

Finance and General Government Group

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

Board of Supervisors

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

Media and Public Relations

CAC Major Maintenance

Finance and General Government Group & Executive Office



Group Description

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

Mission Statement

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

2003-04 Accomplishments

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Prioritized program needs and resource allocation within the context of our three Strategic Initiatives: Kids, The Environment, and Safe and Livable Communities.
- Maintained a structurally balanced budget in light of potentially drastic reductions in State revenue by continuing to balance prudent cash reserves with operational needs, and balancing the County budget without the use of one-time funding for ongoing needs.
- Managed attrition and maximized planning efforts to appropriately size the County workforce and minimize potential employee layoffs.
- Educated government representatives, local stakeholders, and opinion leaders on the Strategic Plan and the General Management System.

- Worked closely with State legislators and the California State Association of Counties (CSAC) to protect local government revenue sources.
- Sustained the current favorable ratings for credit and the Treasurer's Investment Pool.
- Recruited and identified executive management staff capable of implementing and enhancing the General Management System.
- Produced and aired CTN programs, segments and Public Service Announcements that promote the County's Strategic Initiatives.
- Provided management and oversight of IT Contractor, as well as technical support for large IT initiatives and IT strategic planning efforts for County departments providing services directly related to achieving the County's Strategic Initiatives.

Strategic Initiative – Kids

- Provided workshops, internships and job shadowing days for children housed in County facilities, Monarch School, San Pasqual Academy and other school districts to encourage and support students' efforts to identify career choices and job preparation.



- Provided benefits to County employees and their families to ensure that the children of County of San Diego employees have access to healthcare.
- Assisted the Health and Human Services Agency (HHSA) to improve independent skills for dependent youth and to achieve a higher rate of high school graduation for foster youth.
- Collaborated with HHSA Child Welfare Services and Courts to provide permanency for dependent children.
- Collected revenue supporting specific programs for the benefit of children, including the Infant Mortality Review Program, the Battered Children's Fund, and funding for the Domestic Violence program.
- Participated in Community charitable causes such as County Employees Charitable Organization (CECO), Polinsky Children's Center, the San Pasqual Academy, and the March of Dimes to support and care for children in need.

Strategic Initiative – The Environment

- Developed a ten-year facility maintenance plan for the County Administration Center (CAC).
- Provided quality legal assistance to County departments that support the County's land use and environment goals, such as providing litigation support to enforce County Code violations and assisting with the implementation of the regional Clean Water Strategic Plan, ensuring its full compliance with State and federal requirements governing stormwater programs.
- In conjunction with the Land Use and Environment Group, provided training to employees regarding Stormwater Pollution Prevention.
- Converted pre-printed hardcopy tax bills to electronic bills to reduce repetitive processes and conserve resources.

Strategic Initiative – Safe and Livable Communities

- Provided safety and emergency response training for employees.
- Enforced the safety code in tenant improvement projects at the CAC.
- Provided quality legal services supporting law enforcement's efforts to facilitate safe and livable communities.
- Trained client department staff to recognize and avoid liability risks inherent in their duties.
- Developed and implemented the Work Safe/Stay Healthy program to reduce work injuries.
- Conducted analysis of new workers' compensation claims filed for the Sheriff's Department.
- Conducted in depth deep dive workers' compensation audit and analysis for Polinsky, Edgemoor, and Juvenile Hall.
- In conjunction with the Public Safety Group, assisted in the development and implementation of retention plans for the critical skills classifications within their organizations.
- Collected revenue supporting specific programs that promote safe and livable communities, such as Criminal Justice, Disaster Preparedness, Conciliation Court, and District Attorney's real estate fraud.

2004-06 Objectives

Strategic Initiative – Kids

- Timely complete at least 95% of all advisory assignments for HHSA in support of its goal to improve services provided to children.
- Review 100% of all juvenile dependency petitions prior to filing by HHSA in Juvenile Court to identify legal issues associated with factors that place children at risk.



- Continue to collect revenue supporting health services for children, including services aiding in the prevention of fetal and infant deaths.
- Continue to collect the marriage license fees funding Domestic Violence programs.

Strategic Initiative – The Environment

- Provide timely completion of at least 95% of all advisory assignments involving departments pursuing code enforcement matters.
- Handle 100% of all civil cases for departments pursuing code enforcement matters.
- Prevail in at least 90% of all resolved court cases involving civil code enforcement matters.

Strategic Initiative – Safe and Livable Communities

- Provide timely completion of 95% of the advisory assignments for the departments of Agriculture and Animal Services in support of their goals to protect the public from harmful pests and animals.
- Provide timely completion of 95% of the advisory assignments for the departments of Environmental Health and Air Pollution Control in support of their goals to protect communities from hazardous pollutants and public nuisances.
- Provide 60 training programs Countywide to train department staff to perform their duties safely, and to avoid creating risks for members of the public. Such trainings included the following:
 - Provide eight Risk Roundtable training sessions for various County departments.
 - Provide 25 Settlement Committee sessions involving rendering of advice, guidance, and recommendations on how to perform duties more safely in order to avoid risks to the public.

Required Discipline – Fiscal Stability

- Provide accounting, budget, and payroll services to County departments to provide the essential infrastructure for fiscal discipline and stability across the organization.
- Monitor fiscal performance and stability of the County through participation in the Quarterly review process for all County groups.
- Provide leadership in the development of mitigation strategies to maintain core public services as economic challenges are faced by the County due to State revenue reductions.
- Monitor the limitation of the use of one-time resources for one-time expenditures to maintain a structurally balanced budget and strong credit ratings.
- Provide capital finance management services to County departments to maintain a favorable standing in the capital market and prudent management of the County’s debt portfolio.
- Manage and maintain a favorable credit quality rating and volatility rating for the San Diego County Treasurer’s Pooled Money Fund by protecting the pool investments against losses through the execution of prudent and conservative investment policies.
- Provide resources for the provision of services to the public through the collection of revenue from the assessment of property, processing Documentary Transfer Taxes, associated property taxes, and Recording and County Clerk fees.
- Provide fair and uniform assessment of all property within San Diego County to ensure full valuation and compliance with property tax laws.
- Achieve a pre-trial dismissal of over 50% of all resolved cases won by the County through an aggressive pre-trial motion practice to dismiss lawsuits against the County



in the early stages of the litigation in order to avoid the high cost of attorney time, expert witnesses, discovery, trial costs, and other miscellaneous litigation costs.

- Provide 150 training sessions for County departments to assist with the goal of avoiding or mitigating risks of liability associated with program operation and performance of duties.
- Collect 98% of secured taxes and 99% of unsecured taxes.

Required Discipline – Accountability/Transparency

- Obtain the Certificate of Achievement for Excellence in Financial Reporting and the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada, demonstrating that visible, clear, and comprehensible decisions related to resource allocation are made by the County on behalf of its citizens.

Required Discipline – Skilled and Competent Workforce

- Work with the Federal Mediation and Conciliation Service and SEIU, Local 2028 to enhance existing Labor/Management Committees.
- Benchmark turnover rates with comparable organizations to determine the County’s success in the retention of a skilled and competent workforce. Develop appropriate retention strategies as necessary.
- Conduct process analyses of recruitment, selection and compensation activities to improve efficiency and effectiveness of core human resources processes.
- Provide over 150 separate training programs to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate legal risk.
- Provide over 40 specialized training, risk roundtables, settlement committee discussions, and post-litigation debriefings to specifically address risk management issues for various County departments.

- Issue 12 or more County Counsel Special Bulletins to inform County officials of new developments involving court rulings and new legislation.
- Provide over 80 training sessions for HHSA social workers and other staff to assist them in the performance of their duties in accordance with state law.

Required Discipline – Information Management

- Review successful RFP solicitations, seek approval by the Board of Supervisors, and award a contract to replace the existing System Managed Accounts Receivable and Trust (SMART) system.
- In coordination with the Assessor/Recorder/County Clerk, Treasurer/Tax Collector, and County Technology Office, review successful Request for Proposal (RFP) solicitations, seek approval by the Board of Supervisors, and award a contract to replace the existing Property Tax System.
- Continue with implementation of remaining phases of the Enterprise Resource Planning (ERP) project.
- Implement an automated Recording System to increase productivity and enhance efficiency within Assessor/Recorder/County Clerk and make information readily accessible to the public.
- Record, maintain and provide access to information regarding actions taken by the Board of Supervisors and other official County records and actions.
- Develop a replacement for the Clerk of the Board Assessment Appeals (CBAA) software system as a part of the new property tax administration system project in collaboration with the Assessor, Tax Collector and Auditor/Controller.
- Implement a web-based open enrollment process available to County employees for the selection of and update of health benefits.



- Convert hardcopy records and reports to electronic images.
- Purchase and implement a Countywide Integrated Electronic Payment system to streamline payment processing and access by the public.

Required Discipline –Customer Satisfaction

- Achieve a customer satisfaction survey result of a minimum of 95%.
- Record, archive, and make available all vital records to the public.

Executive Office Changes from 2003-04 Adopted

Staffing

- Proposed net increase of 2.75 staff years in the Executive Office, due to:
 - The proposed full year funding of six positions that were partially funded;
 - The transfer of 2.00 staff years to the County Technology Office for management of the development of the Enterprise Resource Planning (ERP) system; and,
 - The transfer of 1.00 staff year into the Executive Office from the County Technology Office for Group management of the IT system.

Expenditure

- Proposed net decrease of \$0.3 million due to the transfer of two positions to the County Technology Office and removing funding for six positions in order to stay within available resources. These positions will be frozen in the PeopleSoft Human Resources system pending the availability of future funding. These decreases were offset by proposed full year funding of 6 positions that were partially funded, and an increase in negotiated salaries and benefits costs.
- Proposed net decrease of \$0.8 million in Services and Supplies expenditures due to a decrease in mainframe computing power expenditures with the deployment of modules of the Enterprise Resource Planning System, as well as planned reductions in building rents and leases and other miscellaneous expenditures. These decreases are offset by an increase in major maintenance costs for shared facilities of \$1.4 million.

Revenue

- Proposed net decrease of \$2.9 million in revenue is due to a decrease in planned use of fund balance savings to fund one-time expenditures offset by resources budgeted for the ongoing support and maintenance of the ERP system.



Finance and General Government Group & Executive Office

Staffing by Department

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Finance & Genl Govt Exec Offices	22.25	25.00	12.36	25.00	0.00
Board of Supervisors	62.00	59.00	(4.84)	59.00	0.00
Assessor / Recorder / County Clerk	462.00	462.00	0.00	462.00	0.00
Treasurer / Tax Collector	123.00	123.00	0.00	123.00	0.00
Chief Administrative Office	16.50	15.50	(6.06)	16.00	3.23
Auditor and Controller	278.00	255.00	(8.27)	255.00	0.00
County Technology Office	18.00	17.00	(5.56)	17.00	0.00
Civil Service Commission	4.00	4.00	0.00	4.00	0.00
Clerk of the Board of Supervisors	37.00	37.00	0.00	37.00	0.00
County Counsel	137.00	135.00	(1.46)	135.00	0.00
Grand Jury	1.00	1.00	0.00	1.00	0.00
Human Resources	121.00	112.00	(7.44)	108.00	(3.57)
Media and Public Relations	22.00	22.00	0.00	22.00	0.00
Total	1,303.75	1,267.50	(2.78)	1,264.00	(0.28)



Finance and General Government Group & Executive Office

Expenditures by Department

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Finance & Genl Govt Exec Offices	\$ 18,660,153	\$ 17,600,572	(5.68)	\$ 13,168,871	(25.18)
Board of Supervisors	6,201,838	6,179,860	(0.35)	6,179,956	0.00
Assessor / Recorder / County Clerk	44,087,155	45,540,080	3.30	46,484,527	2.07
Treasurer / Tax Collector	13,512,360	14,493,592	7.26	14,765,355	1.88
Chief Administrative Office	3,946,497	3,986,672	1.02	4,087,877	2.54
Auditor and Controller	27,871,528	25,532,204	(8.39)	26,320,224	3.09
County Technology Office	129,095,708	116,577,235	(9.70)	115,416,434	(1.00)
Civil Service Commission	337,819	412,766	22.19	432,047	4.67
Clerk of the Board of Supervisors	5,611,381	5,594,619	(0.30)	5,734,963	2.51
County Counsel	17,531,975	19,071,831	8.78	19,561,297	2.57
Grand Jury	486,236	511,630	5.22	498,843	(2.50)
Human Resources	18,566,465	18,234,661	(1.79)	18,062,808	(0.94)
Media and Public Relations	2,444,357	2,369,952	(3.04)	2,393,934	1.01
CAC Major Maintenance	778,800	375,000	(51.85)	225,000	(40.00)
Total	\$ 289,132,272	\$ 276,480,674	(4.38)	\$ 273,332,136	(1.14)



Finance and General Government Group & Executive Office

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Executive Offices	22.25	25.00	12.36	25.00	0.00
Total	22.25	25.00	12.36	25.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Executive Offices	\$ 18,660,153	\$ 17,600,572	(5.68)	\$ 13,168,871	(25.18)
Total	\$ 18,660,153	\$ 17,600,572	(5.68)	\$ 13,168,871	(25.18)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 2,758,207	\$ 2,467,973	(10.52)	\$ 2,505,207	1.51
Services & Supplies	13,901,946	13,132,599	(5.53)	8,863,664	(32.51)
Management Reserves	2,000,000	2,000,000	0.00	1,800,000	(10.00)
Total	\$ 18,660,153	\$ 17,600,572	(5.68)	\$ 13,168,871	(25.18)

Budget by Categories of Revenue

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Reserve/Designation Decreases	3,238,200	3,238,200	0.00	3,238,200	0.00
Fund Balance	8,702,220	5,820,000	(33.12)	2,000,000	(65.64)
General Revenue Allocation	6,719,733	8,542,372	27.12	7,930,671	(7.16)
Total	\$ 18,660,153	\$ 17,600,572	(5.68)	\$ 13,168,871	(25.18)

Board of Supervisors



Department Description

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

Board General Office

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

District 1

Supervisor Greg Cox represents more than 599,000 residents of the First Supervisorial District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from Crown Point on Mission Bay in the north to the U.S./Mexico international border. At the heart of the district lies San Diego Bay, a 23-square mile resource for commerce, ecology and recreation. The First Supervisorial District includes the incorporated cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, Crown Point, Grant Hill, La Playa, Lincoln Park, Logan Heights, Loma Portal, Memorial, Midway, Mission Beach, Mount Hope, Mountain View, Nestor, Ocean Beach, Otay, Palm City, Point Loma, San Ysidro, Shelltown, Sherman Heights, Southcrest, Stockton, Sunset Cliffs, and Downtown San Diego. The district also includes the unincorporated communities of Bonita, Sunnyside, Lincoln Acres, and East Otay Mesa.

Supervisor Cox directs a highly experienced professional staff whose fundamental mission is to make County government work for citizens by being effective, responsible and accountable to taxpayers while ensuring its accessibility and responsiveness to residents. Supervisor Cox's staff assists him in policy development, research, and review of the

County budget and operations. The District 1 budget reflects the appropriate professional staffing level for policy analysis and constituent services.

Since joining the Board of Supervisors, Supervisor Cox has brought about an evolution in County government to better serve residents by increasing coordination among public safety resources to better protect residents and fight child and elder abuse; bringing innovation and reform to the County's welfare system; actively promoting the well-being of children, youth and families by creating more opportunities to succeed through projects like the San Pasqual Academy; ensuring the long-term environmental health of the region's beaches and bays through Project Clean Water; developing relationships across the international border with Mexico to address issues of bi-national significance; and preserving open space while providing recreational opportunities through the creation of the Otay Valley Regional Park, and the expansion of the Sweetwater River Regional Park, and the Tijuana River Valley Regional Park.

District 2

Supervisor Dianne Jacob represents more than 565,000 residents, including 263,000 unincorporated residents, living in 2,000 square miles of the majestic eastern portion of San Diego County. The Second Supervisorial District is geographically the largest of the five supervisorial districts with more unincorporated area residents than the other four districts combined. The Second District includes the cities of Poway, El Cajon, La Mesa, Lemon Grove, Santee and the communities of Allied Gardens, Del Cerro, Grantville and Rolando in the City of San Diego; the unincorporated



communities of Alpine, Boulevard, Campo, Casa de Oro, Crest, Cuyamaca, Dehesa, Descanso, Dulzura, Granite Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Julian, Lake Morena, Lakeside, Mount Laguna, Mount Helix, Pine Hills, Pine Valley, Potrero, Ramona, Rancho San Diego, San Pasqual, Santa Ysabel, Shelter Valley, Spring Valley, Tecate and Vallecitos; as well as the Indian Reservations of Barona, Campo, Cuyapaipa, Inaja/Cosmit, Jamul, La Posta, Manzanita, Mesa Grande, Santa Ysabel, Sycuan and Viejas. Because of the large unincorporated areas in the Second District where residents rely on County Government for most local government services, residents have more contact and request more services from their County Supervisor than in more urbanized districts.

District 3

Vice Chairwoman Pam Slater-Price of District Three represents more than 613,000 residents. The district extends from Pacific Beach to Encinitas along the coast, and then from Carmel Valley and Sorrento Hills, the Third District stretches east to Mira Mesa and Scripps Ranch. Along the Interstate 15 corridor, the district takes in the communities of Tierrasanta, San Carlos, Rancho Penasquitos, Carmel Mountain, Sabre Springs, Rancho Bernardo and the City of Escondido. The office budget reflects staffing commensurate with the size of the district, its population growth and the myriad of services provided to the constituents. The budget also reflects a quality service relationship with the Third District's population. District Three requires diverse services and professional skills by the members of the Third District staff. District Three's boundaries include a wide variety of industry, education, environmental issues and research facilities, retail, flower growing, the highest concentration of tourism, and five city governments. The district office reflects the business, education, environmental concerns and population diversity of the district. District Three is a growing, vibrant area. Population growth can be attributed to not only climate

and lifestyle, but to the many economic opportunities available. Vice Chairwoman Slater-Price believes County government must do its share to promote quality of life through economic prosperity, environmental protection and appropriate services such as parks and libraries.

District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically diverse district in San Diego County. More than 590,000 people reside in the district, which encompasses a majority of the City of San Diego. Since his election to the Board of Supervisors in 1994, Supervisor Roberts has focused his energy on a wide variety of issues - from improving the plight of foster children and preserving public safety, to making sure that the County of San Diego remains one of the best managed counties in America. Because most of the Fourth Supervisorial District is located within the City of San Diego, the bulk of municipal services, like street improvements, trash collection and tree trimming fall under the jurisdiction of the San Diego City Council. 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 County's Fourth Supervisorial District spans almost 70 square miles, extending north to University City, west to Old Town, east to the College Area, and south to Paradise Hills. The district also includes the neighborhoods of Bay Park, Chollas View, City Heights, Downtown San Diego (part), Encanto, Hillcrest, Golden Hill, Kearny Mesa, Kensington, Linda Vista, Little Italy, Mission Hills, Mission Valley, Montgomery Field, Morena, Normal Heights, North Park, Oak Park, Old Town, Serra Mesa, Skyline, South Park, Talmadge Park, and University Heights. Points of interest within the district include Old Town State Historic Park, Balboa Park and the world-famous San Diego Zoo.



District 5

Supervisor Bill Horn has represented the Fifth District since his election to the Board of Supervisors in 1994. The district covers the northern most area of San Diego County and stretches from the wave-swept sands of the Oceanside coast, to the pine-topped hills of the Palomar Mountain Range and beyond to the expanses of the Borrego Desert. The district, with nearly 1,800 square miles, is a vast resource of nature, industry and agriculture. Nearly 587,000 people reside in the Fifth District. Efficient and friendly service is a top priority for Supervisor Horn. His staff assists with research, development and analysis of the County budget, operations and policies in addition to responding to the needs of constituents and supporting Supervisor Horn in his contact with the public. Supervisor Horn is proud of the district's improved health care, public safety and new relationships with faith-based groups.

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista and San Marcos, as well as Marine Corps Base Camp Pendleton. The district includes the unincorporated communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, DeLuz, Del Dios, Eagles Nest, Eden Valley, Elfin Forest, Fairbanks Ranch, Fallbrook, Gopher Canyon, Harmony Grove, Hidden Meadows, Jesmond Dene, La Costa, La Jolla Amago, Lake Henshaw, Lake San Marcos, Lake Sutherland, Lake Wohlford, Lilac, Morettis, Live Oak Park, Oak Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley,

Rainbow, Ranchita, Rancho Monserate, Rancho Santa Fe, Rancho Santa Margarita, Rock Springs, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, Vista Acres, Warner Springs and Winterwarm. The district is also home to the Indian Reservations of La Jolla, Los Coyotes, Mesa Grande, Pala, Pauma/Yuima, Rincon, and San Pasqual. Also within the district boundaries are vast areas of National Forest, State Park lands, and the United States Naval Weapons Station at Fallbrook. Supervisor Horn is an avocado rancher, so agriculture remains close to his heart. Agriculture is a major industry in the Fifth District (the fourth most important in the County), with many hills and valleys covered with groves of avocado and citrus trees. Decorative flowers, grown commercially, paint the hills of Carlsbad each year with a rainbow of colors. Elsewhere, cattlemen tend their herds in the oak-studded, inland valleys and farmers plant and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the Borrego desert.

Tourism and industrial development are thriving in the Fifth District. The Biotechnology industry is represented in Oceanside, Carlsbad, Vista and San Marcos. Many of the major golf club makers are also part of the business success of the Fifth District. Supervisor Horn is committed to property rights, balanced growth, traffic relief and environmental care.



Board of Supervisors

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Board of Supervisors District 1	11.00	10.00	(9.09)	10.00	0.00
Board of Supervisors District 2	12.00	11.00	(8.33)	11.00	0.00
Board of Supervisors District 3	12.00	11.00	(8.33)	11.00	0.00
Board of Supervisors District 4	12.00	12.00	0.00	12.00	0.00
Board of Supervisors District 5	13.00	13.00	0.00	13.00	0.00
Board of Supervisors General Offices	2.00	2.00	0.00	2.00	0.00
Total	62.00	59.00	(4.84)	59.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Board of Supervisors District 1	\$ 1,027,346	\$ 1,027,346	0.00	\$ 1,027,346	0.00
Board of Supervisors District 2	1,094,121	1,054,121	(3.66)	1,054,121	0.00
Board of Supervisors District 3	1,015,560	1,015,560	0.00	1,015,560	0.00
Board of Supervisors District 4	1,027,346	1,027,346	0.00	1,027,346	0.00
Board of Supervisors District 5	1,114,642	1,114,642	0.00	1,114,642	0.00
Board of Supervisors General Offices	922,823	940,845	1.95	940,941	0.01
Total	\$ 6,201,838	\$ 6,179,860	(0.35)	\$ 6,179,956	0.00

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 5,300,357	\$ 5,343,775	0.82	\$ 5,343,871	0.00
Services & Supplies	901,481	836,085	(7.25)	836,085	0.00
Total	\$ 6,201,838	\$ 6,179,860	(0.35)	\$ 6,179,956	0.00

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
General Revenue Allocation	6,201,838	6,179,860	(0.35)	6,179,956	0.00
Total	\$ 6,201,838	\$ 6,179,860	(0.35)	\$ 6,179,956	0.00

Assessor/Recorder/County Clerk



Department Description

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

Mission Statement

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

2003-04 Accomplishments

Strategic Initiative – Kids

- Collected revenue to support health services for children, including services aiding in the prevention of fetal and infant deaths.
- Continued to collect the marriage license fees funding Domestic Violence programs.
- Recorded judgments in an effort to collect funds from parents, delinquent with their child support payments.
- Helped the County's abused and neglected children by donating money collected from wedding photo fees to the Polinsky Children's Center.

- Supported the Battered Children's Fund by continuing to collect fees funding the program.

Strategic Initiative – The Environment

- Collected the Fish and Game filing fees that defray the costs of fish and wildlife resource management.

Strategic Initiative – Safe and Livable Communities

- Collected the fees used to fund County Criminal Justice and disaster preparedness services.
- Collected the fees funding the District Attorney's efforts to combat real estate fraud.

2004-06 Objectives

Strategic Initiative – Kids

- Continue to collect revenue supporting health services for children, including services aiding in the prevention of fetal and infant deaths.
- Continue to collect the marriage license fees funding Domestic Violence programs.
- Record judgments in an effort to collect funds from parents, delinquent with their child support payments.



- Help the County's abused and neglected children by donating money collected from wedding photo fees to the Polinsky Children's Center.
- Support the Battered Children's Fund by continuing to collect fees funding the program.

Strategic Initiative – The Environment

- Collect the Fish and Game filing fees that defray the costs of fish and wildlife resource management.

Strategic Initiative – Safe and Livable Communities

- Collect the fees used to fund County Criminal Justice and disaster preparedness services.
- Collect the fees funding the District Attorney's efforts to combat real estate fraud.

Required Discipline – Fiscal Stability

- Ensure the County remains fiscally sound by accurately assessing property, processing Documentary Transfer Taxes, associated property taxes, and Recording and County Clerk fees.
- Maintain fair and full valuation of all property within San Diego County.

Required Discipline – Customer Satisfaction

- Continue to maintain a high level of customer satisfaction.

Required Discipline – Information Management

- Implement an automated Recording System to enhance efficiency.

Changes from 2003-04 Adopted

Staffing

- No proposed changes to permanent staff years. A reduction of temporary and seasonal positions was made to mitigate the impact of decrease in departmental

General Purpose Revenue Allocation due to the State budget adjustments based on the Governor's Proposed Budget.

Expenditure

- Salaries and Benefits are proposed to increase by a net \$2.0 million due to an increase in negotiated salary and benefit costs, offset by a decrease in expenditures related to temporary and seasonal staff and overtime.
- Services and Supplies are proposed to decrease by \$0.4 million due to deletion of temporary help contracts, lower major maintenance projections, and revised computer contract cost projections.
- Capital Asset Equipment expenditures are proposed to decrease by \$0.3 million. Expenditure amounts in this account vary from year to year.
- Proposed increase in Management Reserves of \$0.2 million for unanticipated expenditures that may arise during the year.

Revenue

- Charges for Current Services are proposed to increase by \$5.0 million due to increased recordings, vital statistics, property tax administration reimbursement, and reimbursable expenses.
- Proposed increase of \$0.2 million in use of Fund Balance to offset the increase in Management Reserves for unanticipated expenditures.
- General Revenue Allocation is proposed to decrease by \$3.6 million due to a loss of property tax revenue in accordance with the Governor's Proposed Budget.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Assessment Appeals Cases completed within two years* ¹	100%	100%	N/A	N/A
Appraisals Performed ²	N/A	N/A	125,000	125,000
Business Audits Performed	1,100	1,100	1,000	1,000
Number of Documents Recorded/Examined	1,300,000	1,600,000	1,300,000	1,300,000
Recorded Documents and Vital Records copied	290,000	293,000	295,000	295,000
Fictitious Business Name Filings	35,000	36,000	35,000	35,000

*Unless waiver received.

¹ This measure will be discontinued as of Fiscal Year 2004-05.

² This measure will begin in Fiscal Year 2004-05.



Assessor/Recorder/County Clerk

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Property Valuation ID	294.50	294.50	0.00	294.50	0.00
Recorder / County Clerk	131.00	131.00	0.00	131.00	0.00
Public Information Services	19.50	19.50	0.00	19.50	0.00
Management Support	17.00	17.00	0.00	17.00	0.00
Total	462.00	462.00	0.00	462.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Property Valuation ID	\$ 27,611,803	\$ 28,543,514	3.37	\$ 29,340,579	2.79
Recorder / County Clerk	12,318,062	12,436,187	0.96	12,643,848	1.67
Public Information Services	1,443,496	1,525,522	5.68	1,567,938	2.78
Management Support	2,713,794	3,034,857	11.83	2,932,162	(3.38)
Total	\$ 44,087,155	\$ 45,540,080	3.30	\$ 46,484,527	2.07

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 31,900,111	\$ 33,915,509	6.32	\$ 35,419,578	4.43
Services & Supplies	11,879,044	11,424,571	(3.83)	10,864,949	(4.90)
Capital Assets Equipment	308,000	—	(100.00)	—	0.00
Management Reserves	—	200,000	(100.00)	200,000	0.00
Total	\$ 44,087,155	\$ 45,540,080	3.30	\$ 46,484,527	2.07



Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	33,000	200,000	506.06	200,000	0.00
Licenses Permits & Franchises	440,000	440,000	0.00	440,000	0.00
Revenue From Use of Money & Property	50,934	140,000	174.87	140,000	0.00
Charges For Current Services	33,776,853	38,538,807	14.10	38,227,284	(0.81)
Miscellaneous Revenues	30,000	30,000	0.00	30,000	0.00
General Revenue Allocation	9,756,368	6,191,273	(36.54)	7,447,243	20.29
Total	\$ 44,087,155	\$ 45,540,080	3.30	\$ 46,484,527	2.07



Treasurer-Tax Collector



Department Description

The Treasurer-Tax Collector (T-TC) provides investment, banking, and other financial services to public agencies located within the County of San Diego and collects all local property taxes. The office manages the Treasurer's estimated \$4.0 billion investment funds, bills and collects \$2.9 billion in property taxes annually, establishes and maintains all banking relationships for the County, administers the County's Deferred Compensation Plans, and serves as Paying Agent and Fiscal Agent for various local agency bond issues. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the San Diego County Employees Retirement Association (SDCERA) Board.

Mission Statement

To provide the citizens, agencies and employees of San Diego County with superior financial services in terms of quality, timeliness, efficiency, and value while maintaining the highest levels of customer service and satisfaction.

2003-04 Accomplishments

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Conducted market research necessary for the development of a Countywide Integrated Electronic Payment system.
- Drafted a Request for Statement of Qualifications for an Integrated Electronic Payment system.
- Automated the refund process with the Enterprise Resource Planning team using workflow.
- Collected 98% of secured taxes and 99% of unsecured taxes.
- Upgraded the SunGard Investment Financial System to support the Enterprise Resource Planning infrastructure.
- Updated Terminal Pay Plan policies and procedures.
- Implemented formal departmental Recruiting and Hiring policies and procedures to ensure consistency in hiring practices.
- Implemented a visitor check in policy and procedure to increase security.
- Implemented a departmental policy and procedure to request services and supplies.
- Implemented strategies to increase constituent outreach to pool participants, taxpayers, County employees, retirees, and community organizations.
- Drafted a new policy and a procedure for bond payment administration and accounting.
- Pursuing collection of \$1.5 million in disputed transient occupancy taxes and penalties.
- Increased the Investment Pool by \$5.0 million by adding a new investor.
- Investment Pool earnings outperformed Local Agency Investment Fund earnings.
- Issued a Request for Proposal to renegotiate banking services for the County and Investment Pool participants.



Strategic Initiative – Kids

- Developed and currently implementing a Deferred Compensation business plan to expand and improve education, information and services for employees and their families.
- Conducted three Financial & Investment Educational Symposiums.
- Expanded eligibility of Deferred Compensation Plan to temporary employees.
- Conducted four Hartford “Plan for Life” educational seminars.
- Hosted first annual School Bond Symposium to help schools leverage financial resources.
- Hosted high school outreach program to expose 7 students to County career opportunities.

Strategic Initiative – The Environment

- Implemented an integrated Automated Clearing House (ACH) payment reconciliation process to streamline wire transfers.
- Launched an internal pilot program to convert pre-printed hardcopy tax bills to electronic bills.

Strategic Initiative – Safe and Livable Communities

- Created an online application form to streamline the processing of Mobile Home Tax Clearance certificates.

2004-06 Objectives

Strategic Initiative – Kids

- Implement the Deferred Compensation business plan to expand and improve education, information and services for employees and their families.
- Conduct three Financial & Investment Educational Symposiums to expand and improve education, information and services for employees and their families.

Strategic Initiative – The Environment

- Convert hardcopy records and reports to electronic images to conserve natural resources.
- Purchase and implement a Countywide Integrated Electronic Payment system to streamline payment processing and conserve natural resources.

Required Discipline – Fiscal Stability

- Collect 98% of secured taxes and 99% of unsecured taxes.
- Review and evaluate custody services and deferred compensation plan management services.

Required Discipline – Information Management

- Convert hardcopy records and reports to electronic images to promote operational efficiency.
- Continue development of Integrated Property System with the Assessor/Recorder/Clerk, Auditor & Controller, and Chief Technology Office.

Required Discipline - Continuous Improvement

- Collaborate with the Enterprise Resource Planning team to automate the wire transfer process.

Required Discipline - Customer Satisfaction

- Redesign the tax bill to improve its readability and clarity.
- Redesign and enhance the departmental website to increase customer satisfaction.
- Enhance the Interactive Voice Response (IVR) system to improve customer satisfaction.

Changes from 2003-04 Adopted

Staffing

- There are no proposed changes in staffing.



Expenditure

- Salaries and Benefits are proposed to increase by \$0.8 million due to an increase in negotiated salaries and benefits costs.
- Services and Supplies are proposed to increase by \$0.5 million due to the increased costs of banking services.
- Decrease of \$0.3 million in Management Reserves is due to a decrease of resources allocated for unplanned expenditures.

Revenue

- Fines, Forfeitures & Penalties are proposed to increase by \$0.1 million due to the increase in anticipated fines and penalty revenue based on historical trends.

- Charges for Current Services revenues are proposed to increase by \$2.4 million to offset the increase in banking costs and salaries and benefits costs related to Pooled Banking Services and property tax administration.
- Miscellaneous Revenues are proposed to increase by \$0.1 million due to an increase in excess proceeds generated during the annual tax sale.
- Decrease of \$0.3 million in use of Fund Balance is due to a reduction in resources provided for unplanned expenditures.
- General Revenue Allocation is proposed to decrease by \$1.3 million due to a loss of property tax revenues in accordance with the Governors' Proposed Budget.

Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Secured Taxes Collected (\$ Millions)	\$2,859	\$2,867	\$3,058	\$3,058
Unsecured Taxes Collected (\$ Millions)	\$148	\$134	\$135	\$136
Rate of Return on Investment Pool (%)	2.25%	1.50%	1.75%	2.00%
Deferred Compensation Accounts ²	20,600	17,657	N/A	N/A
Customer Satisfaction Ratings (1-5)	4.6	4.8	4.8	4.8
Deferred Compensation Plan Participants	N/A	9,941	10,200	10,300

¹ Taxes collected and rate of return on the Investment Pool are key performance indicators for the Tax Collection and Treasury programs respectively. These measures are strongly affected by economic conditions. The County receives about 14% of taxes collected and the remainder goes to schools, cities, and special districts.

² Will be replaced by measure of plan participants in Fiscal Year 2004-05.



Treasurer-Tax Collector

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Treasury	28.00	30.00	7.14	30.00	0.00
Tax Collection	83.00	82.00	(1.20)	82.00	0.00
Administration - Treasurer / Tax Collector	12.00	11.00	(8.33)	11.00	0.00
Total	123.00	123.00	0.00	123.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Treasury	\$ 4,081,439	\$ 5,250,726	28.65	\$ 5,306,592	1.06
Tax Collection	7,990,419	7,806,332	(2.30)	7,993,365	2.40
Administration - Treasurer / Tax Collector	1,440,502	1,436,534	(0.28)	1,465,398	2.01
Total	\$ 13,512,360	\$ 14,493,592	7.26	\$ 14,765,355	1.88

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 8,007,818	\$ 8,812,330	10.05	\$ 9,144,216	3.77
Services & Supplies	5,004,542	5,481,262	9.53	5,421,139	(1.10)
Management Reserves	500,000	200,000	(60.00)	200,000	0.00
Total	\$ 13,512,360	\$ 14,493,592	7.26	\$ 14,765,355	1.88

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	500,000	200,000	(60.00)	200,000	0.00
Fines, Forfeitures & Penalties	664,525	800,000	20.39	799,000	(0.13)
Charges For Current Services	6,115,134	8,478,837	38.65	8,557,620	0.93
Miscellaneous Revenues	35,512	100,700	183.57	100,700	0.00
General Revenue Allocation	6,197,189	4,914,055	(20.71)	5,108,035	3.95
Total	\$ 13,512,360	\$ 14,493,592	7.26	\$ 14,765,355	1.88

Chief Administrative Office



Department Description

The Chief Administrative Office (CAO) is responsible for implementing the policy directives of the Board of Supervisors, achieving the County's overall mission, goals, and objectives through the County's Agency and Groups.

Mission Statement

Work with the Board of Supervisors, public and County employees to create a County government that is customer-focused and responsive to citizens' needs and priorities, effectively implementing the policy direction of the Board of Supervisors and efficiently managing the day-to-day operations and functions of County Government.

2003-04 Accomplishments

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

Throughout Fiscal Year 2003-2004, the Chief Administrative Officer used the principals and disciplines of the County's General Management System (GMS) to achieve and maintain operational excellence, despite the uncertain and increasingly difficult financial circumstances created by the State of California's fiscal crisis. The Chief Administrative Office and County management team:

- Prioritized program needs within the context of the County's three Strategic Initiatives: Kids, Environment and Safe & Livable Communities.
- Responded to the Firestorm 2003 wildfires and implemented a comprehensive recovery program within days of the fires' start.
- Worked closely with State legislators and the California State Association of Counties (CSAC) to protect local government revenue sources.

- Maintained the discipline of matching one-time funding with one-time projects and ongoing resources with ongoing services.
- Maintained prudent reserves for their intended purpose.
- Managed attrition and maximized planning efforts to prepare the County for State program reductions.
- Retained the County's high bond ratings in the face of the State's declining fiscal health.
- Developed alternative plans to continue major capital programs with minimal funding impacts even though completion dates may be extended.
- Produced and aired County Television Network (CTN) programs, segments and Public Service Announcements that promote the County's Strategic Initiatives

Strategic Initiative – Kids

The CAO worked to implement all objectives within the Kids Initiative, improving opportunities for children:

- Encouraged healthy behaviors and addressed children's health issues to help ensure healthy adulthood.
- Linked eligible needy children to no-cost and low-cost healthcare coverage.
- Achieved 87% immunizations rates, thereby exceeding both State and National rates for fully immunizing two-year old children.
- Provided housing assistance subsidy to approximately 10,712 households thereby promoting a nurturing environment for youth and their families.



- Provided quality care and supportive services for at-risk youth and children in the dependency system to create a nurturing environment that enables and encourages them to succeed.
- Addressed and prevented the harmful effects on youth of exposure to violence.
- Supported families with children as they transition from welfare to work and seek self-sufficiency.
- Constructed new playgrounds and renovated ball fields in County parks and other facilities throughout the County.

Strategic Initiative – The Environment

The CAO worked to implement all objectives within the Environment Initiative, promoting natural resource management strategies that ensure environmental preservation, quality of life and economic development.

- Implemented habitat conservation programs.
- Secured \$5.8 million in grant funding coupled with \$3.9 million in General Purpose Revenue for open space acquisitions.
- Developed and implemented land use planning strategies that address the issues, needs, and concerns of both the present and the future.
- Balanced housing, open space preservation, and economic development needs on behalf of residents, taxpayers, and businesses.
- Implemented a strategy to improve the water quality of our streams, rivers, bays, and ocean.
- Reduced environmental risk through regulation, intergovernmental collaboration, and leveraging public and private resources.
- Decreased conflict over land use and actively facilitated responsible development.

- Provided legal assistance to County departments that support the County’s land use and environment goals such as the enforcement of County code violations.

Strategic Initiative – Safe and Livable Communities

The CAO worked to implement all objectives within the Safe and Livable Communities Initiative to promote safe and livable communities.

- Increased community residents’ accountability for public safety.
- Addressed primary contributors to crime, including substance abuse, truancy, illiteracy, and mental health problems.
- Enhanced efforts to stop domestic violence, focusing on prevention, victim support, and reducing recidivism.
- Improved emergency preparedness, response, recovery and mitigation capabilities for both natural and man-made disasters.
- Promoted the health and well being of adults and seniors.
- Helped residents find safe and affordable housing.
- Promoted wellness and self-sufficiency.
- Developed techniques to attract businesses to all economic sub-regions of the County.
- Maintained and expanded parks.
- Expanded access to information resources for all residents.
- Developed and supported services, programs, and initiatives that enrich our residents’ quality of life.
- With the assistance of the Land Use and Environment Group, provide training to employees regarding Stormwater Pollution Prevention.



2004-06 Objectives

Strategic Initiative – Kids

- Strengthen Child Welfare Services by improving measured outcomes, specifically ensuring no more than 14% of children re-enter foster care within a year of being re-united with their families, and increasing sibling placements to at least 66%.
- Continue to implement Countywide capital improvements for children by completing the new Bonita Library, the new Campo Library, the new Spring Valley Gym and Teen Center and multiple new ball fields and playgrounds.
- Provide free tax preparation services to 2,000 low-income residents for the Earned Income Tax Credit program which results in promoting family self-sufficiency while returning \$3.0 million in tax dollars back to the County.

Strategic Initiative – The Environment

- Complete public review of the General Plan 2020 Environmental Impact Report and present to the Board of Supervisors for approval.
- Acquire 500 acres of park and/or preserve land by leveraging federal, State and private funding with General Purpose Revenues.
- Continue a regional leadership role in improving watershed protection and stormwater quality.

Strategic Initiative – Safe and Livable Communities

- Initiate the integration of mental health, alcohol and other drug services into a behavioral health system that is responsive to the needs of children and adults.
- Maximize federal and State resources to begin construction of the Edgemoor Healthcare Facility and seek alternative funding resources for design and construction of a new Medical Examiner's facility.

- Develop a three-year Countywide Homeland Security Exercise Program, working with law enforcement and fire service agencies to strengthen the County's ability to respond to emergencies.
- Provide resource support to the Fire Helicopter Task Force to protect against future firestorms.
- Seek Homeland Security grants or other funding options to improve the Regional Communication System by expanding and enhancing the existing network.

Required Discipline – Fiscal Stability

- Maintain prudent reserve levels and resist pressure to offset State program cuts with these one-time resources.
- Continue fiscal discipline of only using ongoing revenues for ongoing operational expenses.
- Retain a high County credit rating by maintaining fiscally conservative policies.
- Manage fiscal downturn through prudent planning and attrition to minimize reductions in workforce. Where reductions are necessary, provide workforce transition assistance to impacted employees.
- Maintain an ongoing relationship with Federal Emergency Management Agency (FEMA) officials to ensure full reimbursement of all allowable Firestorm 2003 expenses.
- Continue to meet all fiscal responsibilities while managing through the significant proposed State shift of local property tax dollars to the State.
- Reenergize managed competition and reengineering efforts by employees, non-profits and for-profit providers to maximize services for citizens as budgets are shrinking.
- Continue to use information technology as a tool to improve business processes and services to the public.



Required Discipline – Regional Leadership

- Continue to support and provide active participation in Community charitable causes that support and care for children such as the County Employees Charitable Organization (CECO), San Pasqual Academy, and the March of Dimes.

Changes from 2003-04 Adopted

The changes outlined in this section are limited to the budget area assigned specifically to capture expenditures related to the immediate staff within the CAO’s Department. They are not reflective of the overall County budget changes recommended by the Chief Administrative Officer.

Staffing

- Proposed net decrease of 1.00 staff year due to the elimination of one position to mitigate the impact of the decrease in departmental General Purpose Revenue allocation made to address the impact of State budget adjustments based on the Governor’s Proposed Budget.

Expenditure

- Proposed net increase of \$0.1 million in Salaries and Benefits expenditures due to the elimination of one position offset by increased costs related to negotiated labor costs.
- Proposed decrease in Services and Supplies expenditures of \$0.1 million due to a decrease in general office expense.
- Proposed increase in Management Reserves of \$20,000.

Revenue

- Proposed increase in use of Fund Balance to offset budgeted use of Management Reserves for unanticipated expenditures.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Executive Office	8.50	7.50	(11.76)	8.00	6.67
Office of Intergovernmental Affairs	4.00	4.00	0.00	4.00	0.00
Internal Affairs	4.00	4.00	0.00	4.00	0.00
Total	16.50	15.50	(6.06)	16.00	3.23

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Executive Office	\$ 1,576,817	\$ 1,606,021	1.85	\$ 1,677,031	4.42
Office of Intergovernmental Affairs	1,254,218	1,266,543	0.98	1,293,918	2.16
County Memberships and Audit	611,472	615,201	0.61	615,201	0.00
Internal Affairs	503,990	498,907	(1.01)	501,727	0.57
Total	\$ 3,946,497	\$ 3,986,672	1.02	\$ 4,087,877	2.54

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 2,029,055	\$ 2,159,813	6.44	\$ 2,198,045	1.77
Services & Supplies	1,917,442	1,806,859	(5.77)	1,869,832	3.49
Management Reserves	—	20,000	(100.00)	20,000	0.00
Total	\$ 3,946,497	\$ 3,986,672	1.02	\$ 4,087,877	2.54

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	—	20,000	(100.00)	20,000	0.00
Charges For Current Services	49,826	49,826	0.00	49,826	0.00
General Revenue Allocation	3,896,671	3,916,846	0.52	4,018,051	2.58
Total	\$ 3,946,497	\$ 3,986,672	1.02	\$ 4,087,877	2.54



Auditor and Controller



Department Description

The Auditor and Controller (A&C) Department has four primary responsibilities. First, in accordance with the County Charter and generally accepted accounting principles, the Department provides an integrated system of financial support services for all County departments, agencies and special districts including: accounting; cash management; payroll, accounts payable; cost accounting; and property tax services. The Department performs independent operational, management, performance, and departmental audits and oversees contracts for audit services. Also, the Department is responsible for the development, preparation, and monitoring of the County's Operational Plan and furnishes customer focused financial decision-making support to the Board of Supervisors and the Chief Administrative Officer, and advances the goals and visions of the Board utilizing the General Management System (GMS) and County's Strategic Plan. Finally, the Department provides cost effective and efficient professional collections and accounts receivable management services to maximize recovery of monies due the County.

Mission Statement

Maintain our status as a national leader in providing government financial services. Continue to provide our customers with superior financial service in terms of quality, timeliness, value, and fiscal integrity to enable them to plan for and achieve their goals.

2003-04 Accomplishments

Required Discipline -Fiscal Stability

- Provided financial information and services to meet operational, regulatory, and business requirements of our customers, which include all departments, agencies and special districts.
- Balanced prudent cash reserves with operational needs to preserve the County's fiscal health.
- Maintained the County's bond rating at AA-.

Required Discipline -Skilled, Competent Workforce

- Developed and updated annual employee development plans for all departmental personnel. Each plan outlined core competency training and development objectives for the fiscal year. It is anticipated that employees will complete over 80% of the identified curriculum.
- Developed and conducted budgeted position management training as a financial core competency Countywide training course.

Required Discipline -Continuous Improvement/ Information Management

- Continued with implementation of the Enterprise Resource Planning (ERP) project. Department personnel have assumed ownership of the Oracle Financials components to include General Ledger, Projects and Grants, Fixed Assets and Accounts Payable modules. A review and rewrite of all County



Administrative Policies and Procedures due to new ERP business practices is ongoing and is projected for completion in Fiscal Year 2005-06.

- Implemented imaging technology to convert hard copy reports to electronic formats, creating significant operational efficiencies and cost savings.
- In coordination with the Assessor/Recorder/County Clerk, Treasurer/Tax Collector, and County Technology Office, issued a Request For Proposal (RFP) for the replacement of the existing Property Tax System.
- Issued an RFP to replace the System Managed Accounts Receivable and Trust (SMART) System, administered by the Revenue and Recovery division.
- Operational Business Continuity planning was conducted for key departmental functions as part of a Countywide Business Continuity planning program.

Required Discipline -Accountability/Transparency

- In accordance with the County’s GMS, a timely two-year Operational Plan was produced.
- Assisted and coordinated activities related to grant and insurance claiming as a result of the Firestorm 2003.

Required Discipline -Regional Leadership

- Continued to support and provide active participation in Community charitable causes that support and care for children. Auditor and Controller personnel collected approximately \$2,370 for County Employees Charitable Organization (CECO), \$2,000 for the San Pasqual Academy, and \$300 for the March of Dimes.
- In conjunction with the Land Use and Environment Group, continued to provide regional leadership through training on stormwater pollution prevention and other environmental best practices. Storm water pollution prevention training was provided to all departmental employees in the prior year.

- Received several distinguished recognition awards for financial leadership including the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award and the Certificate of Achievement in Financial Reporting, as well as the State Controller’s Award for Achieving Excellence in Financial Reporting.

2004-06 Objectives

Required Discipline -Regional Leadership

- Continue to support and provide active participation in Community charitable causes that support and care for children such as the County Employees Charitable Organization (CECO), San Pasqual Academy, and the March of Dimes.

Required Discipline -Fiscal Stability

- Continue to provide value-added financial information and services to meet operational, regulatory, and business requirements of our customers, which include all departments, agencies and special districts.
- Continue to maintain the County’s AA- bond rating.
- Complete, in accordance with the General Management System, a two-year Operational Plan.

Required Discipline -Accountability /Transparency

- Complete 100% of all mandatory Audits and issue audit advisories as requested by Group Managers.

Required Discipline -Skilled, Competent Workforce

- Continue to develop and update annual employee development plans for all departmental personnel. Each plan will outline core competency training and development objectives for Fiscal Year 2004-05 with the goal of completing 80% of identified curriculum.
- Continue to develop and administer at least one Countywide financial core competency-training course in Fiscal Year 2004-05.



Required Discipline -Continuous Improvement and Information Management

- Review successful Request For Proposals (RFP) solicitations, seek approval by the Board of Supervisors, and award a contract to replace the existing SMART accounts receivable system.
- In coordination with the Assessor/Recorder/County Clerk, Treasurer/Tax Collector, and County Technology Office, review successful RFP solicitations, seek approval by the Board of Supervisors, and award a contract to replace the existing Property Tax System.
- Continue with implementation of remaining phases of the Enterprise Resource Planning (ERP) project.
- Continue to identify opportunities for Business Process Re-engineering in conjunction with the implementation of the ERP project.

Changes from 2003-04 Adopted

Staffing

- Proposed reduction of 23.00 staff years to mitigate the impact of the decrease in departmental General Purpose Revenue allocation made to address the impact of State budget adjustments based on the Governor's Proposed Budget. The reduction of staff years produces a decrease

in the department's flexibility in assuming additional responsibilities related to financial systems implementation or new programs.

Expenditure

- Proposed net reduction in Salaries and Benefits expenditures of \$0.1 million as a result of reduction of 23.00 staff years, offset by an increase in negotiated salaries and benefits.
- Proposed reduction in Services and Supplies expenditures of \$1.9 million based on efficiencies gained in information technology.
- Proposed decrease of \$0.3 million in Management Reserves is due to a decrease of resources allocated for unplanned expenditures.

Revenue

- Proposed increase in Program revenues of \$1.6 million representing anticipated increases in Assembly Bill (AB) 2890 (Public Contracts) revenue, A87 cost recovery, and miscellaneous revenues.
- Decrease of \$0.2 million in use of Fund Balance is due to a reduction in resources provided for unplanned expenditures.
- General Revenue Allocation is proposed to decrease by \$1.9 million due to a loss of property tax revenue in accordance with the Governors' Proposed Budget.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2004-05 Projected
Complete 100% of Mandated Audits	100%	100%	100%	100%
Implement ERP's	Continue Phase 4 - 6 Implementation	Completed Implementation Through Phase 5a	Continue Phase 5 - 6 Implementation	Continue Phase 5 - 6 Implementation
Achieve An Accuracy Rate of 100% for Property Tax Bills, Roll and Tax Apportionments	100%	100%	100%	100%
Maintain County Bond Rating	AA-	AA-	AA-	AA-



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Audits	16.50	15.00	(9.09)	15.00	0.00
Office of Financial Planning	16.50	12.00	(27.27)	12.00	0.00
Accounting and Fiscal Control	111.00	102.00	(8.11)	102.00	0.00
Revenue and Recovery	110.00	106.00	(3.64)	106.00	0.00
Administration	24.00	20.00	(16.67)	20.00	0.00
Total	278.00	255.00	(8.27)	255.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Audits	\$ 2,154,398	\$ 1,833,187	(14.91)	\$ 1,937,831	5.71
Office of Financial Planning	2,223,607	1,693,009	(23.86)	1,744,173	3.02
Accounting and Fiscal Control	9,521,431	9,220,258	(3.16)	9,500,292	3.04
Revenue and Recovery	9,393,151	9,369,900	(0.25)	9,711,497	3.65
Administration	4,578,941	3,415,850	(25.40)	3,426,431	0.31
Total	\$ 27,871,528	\$ 25,532,204	(8.39)	\$ 26,320,224	3.09

Budget by Categories of Expenditures

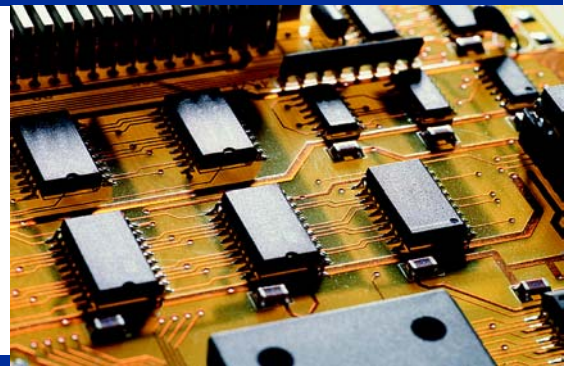
	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 18,588,160	\$ 18,440,254	(0.80)	\$ 19,278,725	4.55
Services & Supplies	8,743,368	6,871,950	(21.40)	6,821,499	(0.73)
Other Charges	20,000	20,000	0.00	20,000	0.00
Capital Assets Equipment	20,000	—	(100.00)	—	0.00
Management Reserves	500,000	200,000	(60.00)	200,000	0.00
Total	\$ 27,871,528	\$ 25,532,204	(8.39)	\$ 26,320,224	3.09



Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	500,000	200,000	(60.00)	200,000	0.00
Intergovernmental Revenues	70,000	80,000	14.29	80,000	0.00
Charges For Current Services	5,048,072	6,667,920	32.09	6,543,921	(1.86)
Miscellaneous Revenues	355,500	626,776	76.31	832,389	32.80
Other Financing Sources	25,000	25,000	0.00	25,000	0.00
General Revenue Allocation	21,872,956	17,932,508	(18.02)	18,638,914	3.94
Total	\$ 27,871,528	\$ 25,532,204	(8.39)	\$ 26,320,224	3.09

County Technology Office



Department Description

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

Mission Statement

Provide state-of-the-art Information Technology solutions to the County Business Units to support the County's Strategic Plan.

2003-04 Accomplishments

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Provided technical and project management support on large IT initiatives for County departments.
- Provided assistance in the IT strategic planning efforts of County departments.
- Provided management and oversight of IT Contractor providing IT infrastructure to County departments.
- Implemented IT Investment Management (ITIM) initiative in order to effectively manage County's use of applications.
- Assisted with Enterprise Resource Planning (ERP) implementation and the decommissioning of existing legacy applications that the new system replaces.
- Provided project management for the new Property Tax System.
- Negotiated modifications to service level requirements with IT Contractor.
- Streamlined financial reporting of IT costs through enhancements to Chargeback system.
- Created a training program to implement project management Countywide.

- Strategic Initiatives – Kids
- Assisted the Futures Foundation to provide technology to organizations that promote the well being of kids.

2004-06 Objectives

Strategic Initiatives – Kids

- Support the San Diego Futures Foundation providing technology to organizations that promote the well being of kids.

Required Discipline - Fiscal Stability

- Reduce IT Application Maintenance Costs by developing a process, utilizing ITIM, to ensure application investments target reductions in maintenance and support costs.

Required Discipline - Customer Satisfaction

- Increase CTO customer satisfaction results on surveys by 5%.

Required Discipline - Regional Leadership

- Demonstrate regional leadership by participating in the regional meetings between County, City, Port and Airport Chief Information Officers.

Required Discipline – Accountability/Transparency

- Use information technology as a tool to provide County departments and the public access to information.

Required Discipline - Essential Infrastructure

- Maintain the essential IT infrastructure required by County departments as it relates to IT.



Required Discipline - Information Management

- Assist County Departments in identifying commercial off the shelf software that meets their needs.
- Manage the final deployment for the remaining modules of the ERP system and the development of the Integrated Property Tax System.

Changes from 2003-04 Adopted

Staffing

- Proposed net decrease of 1.00 staff year due to:
 - The elimination of two positions to mitigate the impact of the decrease in departmental General Purpose Revenue allocation made to address the impact of State budget adjustments based on the Governor’s Proposed Budget. The elimination of two positions will cause a decrease in the technical oversight of IT contract administration and organizational communications;
 - The transfer of one position mid-year to the Finance and General Government Group for the Group management of the IT systems; and,
 - The transfer of two positions into CTO from the Finance and General Government Group for the management of the ERP development project.

Expenditure

- Proposed net decrease of \$0.2 million in Salaries and Benefits expenditures is due to the elimination of two positions and the addition of two positions, offset by increased negotiated salary and benefit costs.

- Proposed net decrease in Services and Supplies expenditures of \$12.0 million is due to a decrease in the IT Internal Service Fund expenditures resulting from an anticipated reduction in IT costs by County departments and the Courts.
- Proposed decrease of \$0.3 million in Management Reserves is due to a decrease of resources allocated for unplanned expenditures.

Revenue

- Proposed decrease of \$0.2 million in Intergovernmental Revenue is due to the anticipated decrease in IT costs used by the Courts.
- Proposed decrease of \$7.4 million in Charges for Current Services is due to planned reductions in IT costs by County departments.
- Proposed decrease of \$6.0 million in Other Financing Sources is due to a decrease in anticipated use of bond proceeds for payment of the ERP project.
- Proposed increase of \$2.6 million in use of Fund Balance is due to the planned use of one-time resources to fund one-time consulting services related to the completion of the ERP project.
- Proposed decrease of \$1.6 million in General Revenue Allocation due to the impact on the County of the Governor’s Proposed Budget.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Number of Groups trained in the use of applications investment tracking	2	4	2	2
Number of days contract disputes remain open	30	24	20	20
Number of desktops refreshed ¹	3,000	3401	3,000	3,000
Number of IT Guiding Principles implemented	5	5	5	5
Number of days for CTO workorder authorization	5	5	5	5
Number of servers refreshed ¹	200	112	85	85

¹ Number of items to be refreshed is a contractual obligation for a percentage of desktops/servers to be refreshed in County environment at the beginning of each year.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
CTO Office	18.00	17.00	(5.56)	17.00	0.00
Total	18.00	17.00	(5.56)	17.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
CTO Office	\$ 6,770,283	\$ 4,811,698	(28.93)	\$ 4,461,851	(7.27)
Information Technology Internal Service Fund	122,325,425	111,765,537	(8.63)	110,954,583	(0.73)
Total	\$ 129,095,708	\$ 116,577,235	(9.70)	\$ 115,416,434	(1.00)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 2,686,947	\$ 2,490,207	(7.32)	\$ 2,514,663	0.98
Services & Supplies	125,909,712	113,887,028	(9.55)	112,701,771	(1.04)
Management Reserves	499,049	200,000	(59.92)	200,000	0.00
Total	\$ 129,095,708	\$ 116,577,235	(9.70)	\$ 115,416,434	(1.00)

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	2,099,049	4,700,000	123.91	4,200,000	(10.64)
Intergovernmental Revenues	10,810,000	10,647,500	(1.50)	10,562,000	(0.80)
Charges For Current Services	97,970,772	90,530,981	(7.59)	89,782,027	(0.83)
Miscellaneous Revenues	30,000	3,500	(88.33)	3,500	0.00
Other Financing Sources	14,067,547	8,136,450	(42.16)	8,159,950	0.29
General Revenue Allocation	4,118,340	2,558,804	(37.87)	2,708,957	5.87
Total	\$ 129,095,708	\$ 116,577,235	(9.70)	\$ 115,416,434	(1.00)

Civil Service Commission



Department Description

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

Mission Statement

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

2003-04 Accomplishments

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Provided our customers with hearings that were fair and efficient, resulting in legally sound decisions.
- Received positive ratings in 95% of customer satisfaction surveys.
- Mystery/phone shopper survey results for the Department were consistently above average.
- All decisions made by the Commission took into consideration County liability, due process, and fairness. During Fiscal Year 2003-04, fewer than 5% of Commission decisions were litigated. This aggressive approach resulted in the Courts' affirmation of 90% of the Commission's decisions.
- Worked with the Department of Human Resources and County Counsel to improve policies and procedures relating to the Civil Service Commission.
- Implemented a new Civil Service Rule XV (Peace Officers' Administrative Appeal to Civil Service Commission from Adverse Citizens' Law Enforcement Review Board Finding).

- Explored and implemented new ways of providing consistently excellent services to our customers through the use of technology and the development of new automated processes.

2004-06 Objectives

Required Discipline – Customer Satisfaction

- Provide our customers with prompt hearings that are fair, efficient and result in legally sound decisions.
- Identify opportunities to increase customer satisfaction through the use of improved customer surveys.
- Explore and implement more effective and efficient ways of providing consistently excellent services to our customers.

Required Discipline – Accountability/Transparency

- All decisions made by the Commission will take into consideration County liability, due process, and fairness. During Fiscal Years 2004-06, fewer than 5% of Commission decisions will be litigated. This aggressive approach will result in the Courts' affirmation of 90% of the Commission's decisions.

Required Discipline – Skilled and Competent Workforce

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

Required Discipline – Fiscal Stability

- Continuously monitor office operations to identify and utilize potential cost-saving measures.



- Strive to reduce the size of back pay awards resulting from successful termination appeals by decreasing the time necessary to complete the appeal process.

Changes from 2003-04 Adopted

Staffing

- No proposed changes.

Expenditure

- Proposed increase in Salaries and Benefits expenditures of \$0.08 million is due to increases in negotiated salaries and benefits costs.

- Decrease in Services and Supplies expenditures of \$0.016 million is due to a reduction in the use of professional services.

Revenue

- Decrease of \$0.05 million in use of Fund Balance is due to the use of fund balance savings to fund unplanned one-time expenditures in Fiscal Year 2003-04.
- Increase of \$0.12 million in General Purpose Revenue Allocation is due primarily to increases in salary and benefit costs.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Mandated Commission Hearings ¹	40	34	N/A	N/A
Investigations ¹	11	32 ²	N/A	N/A
Staff Review / Recommendations ¹	332	275	N/A	N/A
Customer Satisfaction Rating	N/A	95%	95%	95%
% Commission Decisions Litigated	N/A	5%	5%	5%
% Commission Decisions Affirmed by Court	N/A	90%	90%	90%

¹ These measures will be replaced with Customer Satisfaction Rating, % of Commission Decisions Litigated, and % of Commission Decisions Affirmed by Court, effective with the Fiscal Year 2003-04 Estimated Actuals.

² The increase in the number of investigations is due to an unusually large number of discrimination complaints received in Fiscal Year 2003-04.



Civil Service Commission

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Civil Service Commission	4.00	4.00	0.00	4.00	0.00
Total	4.00	4.00	0.00	4.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Civil Service Commission	\$ 337,819	\$ 412,766	22.19	\$ 432,047	4.67
Total	\$ 337,819	\$ 412,766	22.19	\$ 432,047	4.67

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 272,569	\$ 353,956	29.86	\$ 374,208	5.72
Services & Supplies	65,250	48,810	(25.20)	47,839	(1.99)
Management Reserves	—	10,000	(100.00)	10,000	0.00
Total	\$ 337,819	\$ 412,766	22.19	\$ 432,047	4.67

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	57,226	10,000	(82.53)	10,000	0.00
Charges For Current Services	31,031	31,031	0.00	31,031	0.00
General Revenue Allocation	249,562	371,735	48.95	391,016	5.19
Total	\$ 337,819	\$ 412,766	22.19	\$ 432,047	4.67

Clerk of the Board of Supervisors



Department Description

The Executive Officer acts as the administrative head of the Department, serves as the Clerk of the Board of Supervisors and performs duties as provided in the Government Code and formal orders of the Board of Supervisors. He serves as the administrative officer of four Assessment Appeals Boards, as filing officer for economic disclosure statements, Deputy Secretary of the County Housing Authority, Clerk of the Air Pollution Control Board, and various other special districts and committees. The department administers the Board General Office and manages over \$12 million of budgets and trust accounts as well as the 18-acre County Administration Center (CAC), a designated federal historic landmark, which includes over 360,600 square feet of building space. Four program areas are included within the Department: Executive Office, Public Services, Legislative Services and CAC Facilities Services.

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.

2003-04 Accomplishments

All Strategic Initiatives - Kids, The Environment, and Safe and Livable Communities

- Decreased the operating costs of the County Administration Center by identifying non-essential machinery and reducing operating hours of this machinery. As a result of these actions, we were able to achieve a 20% savings in energy consumption from the prior year.
- Clerk of the Board received the 2003-2004 Office Building of the Year Award for the County Administration Center in the Historical Building category from the San Diego Building Owners and Managers Association.

- Improved customer satisfaction through the development and installation of an on-line customer survey available on our website.
- Implemented a public awareness campaign to recruit more volunteers to serve on County boards, commissions and committees.
- Clerk of the Board received 100% customer satisfaction ratings four times in the Chief Administrative Officer's customer surveys and is the only County Department to do so.

Strategic Initiative – Kids

- Sponsored a successful holiday tree fundraiser to benefit San Pasqual Academy.
- Redesigned our Public Services Section to accommodate our customers who bring their families with them to transact business.



Strategic Initiative – The Environment

- Focused our Facilities Services Section commitment on County Administration Center ongoing facility maintenance and improvement projects related to utilities conservation.
- Began development of a ten-year facility maintenance plan for the County Administration Center in order to provide an organized, cost effective approach to a quality building maintenance program over the next decade.

Strategic Initiative – Safe and Livable Communities

- Enforced the safety code in tenant improvement projects at the County Administration Center.
- Increased external security patrols around the County Administration Center.
- Continued safety and emergency response training for employees.
- Established and equipped the County Administration Center Maintenance Annex as an emergency storage site in accordance with the Clerk of the Board Business Recovery Plan.
- Implemented a process to protect critical Clerk of the Board records from a possible disaster at the County Administration Center.

2004-06 Objectives

Strategic Initiative – Kids

- Sponsor the annual Holiday Tree fundraiser to benefit the kids at San Pasqual Academy.

Required Discipline – Information Management

- Record, maintain and provide access to information regarding actions taken by the Board of Supervisors and other official County records and actions.

- Develop a replacement for the Clerk of the Board Assessment Appeals (CBAA) software system as a part of the new property tax administration system project in collaboration with the Assessor, Tax Collector and Auditor/Controller.

Required Discipline – Customer Satisfaction

- Establish a Tenant’s Guide to the County Administration Center, focusing on issues such as security, the wellness center, use regulations, the cafeteria, vending machines, etc.

Required Discipline – Fiscal Stability

- Reduce workers’ compensation incident rates through staff safety training, use of the departmental safety committee, use of ergonomic equipment and participation in the County’s Worksafe Stay-Healthy Program.

Required Discipline – Continuous Improvement

- Implement a quality process review of two procedures in each of the four departmental programs.

Changes from 2003-04 Adopted

Staffing

- No proposed staffing changes.

Expenditure

- Proposed increase in Salaries & Benefits expenditures of \$0.17 million is due to an increase in negotiated salary and benefit costs.
- Proposed decrease in Management Reserves of \$0.19 million is due to decrease in resources allocated for unanticipated expenditures.

Revenue

- Proposed increase in Charges for Current Services revenue of \$5,000 is due to anticipated increase in passport fee revenue.



-
- Proposed decrease in use of Fund Balance of \$0.19 million is due to decrease in resources allocated for unanticipated expenditures.
 - Proposed increase of \$0.17 million in General Purpose Revenue Allocation reflects the incremental amount necessary to maintain services at current level.



Clerk of the Board of Supervisors

Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed ¹	2005-06 Proposed
Average score on internal customer surveys	N/A	N/A	4.5 (out of 5)	4.7 (out of 5)
Percent of draft Board of Supervisor Statement of Proceedings approved within 24 hours of each Board Meeting	N/A	N/A	100%	100%
Percent of property tax assessment appeal applications quality reviewed and entered into the computer system within 7 days of receipt during the filing period	N/A	N/A	90%	90%
Percent of County Administration Center Facilities Services preventive maintenance work orders completed as scheduled	N/A	N/A	90%	90%
Percent of record requests fulfilled within 10 days of receipt	N/A	N/A	100%	100%

1 This is the first year the department is including performance measures.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Legislative Services	10.00	10.00	0.00	10.00	0.00
CAC Facilities Services	12.00	11.00	(8.33)	11.00	0.00
Public Services	10.00	11.00	10.00	11.00	0.00
Executive Services	5.00	5.00	0.00	5.00	0.00
Total	37.00	37.00	0.00	37.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Legislative Services	\$ 788,444	\$ 794,355	0.75	\$ 834,188	5.01
CAC Facilities Services	3,030,034	3,065,188	1.16	3,121,788	1.85
Public Services	685,151	786,938	14.86	825,869	4.95
Executive Services	1,107,752	948,138	(14.41)	953,118	0.53
Total	\$ 5,611,381	\$ 5,594,619	(0.30)	\$ 5,734,963	2.51

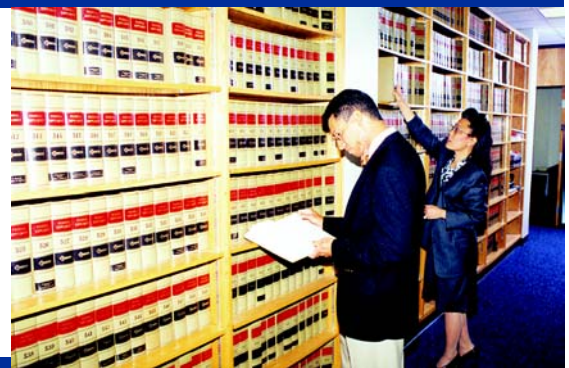
Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 2,470,373	\$ 2,648,627	7.22	\$ 2,770,256	4.59
Services & Supplies	2,771,627	2,770,992	(0.02)	2,789,707	0.68
Expenditure Transfer & Reimbursements	(25,000)	(25,000)	0.00	(25,000)	0.00
Management Reserves	394,381	200,000	(49.29)	200,000	0.00
Total	\$ 5,611,381	\$ 5,594,619	(0.30)	\$ 5,734,963	2.51

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	394,381	200,000	(49.29)	200,000	0.00
Charges For Current Services	131,750	136,619	3.70	131,750	(3.56)
Miscellaneous Revenues	40,170	40,170	0.00	40,170	0.00
General Revenue Allocation	5,045,080	5,217,830	3.42	5,363,043	2.78
Total	\$ 5,611,381	\$ 5,594,619	(0.30)	\$ 5,734,963	2.51

County Counsel



Department Description

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

Mission Statement

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

2003-04 Accomplishments

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

County Counsel achieved the following objectives in connection with its overall services provided to the Board of Supervisors, Chief Administrative Officer, and all County officers and departments:

- Prevailed in over 95% of all resolved court cases filed against County ("resolved court cases" includes all completed cases, which are final with no further avenue for appeal).
- Timely completed 100% of all advisory assignments for the Board of Supervisors.
- Timely completed 95% of all advisory assignments for all County departments.

- Timely completed 100% of all draft Environmental Impact Reviews within 30 days.
- Provided over 150 separate training programs to County departments on selected legal subjects to assist County staff to better administer their programs and perform their duties.
- Provided over 40 specialized risk mitigation training programs, including risk roundtables, settlement committee discussions, and post-litigation debriefings to specifically address risk management issues for the purpose of avoiding or mitigating risk.
- Issued 4 County Counsel Special Bulletins designed to inform County officials of new developments involving court rulings and new legislation.

Strategic Initiative – Kids

County Counsel provided quality legal services to County departments to permit them to achieve their goals to improve services provided to children. These legal services achieved the following objectives:



- Reviewed 100% of the juvenile dependency petitions filed by the Health and Human Services Agency (HHSA) to assist with identifying legal issues that place children at risk.
- Appeared in 100% of the juvenile dependency proceedings in Juvenile Court in support of the HHSA Child Welfare Services to resolve future status for dependent children.
- Prevailed in 99% of all juvenile dependency petitions involving a jurisdictional trial.
- Prevailed in 91% of all juvenile dependency appeals/writs in Court of Appeal.
- Provided over 90 training sessions to HHSA social workers and other staff to assist them in the performance of their duties in accordance with state law.

Strategic Initiative – The Environment

County Counsel provided quality legal services to County departments to permit them to achieve their goals to promote natural resource management strategies that ensure environmental preservation, quality of life, and economic development. These legal services achieved the following objectives:

- Provided timely completion of 100% of the advisory assignments involving code enforcement to support the protection and preservation of the environment.
- Handled 100% of the civil cases (resolved and pending) for departments pursuing code enforcement matters to support the protection and preservation of the environment.
- Prevailed in 100% of all court cases involving civil code enforcement matters.
- Provided timely completion of 99% of the advisory assignments in support of the overall County’s land use and environment goals.

- Handled 100% of all cases (resolved and pending) involving land use and environmental issues.
- Prevailed in 100% of all resolved court cases involving land use and environmental issues.
- Provided timely completion of 100% of the advisory assignments associated with the County’s implementation of the regional Clean Water Strategic Plan, and with its full compliance with State and federal requirements governing stormwater programs.
- Provided 4 training sessions to departments on legal subjects involving environmental issues.

Strategic Initiative – Safe and Livable Communities

Provided quality legal assistance to County departments to permit them to achieve their goals to promote safe and livable communities. The accomplishments included the following:

- Provided timely completion of 100% of the advisory assignments for the departments of Agriculture and Animal Services in support of their goals to protect the public from harmful pests and animals.
- Provided timely completion of 100% of the advisory assignments for the departments of Environmental Health and Air Pollution Control in support of their goals to protect communities from hazardous pollutants and public nuisances.
- Provided timely completion of 99% of the advisory assignments for the Sheriff and District Attorney Offices in support of their goal to facilitate safe and livable communities.
- Provided over 60 training programs Countywide to train department staff to perform their duties safely, and to avoid creating risks for members of the public. Such trainings included the following:
 - Provided over 8 Risk Roundtable training sessions for various County departments.



- Provided over 25 Settlement Committee sessions involving rendering of advice, guidance, and recommendations on how to perform duties more safely in order to avoid risks to the public.
- Provided 15 training sessions of focused training for the Sheriff's Detentions and Court Services Recruits—Academy, Sheriff's Jail Training Officers-Academy, Sheriff's Corrections Officers: In-Service, Sheriff's Supervisors: In-Service, other County department requesting specialized training, County Counsel Training Program regarding immunities against civil liability, District Attorney staff regarding limits of prosecutorial immunity.

2004-06 Objectives

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Prevail in over 90% of all resolved court cases filed against the County.
- Timely complete 100% of all advisory assignments for the Board of Supervisors.
- Timely complete 95% of all advisory assignments for all County departments.
- Complete 100% of all draft Environmental Impact Reviews within 30 days.
- Provide over 150 separate training programs to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate legal risk.
- Provide over 40 specialized training, risk roundtables, settlement committee discussions, and post-litigation debriefings to specifically address risk management issues for various County departments.
- Issue 12 or more County Counsel Special Bulletins to inform County officials of new developments involving court rulings and new legislation.

Strategic Initiative – Kids

County Counsel will provide quality legal services to County departments to permit them to achieve their goals to improve opportunities for children, including but not limited to, the following objectives:

- Timely complete at least 95% of all advisory assignments for HHSA in support of its goal to improve services provided to children.
- Review 100% of all juvenile dependency petitions prior to filing by HHSA in Juvenile Court to identify legal issues associated with factors that place children at risk.
- Represent HHSA Child Welfare Services in 100% of all Juvenile Dependency Court proceedings to support HHSA goal of protecting children and preserving families.
- Prevail in over 95% of all juvenile dependency petitions for which a jurisdictional trial is held.
- Represent HHSA Child Welfare Services in 100% of all appeals/writs filed in the Court of Appeal.
- Prevail in over 90% of all appeals/writs filed in the Court of Appeal.
- Provide over 80 training sessions for HHSA social workers and other staff to assist them in the performance of their duties in accordance with State law.

Strategic Initiative – The Environment

County Counsel will provide quality legal services to County departments to permit them to achieve their goals to promote natural resource management strategies that ensure environmental preservation, quality of life, and economic development including, but not limited to, the following objectives:

- Provide timely completion of at least 95% of all advisory assignments involving departments pursuing code enforcement matters.



- Handle 100% of all civil cases for departments pursuing code enforcement matters.
- Prevail in at least 90% of all resolved court cases involving civil code enforcement matters.
- Provide timely completion of at least 95% of all legal assignments in support of the overall County's land use and environment goals.
- Handle 100% of all cases in support of the overall County's land use and environmental duties.
- Prevail in at least 90% of all resolved court cases involving land use and environmental issues.
- Provide timely completion of at least 95% of all advisory assignments associated with the County's implementation of the regional Clean Water Strategic Plan, and with full compliance with State and federal requirements governing stormwater programs.

Strategic Initiative – Safe and Livable Communities

County Counsel will provide quality legal services to County departments to permit them to achieve their goals to promote safe and livable communities including, but not limited to, the following objectives:

- Provide timely completion of 95% of the advisory assignments for the departments of Agriculture and Animal Services in support of their goals to protect the public from harmful pests and animals.
- Provide timely completion of 95% of the advisory assignments for the departments of Environmental Health and Air Pollution Control in support of their goals to protect communities from hazardous pollutants and public nuisances.
- Provide timely completion of 95 % of the advisory assignments for the Sheriff and District Attorney Offices in support of their goal to facilitate safe and livable communities.

- Provide 60 training programs countywide to train department staff to perform their duties safely, and to avoid creating risks for members of the public. Such trainings included the following:
 - Provide 8 Risk Roundtable training sessions for various County departments.
 - Provide 25 Settlement Committee sessions involving rendering of advice, guidance, and recommendations on how to perform duties more safely in order to avoid risks to the public.

Required Discipline – Fiscal Stability

- Defend 100% of lawsuits filed against the County, with the exception of any conflict of interest disqualification, and therefore avoid the high cost of retaining outside counsel.
- Achieve a pre-trial dismissal of over 50% of all resolved cases won by the County through an aggressive pre-trial motion practice to dismiss lawsuits against the County in the early stages of the litigation in order to avoid the high cost of attorney time, expert witnesses, discovery, trial costs, and other miscellaneous litigation costs.
- Provide 150 training sessions for County departments to assist with the goal of avoiding or mitigating risks of liability associated with program operation and performance of duties.

Required Discipline – Regional Leadership

- County Counsel will serve his annual term as President of the County Counsels' Association of California through the end of September 2004
- Four San Diego County Counsel attorneys were selected for statewide recognition by the County Counsels' Association of California for their leadership on selected legal matters. This is the highest number of attorneys recognized from a county, with the next highest being two attorneys from another county. This type of leadership will continue in Fiscal Year 2004-2005.



- County Council will continue to serve as a member of the City/County Attorneys Association of San Diego County, which includes cooperative and collaborative activities among the city attorneys' staff and County Counsel staff.

Changes from 2003-04 Adopted

Staffing

- Decrease in staffing of 2.00 staff years is proposed to mitigate the impact of the decrease in Departmental General Purpose Revenue Allocation made to address the impact of State budget adjustments based on the Governor's Proposed Budget.

Expenditure

- Proposed increase of \$1.4 million in Salaries and Benefits expenditures is due to negotiated labor contracts, which include salary increases and professional stipends for classified attorney staff.
- Proposed increase in Management Reserves of \$0.2 million for unplanned one-time expenditures.

Revenue

- Proposed increase of \$3.5 million in Charges for Current Services and in Miscellaneous Revenue is primarily due to the following:
 - Increases in billable attorney and paralegal billable hours based on full cost recovery calculation.
 - Anticipated revenue from Public Liability Internal Service Fund for legal services provided in the public liability area.
 - Approximate increase of \$0.2 million in Third Party Recoveries is due primarily to anticipated revenue from increased efforts in representing the County in a plaintiff's capacity.
- Proposed increase in use of Fund Balance of \$0.2 million is due to the use of fund balance savings to fund unplanned one-time expenditures.
- Proposed decrease of \$2.2 million in General Purpose Revenue Allocation is a result of the impact of State budget adjustments based on the Governor's Proposed Budget.



Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Percent of resolved court cases filed against the County in which County will prevail	90%	95%	90%	90%
Percent of resolved cases that will be decided by court decision or dismissal without settlement	70%	71%	70%	70%
Percent of advisory assignments for Board of Supervisors to be completed by the due date	100%	100%	100%	100%
Percentage of advisory assignments for all departments to be completed by the due date	95%	95%	95%	95%
Percentage of all draft Environmental Impact Reports (EIRs) to be reviewed within 30 days	100%	100%	100%	100%
Percent of Juvenile Dependency petitions in which County Counsel will prevail	96%	99%	95%	95%
Percent of Juvenile Dependency appeals and writs in which County Counsel will prevail	94%	91%	90%	90%



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
County Counsel	137.00	135.00	(1.46)	135.00	0.00
Total	137.00	135.00	(1.46)	135.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
County Counsel	\$ 17,531,975	\$ 19,071,831	8.78	\$ 19,561,297	2.57
Total	\$ 17,531,975	\$ 19,071,831	8.78	\$ 19,561,297	2.57

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 16,443,799	\$ 17,807,844	8.30	\$ 18,134,170	1.83
Services & Supplies	1,270,434	1,255,678	(1.16)	1,424,569	13.45
Expenditure Transfer & Reimbursements	(182,258)	(191,691)	5.18	(197,442)	3.00
Management Reserves	—	200,000	(100.00)	200,000	0.00
Total	\$ 17,531,975	\$ 19,071,831	8.78	\$ 19,561,297	2.57

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	—	200,000	(100.00)	200,000	0.00
Intergovernmental Revenues	162,970	—	(100.00)	—	0.00
Charges For Current Services	4,761,641	8,236,887	72.98	8,324,561	1.06
Miscellaneous Revenues	7,000	209,340	2,890.57	224,896	7.43
General Revenue Allocation	12,600,364	10,425,604	(17.26)	10,811,840	3.70
Total	\$ 17,531,975	\$ 19,071,831	8.78	\$ 19,561,297	2.57



San Diego County Grand Jury



Department Description

The Grand Jury is a body of 19 citizens who are charged and sworn to investigate County matters of civil concern as well as inquire into public offenses committed or triable within the County. Grand Jury duties, powers, responsibilities, qualifications, and selection processes are outlined in the California Penal Code §888 et seq. Additionally, Penal Code §904.6 authorizes the empanelment of a second Grand Jury to issue criminal indictments. Civil grand jurors are selected from a pool of applicants nominated by Superior Court Judges. Grand Jurors serve in office for one year. Jurors impaneled to review and issue criminal indictments are drawn from the petit (regular trial) jury pool, as needed, at the request of the District Attorney. Department support staff consists of one full time coordinator and one part-time assistant.

Mission Statement

Protect and safeguard the citizens of San Diego County from corrupt and inefficient governmental programs of the County, cities and special districts, by investigating the operations of these agencies and reporting findings and recommendations.

2003-04 Accomplishments

Strategic Initiatives – Safe and Livable Communities

- Reviewed, prioritized, and investigated all significant complaints, issues, and other matters of public concern brought before the Grand Jury. There were 86 Criminal Grand Jury indictments and 79 Civil Complaints brought before the Grand Jury.
- Supported the District Attorney with timely hearings on criminal matters.

2004-06 Objectives

Strategic Initiative – Kids, The Environment and Safe and

Livable Communities

- Assemble a well-qualified and widely representative civil panel to ensure that all significant complaints, issues, and other matters of public concern brought before the Grand Jury.
- Support the District Attorney with timely hearings on criminal matters.

Changes from 2003-04 Adopted

Staffing

- No staffing changes are proposed for Fiscal Years 2004-06.

Expenditure

- No significant expenditure changes are proposed for Fiscal Year 2004-05 and Fiscal Year 2005-06.

Revenue

- No significant revenue changes are proposed.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Grand Jury	1.00	1.00	0.00	1.00	0.00
Total	1.00	1.00	0.00	1.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Grand Jury	\$ 486,236	\$ 511,630	5.22	\$ 498,843	(2.50)
Total	\$ 486,236	\$ 511,630	5.22	\$ 498,843	(2.50)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 93,526	\$ 98,947	5.80	\$ 101,232	2.31
Services & Supplies	392,710	392,683	(0.01)	377,611	(3.84)
Management Reserves	—	20,000	(100.00)	20,000	0.00
Total	\$ 486,236	\$ 511,630	5.22	\$ 498,843	(2.50)

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	—	20,000	(100.00)	20,000	0.00
General Revenue Allocation	486,236	491,630	1.11	478,843	(2.60)
Total	\$ 486,236	\$ 511,630	5.22	\$ 498,843	(2.50)

Human Resources



Department Description

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

Mission Statement

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

2003-04 Accomplishments

All Strategic Initiatives – Kids, The Environment, and Safe and Livable Communities

- Worked with the Federal Mediation and Conciliation Service and SEIU, Local 2028 to enhance existing Labor/Management Committees.
- Hired candidates with an emphasis in providing customer service/care, and incorporated the knowledge, skills and abilities into our classification specifications.
- Recruited and identified executive/management staff capable of implementing and enhancing the General Management System (GMS) principles. Incorporated the knowledge, skills, and abilities into our classification specifications, and developed interview questions from a “question bank” that hiring authorities can use in selection interviews. Developed successful recruitment plans for Medical Examiner and Chief Probation Officer.
- Ensured consistency in management skill development throughout the County via the County’s Supervisory Academy. Approximately 25 County Supervisors per Group are included in annual academies.
- Partnered with all Groups to reduce work injuries through Work Safe/Stay Healthy program.
- Implemented a Work Safe/Stay Healthy website with safety topics and tools for all groups to utilize.
- Conducted a Discipline Case Advocacy Institute in an effort to provide advocacy skill training to Department Personnel Officers.
- Enhanced departments’ labor management skills through the delivery of 20 training classes attended by more than 400 supervisors and managers.
- Increased fiscal stability through coordinated inter-departmental efforts that resulted in an advance payment of \$1 million for Firestorm 2003 insured County losses.
- Updated physical requirements for all job classifications to mitigate potential for work related injuries for employees with limitations.



Strategic Initiative – Kids

- Provided Workshops, internships and job shadowing days for children housed in County facilities, Monarch School, San Pasqual Academy and other school districts to encourage and support students’ efforts to identify career choices and job preparation. Hired a student worker from San Diego High.
- Incorporated healthy children initiatives in the Health Plan Task Force.
- Promoted effective use of health care benefits, workplace safety and Employee Assistance Program (EAP) in Labor Management Committees.
- Provided benefits to County employees and their families to ensure that the children of County of San Diego employees have access to healthcare.
- Negotiated with 24 bargaining units on improvements to the Flexible Benefit contribution.
- Improved employees’ access to health benefits information through the establishment of a Wellness website, issuance of a quarterly newsletter and distribution of employee benefit statements.
- Partnered with Health and Human Services Agency (HHSA) to support frontline and leadership training; new employee orientation, diversity, and sexual harassment training programs impacting employees providing direct services to the children of this community.
- Supported department-wide efforts for the San Pasqual fundraisers and book drives.

Strategic Initiative – The Environment

- Maximized targeted recruitment efforts to identify qualified candidates, colleges and universities that train environmental professionals, established valid selection procedures to hire those with highest likelihood of success; provided an understanding of the environmental career possibilities with the County of San Diego.

- Participated in cash generating recycling efforts and donated the funds to the San Pasqual Academy and /or Monarch Schools. Donated personal items (shampoos, etc.), movie tickets and other items at Christmas for Monarch School students.
- Encouraged staff to use public transportation.
- Partnered with the Department of Environmental Health to develop and deliver Countywide mandated Stormwater environmental education initiative, supported development of key project and personnel management skills with design and delivery of Group-wide project management training.
- Developed Firestorm 2003 Leave Policy to mitigate adverse impacts to employees whose homes were destroyed or damaged.
- Met hiring needs for Firestorm 2003 recovery effort through an emergency recruitment plan that generated 1,200 applications.

Strategic Initiative – Safe and Livable Communities

- Enhanced outreach activities in areas that would likely provide successful public safety applicants.
- Reviewed Nursing and other classifications experiencing critical shortages to explore alternative classes to deliver required service. Assigned one analyst to conduct all nursing recruitments; actively used Hot Jobs resume search to find prospective applicants for County Nursing positions; used Sign-On San Diego’s new advertising linkage for nursing and therapist classes.
- Worked in collaboration with Public Safety Group (PSG) to support the development of critical skills in frontline leadership, effective operational and personnel management, and County compliance/mandated trainings including diversity, sexual harassment, and environmental issues.
- Conducted analysis of new workers’ compensation claims filed for the Sheriff’s Department.



- Conducted in depth deep dive workers' compensation audit and analysis for Polinsky, Edgemoor, and Juvenile Hall.
- Improved access for employment opportunities through implementation of full-service on line job application process - 42% of applicants have applied on-line.
- Completed classification analysis that eliminated 278 job classifications through consolidation.
- Enhanced injury prevention efforts through the delivery of more than 100 presentations to County departments; established an injury prevention tools website; increased access to on-line and classroom safety training and completion of ergonomic assessments for more than 800 employees.

2004-06 Objectives

Required Discipline –Fiscal Stability

- Reduce workers' compensation costs by 5% through injury prevention efforts and best claims management practices.
- Maintain appropriate reserve balances for the self-funded dental and life insurance programs.
- Implement appropriate negotiation strategies to mitigate health insurance cost increases.

Required Discipline –Skilled & Competent Workforce

- Work with the Federal Mediation and Conciliation Service and SEIU, Local 2028 to enhance existing Labor/Management Committees.
- Hire candidates with an emphasis in providing customer service/care, and incorporated the knowledge, skills and abilities into our classification specifications.
- Recruit and identify executive/management staff capable of implementing and enhancing the General Management System (GMS) principles.

- Benchmark turnover rates with comparable organizations to determine the County's success in the retention of a skilled and competent workforce. Develop appropriate retention strategies as necessary.
- Enhance Departmental Personnel Officers skills through roundtable discussions, special training programs and other formats on a quarterly basis.
- Reduce the number of work related injuries Countywide through ongoing safety education and awareness training.
- Enhance managers' and supervisors' discipline skills through presentation of Discipline Case Advocacy Institute training.
- Implement a new employee Wellness Program.

Required Discipline – Information Management

- Implement a web-based open enrollment process available to County employees for the selection of and update of health benefits.
- Enhance departments' efficient use of the Human Resources Management Information System through monthly training sessions.
- Complete the upgrade of job application technologies, i.e. file room imaging, Documentum on-line application and Sigma upgrade, which will result in paperless processing for DHR and the departments.
- Implement PeopleSoft 8.8 Upgrade for the Human Resource Management System.

Required Discipline – Continuous Improvement

- Improve Flexible Spending Account services through implementation of debit cards to employees for eligible purchases.
- Update training and processes for managing permanent work restrictions matters to reduce service-connected disability retirements by 5%.



Human Resources

- Conduct process analyses of recruitment, selection and compensation activities to improve efficiency and effectiveness of core human resources processes.

Changes from 2003-04 Adopted

Staffing

- Proposed decrease of 9.0 staff years to mitigate the impact of decrease in departmental General Purpose Revenue Allocation due to State budget adjustments included in the Governor's Proposed Budget. This decrease will reduce services provided in employee development and training and benefits administration.

Expenditure

- Proposed decrease of \$0.3 million in Salaries and Benefits expenditures due to the decrease of 9.0 staff years.
- Proposed decrease of \$0.3 million in Services and Supplies expenditures due to reduction in General Purpose Revenue Allocation impacted by the State's budget adjustments.

- Proposed increase in Management reserves of \$0.2 million for unanticipated expenditures.

Revenue

- Proposed increase of \$0.2 million in use of Fund Balance to offset the increase in Management Reserves for unanticipated expenditures.
- Proposed increase of \$0.3 million in Charges for Current Services for revenues collected related to PeopleSoft administration and maintenance.
- Proposed increase \$0.3 million in Miscellaneous Revenues due to Workers' Compensation Internal Service Fund (ISF), Unemployment ISF, and Consolidated Omnibus Budget Reconciliation Act (COBRA) benefits administrative cost reimbursement.
- Proposed reduction of \$1.1 million in General Purpose Revenue Allocation due to the State's budget adjustments.

Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
% Of recruitments promulgated within established guidelines	89%	95%	89%	89%
% Of classification activity requests completed within prescribed timeframe	85%	85%	85%	85%
Overall satisfaction rating with training programs offered by Employee Development Division	95%	97%	95%	95%
Ratio of workers' compensation cases closed per number of cases open	1:1	1:1	1:1	1:1
% of grievances filed for arbitration that are resolved without going to hearing	80%	70%*	80%	80%



* Estimated actual number of grievances resolved is below target at this time but discussions continue with the employee organizations in an effort to resolve outstanding cases and avoid costs associated with conducting a formal hearing.



Human Resources

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Department of Human Resources	121.00	112.00	(7.44)	108.00	(3.57)
Total	121.00	112.00	(7.44)	108.00	(3.57)

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Department of Human Resources	\$ 18,566,465	\$ 18,234,661	(1.79)	\$ 18,062,808	(0.94)
Total	\$ 18,566,465	\$ 18,234,661	(1.79)	\$ 18,062,808	(0.94)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 10,513,242	\$ 10,249,166	(2.51)	\$ 9,951,668	(2.90)
Services & Supplies	8,053,223	7,785,495	(3.32)	7,911,140	1.61
Management Reserves	—	200,000	(100.00)	200,000	0.00
Total	\$ 18,566,465	\$ 18,234,661	(1.79)	\$ 18,062,808	(0.94)

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	335,048	586,836	75.15	200,000	(65.92)
Charges For Current Services	544,325	837,143	53.79	837,143	0.00
Miscellaneous Revenues	5,525,191	5,751,402	4.09	5,618,437	(2.31)
General Revenue Allocation	12,161,901	11,059,280	(9.07)	11,407,228	3.15
Total	\$ 18,566,465	\$ 18,234,661	(1.79)	\$ 18,062,808	(0.94)

Media and Public Relations



Department Description

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

Mission Statement

To build confidence in County government by providing clear and accurate information on the County's objectives, goals, services and issues.

2003-04 Accomplishments

Strategic Initiatives – Kids, The Environment, Safe and Livable Communities

- Implemented DMPR and CTN emergency communications plans, which enabled the department to quickly respond to unanticipated events affecting health, safety and quality of life of County residents. Examples of DMPR responses include:
 - Coordinated emergency communications with multiple departments during Emergency Operations Center (EOC) activation for Firestorm 2003 and local assistance center (LAC) operations;
 - Worked with the Office of Emergency Services and Department of Public Works to provide communications support during winter rainstorms that threatened potential flooding and mudflows;
 - With Registrar of Voters, coordinated public awareness campaign for touch-screen voting machine roll-out and election response;
 - Coordinated with the Health and Human Services Agency to provide flu, West Nile Virus, *e coli* and other public health information to the public.
- Produced and aired more than 80 programs, segments and Public Service Announcements (PSAs) on CTN that promoted County Strategic Initiative activities in Fiscal Year 2003-04. Examples include:
 - Up-to-date information on Firestorm 2003 recovery efforts, local assistance center services, and a how-to video on preventing post-wildfire erosion;
 - "Touch Screen Voting-How It Works" Video;
 - Up-to-the-minute local and State election night results during the recall and primary elections;
 - Updated West Nile Virus half-hour program and produced a program on County planning for disasters and terrorism for the Health and Human Services Agency;
 - Various PSAs on protecting the water supply, how to report bug problems, youth-to-youth hotline, child obesity, domestic violence, and many others.



- Conducted six media group trainings and many one-on-one training sessions for key County staff in Fiscal Year 2003-04, to improve media relations with departments, and enable key staff to better communicate the Strategic Plan successes.
- Implemented media outreach project to promote specific Strategic Plan programs and services to the media, resulting in 50 new media placements in Fiscal Year 2003-04. Examples of media placements include:
 - County volunteer program, which saves taxpayers millions of dollars each year;
 - Weddings on the Web on Valentines Day and at County facilities;
 - Public Administrator/Public Guardian real estate auction;
 - The hottest jobs in the County – Borrego road crews;
 - County Parks and Recreation features on camping;
 - Los Angeles Times feature on San Pasqual Academy;
 - Features on West Nile virus, restaurant inspections, lead abatement program, and many others.
- *Media Outreach:* Place 50 media stories about County Strategic Initiative programs and services in each of the Fiscal Years 2004-05 and 2005-06.
- *Emergency Communications:* In the event of a major natural or man-made disaster, provide accurate and timely emergency response and recovery information to the public and media. Meet or exceed 80% of DMPR benchmarks for each emergency response in Fiscal Year 2004-05. Meet 90% of all benchmarks in Fiscal Year 2005-06.

Required Discipline – Fiscal Stability

- *Cable Franchise Administration:* Maximize franchise revenues by monitoring compliance, conducting financial review of operators where appropriate and negotiating favorable renewal terms.

Required Discipline – Information Management

- *Media Training:* Conduct eight group and/or one-on-one media trainings for other departments in each of the Fiscal Years 2004-05 and 2005-06.

Required Discipline – Continuous Improvement/ Customer Satisfaction

- Developed a brochure to communicate availability of DMPR support services to County departments.
- CTN awarded third place nationally for “Overall Excellence in Government Access Programming” by the National Association of Telecommunications Officers and Advisors (NATOA)

2004-06 Objectives

Strategic Initiatives – Kids, The Environment, Safe and Livable Communities

- *CTN Strategic Initiative Video Programs:* Produce and air 85 programs, segments and PSAs highlighting County Strategic Initiative programs and services in each of the Fiscal Years 2004-05 and 2005-06.

Required Discipline – Continuous Improvement

- Emergency Communications:
 - Develop a set of performance measurements to evaluate department’s level of response to public and media information needs during disasters or emergency incidents.
 - Ensure that technology and public information officer (PIO) staffing at the EOC is sufficient to adequately respond to media inquiries and emergency communications needs during any EOC activation in Fiscal Years 2004-05 and 2005-06.
 - Install a video link between the EOC and CTN facilities to allow news conferences and other emergency information originating from the EOC to be cablecast live to CTN viewers throughout the County.



Changes from 2003-04 Adopted

Staffing

- No changes are proposed in staffing.

Expenditure

- Proposed net reduction in Salaries and Benefits expenditures of \$0.1 million, primarily due to freezing vacant positions (\$0.2 million) to stay within available resources, partially offset by an increase in negotiated salary and benefits costs.

- Anticipated Capital Assets Equipment expenditures are proposed to decrease by \$0.02 million.

Revenue

- Proposed reduction in Licenses and Permits of \$0.1 million due to anticipated decrease in franchise fee revenue, partially offset by a \$0.05 million increase in Miscellaneous Revenues.



Media and Public Relations

Performance Measures	2003-04 Adopted	2003-04 Estimated Actual	2004-05 Proposed	2005-06 Proposed
Number of media trainings conducted by DMPR staff for other departments.	6	6	8	8
Number of new programs, segments and PSAs produced by CTN highlighting one or more Strategic Plan Initiatives.	80	More than 80	85	85
Percentage of staff training and professional development targets actually achieved. ¹	100%	100%	NA	NA
Percentage difference between estimated and actual cable television franchise fees.	Within 5%	Within 5%	Within 5%	Within 5%
Media placements coordinated by DMPR staff.	50	50	50	50

¹ Measure no longer considered necessary to track due to continued 100% achievement in several prior years.



Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Media and Public Relations	22.00	22.00	0.00	22.00	0.00
Total	22.00	22.00	0.00	22.00	0.00

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Media and Public Relations	\$ 2,444,357	\$ 2,369,952	(3.04)	\$ 2,393,934	1.01
Total	\$ 2,444,357	\$ 2,369,952	(3.04)	\$ 2,393,934	1.01

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Salaries & Employee Benefits	\$ 1,992,178	\$ 1,938,843	(2.68)	\$ 1,989,603	2.62
Services & Supplies	432,179	431,109	(0.25)	404,331	(6.21)
Capital Assets Equipment	20,000	—	(100.00)	—	0.00
Total	\$ 2,444,357	\$ 2,369,952	(3.04)	\$ 2,393,934	1.01

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Licenses Permits & Franchises	2,444,357	2,323,223	(4.96)	2,347,205	1.03
Miscellaneous Revenues	—	46,729	(100.00)	46,729	0.00
General Revenue Allocation	—	—	(100.00)	—	0.00
Total	\$ 2,444,357	\$ 2,369,952	(3.04)	\$ 2,393,934	1.01



County Administration Center Major Maintenance



Department Description

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

Mission Statement

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

2003-04 Accomplishments

Strategic Initiative – Kids

- Continued to maintain the grounds to provide a safe and enjoyable environment for the use of families and their children.

Strategic Initiative – The Environment

- Replaced the roof on portions of the southeast wing of the building.
- Completed the electrical system improvement project.
- Planned and implemented a Heating, Ventilation, and Air Conditioning (HVAC) distribution system renovation project for specific areas of the building.

Strategic Initiative – Safe and Livable Communities

- Continued with the ongoing building security modification projects.
- Began construction on the elevator replacement project.

2004-06 Objectives

Required Discipline – Essential Infrastructure

- Replace the domestic hot water heater with a new, more energy efficient model.

- Repaint basement hallway and Tower conference rooms.
- Replacement of basement washroom windows.
- Complete the elevator replacement project.
- Complete the northeast basement asbestos abatement and renovation project.
- Complete construction of a wheelchair accessible washroom on the basement level.
- Begin the multi-year plan for repainting public areas of the County Administration Center.

Changes from 2003-04 Adopted

Expenditure

- Proposed decrease in Services and Supplies expenditures of \$0.4 million due to decrease in planned major maintenance projects.

Revenue

- Proposed increase in use of Fund Balance of \$0.4 million to fund major maintenance projects.
- Proposed decrease of \$0.8 million in General Purpose Revenue Allocation due to the use of Fund Balance savings to fund major maintenance projects.



County Administration Center Major Maintenance

Staffing by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Total	0.00	0.00	(100.00)	0.00	(100.00)

Budget by Program

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
CAC Major Maintenance	\$ 778,800	\$ 375,000	(51.85)	\$ 225,000	(40.00)
Total	\$ 778,800	\$ 375,000	(51.85)	\$ 225,000	(40.00)

Budget by Categories of Expenditures

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Services & Supplies	778,800	375,000	(51.85)	225,000	(40.00)
Total	\$ 778,800	\$ 375,000	(51.85)	\$ 225,000	(40.00)

Budget by Categories of Revenues

	Fiscal Year 2003-2004 Adopted Budget	Fiscal Year 2004-2005 Proposed Budget	% Change	Fiscal Year 2005-2006 Proposed Budget	% Change
Fund Balance	—	358,154	(100.00)	10,051	(97.19)
Revenue From Use of Money & Property	13,800	16,846	22.07	14,949	(11.26)
General Revenue Allocation	765,000	—	(100.00)	200,000	(100.00)
Total	\$ 778,800	\$ 375,000	(51.85)	\$ 225,000	(40.00)