

County of San Diego

Finance and General Government Group

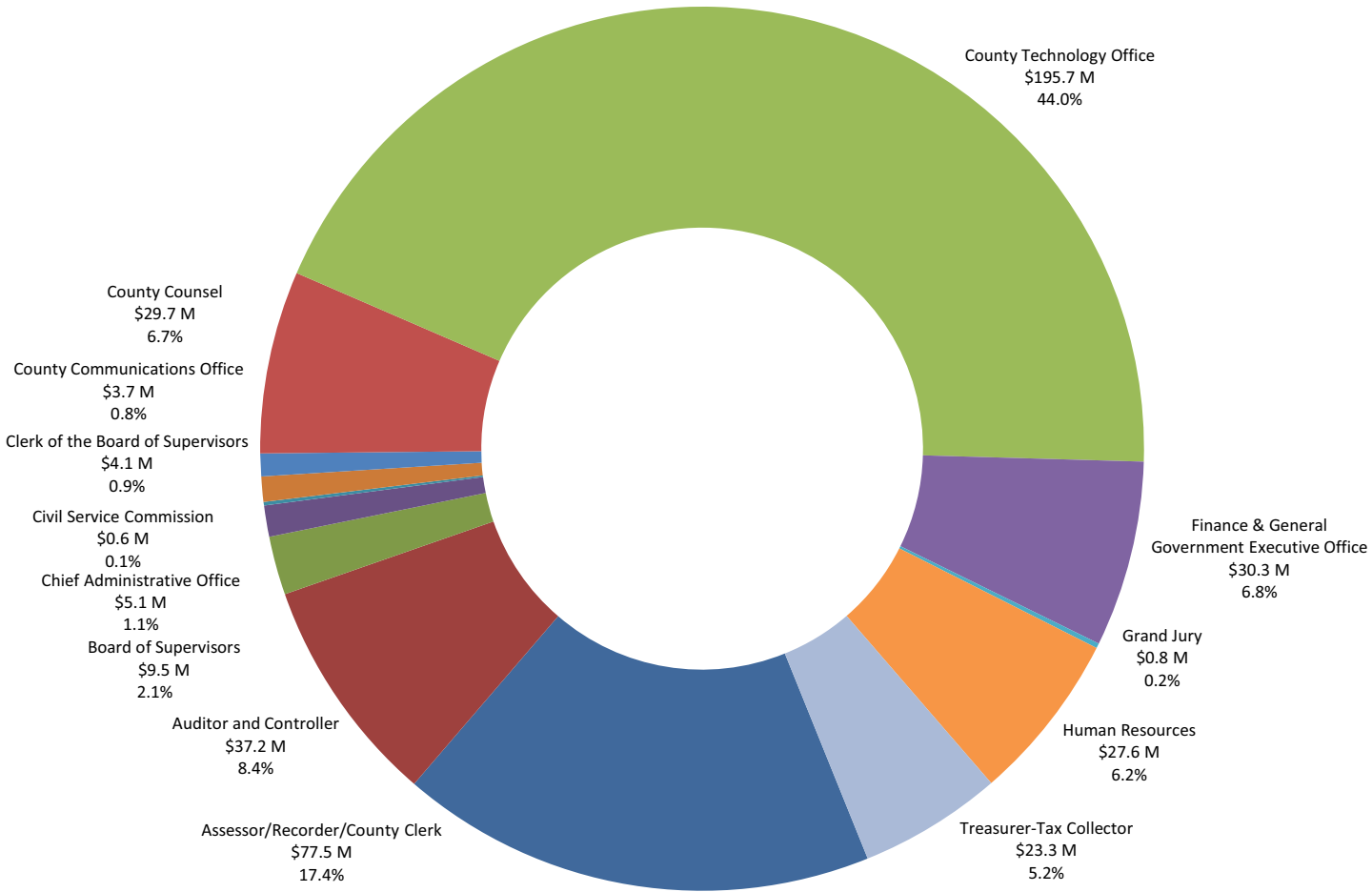
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Finance and General Government Group at a Glance

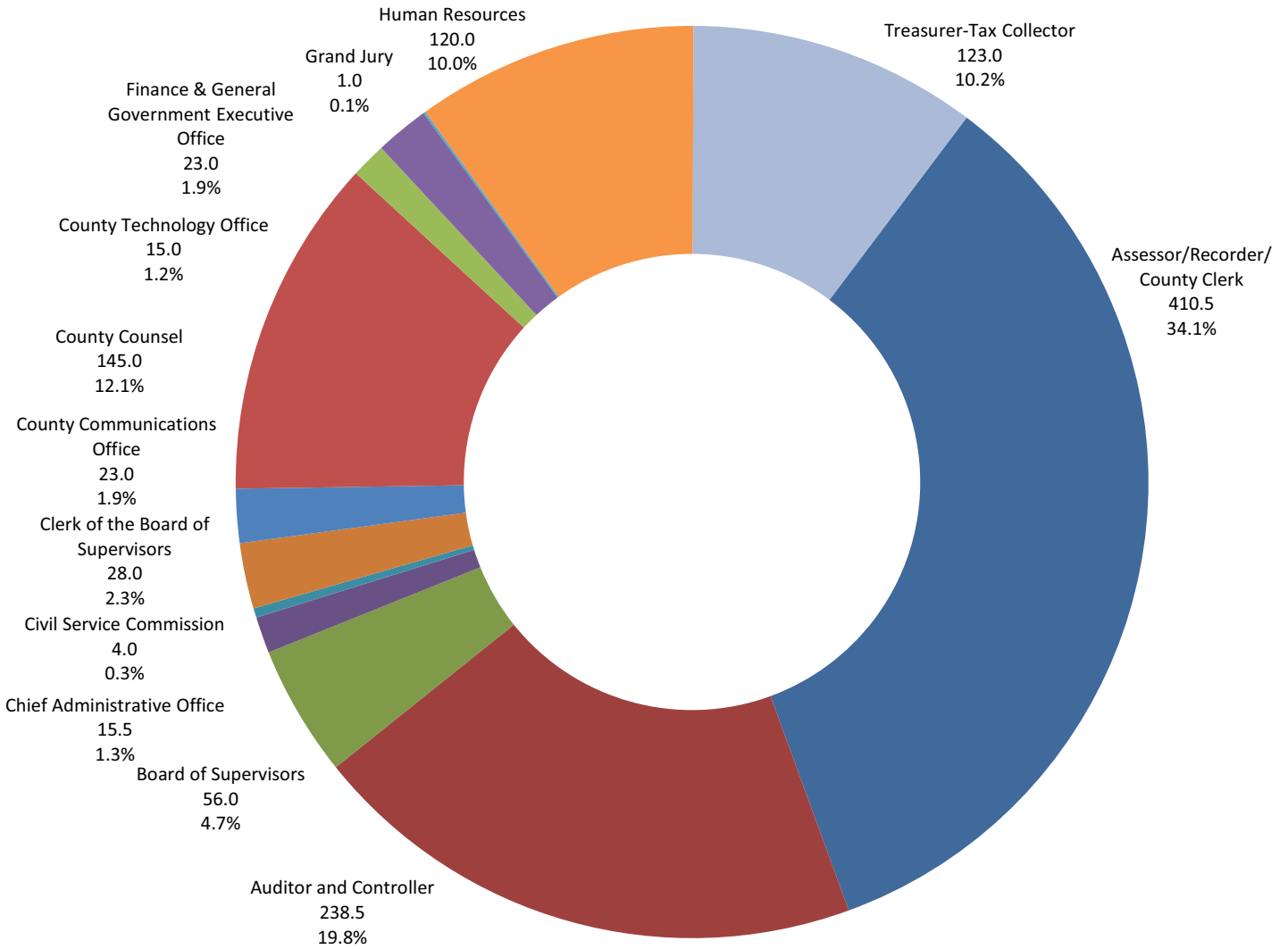
Adopted Budget by Department

Budget by Department
Fiscal Year 2018-19: \$445.1 million



Adopted Staffing by Department

**Staffing by Department
Fiscal Year 2018-19: 1,205.5 staff years**



Finance and General Government Group Summary & Executive Office

Mission Statement

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

Group Description

The Finance and General Government Group (FGG) provides essential support services and infrastructure to external customers and internal County departments that enable achievement of the goals in the County's Strategic Plan and adherence to the General Management System (GMS). FGG maintains and continually strengthens the financial backbone of County operations and bears responsibility for human resources, technology, communications, legal, legislative and other key government functions. Services are provided to internal and external customers based on the following principles that align with the Operational Excellence Strategic Initiative:

- ◆ Promote a culture of ethical leadership and decision making across the enterprise.
- ◆ Align services to available resources to maintain fiscal stability.
- ◆ Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers.
- ◆ Strengthen our customer service culture to ensure a positive customer experience.
- ◆ Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged, and trusted.
- ◆ Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County's vision, *Live Well San Diego*.

Strategic Framework and Alignment

In the County's Strategic Framework, Groups and Departments support four Strategic Initiatives: Building Better Health, Living Safely, Sustainable Environments/Thriving, and Operational Excellence. Audacious Visions and Enterprise-Wide Goals (EWG) assist departments in aligning with and supporting the County's Vision and Strategic Initiatives. In addition, Cross-Departmental Objectives (CDO) demonstrate how departments and/or external partners are collaborating to contribute to the larger EWG. Nomenclature seen in parenthesis (e.g., "LS1" or "BBH3")



throughout the Operational Plan reference these CDOs and show how the department contributes to their outcome. For more information on the strategic alignment, refer to the Strategic Framework and Alignment section.

FGG Departments

- ◆ Assessor/Recorder/County Clerk
- ◆ Treasurer-Tax Collector
- ◆ Chief Administrative Office
- ◆ Auditor and Controller
- ◆ County Technology Office
- ◆ Civil Service Commission
- ◆ Clerk of the Board of Supervisors
- ◆ County Counsel
- ◆ Grand Jury
- ◆ Human Resources
- ◆ County Communications Office

FGG 2018–20 Priorities

Living Safely

- Assist in prevention and enforcement strategies to protect our youth from crime, neglect and abuse
 - Provide legal services to Health and Human Services Agency (HHSA) for children who have been dependents of the Juvenile Court to ensure safety for children that may have been victims of abuse.

Operational Excellence

- Maintain the fiscal stability of County resources
 - Provide leadership on issues and decisions that impact the financial well-being of the County.

- Continue to increase the financial literacy of County employees at every level within the organization in order to reinforce prudent decision making and increase comprehension of departmental financial activities.
- Continue to earn the Distinguished Budget Award from the Government Finance Officers Association, demonstrating that the published budget document meets program criteria for excellence as a policy document, an operations guide, a financial plan and a communications device.

Maintain modern and innovative technology to deliver services




- Utilize modern technology to improve service delivery.
- Evaluate, upgrade and implement technology where applicable to enhance functionality, increase effectiveness and provide an effective return on investment.

Continue to strengthen our customer service culture and cultural competence

- Continue to strive for a positive experience for every customer by ensuring that employees use a positive approach in all interactions with both internal and external customers.
- Increase Countywide knowledge and awareness of diversity, inclusion, and cultural competence so that employees feel valued and fully engaged in supporting a workplace and community that is healthy, safe and thriving.
- Work with all departments to increase employee participation in Live Well San Diego events and the County’s Employee Wellness Program.

2018–20 FGG Cross-Departmental Objectives

Each of the five business groups has a Cross-Departmental Objectives (CDO) table listing the CDOs to which their departments make significant contributions. This table shows various FGG departments efforts toward the achievement of the CDO and includes additional County business group(s) contributing to the CDO listed. To see more detailed information on a specific contribution to a CDO, see that department’s Fiscal Years 2018–20 Objectives with the corresponding CDO nomenclature. A complete list of all CDOs with their alignment to the Enterprise-Wide Goals and Audacious Visions can be found in the Strategic Framework and Alignment section.

Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	LS1	Leverage internal and external partnerships to provide resources to engage residential, visitor and business communities in personal disaster readiness	County Communications Office, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	LS2	Create opportunities for safe access to places that provide community connection and engagement	Grand Jury, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	LS6	Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change	County Counsel, Land Use and Environment Group, Public Safety Group
	SE/T1	Improve policies and systems across departments to reduce economic barriers for businesses to grow and consumers to thrive	Assessor/Recorder/County Clerk, County Counsel, Community Services Group, Health and Human Services Agency, Land Use and Environment Group
	SE/T2	Anticipate customer expectations and demands in order to increase consumer and business confidence	Assessor/Recorder/County Clerk, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	SE/T3	Develop a countywide marketing campaign to raise awareness of and increase participation in sustainability and pollution prevention programs so every person considers and makes informed decisions about their effects on the environment	County Counsel, Community Services Group, Land Use and Environment Group, Public Safety Group
	SE/T6	Promote and communicate the opportunities and value of being actively involved in the community so that residents are engaged and influencing change	County Communications Office, Health and Human Services Agency, Land Use and Environment Group
	OE1	Ensure our influence as a regional leader on issues and decisions that impact the financial well-being of the County	Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Auditor and Controller, County Counsel, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE2	Build the financial literacy of the workforce in order to promote understanding and individual contribution to the County’s fiscal stability	Auditor and Controller, County Counsel, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group





Strategic Initiative	Cross-Departmental Objective		Contributing Departments and External Partners
	OE3	Utilize new and existing technology and infrastructure to improve customer service	Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Auditor and Controller, County Technology Office, Clerk of the Board of Supervisors, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE4	Provide information access to all customers ensuring consistency, transparency and customer confidence	Chief Administrative Office, Auditor and Controller, Civil Service Commission, Clerk of the Board of Supervisors, County Communications Office, County Counsel, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE5	Engage employees to take personal ownership of the customer experience	Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Chief Administrative Office, Auditor and Controller, Civil Service Commission, Clerk of the Board of Supervisors, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE6	Foster employee well-being, inclusion and development	Treasurer-Tax Collector, Chief Administrative Office, Civil Service Commission, County Counsel, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group
	OE8	Help employees understand how they contribute to <i>Live Well San Diego</i>	Human Resources, Community Services Group, Health and Human Services Agency, Land Use and Environment Group, Public Safety Group

Related Links

For more information on the Finance and General Government Group, refer to the website at:

- ◆ www.sandiegocounty.gov/fg3

Executive Office Budget Changes and Operational Impact: 2017–18 to 2018–19

Staffing

Increase of 2.00 staff years

- ◆ Increase of 2.00 staff years to support Countywide data and performance analytics comprised of 1.00 new staff year and transfer of 1.00 staff year from the County Technology Office.

Expenditures

Increase of \$5.2 million

- ◆ Salaries & Benefits—increase of \$0.7 million due to addition of 2.00 staff years, required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$4.3 million primarily due to increase in information technology (IT) costs including Kronos timekeeping system upgrade, the County’s budgeting system upgrade, ongoing costs associated with the Integrated Property Tax System, and operation and maintenance costs associated with the County Administration Center (CAC), Waterfront Park, and Cedar and Kettner parking garage.

- ◆ Operating Transfers Out—increase of \$0.2 million due to contributions to the Major Maintenance Capital Outlay Fund for one-time capital project related to window repairs at the CAC.
- ◆ Management Reserves—no change; a total of \$3.0 million is budgeted as a contingency for any unanticipated IT or emergent Finance and General Government Group operational needs.

Revenues

Increase of \$5.2 million

- ◆ Intergovernmental Revenues—decrease of \$2.2 million due to re-categorization of a program revenue to general purpose revenue.
- ◆ Charges for Current Services—decrease of \$0.1 million in the cost allocation plan revenues for reimbursement of administrative services provided to other County departments.
- ◆ Fund Balance Component Decreases—no change; a total of \$0.1 million is budgeted to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for PB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—increase of \$3.2 million. A total of \$6.2 million is budgeted. Major planned uses of fund balance include:



- ❖ One-time IT projects including the Kronos timekeeping system upgrade and the County's budgeting system upgrade (\$3.2 million).
- ❖ Management reserves for Groupwide unanticipated IT, facility, or emergent operational needs (\$3.0 million).
- ◆ General Purpose Revenue—increase of \$4.3 million due to negotiated salary and benefit costs including the additional staff, re-categorization of a program revenue to general pur-

pose, and ongoing operation and maintenance costs associated with CAC, Waterfront Park and Cedar and Kettner parking garage.

Executive Office Budget Changes and Operational Impact: 2018–19 to 2019–20

Net decrease of \$5.4 in expenditure primarily driven by removal of one-time management reserves expenditures and one-time IT projects planned for Fiscal Year 2018-19.





Group Staffing by Department						
		Fiscal Year 2017-18 Adopted Budget			Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Finance & General Government Executive Office		21.00			23.00	23.00
Board of Supervisors		56.00			56.00	56.00
Assessor / Recorder / County Clerk		410.50			410.50	410.50
Treasurer - Tax Collector		123.00			123.00	123.00
Chief Administrative Office		15.50			15.50	15.50
Auditor and Controller		237.50			238.50	238.50
County Technology Office		17.00			15.00	15.00
Civil Service Commission		4.00			4.00	4.00
Clerk of the Board of Supervisors		28.00			28.00	28.00
County Counsel		140.00			145.00	145.00
Grand Jury		1.00			1.00	1.00
Human Resources		120.00			120.00	120.00
County Communications Office		22.00			23.00	23.00
Total		1,195.50			1,202.50	1,202.50

Group Expenditures by Department						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Finance & General Government Executive Office	\$ 16,288,767	\$ 25,066,789	\$ 54,425,815	24,952,950	\$ 30,255,262	\$ 24,831,997
Board of Supervisors	8,097,483	9,249,947	10,719,317	9,093,337	9,506,564	9,513,314
Assessor / Recorder / County Clerk	58,508,104	69,669,615	75,086,770	58,586,597	77,524,311	70,722,618
Treasurer - Tax Collector	20,253,034	22,992,232	23,950,846	20,421,546	23,312,168	23,464,686
Chief Administrative Office	4,657,103	5,193,816	5,416,001	4,958,913	5,114,587	5,213,003
Auditor and Controller	34,828,998	36,276,913	43,751,197	35,130,787	37,205,936	37,821,688
County Technology Office	158,756,978	176,875,569	207,157,399	180,992,126	195,688,797	168,145,439
Civil Service Commission	466,774	531,768	550,829	467,513	570,141	589,417
Clerk of the Board of Supervisors	4,050,333	3,933,716	4,148,077	3,833,969	4,094,835	4,261,173
County Counsel	25,536,479	27,253,889	28,014,082	27,570,162	29,729,546	30,594,865
Grand Jury	639,951	781,387	788,052	553,817	786,712	790,546
Human Resources	23,841,917	26,649,865	29,713,788	24,635,226	27,630,087	27,803,486
County Communications Office	3,032,925	4,608,494	4,844,568	3,038,387	3,695,904	3,702,056
Total	\$ 358,958,847	\$ 409,084,000	\$ 488,566,742	394,235,329	\$ 445,114,850	\$ 407,454,288

Executive Office Staffing by Program						
		Fiscal Year 2017-18 Adopted Budget			Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Finance & General Government Executive Office		8.00			10.00	10.00
Office of Financial Planning		13.00			13.00	13.00
Total		21.00			23.00	23.00

Executive Office Budget by Program						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Finance & General Government Executive Office	\$ 13,507,300	\$ 21,742,385	\$ 49,007,312	\$ 21,854,507	\$ 25,618,643	\$ 21,226,127
Office of Financial Planning	2,781,467	3,324,404	5,418,503	3,098,443	4,636,619	3,605,870
Total	\$ 16,288,767	\$ 25,066,789	\$ 54,425,815	\$ 24,952,950	\$ 30,255,262	\$ 24,831,997

Executive Office Budget by Categories of Expenditures						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Salaries & Benefits	\$ 3,343,953	\$ 3,735,833	\$ 3,865,734	\$ 3,625,427	\$ 4,463,129	\$ 4,625,018
Services & Supplies	12,944,814	18,330,956	47,506,831	21,327,523	22,642,133	20,206,979
Capital Assets Equipment	—	—	53,250	—	—	—
Operating Transfers Out	—	—	—	—	150,000	—
Management Reserves	—	3,000,000	3,000,000	—	3,000,000	—
Total	\$ 16,288,767	\$ 25,066,789	\$ 54,425,815	\$ 24,952,950	\$ 30,255,262	\$ 24,831,997





Executive Office Budget by Categories of Revenues

	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Revenue From Use of Money & Property	\$ 259,494	\$ 200,000	\$ 200,000	\$ 278,257	\$ 200,000	\$ 200,000
Intergovernmental Revenues	1,769,572	2,293,173	2,293,173	2,251,570	39,802	39,802
Charges For Current Services	1,187,030	1,103,797	1,103,797	1,258,314	1,028,202	1,028,202
Miscellaneous Revenues	414	—	—	51,237	—	—
Fund Balance Component Decreases	—	68,628	68,628	68,628	88,176	110,168
Use of Fund Balance	(4,557,670)	3,000,000	32,359,026	2,643,754	6,173,779	28,779
General Purpose Revenue Allocation	17,629,927	18,401,191	18,401,191	18,401,191	22,725,303	23,425,046
Total	\$ 16,288,767	\$ 25,066,789	\$ 54,425,815	\$ 24,952,950	\$ 30,255,262	\$ 24,831,997





Board of Supervisors

Department Description

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

District 1

Supervisor Greg Cox represents more than 631,000 residents of the vibrant, diverse First Supervisorial District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from Point Loma in the north to the U.S./Mexico international border in the south. At the heart of the district lies San Diego Bay, a 23-square mile resource for commerce, ecology and recreation.

The First Supervisorial District includes the cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, Grant Hill, La Playa, Lincoln Park, Logan Heights, Memorial, Mount Hope, Mountain View, Nestor, Otay, Palm City, Paradise Hills, San Ysidro, Shelltown, Sherman Heights, South Bay Terraces, Southcrest, Stockton, Sunset Cliffs and parts of Point Loma and Downtown San Diego. The District includes the unincorporated communities of Bonita, Sunnyside, Lincoln Acres and East Otay Mesa.

Supervisor Cox is assisted by a highly experienced professional staff whose mission it is to make County government work for citizens by focusing on outcomes and results, not process and paperwork.

Public safety is Supervisor Cox's top priority and he works to better protect neighborhoods and fight child and elder abuse. He launched a regional initiative to get the seriously mentally ill homeless off the streets and into treatment and housing, and reentry programs to help rehabilitate people returning from detention to our communities.

He respects the sacrifices of our courageous military veterans and has led numerous initiatives to help them, including Courage to Call and Vets' Community Connections.

Protecting society's most vulnerable individuals is important to Supervisor Cox as he led efforts to create San Pasqual Academy, a residential-educational campus for foster youth, and the Grandparents Raising Grandchildren initiative to develop social support systems for families. He strengthened the region's health safety net and empowered San Diegans to adopt healthier lifestyles through the *Live Well San Diego* initiative.



Supervisor Cox understands that protecting the public's health extends to safeguarding San Diego's environment and he works to ensure that the County closely monitors water quality at its beaches and bays, and is spearheading a multi-pronged effort in Sacramento and Washington, D.C. to stop the flow of sewage into the Tijuana River Valley. He creates recreational and educational opportunities in the Otay Valley, Sweetwater and Tijuana River Valley Regional parks and preserves open space. He champions active transportation through creation of the Bayshore Bikeway and the formation of new urban corridors for bicyclists and pedestrians.

A former educator, Supervisor Cox believes in lifetime learning and he has expanded County libraries in his district to create more learning opportunities. He focuses on job creation and economic development so that residents have job opportunities closer to home, thus improving traffic patterns in South County and minimizing negative impacts on the environment. Supervisor Cox cuts red tape so that small businesses prosper and homegrown enterprises like farmers markets and fishermen's markets thrive.

District 1 encompasses two of the busiest international border crossings in the world and Supervisor Cox is working to ensure the construction of critical infrastructure to improve the flow of commerce across the California-Mexico border.

Supervisor Greg Cox's leadership extends regionally to service on the San Diego County Regional Airport Authority. He is active in the governance of the California State Association of Counties and in July 2018, he will become President of the National Association of Counties, representing 3,069 counties across the nation.

District 2

Supervisor Dianne Jacob is proud to represent the people of San Diego County's majestic Second District which encompasses all of East County and includes the U.S./Mexico Border as its southern boundary, stretches to the mountains of the greater Julian area in its northern reaches and extends to the Imperial County line. The largest of the County's five districts, the Second District features 2,000 square miles of dynamic landscape including stunning chaparral, bustling downtowns, quiet forest and breathtaking desert. Home to more than 630,000 residents, including more than 270,000 unincorporated residents, the Second District has more unincorporated area residents than the other four districts combined. For this reason, many residents depend on County government for nearly all local public services and have more contact with their supervisor than in more urban districts.

The public's safety, stronger fire protection, new libraries, ball fields, recreational opportunities and a fiscally sound County government have been the hallmarks of Supervisor Jacob's leadership. She helped transform a county on the brink of bankruptcy into a strong, lean, service-driven organization that puts taxpayers first. Even before the Cedar Fire in 2003, Supervisor Jacob was working with rural fire agencies to improve fire protection and emergency medical services in rural areas where the threat of wildfire is the most severe. Since 2003, County government has invested nearly \$500 million to make the region safer from wildfire. A former teacher, Supervisor Jacob has long made kids a top priority. Whether it's expanding health care coverage for young children or building and improving places for kids to play, Supervisor Jacob believes safe and healthy kids represent the district's bright future.

The Second District includes the unincorporated communities of Alpine, Boulevard, Campo, Casa de Oro, Crest, Cuyamaca, Dehesa, Descanso, Dulzura, Granite Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Julian, Lake Morena, Lakeside, Mount Laguna, Mount Helix, Pine Hills, Pine Valley, Potrero, Ramona, Rancho San Diego, San Pasqual, Santa Ysabel, Shelter Valley, Spring Valley, Tecate, Vallecitos and Wynola, as well as the Indian Reservations of Barona, Campo, Ewiiapaayp, Inaja/Cosmit, Jamul, La Posta, Manzanita, Mesa Grande, Santa Ysabel, Sycuan and Viejas. The Second District encompasses the cities of El Cajon, La Mesa, Lemon Grove, Santee, Poway and the communities of Allied Gardens, College Area, Del Cerro, Grantville, Navajo, Rolando and San Carlos in the City of San Diego.

District 3

Supervisor Kristin Gaspar is honored to represent a district rich in higher education institutions, thriving technology hubs, and beachside communities that attract visitors from around the

world. From surfers to scientists, the district encompasses communities from the coast to the inland valleys where approximately 630,000 call home.

As a former Chief Financial Officer, Supervisor Gaspar is a proponent of strong fiscal discipline and accountability. The Supervisor believes in protecting the environment and preserving the dwindling number of open spaces. She led the way in building a new 44-acre community park in Encinitas and fought to make sure sand on the coastline was replenished. Supervisor Gaspar is eager to address issues such as the exploding homeless crisis and the growing need for mental health programs. She is also working on a county program that would provide much needed attention and help to those who suffer from Alzheimer's, the debilitating neurological disorder that affects more than 5 million Americans. Preserving and even enhancing the current quality of life for residents is very important for Supervisor Gaspar. This goes hand-in-hand with adequate public safety, improving our streets, infrastructure and neighborhoods.

District 3 is home to a variety of unique communities. There are five incorporated cities, including nearly a dozen distinct neighborhoods within the City of San Diego. The southwest boundary includes Sorrento Valley and Torrey Pines Mesa where there are thriving hubs of pharmaceutical and biotechnology companies that are pioneering and revolutionizing DNA and stem cell research. Also nestled in this district is Qualcomm, Inc., a Fortune 500 company and the region's largest private sector employer. The coastal portion of District 3 includes the cities of Del Mar, Solana Beach and Encinitas. These cities receive services from the County of San Diego that include health, libraries and law enforcement. The northeast corner of District 3 includes Escondido and San Pasqual Valley, communities with rich agricultural roots. There are two more Fortune 500 companies in this district, Sony and Northrup Grumman, both of which employ thousands of local residents. To the south, District 3 includes the bedroom communities of Carmel Mountain Ranch, Scripps Ranch, Tierrasanta and Sabre Springs. Supervisor Gaspar is also proud to represent those serving our country at Marine Corps Air Station Miramar.

District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically diverse district in San Diego County. Approximately 640,000 people reside in the district, which encompasses about half the population of the city of San Diego. Since his election to the Board of Supervisors in 1994, Supervisor Roberts has focused his energy on a wide variety of issues that include improving the plight of foster youth, tackling childhood obesity, taking a leadership role in 2016 to overhaul and improve homeless services and the supply of affordable housing, assisting vulnerable seniors, encouraging investments to improve local roads, regional transit and mobility, enhancing





public safety through technology, supporting growth of the regional economy and making sure that the County of San Diego remains one of the best-managed counties in America.

Because all of the Fourth Supervisorial District is located within the city of San Diego, the bulk of municipal services, like street improvements, trash collection and tree trimming, fall under the jurisdiction of the San Diego City Council. In general, the Board of Supervisors is responsible for issues that are more regional in nature, such as public health, air quality, water quality, probation and operation of the jail system.

The Fourth Supervisorial District spans about 100 square miles, extending north to UC San Diego, west to the Pacific Ocean, east to Encanto and south to Paradise Hills. The district also includes the neighborhoods of Adams North, Alta Vista, Bay Ho, Bay Park, Birdland, Castle, Cherokee Point, Chollas Creek, City Heights (where more than 30 languages are spoken), Clairemont Mesa, Colina Del Sol, Corridor, Cortez Hill, Crown Point, El Cerrito, East Village, Emerald Hills, Encanto, Fairmount Park, Fairmount Village, Gaslamp Quarter, Golden Hill, Hillcrest, Jamacha Lomita, Kearny Mesa, Kensington, La Jolla, Liberty Station, Linda Vista, Little Italy, Loma Portal, Marina, Middletown, Midway, Mission Beach, Mission Hills, Mission Valley, Morena, Normal Heights, North Park, Oak Park, Ocean Beach, Pacific Beach, Park West, Redwood Village, Serra Mesa, Skyline, South Park, Swan Canyon, Talmadge Park, University Heights, Valencia Park and Webster. Points of interest within the district include Old Town State Historic Park, Balboa Park, Ocean Beach Pier, Mission Bay, the Children's Pool in La Jolla and the world-famous San Diego Zoo.

District 5

Supervisor Bill Horn has represented the Fifth District since his election to the Board of Supervisors in 1994. The Fifth Supervisorial District covers the northernmost area of San Diego County, and is more commonly known as North County. It 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 Anza-Borrego Desert. The district, with nearly 1,800 square miles, is a vast resource of nature, industry, resorts, golf courses, fine restaurants, agriculture and a theme park. Supervisor Horn and his staff consider it an honor to serve the approximately 630,000 people who reside in the Fifth District. Supervisor Horn is proud of the County's access to health care, public safety resources, improved methods of protecting the public from sexual predators, emergency preparedness, stellar credit ratings and fiscal management, which allow the County flexibility in so many other areas.

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista, and San Marcos, as well as Marine Corps Base Camp Pendleton. The district includes the unincorporated communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs,

Buena, De Luz, Eagles Nest, Elfin Forest, Fairbanks Ranch, Fallbrook, Gopher Canyon, Harmony Grove, Hidden Meadows, Jesmond Dene, La Jolla Amago, Lake Henshaw, Lake San Marcos, Lake Wohlford, Lilac, Morettis, Oak Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley, Rainbow, Ranchita, Rancho Santa Fe, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, Warner Springs, and Winterwarm. The district is also home to the Indian Reservations of La Jolla, Los Coyotes, Mesa Grande, Pala, Pauma/Yuima, Rincon, Santa Ysabel and San Pasqual. There are also vast areas of National Forest, State Park lands, the San Onofre Nuclear Generating Station and the United States Naval Weapons Station at Fallbrook that fall within the district boundaries.

As a veteran, Supervisor Horn understands how important it is to serve the over one million county residents who are active duty military, veterans or their families. Supervisor Horn declared 2015 to be the "Year of the Veteran" to focus attention on a population he believes is vastly underserved. This coordinated effort strives to make resources available and easily accessible to the men and women who serve or have served our country. Supervisor Horn is committed to working closely with County departments and community partners to enhance our overall support network. This effort will not only benefit San Diego's military families but also lead to a stronger and healthier economy.

Supervisor Horn is also an avocado rancher and citrus grower, and agriculture remains close to his heart. Agriculture is a major industry in the Fifth District and the San Diego region, bringing in over \$1.7 billion in annual revenue to the local economy. Summits and valleys are covered with groves of avocado and citrus trees. Decorative flowers, grown commercially, paint the hills of Carlsbad each year with a rainbow of colors. Elsewhere, cattlemen tend their herds in the oak-studded inland valley, and farmers plant and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the Anza-Borrego Desert. With water availability and distribution a critical need in the region, Supervisor Horn has been a leader in finding solutions to the water crisis.

In addition to agriculture, several other industries make North County a hotbed for economic success. Innovation, tourism and specialized manufacturing are thriving in North County and are the future in the Fifth District. The biotechnology industry has firmly established itself in the District, providing high-paying jobs and cutting-edge opportunities to thousands of workers. North County is also becoming a regional powerhouse for higher education as the California State University San Marcos campus continues to grow along with the Palomar and MiraCosta community college campuses. Under the leadership of Supervisor Horn, plans have been drafted to extend the runway at McClellan-Palomar Airport. The airport is a crucial economic driver for North County, contributing an estimated \$108 million annually to the local economy. Supervisor Horn is also deeply



BOARD OF SUPERVISORS

committed to protecting property rights, creating jobs, ensuring public safety, balancing growth, eliminating traffic congestion and preserving our natural resources.

Read more about Supervisor Bill Horn and his priorities at:

◆ www.BillHorn.com

Related Links

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

◆ www.sandiegocounty.gov/general/bos.html





Staffing by Program

	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Board of Supervisors District 1	9.00	9.00	9.00
Board of Supervisors District 2	11.00	11.00	11.00
Board of Supervisors District 3	11.00	11.00	11.00
Board of Supervisors District 4	10.00	10.00	10.00
Board of Supervisors District 5	13.00	13.00	13.00
Board of Supervisors General Offices	2.00	2.00	2.00
Total	56.00	56.00	56.00

Budget by Program

	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Board of Supervisors District 1	\$ 1,499,898	\$ 1,562,389	\$ 1,817,361	\$ 1,523,478	\$ 1,624,885	\$ 1,624,885
Board of Supervisors District 2	1,665,276	1,623,065	1,747,729	1,645,299	1,744,795	1,744,795
Board of Supervisors District 3	1,267,090	1,562,389	2,002,714	1,548,623	1,562,389	1,562,389
Board of Supervisors District 4	1,311,663	1,562,389	1,811,065	1,448,731	1,624,885	1,624,885
Board of Supervisors District 5	1,330,753	1,562,389	1,949,472	1,716,803	1,679,568	1,679,568
Board of Supervisors General Offices	1,022,804	1,377,326	1,390,976	1,210,403	1,270,042	1,276,792
Total	\$ 8,097,483	\$ 9,249,947	\$ 10,719,317	\$ 9,093,337	\$ 9,506,564	\$ 9,513,314

Budget by Categories of Expenditures

	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Salaries & Benefits	\$ 6,813,970	\$ 7,858,984	\$ 8,070,742	\$ 7,240,315	\$ 8,260,626	\$ 8,267,376
Services & Supplies	1,283,513	1,390,963	2,643,630	1,853,023	1,238,188	1,245,938
Operating Transfers Out	—	—	4,945	—	7,750	—
Total	\$ 8,097,483	\$ 9,249,947	\$ 10,719,317	\$ 9,093,337	\$ 9,506,564	\$ 9,513,314



Budget by Categories of Revenues						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Charges For Current Services	\$ 26	\$ —	\$ —	\$ —	\$ —	\$ —
Miscellaneous Revenues	670	—	—	(670)	—	—
Fund Balance Component Decreases	—	145,054	145,054	145,054	183,004	225,698
Use of Fund Balance	(583,886)	—	1,469,370	(155,939)	58,612	58,612
General Purpose Revenue Allocation	8,680,672	9,104,893	9,104,893	9,104,893	9,264,948	9,229,004
Total	\$ 8,097,483	\$ 9,249,947	\$ 10,719,317	\$ 9,093,337	\$ 9,506,564	\$ 9,513,314



Assessor/Recorder/County Clerk

Mission Statement

To provide prompt and courteous customer service to the public in accomplishing the duties and responsibilities of the department; to have fair and uniform assessments of all taxable property in accordance with property tax laws; to provide for the orderly and expeditious recordation, archiving and retrieval of legal documents submitted and to provide for the efficient distribution to the public. To educate the public in all the department's programs and provide our services with maximum transparency and consideration.

Department Description

The Assessor is mandated by the Constitution of the State of California to locate, identify and establish values for all vacant land, improved real estate, business property and certain mobile homes, boats and aircraft. In addition, the Assessor maintains records on all taxable properties within the boundaries of the County of San Diego, including maintaining maps of all real property parcels. The Recorder is mandated by California 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. In addition, the Recorder maintains and provides certified copies of vital records, including birth, death and public marriage certificates. The County Clerk is mandated by California Government Code to issue and maintain a record of fictitious business names, issue marriage licenses, offer civil marriage ceremonies and to record and provide certified copies of confidential marriage certificates.

To ensure these critical services are provided, the Assessor/Recorder/County Clerk (ARCC) has 410.50 staff years and a budget of \$77.5 million.



2017–18 Accomplishments










Sustainable Environments/Thriving

- Provide and promote services that increase consumer and business confidence
 - ▣ Recorded property ownership in a timely manner, facilitating access to ownership information for the buying, selling and financing of property. (SE/T1)
 - ▣ Located, identified, appraised, and completed 100% (262,867) of mandated assessments of all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules and regulations. (SE/T2)
 - ▣ Indexed 99.97% (93,184 of 93,208) of vital records, certificates and licenses within 48 hours of receipt so the public can have the most current information. (SE/T2)
 - Continued work on the multi-year phased restoration and preservation project for historical recorded documents. Phase I will preserve old microfilm and ensure its survival for future generations. Statement of Work for Phase I is currently being finalized and award anticipated by end of Fiscal Year 2017-18. Phase II will restore and preserve historical recorded documents and maps and build a state-of-the-art archival storage facility. This project is a three to five year effort and is estimated to be completed in Fiscal Year 2019–20 at its earliest.

Operational Excellence

- Align services to available resources to maintain fiscal stability
 - ▣ Collected, distributed and accounted for all mandated fees and transfer taxes thereby ensuring County departments, federal and State agencies, cities and special districts can fulfill their legal obligations. (OE1)

Strategic Initiative Legend

			
BBH	LS	SE/T	OE
	- Audacious Vision		
	- Enterprise Wide Goal		
	- Cross-Departmental Objective		
	- Department Objective		
	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Examined and processed 99.4% (348,176 of 350,378) of documents submitted for eRecording within three hours of receipt providing customers a more efficient and secure recording and document return process. (OE3)
 - Implemented Phase 2A of the Acclaim system which incorporated vital records, Fictitious Business Names, and marriage functionality. The department now has a centralized system and staff no longer has to log in to multiple systems to complete a vital records request. This also allowed for more efficient linking of Proof of Publications to the corresponding Fictitious Business Name filings and made the filings searchable to the public the same day the filing is processed. (OE3)
 - Streamlined and expedited the process of retrieving and recording Local Office Copies of vital records from the State VRIRSA database. These requests can now be processed while the customer waits in the office, when it previously would take three to five business days for the record to be available for purchase. This allows the department to meet the customer's needs in a timely and efficient manner. (OE3)
 - Reengineered and automated the import of birth and death certificates and amendments from HHS. This reduced staff time scanning the certificates and amendments and allowed customers to receive complete records in a more efficient and timely manner. Eliminated the manual certificate paging process and now allows for indexing and verifying of all vital records to be available in the Acclaim system. With Acclaim multiple staff can index and record certificates, previously only one person could record at a time. (OE3)
 - Reengineered the marriage license recording process which replaced the manual assignment of the Local Registration Number (LRN) to be replaced with a system generated LRN. This process also allowed for the simultaneous recording and indexing of the marriage records and eliminated the manual certificate paging process. This reduced processing time by allowing multiple staff to record certificates, previously only one person could record at a time. The increased efficiency of this process allows customers to receive their records in a more effective and timely manner. (OE3)
 - In coordination with the Auditor and Controller, Treasurer-Tax Collector, Clerk of the Board of Supervisors and the County Technology Office, continued the design, development, testing, and implementation of the Integrated Property Tax System (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
- Of the various online forms for submittal and related services to be provided to the public, the Parent/Child Exclusion application process was initiated in Fiscal Year 2017-18. The project is under development and has finalized requirements with projected implementation in Fiscal Year 2018-19. This will provide a more efficient and effective level of customer service by leveraging the latest technology in online form processing and electronic signature technology. (OE3)
- Reengineered and automated the manual processes with Digital Document Processing (DDP) and Business Canvas to provide a faster turnaround time, improve customer service and eliminate paper dependency. The delivery of documents for DDP processing was changed from printing the documents to delivering the document images and electronic workflow. The change in processing resulted in the reduction of printed paper and the expediting of processing documents resulting in a decrease of time needed to provide customer services. (OE3)
- QMatic is an automated queuing process that provides electronic notice to customers being called to a specific window for service. QMatic has been installed and is operational in all branch offices except El Cajon. The new East County Operations and Archive building will have QMatic when constructed. (OE3)
- Procurement of a Commercial and Industrial (C&I) system allowing access to sale and lease information with a complete valuation tool that includes cost, market and income approach has been delayed. Contract in place and project was initiated in July 2018. This will allow for standardization of the appraisal worksheet used by the C&I staff. (OE3)
- Discussions on redesign and remodel of Recorder work space in the County Administration Center are in progress. Once completed, this project will accommodate additional production equipment, relocation of staff to branch offices and enhanced customer service. This project is scheduled to be completed in Fiscal Year 2019-20. The San Marcos remodel project is delayed at this time and will be revisited in Fiscal Year 2019-20. (OE3)
- Redesign and remodel of Recorder work space in the Kearny Mesa office to provide recording service to the public was completed in September 2017. Customers are now able to record documents in all five ARCC locations. (OE3)
- Provided an all-inclusive marriage license and ceremony services at the County Administration Center which allowed the public to obtain a marriage license, have their ceremony performed by County Clerk staff, the marriage license recorded, and the marriage certificate issued in the same visit to the office. This was piloted in Fiscal Year 2017-18 and the results led to cancellation of this service. (OE4)





- Strengthen our customer service culture to ensure a positive customer experience
 - Provided the public with services that are of value to them in a competent and professional manner by achieving a customer service rating of 98%. (OE5)

2018–20 Objectives



Sustainable Environments/Thriving

- Provide and promote services that increase consumer and business confidence
 - Record property ownership in a timely manner, facilitating access to ownership information for the buying, selling and financing of property. (SE/T1)
 - To ensure 100% of appraiser/audit staff is current on all required training to maintain certifications and ability to properly locate, identify, and assess all property. This will assure the public and businesses a fair and uniform assessment under the auspices of all applicable State property tax laws, rules and regulations. (SE/T2)
 - Complete 100% of the State of California Fiscal Year 2018-19 mandated Assessment Roll for the County of San Diego by June 30, 2019. (SE/T2)
 - Continue work on the multi-year phased restoration and preservation project for historical recorded documents. Phase I, which is to be initiated in Fiscal Year 2018-19, will preserve old microfilm and ensure its survival for future generations. Phase II will restore and preserve historical recorded documents and maps and build a state-of-the-art archival storage facility. This project is a three to five year effort and is estimated to be completed in Fiscal Year 2019–20 at its earliest.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Collect, distribute and account for all mandated fees and transfer taxes to ensure County departments, federal and State agencies, cities and special districts can fulfill their legal obligations. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Examine and process 95% of documents submitted for eRecording within three hours of receipt to provide customers a more efficient and secure recording and document return process.
 - In coordination with the Auditor and Controller, Treasurer-Tax Collector, Clerk of the Board of Supervisors and the County Technology Office, continue the design, development, testing, and implementation of the

Integrated Property Tax System (IPTs). This system will significantly improve property assessment, tax collection and apportionment activities in the County.

- Provide the public with a variety of online forms for submittal and related services. This will provide a more efficient and effective level of customer service by leveraging the latest technology in online form processing and electronic signature technology. Projects in Fiscal Year 2018-19 include Parent/Child Exclusion and Seniors Exclusion. (OE3)
- Reengineer and automate the manual processes with Exemptions Check Sheet to provide a faster turnaround time, reduce errors, improve customer service and eliminate paper dependency. The manual process of coordinating over 18 spreadsheets with thousands of rows of data will leverage SharePoint to store the data centrally in the database and utilize the built-in electronic workflow. The change in processing will result in the reduction of printed paper, eliminate manually updating and synchronizing the multiple spreadsheets, reduce data entry errors, and expedite processing the documents. (OE3)
- Upgrade the QMatic queueing system to the latest release that will enhance the current customer notification functionality as well as provide additional functionalities that can be utilized at the front counters to summon or notify back end staff. (OE3)
- Complete installation of a Commercial and Industrial (C&I) system to allow access to sale and lease information with a complete valuation tool that includes cost, market and income approach. This will allow for standardization of the appraisal worksheet used by the C&I staff. (OE3)
- Implement Phase 1 of a Data Warehouse environment that will lay the foundational infrastructure necessary, install the required reporting tools, convert the pilot applications data, and build the reporting environment that will facilitate true end user ad hoc reporting. (OE3)
- Continue the redesign and remodel of Recorder work space in the County Administration Center. This project will accommodate additional production equipment, relocation of staff to branch offices and enhanced customer service. This project is scheduled to be completed in Fiscal Year 2019-20. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
 - Provide the public with services that are of value to them in a competent and professional manner by achieving a customer service rating of at least 93%. (OE5)

Related Links

For more information on the Assessor/Recorder/County Clerk, refer to the website at:

- ◆ <https://arcc.sdcounty.ca.gov>





Performance Measures		2016-17 Actuals	2017-18 Adopted	2017-18 Actuals	2018-19 Adopted	2019-20 Approved
	Mandated assessments completed by close of annual tax roll ¹	100% of 295,178	100%	100% of 262,867	100%	100%
	Vital records, certificates and licenses indexed within 48 hours of receipt ²	99.2% of 96,033	99%	99.97% of 93,208	N/A	N/A
	Satisfactory customer service rating ³	98%	93%	98%	93%	93%
	Examine and process all documents submitted for eRecording within three hours of receipt ⁴	99.9% of 396,898	95%	99.4% of 350,378	95%	95%

Table Notes

- ¹ Measures the performance in locating, identifying and fairly and uniformly appraising all property. Completion of the annual assessment work is the County’s first step to assessing and billing annual property taxes.
- ² Measures the timely manner in which the public can access vital records and certificates affording them the most current information. This measure to be discontinued effective Fiscal Year 2018–19.
- ³ The customer satisfaction rating measures how individuals perceive the department’s ability to provide services of value to them. This rating reflects the percentage of survey questions in which customers indicated at least a satisfactory rating.
- ⁴ Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Staffing

No change in staffing

Expenditures

Net increase of \$7.8 million

- ◆ Salaries & Benefits—increase of \$3.4 million due to increased overtime costs associated with SB 2, *Atkins-Building Homes and Jobs Act*, required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—increase of \$3.6 million mostly due to increased costs in contracted services associated with the restoration and preservation of old books and Recorder Microfilm and major maintenance costs associated with the remodel at the branch offices and East County Operations and Archive building.
- ◆ Capital Assets Equipment—increase of \$0.6 million associated with the East County Operations and Archive building.

- ◆ Operating Transfer Out—increase of \$0.2 million due to contributions to the Major Maintenance Capital Outlay Fund for a one-time capital project at the Kearny Mesa Office.

Revenues

Net increase of \$7.8 million

- ◆ Charges for Current Services—net increase of \$6.0 million
 - ◆ Increase of \$4.5 million in Trust Fund revenues due to anticipated costs in contracted services associated with the restoration and preservation of old books and Recorder Microfilm, and major maintenance costs associated with the remodel at the branch offices and East County Operations and Archive building.
 - ◆ Increase of \$0.7 million in Recording Document revenues associated with the increased overtime costs administering the SB 2 Atkins-Building Homes and Jobs Act.
 - ◆ Increase of \$0.5 million in AB 2890 Recovered Costs revenue to reflect anticipated increase in supplemental assessment revenues.
 - ◆ Increase of \$0.3 million in Property Tax System Administration fee revenue due to improvement in the real estate market.





- ◆ Use of Fund Balance—increase of \$0.6 million for a total budget of \$1.1 million primarily due to negotiated labor agreements, labor-saving automation projects including consolidation of Marine Canvass and Business Canvass Applications and Business Process Reengineering (BPR) project for the Assessor and other one-time IT costs.
- ◆ Fund Balance Component Decrease—increase of \$0.2 million for a total budget of \$1.1 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.

- ◆ General Purpose Revenue Allocation—increase of \$1.0 million primarily due to negotiated labor agreements and increase in retirement contributions.

Budget Changes and Operational Impact: 2018–19 to 2019–20

Net decrease of \$6.8 million primarily due to the anticipated completion of contracts associated with the restoration and preservation of old books and Recorder Microfilm, and major maintenance remodel projects at the branch offices and East County Operations and Archive building.



Staffing by Program						
		Fiscal Year 2017-18 Adopted Budget			Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Property Valuation ID		275.80			275.80	275.80
Recorder / County Clerk		107.80			107.80	107.80
Management Support		27.00			27.00	27.00
Total		410.50			410.50	410.50

Budget by Program						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Property Valuation ID	\$ 37,436,530	\$ 39,621,861	\$ 42,461,017	\$ 37,584,767	\$ 41,039,589	\$ 41,375,247
Recorder / County Clerk	16,513,340	24,923,554	25,943,487	15,898,314	30,742,369	23,452,140
Management Support	4,558,234	5,124,200	6,682,266	5,103,515	5,742,353	5,895,231
Total	\$ 58,508,104	\$ 69,669,615	\$ 75,086,770	\$ 58,586,597	\$ 77,524,311	\$ 70,722,618

Budget by Categories of Expenditures						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Salaries & Benefits	\$ 42,220,626	\$ 44,432,478	\$ 45,820,240	\$ 42,992,983	\$ 47,801,674	\$ 49,967,814
Services & Supplies	16,287,478	25,187,137	28,742,727	15,530,120	28,837,637	20,454,804
Capital Assets Equipment	—	50,000	50,000	9,628	650,000	300,000
Expenditure Transfer & Reimbursements	—	—	—	(2,952)	—	—
Operating Transfers Out	—	—	473,803	56,817	235,000	—
Total	\$ 58,508,104	\$ 69,669,615	\$ 75,086,770	\$ 58,586,597	\$ 77,524,311	\$ 70,722,618





Budget by Categories of Revenues

	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Licenses Permits & Franchises	\$ 1,051,534	\$ 1,000,000	\$ 1,000,000	\$ 987,027	\$ 1,000,000	\$ 1,000,000
Revenue From Use of Money & Property	8,343	10,000	10,000	5,616	—	—
Charges For Current Services	38,186,585	43,160,298	44,507,715	37,005,699	49,209,690	41,197,407
Miscellaneous Revenues	2,042	—	—	(250)	—	—
Fund Balance Component Decreases	—	830,174	941,365	941,365	1,059,457	1,317,400
Use of Fund Balance	(5,130,942)	521,084	4,479,632	(4,500,919)	1,081,438	450,438
General Purpose Revenue Allocation	24,390,541	24,148,059	24,148,059	24,148,059	25,173,726	26,757,373
Total	\$ 58,508,104	\$ 69,669,615	\$ 75,086,770	\$ 58,586,597	\$ 77,524,311	\$ 70,722,618





Treasurer-Tax Collector

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.

Department Description

The Treasurer-Tax Collector is an elected County official whose duties are mandated by State law and the County Charter. These duties include banking, investment, disbursement and accountability for up to \$11.6 billion in public funds invested in the County investment pool; the billing and collection of approximately \$6.1 billion in secured and \$0.18 billion in unsecured property taxes for all local governments; and administering the Improvement Bond Acts of 1911, 1913 and 1915. The Treasurer-Tax Collector also administers the County's Deferred Compensation Program. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the San Diego County Employees Retirement Association (SDCERA) Board.

To ensure these critical services are provided, the Treasurer-Tax Collector has 123.00 staff years and a budget of \$23.3 million.



- Continued to fund the delivery of superior services throughout the San Diego County region, invested public monies held in the Treasury and maximized cash resources without sacrificing the principles of safety or liquidity. (OE1)
- Provided a learning platform and forum to address current government finance issues by facilitating four seminars for local agencies including Fraud Prevention, Cash Handling, Municipal Debt Financing and Investment of Public Funds. (OE1)
- Maintained a collection rate of 99.21% for secured taxes and 97.0% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers. (OE1)
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - In coordination with Assessor/Recorder/County Clerk, Auditor and Controller, and the County Technology Office, continued the design and development of the Integrated Property Tax System (IPTS), which will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
- Strengthen our customer service culture to ensure a positive customer service experience
 - Achieved a customer satisfaction rating of 4.61 on a 5.0 scale, based on Customer Satisfaction Survey results. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Broadened the Countywide base of employees who are planning for financial security during retirement. (OE6)
 - ◆ Achieved enrollment in the Deferred Compensation 457 Plan of 49.6% of eligible County employees through June 30, 2018.

Strategic Initiative Legend

BBH	LS	SE/T	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2017–18 Accomplishments



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Safeguarded public funds and maintained public trust, efficiently managed the provisions of banking services for public entities and County departments. Provided accurate recording of all funds on deposit and facilitated daily reconciliation of funds. (OE1)

- ◆ Maintained the average participant contribution in the Deferred Compensation 457 Plan at \$166 per pay period by June 30, 2018.
- ◆ Continued to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums each fiscal year.
- ◆ Continued to increase employee awareness and understanding of the Deferred Compensation Plan by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees by June 30, 2018.
- ◆ Expanded the knowledge and skills in fiscal controls by newly certifying 217 Cash Handlers in the County and other government entities by June 30, 2018.

will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)

- Strengthen our customer service culture to ensure a positive customer service experience
 - Achieve a customer satisfaction rating of 4.7 on a 5.0 scale, based on Customer Satisfaction Survey results. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Broaden the Countywide base of employees who are planning for financial security during retirement. (OE6)
 - ◆ Achieve enrollment in the Deferred Compensation 457 Plan of 48.5% of eligible County employees through June 30, 2019 and continue to maintain rate of 48.5% through June 30, 2020.
 - ◆ Achieve an average participant contribution in the Deferred Compensation 457 Plan above \$155 per pay period by June 30, 2019 and maintain the participant contribution at \$155 through June 30, 2020.
 - ◆ Continue to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums each fiscal year.
 - ◆ Continue to increase employee awareness and understanding of the Deferred Compensation Plan by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees by June 30, 2019.
 - ◆ Expand the knowledge and skills in fiscal controls by newly certifying 120 Cash Handlers in the County and other government entities by June 30, 2019 and certifying another 120 new Cash Handlers by June 30, 2020.

2018–20 Objectives



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - To safeguard public funds and maintain public trust, efficiently manage the provisions of banking services for public entities and County departments. Provide accurate recording of all funds on deposit and facilitate daily reconciliation of funds. (OE1)
 - To continue to fund the delivery of superior services throughout the San Diego County region, invest public monies held in the Treasury and maximize cash resources without sacrificing the principles of safety or liquidity. (OE1)
 - Provide a learning platform and forum to address current government finance issues by facilitating four seminars for local agencies including Fraud Prevention, Cash Handling, Municipal Debt Financing and Investment of Public Funds. (OE1)
 - Maintain a collection rate of 98.5% for secured taxes and 97.0% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers. (OE1)
 - In coordination with Assessor/Recorder/County Clerk, Auditor and Controller, and the County Technology Office, continue the design and development of the IPTS, which

Related Links

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

- ◆ www.sdttc.com






Performance Measures		2016-17 Actuals	2017-18 Adopted	2017-18 Actuals	2018-19 Adopted	2019-20 Approved
	Secured Taxes Collected (% of total) ¹	99.2%	98.5%	99.2%	98.5%	98.5%
	Unsecured Taxes Collected (% of total) ¹	98.2%	97%	97%	97%	97%
	The Investment Pool met the liquidity needs of participants (Y/N) ²	N/A	N/A	YES	YES	YES
	Customer Satisfaction Ratings (Scale of 1-5, 5 being highest) ³	4.79	4.70	4.61	4.70	4.70
	457 Deferred Compensation Plan average deferral amount per employee per pay period ⁴	\$157	\$150	\$166	\$155	\$155
	Percentage of eligible County employees participating in the 457 Deferred Compensation Plan	48.5%	48.5%	49.6%	48.5%	48.5%
	Number of newly Certified Cash Handlers for the County and other government entities ⁵	155	120	217	120	120

Table Notes

- ¹ With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes. The improved collection rate is a result of a recovering real estate market.
- ² This measure replaces “Rate of Return on Investment Pool”, beginning Fiscal Year 2017–18. The purpose of the investment pool is to safeguard principal, meet the liquidity needs of the participants and achieve investment returns within the parameters of prudent risk management. Meeting the daily liquidity needs of participants is necessary to ensure payroll and other operational and capital needs are covered.
- ³ The Treasurer-Tax Collector mails more than one million tax bills per year. The public reaction to property taxes is strongly affected by economic conditions. This reaction is reflected on the Customer Satisfaction Surveys. Excellent ratings are earned for having questions answered and the level of courtesy experienced; however, the overall experience rating is slightly less than exceptional because some individuals believe the taxes are too high.
- ⁴ The IRS reviews contribution limits on an annual basis and recalculates the limit based on inflation. In 2018 the IRS increased the contribution limit for the first time in three years. As a result the average contribution rate increased 6% in the second half of the fiscal year.
- ⁵ The Treasurer-Tax Collector typically hosts one Certified Cash Handler training class per year.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Staffing

No change in staffing

Expenditures

Net increase of \$0.3 million

- ◆ Salaries & Benefits—increase of \$0.7 million due to required

retirement contributions and negotiated labor agreements.

- ◆ Services & Supplies—decrease of \$0.4 million primarily due to completion of one-time projects for Information Technology (IT) systems.

Revenues

Net increase of \$0.3 million

- ◆ Fines, Forfeitures & Penalties—decrease of \$0.3 million due to re-categorization of revenues to Charges for Current Services.



TREASURER-TAX COLLECTOR

- ◆ Charges for Current Services—increase of \$0.4 million due to re-categorization of revenues offset by decreases for the completion of one-time IT projects.
- ◆ Miscellaneous Revenues—decrease of \$0.2 million due to re-categorization of revenues to Charges for Current Services.
- ◆ Fund Balance Component Decreases—increase of \$0.1 million for a total of \$0.2 million is budgeted to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—increase of \$0.1 million. A total of \$0.3 million is budgeted primarily for negotiated labor agreements and one-time mainframe IT charges.
- ◆ General Purpose Revenue—increase of \$0.2 million primarily due to negotiated labor agreements and an increase in retirement contributions.

Budget Changes and Operational Impact: 2018-19 to 2019-20

No significant changes





Staffing by Program						
		Fiscal Year 2017-18 Adopted Budget			Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Treasury		20.00			21.00	21.00
Deferred Compensation		3.00			3.00	3.00
Tax Collection		83.00			82.00	82.00
Administration - Treasurer / Tax Collector		17.00			17.00	17.00
Total		123.00			123.00	123.00

Budget by Program						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Treasury	\$ 5,246,889	\$ 6,233,154	\$ 6,436,243	\$ 5,458,140	\$ 6,143,974	\$ 6,182,775
Deferred Compensation	287,017	515,930	527,336	336,439	529,516	547,330
Tax Collection	10,833,986	12,296,738	12,947,089	10,053,530	12,202,752	12,445,846
Administration - Treasurer / Tax Collector	3,885,141	3,946,410	4,040,177	4,573,437	4,435,926	4,288,735
Total	\$ 20,253,034	\$ 22,992,232	\$ 23,950,846	\$ 20,421,545	\$ 23,312,168	\$ 23,464,686

Budget by Categories of Expenditures						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Salaries & Benefits	\$ 12,101,852	\$ 13,042,510	\$ 13,496,103	\$ 12,774,671	\$ 13,787,783	\$ 14,392,938
Services & Supplies	8,151,182	9,949,722	10,296,282	7,488,414	9,524,385	9,071,748
Capital Assets Equipment	—	—	158,461	158,461	—	—
Total	\$ 20,253,034	\$ 22,992,232	\$ 23,950,846	\$ 20,421,545	\$ 23,312,168	\$ 23,464,686

Budget by Categories of Revenues						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Fines, Forfeitures & Penalties	\$ 663,118	\$ 920,150	\$ 920,150	\$ 619,892	\$ 620,150	\$ 620,150
Charges For Current Services	13,539,661	14,791,216	14,926,161	12,878,436	15,170,223	15,170,223
Miscellaneous Revenues	291,210	701,748	701,748	313,849	500,000	500,000
Fund Balance Component Decreases	—	133,503	133,503	133,503	171,114	213,427
Use of Fund Balance	(301,438)	190,000	1,013,669	220,250	332,658	142,658
General Purpose Revenue Allocation	6,060,482	6,255,615	6,255,615	6,255,615	6,518,023	6,818,228
Total	\$ 20,253,034	\$ 22,992,232	\$ 23,950,846	\$ 20,421,545	\$ 23,312,168	\$ 23,464,686



Chief Administrative Office

Mission Statement

Work with the Board of Supervisors, public and County employees to create a County government that is customer-focused and responsive to residents’ needs and priorities, effectively implementing the policy direction of the Board of Supervisors, efficiently managing the day-to-day operations and functions of County government and preparing the organization to meet the needs and address the issues that will emerge in the future.

Department Description

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

The Chief Administrative Office is comprised of three units: the CAO Executive Office (the Chief Administrative Officer, Assistant Chief Administrative Officer/Chief Operating Officer and a small support staff), the Office of Ethics and Compliance and the Office of Strategy and Intergovernmental Affairs.

To ensure these critical services are provided, the Chief Administrative Office has 15.50 staff years and a budget of \$5.1 million.



- Provided oversight and guidance to ensure the County moves the dial to create opportunities for all residents—regardless of geographic location, age group, gender, race/ethnicity, or socio-economic level. In Fiscal Year 2017-18 the County continued to implement the Live Well Communities Action Plan throughout County operations. As part of the implementation, the Live Well Communities leadership team composed of the CAO, CAO Chief of Staff and Director of Strategy and Innovation for the Health & Human Services Agency, met with community leaders to identify areas for additional support and collaboration. The County also announced its intent to build a new Live Well Center in Southeastern San Diego.
- Modeled ethical courage by always doing the right thing and acting in the best interests of all.
- Regularly communicated and discussed the importance of the County’s Statement of Values to ensure a consistent and deep understanding of ethics across the enterprise. During Fiscal Year 2017-18, the Chief Administrative Officer, the Office of Ethics and Compliance and leadership “set the tone at the top” through periodic presentations on ethics and the County’s Statement of Values.
- In Fiscal Year 2017-18, the County successfully published 28 completed audits in multiple facets of County operations, providing transparency in all fiscal reporting and audits. (OE4)
- Aligned services to available resources to maintain fiscal stability while providing core service needs to our region
 - Managed risks with regional acumen, fiscal discipline and in accordance with federal and State regulations and Board of Supervisors policies.
 - Held four executive management exchange meetings to focus on operational priorities such as addressing the region’s methamphetamine problem, housing affordability, and fiscal stability and infrastructure. These exchanges are meant to ensure leadership oversight and accountability on the County’s top priorities. The County also continued

Strategic Initiative Legend

BBH	LS	SE/T	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2017–18 Accomplishments

Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise

- to have quarterly monitor and control meetings to review progress toward goals; discussed risks and mitigation strategies; and reviewed budget projections.
- Received GFOA’s Award for Excellence in Government Finance for Leveraging GFOA Best Practices in the Strategic Management of Liabilities: Pension, OPEB, and Renewal of Aged Infrastructure.
- Received GFOA’s Distinguished Budget Award for the Fiscal Year 2017–18 Adopted Budget.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Provided strategic planning and appropriate resources for facility modernization and sustainability to enhance the workplace and better serve our customers through oversight and guidance of the development of the County’s Capital Improvement Needs Assessment (CINA) and Major Maintenance Improvement Plan.
 - Provided support and oversight of the County Communications department’s efforts to provide easy, on-the-go access to important County information through social media. Increased number of followers on Facebook and Twitter by 22% during Fiscal Year 2017–18.
- Strengthen our customer service culture to ensure a positive customer experience
 - Continued to promote a culture that serves with Helpfulness, Expertise, Attentiveness, Respect, and Timeliness (HEART) by awarding 18 employees the Heart of Service Award for exemplifying HEART and providing a positive customer experience. The team from the department of Animal Services was recognized for being instrumental in the success of our Animal Services Volunteer program restructure. The Probation Youth Running program was recognized for giving youth in detention not only a physical outlet for stress but also meditative time to refocus and readjust attitudes that landed them in trouble. The Specialty Collaborative Courts team from the Public Defender’s Office, District Attorney’s Office, Probation and the Courts was recognized for their outstanding efforts in handling central felony probation violations, parole and Post Release Community Supervision (PRCS) violations, mandatory supervision Courts, reentry Court, three different drug courts, and veterans’ treatment court. (OE5)
 - In support of the County’s Customer Experience Initiative, County staff selected an enterprise survey tool that will serve as an enterprise-wide solution to help measure customer satisfaction. Launch of the tool is scheduled for Summer 2018. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted

- Sustained a high level of government excellence through succession planning, mentoring, training and attracting forward-thinking and competent talent to continue the County’s journey toward becoming world class. In Fiscal Year 2017-18 the County began implementing the employee engagement program that focuses on engaging, enhancing, and empowering our employees. Highlights of the program include: Employee Intramural Sports, TED Talks, and employee event notifications via text message. (OE6)
- Championed the Diversity & Inclusion (D&I) initiative by implementing objectives of the County’s Diversity & Inclusion strategic plan. Provided leadership and oversight by facilitating the Diversity & Inclusion Executive Council. 81 D&I champions are currently going through a D&I training program to give them tools to bring D&I to life at all levels of the organization. Also, the County now has 10 Employee Resource Groups that contribute to increasing workforce diversity and promoting inclusion. (OE6)
- Championed employee wellness activities to ensure team members thrive.

2018–20 Objectives

The Chief Administrative Office is responsible for a countywide focus on ethics and integrity, fiscal stability, a positive customer experience, operational excellence and a commitment to service improvement in pursuit of the County’s vision—a region that is Building Better Health, Living Safely and Thriving.



Operational Excellence

- Promote a culture of ethical leadership and decision making across the enterprise
 - Provide oversight and guidance to ensure the County moves the dial to create the opportunity for all residents—regardless of geographic location, age group, gender, race/ethnicity, or socio-economic level—to achieve the *Live Well San Diego* vision by engaging the community, strengthening existing services, and serving for results in the Live Well Communities project.
 - Model ethical courage by always doing the right thing and acting in the best interests of all.
 - Regularly communicate and discuss the importance of the County’s Statement of Values to ensure a consistent and deep understanding of ethics across the enterprise.
 - Be transparent in fiscal reporting and audits. (OE4)
- Align services to available resources to maintain fiscal stability while providing core service needs to our region
 - Manage risks with regional acumen, fiscal discipline and in accordance with federal and State regulations and Board of Supervisors policies.





- Oversee operations to ensure program needs are met and specific outcomes are achieved
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Provide strategic planning and appropriate resources for facility modernization and sustainability to enhance the workplace and better serve our customers.
 - Deliver direct communications about, online access to and resourceful apps for program services.
 - Lead the implementation of a countywide data and performance analytics strategy that will enhance operational performance and service delivery through data and performance analytics, improved cross-departmental data sharing, and external data availability.
- Strengthen our customer service culture to ensure a positive customer experience
 - Continue to promote a culture that serves with HEART (Helpfulness, Expertise, Attentiveness, Respect, and Timeliness) at our core by recognizing a department and/or employee annually for creativity and demonstrated outcomes towards ensuring a positive customer experience. (OE5)

- Provide tools across the enterprise to measure customer satisfaction. (OE5)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Sustain government excellence through succession planning, mentoring, training and attracting forward-thinking and competent talent to continue the County’s journey to becoming world class. (OE6)
 - Champion the Diversity & Inclusion strategic plan and enterprise initiatives of the Employee Resource Group Council. (OE6)
 - Champion employee wellness activities to ensure team members thrive.

Related Links

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

- ◆ www.sandiegocounty.gov/cao

Budget Changes and Operational Impact: 2017–18 to 2018–19

Staffing

No change in staffing

Expenditures

Net decrease of \$0.1 million

- ◆ Salaries & Benefits—increase of \$0.1 million due to required retirement contributions and negotiated labor agreements.

- ◆ Services & Supplies—decrease of \$0.2 million due to public liability costs.

Revenues

Decrease of \$0.1 million

- ◆ General Purpose Revenue Allocation—decrease of \$0.1 million, primarily due to a decrease in public liability costs.

Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes

Staffing by Program						
		Fiscal Year 2017-18 Adopted Budget			Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Executive Office		6.00			6.00	6.00
Office of Intergovernmental Affairs		5.50			5.50	5.50
Office of Ethics & Compliance		4.00			4.00	4.00
Total		15.50			15.50	15.50

Budget by Program						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Executive Office	\$ 1,882,247	\$ 1,930,984	\$ 2,004,486	\$ 2,096,740	\$ 1,834,343	\$ 1,885,297
Office of Intergovernmental Affairs	1,443,532	1,718,881	1,818,826	1,476,711	1,725,088	1,747,283
County Memberships and Audit	630,241	773,342	795,842	659,136	765,313	765,351
Office of Ethics & Compliance	701,083	770,609	796,847	726,326	789,843	815,072
Total	\$ 4,657,103	\$ 5,193,816	\$ 5,416,001	\$ 4,958,913	\$ 5,114,587	\$ 5,213,003

Budget by Categories of Expenditures						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Salaries & Benefits	\$ 2,846,137	\$ 3,156,276	\$ 3,274,564	\$ 3,052,201	\$ 3,289,205	\$ 3,387,583
Services & Supplies	1,810,966	2,037,540	2,141,437	1,906,712	1,825,382	1,825,420
Total	\$ 4,657,103	\$ 5,193,816	\$ 5,416,001	\$ 4,958,913	\$ 5,114,587	\$ 5,213,003

Budget by Categories of Revenues						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Charges For Current Services	\$ 179,934	\$ 176,052	\$ 176,052	\$ 176,052	\$ 184,463	\$ 184,463
Miscellaneous Revenues	—	—	—	14	—	—
Fund Balance Component Decreases	—	56,709	56,709	56,709	72,824	90,953
Use of Fund Balance	(290,968)	—	222,185	(234,918)	26,713	26,713
General Purpose Revenue Allocation	4,768,137	4,961,055	4,961,055	4,961,055	4,830,587	4,910,874
Total	\$ 4,657,103	\$ 5,193,816	\$ 5,416,001	\$ 4,958,913	\$ 5,114,587	\$ 5,213,003



Auditor and Controller

Mission Statement

To provide superior financial services for the County of San Diego that ensure financial integrity, promote accountability in government and maintain the public trust.

Department Description

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

To ensure these critical services are provided, the A&C has 238.50 staff years and a budget of \$37.2 million.



2017–18 Accomplishments



Living Safely

- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
 - The Gross Recovery Rate (GRR) for Fiscal Year 2016-17 was 130%, exceeding the collections performance benchmark of 34% adopted by the Judicial Council. This rate is used to measure a program's performance and ability to successfully collect/resolve delinquent debt. The Office of Revenue and Recovery continued to meet all 25 recommended collection best practices as described in California Penal Code 1463.007, and our GRR ranked in the top 10% of the 58 programs statewide for the last 3 years.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Plans to upgrade the County's Oracle Financials system have been pushed out a year until the successful completion of transition to the new data center. The planned upgrade to the Oracle 12c database release will provide the County's Oracle Financials system with the latest secure data management capabilities while also maintaining application support. The Oracle Financials system is the County's financial system of record, which is primarily used to account for the County's financial transactions and provide data for internal and external reporting purposes.
 - Earned the State Controller's Award for Counties Financial Transactions Reporting for the Fiscal Year ending June 30, 2016, the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the

Strategic Initiative Legend

BBH	LS	SE/T	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

PAFR for the Fiscal Year ending June 30, 2017. These awards demonstrate the County’s regional leadership in preparing accurate and timely reports and contribute to the County’s credit worthiness and maintaining a AAA rating from three major rating agencies. (OE1)

- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Clerk of the Board of Supervisors, and the County Technology Office continued the design, development, testing, and implementation of the Integrated Property Tax System (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
- Published the completed audits performed by the Office of Audits and Advisory Services (OAAS) on the department’s website, including State-mandated and operational/performance audits, to ensure the integrity of management control systems, to improve performance across the enterprise, and to ensure the most efficient use of resources. (OE4)
- Attained a rate of 91% (of 71) for audit recommendations contained in internal audit reports issued by OAAS implemented on or before their due date. (OE4)
- Processed 99.0% (113,461 of 114,607) of County payments within five business days after receipt of invoice by Accounts Payable, thereby ensuring timely payment of vendors and contractors. The prompt payment of invoices ensured that the County captured any discounts that were available for early invoice payment. Although the goal was not achieved, all available discounts were captured.
- Achieved a recovery rate percentage of 7.38%, which exceeded the goal of 7.25%. This rate measures the effectiveness of the Office of Revenue & Recovery’s (ORR) collection activities which includes some of the most difficult debt types. ORR collected \$18.4 million this fiscal year (\$1.4 million more than last fiscal year), which are continually reinvested towards County programs in Public Safety and Health & Human Services.
- Partnered with the IT Outsourcer to establish functional, business, and technical requirements for the cashiering system replacement in ORR and completed the vendor selection process. By working with the Library and Clerk of the Board, ORR created the beginning of a possible Enterprise-wide solution, resulting in major efficiencies in the vendor selection and procurement process. This will expand collection/payment abilities, support more modern payment channels and faster and more convenient processing for residents/customers, and result in cost savings that will benefit all departments.
- Administered the Ethics Hotline in coordination with the Office of Ethics and Compliance. Monitored the investigation and resolution of all cases reported through the Ethics Hotline.

- Submitted 100% (1,347) of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions. (OE4)
- Continued to support financial literacy in the County by providing A&C curriculum and conducted 19 trainings that focused on core competencies of employees in accounting functions. (OE2)
- Strengthen our customer service culture to ensure a positive customer experience
 - Provided ongoing customer service training to all A&C staff to enhance customer service skills and techniques. (OE5)

2018–20 Objectives



Living Safely

- Expand data-driven crime prevention strategies and utilize current technologies to reduce crime at the local and regional level
 - Meet or exceed the collections performance benchmark (34%) adopted by the Judicial Council (JC). This rate is calculated using the County and San Diego Superior Court’s combined delinquent court-ordered debt collections, adjustments and discharges against total referrals (newly established debt) for a particular fiscal year. This rate is reported to the State Legislature annually and is used to measure a program’s performance and ability to successfully collect/resolve delinquent debt, including alternate sentencing, community service, suspended services and discharges.



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Validate at least 95% of audit recommendations reported as implemented within ten business days. The OAAS issues audit reports that include recommendations for the improvement of County operations. County departments are required to provide a corrective action plan that includes a completion date for the implementation of recommendations. (OE4)
 - Monitor and investigate 100% of Fraud, Waste and Abuse allegations reported through the Ethics Hotline. The OAAS administers the Ethics Hotline in coordination with the Office of Ethics and Compliance. On average, 55 reports are received annually through the Ethics Hotline from various sources. Reports primarily involve Fraud, Waste and Abuse or Labor Relations.





- Process 100% of County invoices within five business days after receipt from departments to ensure timely payments of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.
- Earn the State Controller's Award for Counties Financial Transactions for the Fiscal Year ending June 30, 2017, the GFOA Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the PAFR for the Fiscal Year ending June 30, 2018. These awards demonstrate the County's regional leadership in preparing accurate and timely reports and contribute to the County's credit worthiness and obtaining/maintaining a AAA rating from the three major rating agencies. (OE1)
- Submit 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions. (OE4)
- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, Clerk of the Board of Supervisors, and the County Technology Office continue the design, development, testing, and implementation of the Integrated Property Tax System (IPTS). This system will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
- Upgrade the County's Oracle Financials system database which is currently running on the Oracle 11gR2 database release and is nearing the end of vendor support. Oracle Financials is used by the County to record cash deposits, process vendor payments, and prepare its annual audit of financial statements which are factors considered by credit agencies when determining the County's credit rating. Therefore, the supportability of critical enterprise systems, such as Oracle Financials, is essential to minimize the risk of service disruptions that could prevent users from carrying out these vital business functions. The planned upgrade to the Oracle 12c database release will also provide the County's Oracle Financials system with the latest secure data management capabilities while maintaining application support.
- Meet or exceed an actual recovery rate percentage (total dollars collected/total available accounts receivable) of 7.45%. This measure represents the effectiveness of collection activities performed by ORR. ORR provides cost effective and efficient accounts receivable management services on over 500,000 accounts and is responsible for achieving a fair and equitable balance between citizens who pay for obligations/services received and taxpayers who fund those that are unpaid. The collected funds are continually reinvested towards County programs in Public Safety and Health & Human Services.
- Implement cashiering system replacement in ORR. The current cashiering system is outdated and does not support modern payment channels or offer effective reporting and audit trail options. The new system will be fully integrated and will be the central channel for all incoming funds to facilitate reconciliation, and allow for payment processing via multiple and varied workstations and incorporate modern and anticipated future best practices. These enhancements will eliminate duplicate work, increase efficiency and accuracy while processing payments. The solution will be designed for Enterprise Wide use and to accommodate other County departments in an effort to further maximize customer service/satisfaction, cost savings and efficiency.
- Continue to support financial literacy in the County by developing A&C curriculum and conducting at least 14 trainings that focus on core competencies of employees in accounting functions. (OE2)
- Achieve success/quality rate of at least 90% in obtaining Telephone Consumer Protection Act (TCPA) customer consents in the ORR allowing the department to make calls using a pre-recorded voice or send SMS text messaging. Obtaining consent ensures ORR is compliant with the law, while continuing to provide important messages in an effective and efficient manner to our customers.
- Achieve success/quality rate of at least 90% in recovering unclaimed property claims belonging to County of San Diego.
- Process 'Demands' within an average of ten business days from the date of receipt in the Office of Revenue and Recovery, Enforcement Division, to clean liens and judgments in order to meet statutory deadlines.
- Process 'Probation Cost and Attorney Fee' judgements to secure debts owed to the County within an average of ten business days from the date of receipt in the Office of Revenue and Recovery, Enforcement Division.
- Strengthen our customer service culture to ensure a positive customer experience
 - Provide ongoing customer service training to all A&C staff to enhance customer service skills and techniques. (OE5)

Related Links

For additional information about the Auditor and Controller, refer to the website at:

- ◆ www.sandiegocounty.gov/auditor



Performance Measures		2016-17 Actuals	2017-18 Adopted	2017-18 Actuals	2018-19 Adopted	2019-20 Approved
	Processing—County payments processed within five days of receipt of invoice in Accounts Payable ¹	99% of 115,800	100%	99% of 114,607	N/A	N/A
	Processing—County invoices processed within five days of receipt from departments ²	N/A	N/A	N/A	100%	100%
	Reporting—Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date	100% of 1,360	100%	100% of 1,347	100%	100%
	Auditing—Audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) that were implemented on or before their due date ³	93% of 43	95%	91% of 71	N/A	N/A
	Auditing—Audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) that are reported as implemented are validated within ten business days ⁴	N/A	N/A	N/A	95%	95%
	Collection—Meet or exceed Actual Recovery Rate Percentage (total dollars collected/total available accounts receivable) ⁵	7.17%	7.25%	7.38%	7.45%	7.45%

Table Notes

- ¹ This measure will be discontinued effective Fiscal Year 2018–19 and replaced by another measure to more accurately reflect the Accounts Payable process.
- ² This is a new measure effective Fiscal Year 2018–19 to reflect the Accounts Payables division's approval time once an invoice has been received from County departments
- ³ Audit recommendations seek to improve and strengthen County operations in areas of risk management, control, and governance processes. The implementation percentage quantifies the impact and quality of OAAS audit recommendations towards improving County operations in accordance with the objectives of the General Management System. This measure will be discontinued in Fiscal Year 2018–19.
- ⁴ This is a new measure effective Fiscal Year 2018–19, which reflects that Audit recommendations seek to improve and strengthen County operations in areas of risk management, control, and governance processes. The validation of implementation percentage quantifies the impact and quality of OAAS audit recommendations towards improving County operations in accordance with the objectives of the General Management System.
- ⁵ This measure represents the effectiveness of collection activities performed by the Office of Revenue and Recovery (ORR). ORR is responsible for the management, collections, and accounting of receivables owed to the County of San Diego for a variety of programs and services, excluding child support and property taxes.





Budget Changes and Operational Impact: 2017–18 to 2018–19

Staffing

Increase of 1.00 staff year

- ◆ Increase of 1.00 staff year to support operational needs of the Project, Revenue and Grants Accounting unit in the Controller division.

Expenditures

Net increase of \$0.9 million

- ◆ Salaries & Benefits—increase of \$1.7 million as a result of one new staff year, required retirement contribution and negotiated labor agreements.
- ◆ Services & Supplies—decrease of \$0.8 million primarily as a result of removal of one-time costs associated with various IT projects budgeted in Fiscal Year 2017–18.

Revenues

Net increase of \$0.9 million

- ◆ Charges for Current Services—decrease of \$0.1 million due to changes in the cost allocation plan revenues.

- ◆ Fund Balance Component Decreases—increase of \$0.1 million for a total budget of \$0.6 million to support a portion of departmental costs of the County's existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026–27.
- ◆ Use of Fund Balance—net decrease of \$0.4 million for a total budget of \$1.0 million, including:
 - ◆ \$0.2 million for one-time software costs related to the implementation of new lease reporting requirements in accordance with GASB 87.
 - ◆ \$0.1 million for one-time mainframe IT charges.
 - ◆ \$0.4 million for one-time IT project costs related to development of reports for the Integrated Property Tax System.
 - ◆ \$0.3 million for negotiated labor agreements.
- ◆ General Purpose Revenue Allocation—increase of \$1.3 million primarily due to negotiated labor agreements and an increase in retirement contributions.

Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes

Staffing by Program						
		Fiscal Year 2017-18 Adopted Budget			Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Audits		15.00			15.00	15.00
Controller Division		98.00			99.00	99.00
Revenue and Recovery		98.50			98.50	98.50
Administration		15.00			15.00	15.00
Information Technology Mgmt Services		11.00			11.00	11.00
Total		237.50			238.50	238.50

Budget by Program						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Audits	\$ 2,550,105	\$ 2,526,930	\$ 2,616,780	\$ 2,690,177	\$ 2,692,336	\$ 2,805,936
Controller Division	11,283,346	12,505,972	12,895,923	11,841,215	13,383,097	13,367,880
Revenue and Recovery	9,982,006	10,450,512	10,955,622	9,661,009	9,991,384	10,453,161
Administration	2,679,928	3,070,682	3,229,782	2,830,249	3,452,131	3,433,386
Information Technology Mgmt Services	8,333,615	7,722,817	14,053,090	8,108,136	7,686,988	7,761,325
Total	\$ 34,828,998	\$ 36,276,913	\$ 43,751,197	\$ 35,130,786	\$ 37,205,936	\$ 37,821,688

Budget by Categories of Expenditures						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Salaries & Benefits	\$ 22,235,797	\$ 23,953,330	\$ 24,842,628	\$ 23,820,726	\$ 25,620,168	\$ 26,953,608
Services & Supplies	12,755,671	12,488,341	19,034,215	11,443,642	11,740,169	11,032,838
Other Charges	51,502	50,000	50,000	46,171	50,000	50,000
Capital Assets Equipment	—	—	31,888	22,085	—	—
Expenditure Transfer & Reimbursements	(213,972)	(214,758)	(214,758)	(202,842)	(214,758)	(214,758)
Operating Transfers Out	—	—	7,224	1,004	10,357	—
Total	\$ 34,828,998	\$ 36,276,913	\$ 43,751,197	\$ 35,130,786	\$ 37,205,936	\$ 37,821,688





Budget by Categories of Revenues

	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Intergovernmental Revenues	\$ 96,197	\$ 4,000	\$ 4,000	\$ 2,944	\$ 48,449	\$ 48,449
Charges For Current Services	6,385,008	6,435,078	6,435,078	6,578,364	6,356,598	6,356,598
Miscellaneous Revenues	294,366	220,000	220,000	347,977	220,000	220,000
Fund Balance Component Decreases	—	453,681	453,681	453,681	582,680	727,804
Use of Fund Balance	577,504	1,413,253	8,887,537	(3,080)	980,964	270,964
General Purpose Revenue Allocation	27,475,923	27,750,901	27,750,901	27,750,901	29,017,245	30,197,873
Total	\$ 34,828,998	\$ 36,276,913	\$ 43,751,197	\$ 35,130,786	\$ 37,205,936	\$ 37,821,688





County Technology Office

Mission Statement

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

Department Description

The County Technology Office (CTO) ensures that the enterprise has the required information technology (IT) infrastructure, tools, and resources to meet their respective missions. The CTO provides leadership and guidance for the optimal management of IT.

To ensure these critical services are provided, the CTO has 15.00 staff years, an operating budget of \$19.9 million and an IT internal service fund of \$175.8 million.

Strategic Initiative Legend

BBH	LS	SE/T	OE
	- Audacious Vision		
	- Enterprise Wide Goal		
	- Cross-Departmental Objective		
	- Department Objective		
	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2017–18 Accomplishments

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - ▣ Integrated the County Constituent Relationship Management (CCRM) system to support the County's document repository and archiving solution, Documentum, and the County's geographic information system capabilities. Completed June 2018. (OE3)
 - ▣ Enhanced reporting functionality in the County's IT cost management/chargeback billing application, ITrack, to support users' need for a robust, user-friendly application. Completed February 2018. (OE3)
 - ▣ Continued to provide technical support for the ConnectWellSD application. ConnectWellSD provides HHSA, its community partners, and other County



departments the capability to access a comprehensive view of a client's history, thereby creating a coordinated care network between multiple providers. (OE3)

- ▣ Continued to provide Program Management and oversight over the Integrated Property Tax System (IPTS) project. IPTS will significantly improve property assessment, tax collection and apportionment activities in the County. (OE3)
- ▣ Continued to effectively manage the performance of the County's IT Outsourcing Provider to ensure timeliness and value of IT services. (OE3)
- Achieved 95% performance of the Service Levels (previously "Minimum Acceptable Service Levels") by the Outsourcing Provider, which is less than the 99% goal due to challenges related to new systems that are being implemented as part of the transition to a new contract.
- Achieved 100% IT project performance to budget and schedule by the IT Outsourcing Provider.
- ▣ Improved upon the information available in Applications Manager, the County's system of record for business applications portfolio, by adding desktop applications into the repository. This improvement enables the generation of a comprehensive report showing portfolio, cloud, infrastructure, and desktop applications used in the enterprise. (OE3)
- ▣ Continued to provide project management and support to County Departments for the Microsoft Windows 10 Operating System (OS) upgrade effort. This multi-year effort will ensure the successful migration of all enterprise-wide desktop and laptop devices to the new Windows 10 OS and that all business applications are compatible and functioning with the new OS by Fiscal Year 2019–20. (OE3)
- ▣ Continued to test CTO-managed applications and platforms to ensure compatibility with Windows 10 and remediate as needed. Completed June 2018. (OE3)

- Implemented Phase I and Phase II of Automated Provisioning technologies. This will reduce the risk of unauthorized user access to the County network (applications, shared drives, etc.), automate account creation/termination and improve user account management, and ensure that the County complies with audit requirements. This is a multi-year project, the User Acceptance Testing for Phase I is anticipated to be completed Fall 2018. (OE3)
- Integrated Microsoft Skype for Business with the County's telephone system, providing capability to place phone calls from either desk phone or computer. Completed January 2018. (OE3)
- Improved the County's ability to comply with Senate Bill (SB) 272, The California Public Records Act: local agencies: inventory (2015) by enhancing the system of record for business applications to allow for automated reporting on systems that meet required reporting criteria. Completed March 2018. (OE3)
- Upgraded the County's website authoring platform. This technology upgrade will provide County users with new and improved functionality and allow the County to remain on a current, vendor-supported version of the product. Completed February 2018. (OE3)
- Completed the planning phase of upgrading several core products that make up the County's Enterprise Document Processing Platform (EDPP). This technology upgrade provides County users with new and improved functionality and allow County to remain on a current, vendor-supported version of the product. The implementation phase is scheduled to complete in Fiscal Year 2018-19. (OE3)
- Implemented replacement scanning software for the enterprise that is required to support the business needs of the following departments: Health & Human Services Agency, Auditor & Controller, and Purchasing & Contracting. Completed February 2018. (OE3)
- Completed the transition of services to the new Information Technology and Telecommunications Services Agreement. Completed April 2018. (OE3)
- Integrated Active Directory with the Oracle Identity and Access Management Platform in support of the Phase I of Automated Provisioning technologies project. Completed December 2017. (OE3)
- Upgraded Oracle Business Intelligence (OBI) platform to ensure currency of platform and associated components. The upgrade project will also explore database infrastructure to increase performance and availability. To be completed in Fall 2018. (OE3)
- Implemented enterprise Data Discovery scanning application, which will provide for the discovery of possible Personal Identifiable Information (PII) stored in unintended locations thereby reducing the risk of unauthorized access and dissemination of PII. Completed June 2018. (OE3)
- Implemented enterprise Self Service Password Reset tool, which provides County employees with the ability to unlock or reset their passwords without having to call the Service Desk. Completed February 2018. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
 - Continued to effectively manage the performance of the County's IT Outsourcing Provider to ensure end-user satisfaction. (OE3)
 - Achieved 93% IT customer satisfaction survey results by the Outsourcing Provider, as contractually defined.
 - Achieved 100% of target for County end-user satisfaction with delivery of IT services relative to over 400 public and private organizations. The percentage reflects the County's end-user satisfaction with the delivery of IT services relative to 400+ public and private organizations, using Gartner Inc.'s Best in Class score for IT Customer Satisfaction as a benchmark. Best in Class is defined as the top ten percent (10%) of scores obtained from organizations who participated in Gartner's IT Customer Satisfaction survey.

2018–20 Objectives



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Upgrade several core products (Documentum, LiveCycle Forms) that make up the County's Enterprise Document Processing Platform (EDPP). This upgrade will provide County users with new and improved functionality and allow County to remain on a current, vendor-supported version of the product. (OE3)
 - Upgrade the County's Enterprise Single Sign-on solution, Identity Access Management (IDAM). This upgrade will allow County to remain on a current, vendor-supported version of the product for both hardware and software, and minimize downtime for end users. (OE3)
 - Expand the capabilities of the Justice Electronic Library System (JELS) to include: distribution of electronic collection referrals to Office of Revenue and Recovery, establishing an Electronic Media Center for Juvenile Delinquency justice partners and establishing an electronic Case File strategy for County Counsel Dependency cases. (OE3)





- Implement enhancements to the County’s Fusion Middleware (FMW) platform, which provides service oriented architecture and web services, to support email integration for notifications and workflow. (OE3)
- Implement enhancements to the County’s Open Data Portal (ODP), which is a tool that makes certain County data available to the public, that would allow for automation of data publishing. (OE3)
- Implement the Microsoft Teams platform as the replacement technology for the County’s unified communications solution, Skype for Business. (OE3)
- Implement enhancements to DocVault, the system of record for the County’s IT documentation, to support users’ need for an efficient and user-friendly application. (OE3)
- Implement replacement technology for the County’s document and records viewer, Webtop, as there is no upgrade path provided by vendor and support ends in 2018. (OE3)
- Implement enhancements to ensure a secure IT environment. (OE3)
- Develop and implement end-user multi-factor authentication methodology to improve overall County security for identification.
- Enhance current desktop end point security to provide higher levels of protection for County users and data.
- Implement cloud based security broker tools that have the ability to work across all County cloud based applications, especially Office 365, to ensure protection of County data wherever it resides.
- Migrate all County employees’ file shares to OneDrive for Business storage service. This migration will provide enhanced functionality and reduce recurring network storage cost. (OE3)
- Establish formal process to explore and pilot innovative IT proof of concepts. (OE3)
- Enhance business application portfolio management utilizing a suite of tools that provide standardized IT architecture, technology lifecycle management, application lifecycle, investment opportunities, and IT asset management. (OE3)
- Continue to provide technical support for the ConnectWellSD application. ConnectWellSD provides HHS, its community partners and other County

departments the capability to access a comprehensive view of a client's history, thereby creating a coordinated care network between multiple providers. (OE3)

- Continue to provide Program Management and oversight over the Integrated Property Tax System (IPTS) project. IPTS will significantly improve County’s property assessment, tax collection and apportionment activities. (OE3)
- Continue to provide project management and support to County Departments for the Microsoft Windows 10 OS upgrade effort, including testing of enterprise applications and platforms. This multi-year effort will ensure the successful migration of all enterprise-wide desktop and laptop devices to the new Windows 10 OS and that all business applications are compatible and functioning with the new OS by Fiscal Year 2019–20. (OE3)
- Continue to effectively manage the performance of the County’s IT Outsourcing Provider to ensure timeliness and value of IT services. (OE3)
- Achieve 99% performance of the Service Levels by the Outsourcing Provider.
- Achieve 100% IT project performance to budget and schedule by the Outsourcing Provider.
- Strengthen our customer service culture to ensure a positive customer experience
 - Continue to effectively manage the performance of the County’s IT Outsourcing Provider to ensure end-user satisfaction. (OE3)
 - Achieve 93% overall rating from Service Desk users for delivery of IT services.
 - Achieve 100% of target for County end-user satisfaction with delivery of IT services relative to over 400 public and private organizations. The percentage reflects the County's end-user satisfaction with the delivery of IT services relative to 400+ public and private organizations using Gartner Inc.’s Best in Class score for IT Customer Satisfaction as a benchmark. Best in Class is defined as the top ten percent (10%) of scores obtained from organizations who participated in Gartner’s IT Customer Satisfaction survey.

Related Links

For additional information about the CTO, refer to the website at:

- ◆ www.sandiegocounty.gov/cto




Performance Measures		2016-17 Actuals	2017-18 Adopted	2017-18 Actuals	2018-19 Adopted	2019-20 Approved
	IT initiatives resulting from CTO-driven advanced planning. ¹	2	4	4	5	5
	Outsourcing Provider IT Service Levels (previously “Minimum Acceptable Service Level”) performance. ²	98%	99%	95%	99%	99%
	Outsourcing Provider IT project performance to budget and schedule. ³	100%	87%	100%	100%	100%
	County end-user satisfaction with delivery of IT services relative to 400+ public and private organizations. ⁴	99.8%	100%	100%	100%	100%
	Outsourcing Provider IT customer satisfaction survey results. ⁵	N/A	80%	93%	93%	93%

Table Notes

¹ CTO-driven advanced planning initiatives for Fiscal Year 2018–19:

1. Upgrade several core products (Documentum, LiveCycle Forms) that make up the County’s Enterprise Document Processing Platform (EDPP). This upgrade will provide County users with new and improved functionality and allow County to remain on a current, vendor-supported version of the product.
2. Upgrade the County’s Enterprise Single Sign-on solution, Identity Access Management (IDAM).
3. Implement enhancements to the County’s Fusion Middleware (FMW) platform, which provides service oriented architecture and web services, to support email integration for notifications and workflow.
4. Implement the Microsoft Teams platform as the replacement technology for the County’s unified communications solution, Skype for Business.
5. Migrate all County employees’ file shares to OneDrive for Business storage service. This migration will provide enhanced functionality and reduce recurring network storage cost.

² The percentage reported reflects the Service Levels (formerly “Minimum Acceptable Service Levels (MASLs)”) achieved by the Outsourcing Provider compared to the Service Levels missed in a given fiscal year. Service Levels are defined in the IT Outsourcing Agreement.

³ The percentage reported reflects the Service Levels (formerly MASLs) for IT project management achieved by the Outsourcing Provider compared to the Service Levels for IT project management missed in a given fiscal year. Service Levels are defined in the IT Outsourcing Agreement.

⁴ The percentage reflects the County’s end-user satisfaction with the delivery of IT services relative to over 400 public and private organizations, using Gartner Inc.’s Best in Class score for IT Customer Satisfaction as a benchmark. Best in Class is defined as the top ten percent (10%) of scores obtained from organizations that participated in Gartner’s IT Customer Satisfaction survey.

⁵ The percentage reported reflects the Outsourcing Provider’s overall rating from Service Desk users for delivery of IT services.



County Technology Office Budget Changes and Operational Impact: 2017–18 to 2018–19

Staffing

Decrease of 2.00 staff years

- ◆ Decrease of 1.00 staff year due to a transfer of staff to the Finance and General Government Group Executive Office in support of countywide data and performance analytics.
- ◆ Decrease of 1.00 staff year due to a transfer of Group Information Technology Position to the Public Safety Group Executive Office.

Expenditures

Net increase of \$6.6 million in the CTO office

- ◆ Salaries & Benefits—decrease of \$0.1 million as a result of decrease of staff years described above offset by increases due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—net increase of \$6.7 million.
 - ◆ Increase of \$0.8 million due to increases in recurring costs related to licensing for GovDelivery, Open Data Portal (ODP) and Mega Management Service, and maintenance and operations costs for managed enterprise platforms and applications.
 - ◆ Increases of \$10.2 million in one-time costs related to County website updates, EDPP component upgrades, Mega IT Portfolio Management Service, Security initiatives, Windows 10 Upgrade, FMW enhancements, Identify Access Management (IDAM) upgrade, Justice Electronic Library System (JELS) enhancements, Oracle Business Intelligence (OBI) enhancements, and ODP enhancements.
 - ◆ Decreases of \$4.3 million due to decreases of one-time IT projects in Fiscal Year 2017–18, including County’s Web Authoring Platform Upgrade, Enterprise Document Processing Platform (EDPP) component upgrades, Windows 10 Upgrade, Fusion Middleware (FMW) enhancements, IDAM enhancements, IT Outsourcing Transition, JELS enhancements, and OBI upgrade.
- ◆ Management Reserves —no change; a total of \$0.5 million is budgeted for funding of emergent or unanticipated IT platform needs.

Revenues

Net increase of \$6.6 million in the CTO office

- ◆ Use of Fund Balance—increase of \$5.9 million. A total of \$10.2 million is budgeted.
 - ◆ \$0.1 million for funding of County website updates.

- ◆ \$5.7 million for funding of EDPP component upgrades.
- ◆ \$0.5 million for funding of emergent IT needs.
- ◆ \$0.4 million for funding of Mega IT Portfolio Management Service.
- ◆ \$0.9 million for funding for security initiatives.
- ◆ \$0.1 million for funding of Windows 10 Upgrade.
- ◆ \$0.1 million for funding of FMW enhancements.
- ◆ \$2.0 million for funding of IDAM upgrade.
- ◆ \$0.2 million for funding of JELS enhancements.
- ◆ \$0.2 million for funding OBI and ODP enhancements.
- ◆ General Purpose Revenue Allocation—increase of \$0.7 million due negotiated labor agreements, increases in license and application maintenance and operation costs, offset by decrease in staffing.

Budget Changes and Operational Impact: 2018–19 to 2019–20

Net decrease of \$10.1 million in the CTO Office operating budget is due to anticipated completion of one-time projects in Fiscal Year 2018-19.

Information Technology Internal Service Fund Budget Changes and Operational Impact: 2017–18 to 2018–19

Expenditures

Increase of \$12.2 million

- ◆ Services & Supplies—increase of \$12.2 million in the Information Technology Internal Service Fund (IT ISF) based on information technology expenditures projected by all County departments including one-time and ongoing costs.

Revenues

Net increase of \$12.2 million

- ◆ Charges for Current Services—increase of \$12.1 million primarily due to increases in departmental operation and maintenance costs.
- ◆ Other Financing Sources—increase of \$0.1 million primarily due to increase in enterprise-wide license costs.

Budget Changes and Operational Impact: 2018–19 to 2019–20

Net decrease of \$17.5 million in the Information Technology Internal Service Fund based on departmental projections for IT needs throughout the County.

Staffing by Program						
		Fiscal Year 2017-18 Adopted Budget			Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
CTO Office		17.00			15.00	15.00
Total		17.00			15.00	15.00

Budget by Program						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
CTO Office	\$ 11,527,004	\$ 13,302,552	\$ 20,407,380	\$ 14,916,791	\$ 19,913,073	\$ 9,833,395
Information Technology Internal Service Fund	147,229,974	163,573,017	186,750,020	166,075,335	175,775,724	158,312,044
Total	\$ 158,756,978	\$ 176,875,569	\$ 207,157,399	\$ 180,992,126	\$ 195,688,797	\$ 168,145,439

Budget by Categories of Expenditures						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Salaries & Benefits	\$ 3,341,957	\$ 3,577,615	\$ 3,706,250	\$ 3,467,299	\$ 3,468,786	\$ 3,578,473
Services & Supplies	155,415,021	172,797,954	203,451,149	177,524,826	191,720,011	164,566,966
Management Reserves	—	500,000	—	—	500,000	—
Total	\$ 158,756,978	\$ 176,875,569	\$ 207,157,399	\$ 180,992,126	\$ 195,688,797	\$ 168,145,439

Budget by Categories of Revenues						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Intergovernmental Revenues	\$ 21,575	\$ —	\$ —	\$ —	\$ —	\$ —
Charges For Current Services	141,988,055	158,565,345	181,041,648	160,285,440	170,656,749	153,030,348
Miscellaneous Revenues	2,777	100,000	100,000	6,796	100,000	100,000
Other Financing Sources	5,170,789	5,793,798	5,793,798	5,248,607	5,924,047	6,086,768
Fund Balance Component Decreases	—	65,554	65,554	65,554	85,182	107,264
Use of Fund Balance	3,605,566	4,300,000	12,105,528	7,334,857	10,218,819	30,819
General Purpose Revenue Allocation	7,968,216	8,050,872	8,050,872	8,050,872	8,704,000	8,790,240
Total	\$ 158,756,978	\$ 176,875,569	\$ 207,157,399	\$ 180,992,126	\$ 195,688,797	\$ 168,145,439



Civil Service Commission

Mission Statement

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

Department Description

The Civil Service Commission is designated by the County Charter as the administrative appeals body for the County in personnel matters. The Commission is comprised of five citizens appointed by the Board of Supervisors.

To ensure these critical services are provided, the Civil Service Commission has 4.00 staff years and a budget of \$0.6 million.



Strategic Initiative Legend

BBH	LS	SE/T	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2017–18 Accomplishments



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Resolved 66% (19 of 29) of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings. Full evidentiary hearings can result in extensive staff time and legal and administrative costs.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Distributed 100% (10 of 10) of Commission decisions within 48 hours of Commission approval resulting in timely notification of outcomes to parties and the public. (OE4)
 - Added new equipment, supplies and technologies to hearing room, based on input from hearing participants, which improved presentation options and resulted in more efficient hearings. (OE4)

- Updated and expanded the Civil Service Commission's website content to include all of the latest changes to hearing room procedures, supplies, equipment and technologies available for use by hearing participants. (OE4)
- Ensured direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters. (OE4)
- Ensured all decisions made by the Commission took into consideration fairness, due process and compliance with the law. The decisions were thoroughly reviewed by Commissioners, staff and counsel.
- Maintained and updated desk book manuals on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency, sound decision-making and operational consistency.
- Strengthen our customer service culture to ensure a positive customer experience
 - Achieved a positive customer satisfaction rating of 98%. Customer satisfaction surveys focused primarily on responsiveness, courtesy, and knowledge of staff. (OE5)
 - Provided customers with hearings that were fair, impartial and efficient in order to achieve legally sound decisions.
 - Provided a neutral environment that facilitated open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Participated in ongoing training in areas of human resources, technology, workplace safety, finance and pertinent legal updates to increase staff's knowledge in order to provide superior customer service. (OE6)

- Provided training to County departmental human resources officers on the Commission’s role in the County’s human resources system as well as procedures for handling appeals and complaints under the Commission’s jurisdiction. This training increased customers’ knowledge of the Commission’s authority and current processes and procedures. (OE6)

2018–20 Objectives



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Resolve 55% of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings. Full evidentiary hearings can result in extensive staff time and legal and administrative costs.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Distribute at least 95% of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public. (OE4)
 - Ensure direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters. (OE4)
 - Ensure all decisions made by the Commission will take into consideration fairness, due process and compliance with the law. The decisions will be thoroughly reviewed by Commissioners, staff and counsel.

- Maintain and update desk book manuals on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency, sound decision-making and operational consistency.
- Strengthen our customer service culture to ensure a positive customer experience
 - Achieve a positive customer satisfaction rating of 95% or above. Customer satisfaction surveys focus primarily on responsiveness, courtesy, and knowledge of staff. (OE5)
 - Provide customers with hearings that are fair, impartial and efficient in order to achieve legally sound decisions.
 - Provide a neutral environment that facilitates open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Participate in ongoing training in areas of human resources, technology, workplace safety, finance and pertinent legal updates to increase staff's knowledge in order to provide superior customer service. (OE6)

Related Links

For additional information about the Civil Service Commission, refer to the website at:

- ◆ www.sandiegocounty.gov/civilservice


Performance Measures		2016-17 Actuals	2017-18 Adopted	2017-18 Actuals	2018-19 Adopted	2019-20 Approved
	Positive customer satisfaction rating ¹	99%	95%	98%	95%	95%
	Personnel disputes resolved without need of an evidentiary hearing ²	80% of 30	55%	66% of 29	55%	55%
	Commission decisions distributed within 48 hours of Commission approval	100% of 13	95%	100% of 10	95%	95%

Table Notes

¹ Customer satisfaction is measured by a survey that focuses on ratings in the areas of responsiveness, courtesy, and knowledge of staff.

² Resolving personnel disputes without a full evidentiary hearing saves money and staff time for the Commission office, other County departments, employees and prospective employees. Exceeded target of 55% mostly due to withdrawal of appeals and complaints that were filed with the Commission.



Budget Changes and Operational Impact: 2017–18 to 2018–19

Staffing

No change in staffing

Expenditures

Increase of \$0.04 million

- ◆ Salaries & Benefits—increase of \$0.04 million due to required retirement contributions and negotiated labor agreements.

Revenues

Increase of \$0.04 million

- ◆ General Purpose Revenue—increase of \$0.04 million due to retirement contributions and negotiated labor agreements.

Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes

Staffing by Program						
		Fiscal Year 2017-18 Adopted Budget			Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Civil Service Commission		4.00			4.00	4.00
Total		4.00			4.00	4.00

Budget by Program						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Civil Service Commission	\$ 466,774	\$ 531,768	\$ 550,829	\$ 467,513	\$ 570,141	\$ 589,417
Total	\$ 466,774	\$ 531,768	\$ 550,829	\$ 467,513	\$ 570,141	\$ 589,417

Budget by Categories of Expenditures						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Salaries & Benefits	\$ 379,878	\$ 450,957	\$ 469,413	\$ 402,924	\$ 488,331	\$ 507,608
Services & Supplies	86,896	80,811	81,416	64,589	81,810	81,809
Total	\$ 466,774	\$ 531,768	\$ 550,829	\$ 467,513	\$ 570,141	\$ 589,417

Budget by Categories of Revenues						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Charges For Current Services	\$ 44,976	\$ 43,412	\$ 43,412	\$ 43,410	\$ 41,244	\$ 41,244
Fund Balance Component Decreases	—	7,558	7,558	7,558	9,687	12,083
Use of Fund Balance	(59,046)	—	19,061	(64,253)	4,642	4,642
General Purpose Revenue Allocation	480,844	480,798	480,798	480,798	514,568	531,448
Total	\$ 466,774	\$ 531,768	\$ 550,829	\$ 467,513	\$ 570,141	\$ 589,417



Clerk of the Board of Supervisors

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.

Department Description

The Clerk of the Board of Supervisors Department is the official repository of the Board of Supervisors' records and provides administrative support to the Board of Supervisors, the Assessment Appeals Boards, County Hearing Officers, Special Districts, City Selection Committee, and provides administration of the Labor Relations Ordinance. Additionally, the department provides a high volume of public-facing services such as passport application acceptance services, passport photo services, and notary public services. The majority of its functions are defined and mandated by various California Statutes, Revenue and Taxation Codes, County Ordinances, Board Resolutions, the Board's Rules of Procedures, and by Board of Supervisors' policies.

The department is comprised of three major divisions: Executive Office, Legislative Services, and Public Services. Additionally, the department administers the Board of Supervisors General Office and manages the Board of Supervisors' budgets.

The Clerk of the Board of Supervisors serves as the Executive Officer of the Board General Office and as the administrative officer of four Assessment Appeals Boards, as filing officer for economic disclosure statements, Deputy Secretary of the County Housing Authority, and Clerk of the Air Pollution Control Board and various other special districts and committees.

To ensure these critical services are provided, the Clerk of the Board of Supervisors has 28.00 staff years and a budget of \$4.1 million.



2017–18 Accomplishments

Operational Excellence





- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - ▣ Ensured efficiency and transparency of the property tax assessment appeal process by processing 100% of a total of 3,658 property tax assessment appeal applications within seven days of receipt. (OE4)
 - ▣ Provided open access to County business by making 100% of 45 audio recordings of all Board of Supervisors meetings available on the Internet within three days of the related meeting. (OE4)
 - ▣ Enhanced the efficiency and transparency of the property tax assessment appeal process by participating in the development of the Integrated Property Tax System. (OE3)
 - ▣ Explored automated solutions to increase online access to Board of Supervisors official records. (OE3)
- Strengthen our customer service culture to ensure a positive customer experience
 - ▣ Provided opportunities to San Diego residents by processing and mailing 100% of 22,898 completed U.S. Passport applications on the same day they are received. (OE5)
 - ▣ Ensured satisfaction with services provided by achieving consistently high ratings of 4.9 out of 5.0 in surveys of 15,144 customers. (OE5)

2018–20 Objectives

Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers

Strategic Initiative Legend

			
BBH	LS	SE/T	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
▣	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

- Upgrade the online Board of Supervisors records repository to improve stability and provide mobile-friendly search capabilities. (OE3)
- Assist with testing, training, and implementation of the Integrated Property Tax System. (OE3)
- Provide open access to County business by making audio recordings of all Board of Supervisors meetings available on the Internet within three days of the related meeting. (OE4)
- Ensure efficiency and transparency of the Property Tax Assessment Appeal process by entering Appeal Applications within seven days of receipt. (OE4)
- Ensure compliance with AB 2257, a bill that mandates new website requirements for online agenda postings by January 1, 2019. (OE4)
- Strengthen our customer service culture to ensure a positive customer experience
- Receive customer survey cards from 30% of customers served in a fiscal year with an average rating of 4.9 out of 5.0 in all five categories. (OE5)
- Monitor and adjust the appointment processes for passport acceptance services to ensure an optimal customer experience and achievement of revenue targets. (OE5)

Related Links

For additional information about the Clerk of the Board of Supervisors, refer to the websites:

- ◆ www.sandiegocounty.gov/cob
- ◆ www.sandiegocob.com
- ◆ www.sdpassports.com


Performance Measures		2016-17 Actuals	2017-18 Adopted	2017-18 Actuals	2018-19 Adopted	2019-20 Approved
	Average score on internal customer surveys ¹	4.9 of 13,116 surveys	4.9	4.9 of 15,144 surveys	4.9	4.9
	Property tax assessment appeal applications reviewed for quality and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process ²	98% of 4,267 applications	98%	100% of 3,658 applications	98%	98%
	Audio recordings of Board of Supervisors meetings added to Clerk of the Board Internet site within three days of the related meeting	100% of 39 recordings	100%	100% of 45 recordings	100%	100%
	United States Passport applications processed and mailed on the same day they are received	100% of 26,980 applications	100%	100% of 22,898 applications	100%	100%

Table Notes

¹ Scale of 1–5, with 5 being “excellent”. The volume of customer survey cards increased significantly from the previous fiscal year because the department deployed new strategies to solicit a higher volume of customer feedback.

² During Fiscal Year 2016–17, total applications received were 4,267. Target varies with volume: 1–5,000 received = 98%, 5,001 - 10,000 received = 95%, 10,001 or more received = 85%.

**Budget Changes and Operational Impact:
2017–18 to 2018–19**

Staffing

No change in staffing

Expenditures

Net increase of \$0.16 million

- ◆ Salaries & Benefits—increase of \$0.2 million due to required retirement contributions and negotiated labor agreements.
- ◆ Services & Supplies—decrease of \$0.04 million due to a reduction in information technology project costs.



Revenues

Net increase of \$0.16 million

- ◆ Charges for Current Services—decrease of \$0.06 million as a result of an anticipated decrease in revenue associated with U.S. Passport acceptance services.
- ◆ Fund Balance Component Decreases—increase of \$0.02 million for a total of \$0.05 million to support a portion of departmental costs of the County's existing pension obligation bond

(POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.

- ◆ General Purpose Revenue—increase of \$0.2 million primarily due to negotiated labor agreements and an increase in retirement contributions.

Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes

Staffing by Program						
		Fiscal Year 2017-18 Adopted Budget			Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Legislative Services		12.00			12.00	12.00
Public Services		13.00			13.00	13.00
Executive Office		3.00			3.00	3.00
Total		28.00			28.00	28.00

Budget by Program						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Legislative Services	\$ 1,838,755	\$ 1,589,735	\$ 1,710,285	\$ 1,549,580	\$ 1,606,972	\$ 1,677,891
Assessment Appeals	14	—	—	—	—	—
Public Services	1,438,558	1,518,585	1,567,486	1,507,401	1,611,810	1,678,396
Executive Office	773,005	825,396	870,305	776,988	876,053	904,886
Total	\$ 4,050,333	\$ 3,933,716	\$ 4,148,077	\$ 3,833,969	\$ 4,094,835	\$ 4,261,173

Budget by Categories of Expenditures						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Salaries & Benefits	\$ 3,034,545	\$ 3,153,702	\$ 3,146,693	\$ 3,070,900	\$ 3,359,051	\$ 3,525,363
Services & Supplies	1,015,788	780,014	1,001,384	763,069	735,784	735,810
Total	\$ 4,050,333	\$ 3,933,716	\$ 4,148,077	\$ 3,833,969	\$ 4,094,835	\$ 4,261,173

Budget by Categories of Revenues						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Charges For Current Services	\$ 1,111,683	\$ 870,350	\$ 870,350	\$ 1,058,402	\$ 811,150	\$ 811,150
Miscellaneous Revenues	23,912	14,200	14,200	24,275	14,200	14,200
Fund Balance Component Decreases	—	49,734	54,334	54,334	65,521	83,281
Use of Fund Balance	(1,465)	—	209,761	(302,474)	32,506	32,506
General Purpose Revenue Allocation	2,916,203	2,999,432	2,999,432	2,999,432	3,171,458	3,320,036
Total	\$ 4,050,333	\$ 3,933,716	\$ 4,148,077	\$ 3,833,969	\$ 4,094,835	\$ 4,261,173



County Counsel

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 the County to better serve the residents of San Diego County.

Department Description

The San Diego County Charter provides that County Counsel serves as the civil legal advisor for the County and represents the County in all civil actions by and against the County, its officers, boards, commissions and employees. County Counsel serves as the attorney for the County through the Board of Supervisors, County officers, employees, departments, boards and commissions. County Counsel maintains proactive participation in all phases of governmental decision making and a very active and successful litigation program. County Counsel also provides representation of the County's Health and Human Services Agency in juvenile dependency matters and provides legal services on a fee basis to several special districts. County Counsel oversees the County's Claims Division, which administers claims filed against the County by members of the public, as well as employee lost property claims.

To ensure these critical services are provided, the County Counsel has 145.00 staff years and a budget of \$29.7 million.



- Supported the County's initiative to strengthen the local food system and support the availability of healthy foods by providing prompt and direct legal advice on regulatory questions related to inspections and licensing of food-related activities.
 - ◆ Completed 100% (2) of the applicable advisory assignments for the Department of Environmental Health Food and Housing Division related to the County's initiative to strengthen the local food system by the agreed upon due date.
 - ◆ The objective to achieve a 90% or more success rate in County Code Enforcement cases related to the County's initiative to strengthen the local food system was not able to be achieved because no related cases were initiated during the fiscal year.
- Pursue policy and program change for healthy, safe and thriving environments to positively impact residents
 - Worked with the Office of Strategy and Intergovernmental Affairs (OSIA) to seek legislative authority for Juvenile Court Judges to execute removal warrants. The office drafted Welfare and Institutions Code (WIC) section 340(b), worked with OSIA, state legislative representatives and other counties to seek passage of this bill. WIC 340(b) was enacted in the Fall of 2017 and became effective January 1, 2018. This new statute provides social workers with another legal avenue to bring into custody children who are at risk in a more timely fashion.

Strategic Initiative Legend

BBH	LS	SE/T	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2017–18 Accomplishments

Building Better Health

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it

Living Safely

- Expand data-driven prevention strategies and utilize current technologies to reduce crime at the local and regional level
 - Worked with Health and Human Services Agency (HHSA) to fully implement the Justice Electronic Library System (JELS) document management system that enables HHSA to upload Juvenile Dependency detention reports and dual reports, making them available electronically to County Counsel and Probation. County Counsel met regularly with

HHSA staff and with representatives from the County’s Technology Office (CTO) to create and establish the procedure by which HHSA would upload all of their social worker reports into JELS. HHSA is now able to upload and share Juvenile Dependency detention reports, dual jurisdiction reports, as well as all other reports they write. County Counsel office, along with the court, opposing counsel, and Probation is able to access and download all of these reports. (LS6)

- Assisted and provided legal support in the procurement of body-worn camera technology to improve accountability and address crime at the local level in collaboration with the Department of Purchasing and Contracting and the Sheriff’s Department. The procurement contract has been executed. (LS3)
- Assisted and provided legal support in the development of new policies, practices and procedures to ensure successful implementation of body-worn cameras to promote positive interactions among members of the community and law enforcement in collaboration with the Sheriff’s Department. Sheriff’s Procedure 6.131 Body Worn Cameras is in place. (LS3)
- Reviewed and assisted with the revision of Sheriff’s Department policies and procedures for consistency with evolving state and federal laws. (LS3)
- Strengthen our prevention and enforcement strategies to protect our youth from crime, neglect and abuse
 - Provided effective legal services to HHSA in matters relating to children who have been dependents of the Juvenile Court to ensure the safety of any child who may have been the victim of abuse. (LS6)
 - ◆ Prevailed in 99% (628 of 637) of Juvenile Dependency petitions contested in Superior Court.
 - ◆ Prevailed in 96% (226 of 235) of Juvenile Dependency appeals and writs filed.

- Conducted 35 meetings with the Department of Purchasing and Contracting, Department of General Services and/or Land Use and Environment Group staff to facilitate more efficient, legally sound, and effective contracting practices. (SE/T1)



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Provided quality, accurate, effective and timely legal advice to all County departments to enable them to fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively. (OE1)
 - ◆ Completed 100% (30) of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
 - ◆ Completed 98% (1,493 of 1,527) of all advisory assignments for County departments by the agreed upon due dates.
 - Provided 57 specialized risk mitigation sessions, such as risk roundtables, case evaluation committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability. (OE2)
 - County Counsel administrative and claims staff (22) took the online financial literacy training in the County’s Learning Management System to become more knowledgeable and proficient in understanding the County’s finances. (OE2)
 - Aggressively represented the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves. (OE1)
 - ◆ Prevailed in 98% (85 of 87) of court decisions in all resolved lawsuits filed against the County.
 - ◆ Achieved 100% (1) success rate in resolved lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
 - ◆ Handled 100% (115) of the defense of all resolved lawsuits filed in California against the County, unless a conflict of interest requires outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Completed deployment and implementation of a centralized repository to schedule, track, report and display in real time County Counsel risk mitigation programs, training presentations to County departments, and statewide leadership and training participation. (OE3)



Sustainable Environments/Thriving

- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Ensured coordination of County Counsel responsibilities with respect to new projects that require County approval by early involvement of County Counsel staff with other departmental partners and maintain consistent communication among County Counsel staff on all aspects of required review. (SE/T3)
 - ◆ Completed 100% (5) of all draft Environmental Impact Report reviews in 40 days or less.
 - ◆ Conducted 20 internal meetings with both advisory and litigation land use staff to evaluate new projects and provide a status update of ongoing project reviews.



- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Developed and implemented a five-year succession plan to train and prepare future office leaders. Implement needs-based, focused training programs, develop legal resource databases for common issues, strengthen team support structures, and keep current with changing legal technology. (OE6)
 - ◆ One staff member completed the Aspiring Supervisor Certificate Online Program for aspiring supervisors in Fiscal Year 2017–18.
 - ◆ Established 20 in-house trainings for new and current employees.
 - ◆ The Office’s Diversity & Inclusion Committee developed two diversity and inclusion goals related to improved decision-making and attraction of talent and these goals will be implemented by the office in the next fiscal year.

- Work with the Juvenile Court and HHS to establish and implement policies and procedures to execute removal warrants. (LS6)


 Sustainable Environments/Thriving

- Provide and promote services that increase the well-being of our residents and increase consumer and business confidence
 - Improve policies and systems across departments to reduce economic barriers for business to grow and consumers to thrive.
 - Conduct at least 30 meetings with the Department of Purchasing and Contracting, Department of General Services and/or Land Use and Environment Group staff to ensure we continue to provide efficient, legally sound, and effective contracting practices. (SE/T1)
- Enhance the quality of the environment by focusing on sustainability, pollution prevention and strategic planning
 - Ensure coordination of County Counsel responsibilities with respect to new projects that require County approval by early involvement of County Counsel staff with other departmental partners and maintain consistent communication among County Counsel staff on all aspects of required review. (SE/T3)
 - ◆ Complete 100% of all draft Environmental Impact Report reviews in 40 days or less.
 - ◆ Conduct at least 15 internal meetings with both advisory and litigation land use staff to evaluate new projects and provide a status update of ongoing project reviews.

2018–20 Objectives

 Building Better Health

- Strengthen the local food system and support the availability of healthy foods, nutrition education, and nutrition assistance for those who need it
 - Support the County’s initiative to strengthen the local food system and support the availability of healthy foods by providing prompt and direct legal advice on regulatory questions related to inspections and licensing of food-related activities.
 - ◆ Complete 100% of all applicable advisory assignments for County departments related to the County’s initiative to strengthen the local food system by the agreed upon due date.

 Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Provide quality, accurate, effective and timely legal advice to all County departments to enable them to fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively. (OE1)
 - ◆ Complete 100% of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
 - ◆ Complete 100% of all advisory assignments for County departments by the agreed upon due dates.
 - Provide at least 40 specialized risk mitigation sessions, such as risk roundtables, case evaluation committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability. (OE2)

 Living Safely




- All San Diego children, youth and older adults are protected from neglect and abuse
 - Provide effective legal services to HHS in matters relating to children who have been dependents of the Juvenile Court to ensure the safety of any child who may have been the victim of abuse. (LS6)
 - Prevail in 98% of Juvenile Dependency petitions contested in Superior Court.
 - Prevail in 95% of Juvenile Dependency appeals and writs filed.
- Strengthen our prevention and enforcement strategies to protect our children, youth and older adults are protected from neglect and abuse.

- County Counsel paralegals and secretaries will take the online financial literacy training in the County’s Learning Management System to become more knowledgeable and proficient in understanding the County’s finances. (OE2)
 - Aggressively represent the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves. (OE1)
 - ◆ Prevail in 90% of court decisions in all lawsuits filed against the County.
 - ◆ Achieve 90% success rate in lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
 - ◆ Handle 95% of the defense of all lawsuits filed in California against the County, unless a conflict of interest requires outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Complete integration and coordination of Records retention policies and schedules, email policies and open data procedures and policies and complete training of attorneys and clients.
 - Enhance the current County Counsel Intranet website by updating information and providing additional resources which are easily accessible to both our staff and clients. (OE4)
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Develop and implement a five-year succession plan to train and prepare future office leaders. Implement needs-based, focused training programs, develop legal resource databases for common issues, strengthen team support structures, and keep current with changing legal technology. (OE6)
 - ◆ Ensure that at least one staff member complete a training program that enhances supervisory skills in Fiscal Year 2018–19.
 - ◆ Establish at least three (3) in-house trainings for new and current employees.
 - ◆ Evaluate the current recruitment process to ensure it identifies and captures the pool of candidates being sought and does not inadvertently exclude qualified candidates.
 - Create a leadership mentorship program in the office that would pair up senior deputies interested in leadership positions in the office with a supervisor or chief deputy within the office from outside that senior deputy’s practice group for mentorship. (OE6)

Related Links

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

◆ www.sandiegocounty.gov/CountyCounsel

Performance Measures		2016-17 Actuals	2017-18 Adopted	2017-18 Actuals	2018-19 Adopted	2019-20 Approved
	All advisory assignments related to promoting the County’s initiative of strengthening the local food system completed by the due date	100% (2 of 2)	95%	100% (2)	100%	100%
	Success rate in County Code Enforcement cases related to promoting the County’s initiative of strengthening the local food system ¹	N/A	90%	N/A	N/A	N/A
	Success rate in Juvenile Dependency petitions contested in Superior Court	99% (928 of 929)	98%	99% (628 of 637)	98%	98%
	Success rate in Juvenile Dependency appeals and writs filed	98% (297 of 304)	95%	96% (226 of 235)	95%	95%
	Draft Environmental Impact Report reviews completed in 40 days or less	100% (3 of 3)	100%	100% (5)	100%	100%
	Number of internal meetings to evaluate new and ongoing land use projects ²	12	10	20	15	15




Performance Measures		2016-17 Actuals	2017-18 Adopted	2017-18 Actuals	2018-19 Adopted	2019-20 Approved
	Number of meetings with Department of Purchasing and Contracting, Department of General Services and/or Land Use and Environmental Group staff to facilitate more efficient, legally sound, and effective contracting services ³	N/A	10	35	30	30
	Advisory assignments for Board of Supervisors and Chief Administrative Officer completed by the due date	100% (40 of 40)	98%	100% (30)	100%	100%
	Advisory assignments for all County departments completed by the due date	97% (1,288 of 1,322)	95%	98% (1,493 of 1,527)	100%	100%
	Resolved court cases filed against the County in which County will prevail (County success rate)	99% (82 of 83)	90%	98% (85 of 87)	90%	90%
	Resolved non-conflict cases against the County handled by County Counsel	100% (110 of 110)	95%	100% (115)	95%	95%
	Success rate in County cases against other parties	N/A	90%	100% (1)	90%	90%
	Number of risk mitigation education sessions provided by County Counsel ⁴	44	40	57	40	40
	Number of in-house trainings for new and current employees ⁵	4	3	20	3	3
	Number of designated staff to complete Financial Literacy online LMS training ⁶	100%	100%	100%	100%	100%

Table Notes

- ¹ Performance Measure was not achieved in Fiscal Year 2017–18 because no related cases were resolved during the fiscal year. This performance measure is being discontinued effective Fiscal Year 2018–19.
- ² Performance measure results for Fiscal Year 2017–18 increased due to the addition of meetings scheduled during the last quarter. This performance measure is being increased for Fiscal Year 2018–19 due to the increase of complex land use projects and the client's anticipated needs.
- ³ Performance measure results for Fiscal Year 2017–18 increased due to a rise in the complexity and number of projects that County Counsel is handling. This performance measure is being increased for Fiscal Year 2018–19 at the request of client departments for more meetings.
- ⁴ County Counsel provided a greater number of risk mitigation trainings than what was originally estimated due to the nature and complexity of new cases.
- ⁵ County Counsel provided a greater number of in-house trainings than what was originally estimated due to the addition of new attorney staff for whom specialized public entity law training was provided.
- ⁶ Staff designated to complete the training include 18 administrative and claims staff in Fiscal Year 2017–18. Due to staff turnover, the number of individuals required to take the training increased to 22 during Fiscal Year 2017–18.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Staffing

Net increase of 5.00 staff

- ◆ Increase of 2.00 staff years to support program coordination between County Counsel and Health and Human Services Agency (HHS) Child Welfare Services relating to juvenile dependency and mental health conservatorship matters.
- ◆ Increase of 3.00 staff years to support the increase in tort liability and general litigation workload.

Expenditures

Net increase of \$2.5 million

- ◆ Salaries & Benefits—increase of \$3.4 million as a result of staffing increases detailed above, and due to required retirement contributions and negotiated labor agreements.
- ◆ Expenditure Transfer & Reimbursements—increase of \$0.9 million to reflect cost reimbursement from HHS for additional staffing and program coordination on litigation, mental health conservatorship, and juvenile dependency matters between HHS and County Counsel. Since this is a transfer of expenditures, it has the effect of a \$0.9 million decrease in expenditures.

Revenues

Net increase of \$2.5 million

- ◆ Charges for Current Services—increase of \$1.2 million due to continued workload increases in real estate transactions, and developer-related land use matters.
- ◆ Fund Balance Component Decreases—increase of \$0.1 million for a total of \$0.3 million is budgeted to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—increase of \$0.1 million for a total use of \$0.2 million due to one-time costs related to negotiated labor agreements.
- ◆ General Purpose Revenue Allocation—increase of \$1.1 million primarily due to staffing increases and negotiated labor agreements.

Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes



Staffing by Program						
		Fiscal Year 2017-18 Adopted Budget			Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
County Counsel		140.00			145.00	145.00
Total		140.00			145.00	145.00

Budget by Program						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
County Counsel	\$ 25,536,479	\$ 27,253,889	\$ 28,014,082	\$ 27,570,162	\$ 29,729,546	\$ 30,594,865
Total	\$ 25,536,479	\$ 27,253,889	\$ 28,014,082	\$ 27,570,162	\$ 29,729,546	\$ 30,594,865

Budget by Categories of Expenditures						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Salaries & Benefits	\$ 25,047,149	\$ 26,935,143	\$ 27,882,639	\$ 27,879,646	\$ 30,313,369	\$ 31,321,800
Services & Supplies	1,679,108	1,784,402	1,597,099	1,509,974	1,742,008	1,742,008
Expenditure Transfer & Reimbursements	(1,189,777)	(1,465,656)	(1,465,656)	(1,819,458)	(2,325,831)	(2,468,943)
Total	\$ 25,536,479	\$ 27,253,889	\$ 28,014,082	\$ 27,570,162	\$ 29,729,546	\$ 30,594,865

Budget by Categories of Revenues						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Charges For Current Services	\$ 12,554,194	\$ 12,742,181	\$ 12,868,106	\$ 14,326,901	\$ 13,901,208	\$ 14,078,291
Miscellaneous Revenues	790	1,000	1,000	31,272	1,000	1,000
Fund Balance Component Decreases	—	266,799	266,799	266,799	342,672	428,029
Use of Fund Balance	(602,009)	138,828	773,096	(1,159,892)	233,201	233,201
General Purpose Revenue Allocation	13,583,505	14,105,081	14,105,081	14,105,081	15,251,465	15,854,344
Total	\$ 25,536,479	\$ 27,253,889	\$ 28,014,082	\$ 27,570,162	\$ 29,729,546	\$ 30,594,865



Grand Jury

Mission Statement

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

Department Description

The Grand Jury is a body of 19 citizens who are charged and sworn to investigate County matters of civil concern as well as inquire into public offenses committed or triable within the county. Grand Jury duties, powers, responsibilities, qualifications and selection processes are outlined in the California Penal Code §888 et seq. The Grand Jury reviews and evaluates procedures, methods and systems used by government to determine whether they can be made more efficient and effective. It may examine any aspect of county and city government, including special legislative districts and joint powers agencies, to ensure that the best interests of San Diego County citizens are being served. Also, the Grand Jury may inquire into written complaints brought to it by the public. Additionally, Penal Code §904.6 authorizes the empanelment of a second Grand Jury to issue criminal indictments. Civil grand jurors are selected from a pool of applicants nominated by Superior Court Judges. Grand jurors serve in office for one year. Jurors impaneled to review and issue criminal indictments are drawn from the petit (regular trial) jury pool, as needed, at the request of the District Attorney. Department support staff consists of one full-time coordinator and one part-time assistant.

To ensure these critical services are provided, the Grand Jury has 1.00 staff year and a budget of \$0.8 million.



2017–18 Accomplishments

Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - ▣ Reviewed and investigated 100% (52) of citizens’ complaints, issues and other County matters of civil concern brought before the Grand Jury. (LS2)
 - Returned 43 criminal indictments and prepared other reports and declarations as mandated by law (Penal Code §904.6, et seq.).

2018–20 Objectives

Living Safely

- Plan, build and maintain safe communities to improve the quality of life for all residents
 - ▣ Review, prioritize and investigate 100% of citizens’ complaints, issues and other County matters of civil concern brought before the Grand Jury by assembling a well-qualified and widely representative civil panel to ensure that city and county government entities are operating as efficiently as possible. (LS2)
 - Support the District Attorney with hearings on criminal matters in accordance with Penal Code §904.6.

Strategic Initiative Legend

BBH	LS	SE/T	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
▣	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

Related Links

For additional information about the Grand Jury, refer to the website at:

- ◆ www.sandiegocounty.gov/grandjury

**Budget Changes and Operational Impact:
2017–18 to 2018–19**

Staffing

No change in staffing

Expenditures

No significant changes

Revenues

No significant changes

**Budget Changes and Operational Impact:
2018–19 to 2019–20**

No significant changes



Staffing by Program						
		Fiscal Year 2017-18 Adopted Budget			Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Grand Jury		1.00			1.00	1.00
Total		1.00			1.00	1.00

Budget by Program						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Grand Jury	\$ 639,951	\$ 781,387	\$ 788,052	\$ 553,817	\$ 786,712	\$ 790,546
Total	\$ 639,951	\$ 781,387	\$ 788,052	\$ 553,817	\$ 786,712	\$ 790,546

Budget by Categories of Expenditures						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Salaries & Benefits	\$ —	\$ 5,826	\$ 9,548	\$ —	\$ 11,690	\$ 15,524
Services & Supplies	639,951	775,561	778,504	553,817	775,022	775,022
Total	\$ 639,951	\$ 781,387	\$ 788,052	\$ 553,817	\$ 786,712	\$ 790,546

Budget by Categories of Revenues						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Miscellaneous Revenues	\$ 1,170	\$ —	\$ —	\$ 16,338	\$ —	\$ —
Use of Fund Balance	(164,320)	—	6,665	(243,908)	1,089	1,089
General Purpose Revenue Allocation	803,101	781,387	781,387	781,387	785,623	789,457
Total	\$ 639,951	\$ 781,387	\$ 788,052	\$ 553,817	\$ 786,712	\$ 790,546



Human Resources

Mission Statement

We are committed to provide and retain a skilled, adaptable, and diverse workforce for County departments so they may deliver superior services to the residents and visitors of the County of San Diego.

Department Description

The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. DHR serves as the in-house human resources consultant to the Chief Administrative Officer, executive staff and County departments. Activities include risk management, classification, compensation, recruitment, labor relations, workforce information management, and administration of employee benefits and training programs.

To ensure these critical services are provided, the Department of Human Resources has 120.00 staff years and a budget of \$27.6 million.



- Completed a risk mitigation strategy for personally identifiable information in the County’s Human Resources system through an assessment of current security technologies and vendors. Completed June 2018. (OE3)
 - Collaborated with departments to create a centralized location to access departmental Injury and Illness Prevention Program reports to assist DHR in complying with State regulations. (OE3)
 - Successfully procured a contract for a new Learning Management System (LMS). Completed June 2018. (OE3)
 - To ensure timely and effective services, reduced the hours of lost productivity related to workers’ compensation claims by 8.6%, a decrease of 11,523 hours from Fiscal Year 2014-15 baseline of 133,901 hours.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Continued to coordinate the upgrade of PeopleSoft database to the most current version anticipated to be completed by December 2018.
- Strengthen our customer service culture to ensure a positive customer experience
 - In order to improve services and provide the best customer service, attained a 97% satisfaction rate on recruitment surveys.
 - Provided excellent customer service to County departments by completing 97% of Classification Activity Requests within agreed upon timelines.
 - Provided excellent customer service to County departments by achieving agreed upon recruitment timelines with a 99% success rate.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Advertised open recruitments in diverse publications in order to attract a diverse applicant pool 100% of the time.

Strategic Initiative Legend

BBH	LS	SE/T	OE
○	- Audacious Vision		
●	- Enterprise Wide Goal		
□	- Cross-Departmental Objective		
■	- Department Objective		
◆	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.

2017–18 Anticipated Accomplishments

Operational Excellence

- Align services to available resources to maintain fiscal stability
 - Negotiated a fiscally prudent successor Memorandum of Agreement with the Deputy Sheriffs’ Association effective June 23, 2018. Continue to negotiate fiscally prudent successor agreements with San Diego Probation Officers Association, San Diego County Supervising Probation Officers’ Association, and District Attorney Investigators Association. (OE1)

- Oversaw rollout of Sexual Harassment Prevention for Supervisors training with new content and ensuring a 100% completion rate.
- To foster talent development within the County, restructured the existing Professional Enrichment Seminars to Emerging Leaders series of trainings. Rolled out new Emerging Leaders Academy in April 2018.
- Exceeded goal of 3,000 training hours compared to prior year actuals by increasing LMS training hours by 78,356. Increase primarily due to compliance trainings required by staff. (OE6)
- Exceeded goal of 20 new trainings by adding 41 new professional development training opportunities available for employees in LMS in Fiscal Year 2017-18.
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County's Live Well San Diego vision
 - Maintained the rate of overall employee participation in various wellness activities at 16%. (OE8)
 - Expanded the Aging Backwards classes from two to four locations. (OE8)
 - Expanded the Healthy Balance Weight Management Program from one to three locations. (OE8)
- Automate solutions to increase resources available to the human resources community through searchable database of documents by June 30, 2019.
- Provide excellent customer service to County departments by achieving agreed upon recruitment timelines with a 99% success rate.
- Provide excellent customer service to County departments by completing 98% of Classification Activity Requests within agreed upon timelines.
- In order to improve services and provide the best customer service, attain a 98% satisfaction rate on recruitment surveys.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted.
 - Increase the number of professional development training opportunities available in the LMS by adding 20 new trainings in Fiscal Year 2018-19 and Fiscal Year 2019-20 to further develop employees' careers.
 - In order to provide meaningful trainings to employees, attain a 90% average overall satisfaction on DHR trainings in Fiscal Year 2018-19.
 - To strengthen Talent Development's consultant role with County departments, collaborate and assist with 10 departmental requests in Fiscal Year 2018-19.
 - Advertise open recruitments in diverse publications in order to attract a diverse applicant pool 100% of the time.
 - To provide a more comprehensive understanding of human resources' protocols, conduct DHR Demystified Trainings for Fiscal Year 2018-19 (five trainings) and Fiscal Year 2019-20 (six trainings).
- The County makes health, safety and thriving a focus of all policies through internal and external collaboration
 - Expand biometric home testing kits for field workers from 200 to 300 by June 30, 2019 to maximize and promote the health of County employees.
 - Increase chronic care cooking demonstration classes from five to seven locations by June 30, 2019 to educate and promote the health of County employees.
- Leverage internal communication resources, resource groups and social media to enhance employee understanding of the County's Live Well San Diego vision
 - Maintain the rate of overall employee participation in various wellness activities at 16%. (OE8)

2018–20 Objectives



Operational Excellence

- Align services to available resources to maintain fiscal stability
 - To ensure timely and effective services, reduce the hours of lost productivity related to workers' compensation claims by 2% by June 30, 2019.
- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Complete the upgrade of PeopleSoft database to the most current version by December 31, 2018 to ensure that PeopleSoft is running on a database version that is supported by the vendor.
- Strengthen our customer service culture to ensure a positive customer experience
 - Partner with at least two benefits vendors to host Lunch and Learn sessions by June 30, 2019, so employees have the opportunity to learn about Benefit programs and make informed choices during Open Enrollment.
 - To ensure awareness and wellness of County employees, offer five personal safety and conflict resolution workshops by June 30, 2019.

Related Links

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

- ◆ www.sandiegocounty.gov/hr






Performance Measures		2016-17 Actuals	2017-18 Adopted	2017-18 Actuals	2018-19 Adopted	2019-20 Approved
	Rate of overall employee participation in Employee Wellness Program activities ¹	16.2% of 17,044	16%	16%	16%	16%
	Recruitment plan/service agreements/timelines met	99%	99%	99%	99%	99%
	Include diversity outreach in all recruitments	100%	100%	100%	100%	100%
	Increase in the number of professional development training opportunities available in LMS	20	20	41	20	20
	Reduction in the hours of lost productivity related to workers' compensation claims ²	2.1%	2.0%	8.6%	2.0%	N/A
	Classification Activity Request completed within prescribed timeframe	95%	97%	97%	98%	98%
	Overall customer satisfaction rate for recruitment surveys	97%	97%	97%	98%	98%
	Increase in the number of completed LMS training hours compared to prior year actuals ³	5,000	3,000	78,356	N/A	N/A
	Conduct DHR Demystified Trainings ⁴	N/A	N/A	N/A	5	6

Table Notes

- ¹ This measure is calculated based on various activities including Amazing Race, Flu Shot Campaign, Love Your Heart, Healthy Balance, Right this Weigh, Passport - Road Trip to Health, Wellness Expos, and Biometric Screening Online Health Risk Assessment.
- ² This measure will discontinue in Fiscal Year 2019–20, as the Strategic Plan has been completed.
- ³ For Fiscal Year 2018–19, this measure will be replaced to account for the further planned restructuring and enhancements of the trainings provided. Increase primarily due to compliance trainings required by staff.
- ⁴ This is a new Performance Measure that will provide trainings to human resources staff in order to provide comprehensive understanding of human resources' protocols.

Budget Changes and Operational Impact: 2017–18 to 2018–19

Staffing

No change in staffing

Expenditures

Net increase of \$1.0 million

- ◆ Salaries & Benefits—net increase of \$1.0 million due to required retirement contributions and negotiated labor

agreements.

- ◆ Services & Supplies—net increase of \$0.3 million
 - ◆ Decrease of \$0.6 million due to completion of one-time projects associated with initial security of personally identifiable information in PeopleSoft (\$0.3 million) and PeopleSoft upgrades (\$0.3 million).
 - ◆ Increase of \$0.7 million due to one-time projects associated with the learning management system (\$0.1 million) and PeopleSoft Tools Upgrade (\$0.6 million).
 - ◆ Increase of \$0.2 million due to miscellaneous services and supplies for operational needs.



- ◆ Expenditure Transfer & Reimbursements—increase of \$0.1 million to reflect cost reimbursement from the Sheriff’s Department for the expansion of contracted employee assistance programs and Health and Human Services Agency for human resources services provided for the Background Investigations Unit. Since this is a transfer of expenditures, it has the effect of a \$0.1 million decrease in expenditures.
- ◆ Management Reserves—decrease of \$0.2 million due to countywide insurance needs.

Revenues

Net increase of \$1.0 million

- ◆ Charges for Current Services—Increase of \$0.3 million in cost allocation plan amounts for reimbursement of administrative services provided to other County departments.
- ◆ Miscellaneous Revenues—Increase of \$0.4 million due to reimbursement from the Employee Benefits Internal Service Fund for its portions of the Employee Benefits and Workers’ Compensation divisions.

- ◆ Fund Balance Component Decreases—increase of \$0.1 million for a total budget of \$0.3 million to support a portion of departmental costs of the County’s existing pension obligation bond (POB) debt. Appropriations in this category are based on the use of committed General Fund fund balance for POB costs through Fiscal Year 2026-27.
- ◆ Use of Fund Balance—decrease of \$0.1 million for a total budget of \$0.8 million including:
 - ◆ \$0.1 million for negotiated labor agreements
 - ◆ \$0.1 million for the learning management system
 - ◆ \$0.6 million for PeopleSoft Tools Upgrade
- ◆ General Purpose Revenue Allocation—net increase of \$0.3 million primarily due to negotiated labor agreements.

Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes





Staffing by Program						
		Fiscal Year 2017-18 Adopted Budget			Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Department of Human Resources		120.00			120.00	120.00
Total		120.00			120.00	120.00

Budget by Program						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Department of Human Resources	\$ 23,841,917	\$ 26,649,865	\$ 29,713,788	\$ 24,635,226	\$ 27,630,087	\$ 27,803,486
Total	\$ 23,841,917	\$ 26,649,865	\$ 29,713,788	\$ 24,635,226	\$ 27,630,087	\$ 27,803,486

Budget by Categories of Expenditures						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Salaries & Benefits	\$ 14,397,891	\$ 15,529,580	\$ 16,099,937	\$ 15,467,584	\$ 16,481,545	\$ 17,246,757
Services & Supplies	9,707,921	11,166,152	13,648,366	9,445,350	11,433,931	10,842,118
Capital Assets Equipment	11,627	—	11,352	—	—	—
Expenditure Transfer & Reimbursements	(275,521)	(245,867)	(245,867)	(277,709)	(285,389)	(285,389)
Management Reserves	—	200,000	200,000	—	—	—
Total	\$ 23,841,917	\$ 26,649,865	\$ 29,713,788	\$ 24,635,226	\$ 27,630,087	\$ 27,803,486

Budget by Categories of Revenues						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Intergovernmental Revenues	\$ 4,274	\$ 5,247	\$ 5,247	\$ —	\$ —	\$ —
Charges For Current Services	1,637,492	1,769,126	1,769,126	1,830,867	2,047,203	2,047,203
Miscellaneous Revenues	7,385,243	8,482,727	8,605,915	8,034,586	8,883,069	9,124,160
Fund Balance Component Decreases	—	215,636	215,636	215,636	273,165	337,886
Use of Fund Balance	(449,358)	770,000	3,710,735	(852,992)	753,118	138,118
General Purpose Revenue Allocation	15,264,266	15,407,129	15,407,129	15,407,129	15,673,532	16,156,119
Total	\$ 23,841,917	\$ 26,649,865	\$ 29,713,788	\$ 24,635,226	\$ 27,630,087	\$ 27,803,486



County Communications Office

Mission Statement

To build confidence in County government by providing clear, accurate and timely information to the public about County programs and services. To achieve world class communications status and become a preferred information provider by using current technology and communications tools.

Department Description

Established by the Board of Supervisors in 1997, the County Communications Office (CCO) ensures that information about County issues, programs and services moves quickly and accurately to the public, employees and news organizations. Moreover, the department oversees emergency communications, media relations, overall content of the County's external and internal websites, social media, and internal communications and projects. The department is also responsible for the operation and programming of the County government access channel, County News Center Television (CNC TV). Additionally, the County Communications Office monitors the State franchise agreements with video providers operating within unincorporated areas of the county. The Communications Office team has extensive experience in communications for the public, private and nonprofit sectors through traditional and emerging technologies and continually looks for new opportunities and methods to share information.

To ensure these critical services are provided, the County Communications Office has 23.00 staff years and a budget of \$3.7 million.



2017–18 Accomplishments



Living Safely

- Encouraged and promoted residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
 - ▣ Participated in at least two drills each fiscal year to prepare for and respond to major natural or human-made disasters impacting the San Diego County region. (LS1)
 - ▣ Organized two meeting per fiscal year of regional Public Information Officers from various sectors, such as education, healthcare and government, to review disaster preparedness and response. Meetings will build critical relationships needed during regional emergencies and provide a forum for sharing ideas and resources. (LS1)
 - Provided accurate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County's emergency website and app, social media, news releases, news conferences and video.



Sustainable Environments/Thriving

- Created and promoted diverse opportunities for residents to exercise their right to be civically engaged and in finding solutions to current and future challenges
 - ▣ Provided timely and relevant information to the public about the County's programs and services while demonstrating the fact that the County is a responsible steward of tax dollars through content posted on County News Center. The department provided at least one content item (article, video or graphic) per day for a total of 462 items during Fiscal Year 2017–18. (SE/T6)

Strategic Initiative Legend

BBH	LS	SE/T	OE
○	●	□	■
- Audacious Vision	- Enterprise Wide Goal	- Cross-Departmental Objective	- Department Objective
	◆		
	- Objective Sub-Dot Point Level 1		

For more information on alignment to the Strategic Initiatives refer to the Group Description section within the Finance and General Government Group Summary.



Operational Excellence

- Provided modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Provided information access to all customers ensuring consistency, transparency and customer confidence. (OE4)
 - Supported County departments’ goals and objectives by sharing vital information with the public, stakeholders and employees by creating print, video, web, mobile and graphic content shared through public awareness campaigns, news conferences, public service announcements and additional formats. This included the live broadcast of all Board of Supervisors meetings to ensure the public has access to its County government.
 - Provided easy, on-the-go access to important County information through social media. Increased number of followers on Facebook and Twitter by 22% (22,770 above 102,027 actual base) during Fiscal Year 2017– 18.
- Developed, maintained and attracted a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Fostered an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County’s intranet site, posting 184 content items, such as an article or video, during Fiscal Year 2017–18.



Sustainable Environments/Thriving

- Create and promote diverse opportunities for residents to exercise their right to be civically engaged and in finding solutions to current and future challenges
 - Provide timely and relevant information to the public about the County’s programs and services while demonstrating the fact that the County is a responsible steward of tax dollars through content posted on County News Center. The department will provide at least one content item (article, video or graphic) per day for a total of 365 items during Fiscal Year 2018–19 and another 365 items during Fiscal Year 2019–20. (SE/T6)



Operational Excellence

- Provide modern infrastructure, innovative technology and appropriate resources to ensure superior service delivery to our customers
 - Provide information access to all customers ensuring consistency, transparency and customer confidence. (OE4)
 - Support County departments’ goals and objectives by sharing vital information with the public, stakeholders and employees by creating print, video, web, mobile and graphic content shared through public awareness campaigns, news conferences, public service announcements and additional formats. This included the live broadcast of all Board of Supervisors meetings to ensure the public has access to its County government.
 - Provide easy, on-the-go access to important County information through social media. Increased number of followers on Facebook and Twitter by 20% during Fiscal Year 2018– 19 and an additional 20% during Fiscal Year 2019– 20.
- Strengthen our customer service culture to ensure a positive customer experience
 - Respond to 100% of all California Public Records Act requests submitted by members of the media within 10 calendar days from receipt of the request.
- Develop, maintain and attract a skilled, adaptable and diverse workforce by providing opportunities for our employees to feel valued, engaged and trusted
 - Foster an environment of excellence, innovation and exceptional customer service among County employees who serve the public through the County’s intranet site, posting 200 content items, such as an article or video, during Fiscal Year 2018–19, and at least another 200 during Fiscal Year 2019–20.

2018–20 Objectives



Living Safely

- Encourage and promote residents to take important and meaningful steps to protect themselves and their families for the first 72 hours during a disaster
 - Participate in at least two drills each fiscal year to prepare for and respond to major natural or human-made disasters impacting the San Diego County region. (LS1)
 - Organize two meetings per fiscal year of regional Public Information Officers from various sectors, such as education, healthcare and government, to review disaster preparedness and response. Meetings will build critical relationships needed during regional emergencies and provide a forum for sharing ideas and resources. (LS1)
 - Provide accurate and timely emergency and recovery information to the public and media, using a wide variety of traditional and new media tools, such as the County’s emergency website and app, social media, news releases, news conferences and video.





Related Links

For additional information about the County Communications Office, please visit:

◆ www.countynewscenter.com




Performance Measures		2016-17 Actuals	2017-18 Adopted	2017-18 Actuals	2018-19 Adopted	2019-20 Approved
	Participate in two emergency preparedness drills to test readiness	2	2	2	2	2
	Coordinate two regional Public Information Officers meetings per fiscal year ¹	N/A	N/A	N/A	2	2
	News items (article or video) posted on County News Center ²	487	365	462	365	365
	Increase in followers of County social media sites	38% (27,835 above 73,902 actual base)	20%	22% (22,770 above 102,027 actual base)	20%	20%
	California Public Records Act requests are responded to within 10 calendar days from receipt of original request ³	N/A	N/A	N/A	100%	100%
	Articles, videos and information posted on department's intranet site ⁴	206	200 content posts	184 content posts	200	200

Table Notes

- ¹ This is a new measure effective Fiscal Year 2018–19 to show collaboration among regional Public Information Officers coordinated by County Communications Office.
- ² While it is the department's goal to provide at least one new item for the public on County News Center each business day, news events such as disasters and public health concerns can significantly impact the number of items produced.
- ³ This is a new measure effective Fiscal Year 2018–19 to show the department's compliance with the California Public Records Act.
- ⁴ While number of content posts was slightly below the goal, views of the most popular content increased compared to last fiscal year.

Budget Changes and Operational Impact:
2017–18 to 2018–19

Staffing

Increase of 1.00 staff year

- ◆ Increase of 1.00 staff year to support county communication efforts.

Expenditures

Net decrease of \$0.9 million

- ◆ Salaries & Benefits—increase of \$0.4 million due to addition of 1.00 staff year, required retirement contributions and negotiated labor agreements.
- ◆ Capital Assets Equipment—decrease of \$1.4 million primarily due to the removal of one-time capital expenditures for CNC TV production equipment.
- ◆ Operating Transfers Out—increase of \$0.1 million due to contributions to the Major Maintenance Capital Outlay Fund for one-time capital projects.



Revenues

Net decrease of \$0.9 million

- ◆ Licenses, Permits & Franchises—decrease of \$1.2 million in Public Educational Governmental (PEG) Access Fee revenue, primarily due to the non-recurrence of one-time capital expenditures for CNC TV production equipment.

- ◆ General Purpose Revenue Allocation—increase of \$0.3 million primarily due to negotiated labor agreements, an increase in retirement contributions and an additional staff year.

Budget Changes and Operational Impact: 2018–19 to 2019–20

No significant changes





Staffing by Program						
		Fiscal Year 2017-18 Adopted Budget			Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
County Communications Office		22.00			23.00	23.00
Total		22.00			23.00	23.00

Budget by Program						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
County Communications Office	\$ 3,032,925	\$ 4,608,494	\$ 4,844,568	\$ 3,038,387	\$ 3,695,904	\$ 3,702,056
Total	\$ 3,032,925	\$ 4,608,494	\$ 4,844,568	\$ 3,038,387	\$ 3,695,904	\$ 3,702,056

Budget by Categories of Expenditures						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Salaries & Benefits	\$ 2,761,556	\$ 2,961,651	\$ 3,059,504	\$ 2,846,192	\$ 3,289,301	\$ 3,435,453
Services & Supplies	580,235	524,843	678,767	474,036	505,603	505,603
Capital Assets Equipment	18,969	1,472,000	1,456,297	87,846	111,000	111,000
Expenditure Transfer & Reimbursements	(327,834)	(350,000)	(350,000)	(369,687)	(350,000)	(350,000)
Operating Transfers Out	—	—	—	—	140,000	—
Total	\$ 3,032,925	\$ 4,608,494	\$ 4,844,568	\$ 3,038,387	\$ 3,695,904	\$ 3,702,056

Budget by Categories of Revenues						
	Fiscal Year 2016-17 Actuals	Fiscal Year 2017-18 Adopted Budget	Fiscal Year 2017-18 Amended Budget	Fiscal Year 2017-18 Actuals	Fiscal Year 2018-19 Adopted Budget	Fiscal Year 2019-20 Approved Budget
Licenses Permits & Franchises	\$ 230,987	\$ 1,526,500	\$ 1,526,500	\$ 277,940	\$ 270,500	\$ 130,500
Miscellaneous Revenues	—	—	—	269	—	—
Fund Balance Component Decreases	—	59,279	59,279	59,279	74,856	92,380
Use of Fund Balance	(238,594)	—	236,074	(321,816)	25,451	25,451
General Purpose Revenue Allocation	3,040,533	3,022,715	3,022,715	3,022,715	3,325,097	3,453,725
Total	\$ 3,032,925	\$ 4,608,494	\$ 4,844,568	\$ 3,038,387	\$ 3,695,904	\$ 3,702,056



