000-01 Adopted

- Proposes an increase of \$548,000 in the major maintenance program at the CAC.



Staffing by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|-------|---|--|-------------|--|-------------|
| Total | 0.00 | 0.00 | (100.00) | 0.00 | (100.00) |

Budget by Program

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|-----------------------|---|--|-------------|--|-------------|
| CAC Major Maintenance | \$ 1,585,453 | \$ 2,133,800 | 34.59 | \$ 2,133,800 | 0.00 |
| Total | \$ 1,585,453 | \$ 2,133,800 | 34.59 | \$ 2,133,800 | 0.00 |

Budget by Categories of Expenditures

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|---------------------|---|--|-------------|--|-------------|
| Services & Supplies | 1,585,453 | 2,133,800 | 34.59 | 2,133,800 | 0.00 |
| Total | \$ 1,585,453 | \$ 2,133,800 | 34.59 | \$ 2,133,800 | 0.00 |

Budget by Categories of Revenues

| | Fiscal Year 2000-2001 Adopted Budget | Fiscal Year 2001-2002 Proposed Budget | % Change | Fiscal Year 2002-2003 Proposed Budget | % Change |
|------------------------------------|---|--|-------------|--|-------------|
| Fund Balance | 1,451,653 | — | (100.00) | — | (100.00) |
| Revenue Use of Money & Property | 13,800 | 13,800 | 0.00 | 13,800 | 0.00 |
| General Revenue Allocation | 120,000 | 2,120,000 | 1,666.67 | 2,120,000 | 0.00 |
| Total | \$ 1,585,453 | \$ 2,133,800 | 34.59 | \$ 2,133,800 | 0.00 |