

PROGRAM IV: GENERAL GOVERNMENT SERVICES

SUMMARY OF APPROPRIATIONS AND REVENUES

Agency	Agency Name	FY 2001-2002 Appropriations	FY 2001-2002 Revenue	FY 2001-2002 Net County Cost
002	ASSESSOR	22,892,545	3,435,000	19,457,545
003	AUDITOR-CONTROLLER	11,469,728	4,850,332	6,619,396
006	BOARD OF SUPERVISORS -1ST DISTRICT	613,696	0	613,696
007	BOARD OF SUPERVISORS -2ND DISTRICT	582,291	0	582,291
008	BOARD OF SUPERVISORS -3RD DISTRICT	590,100	0	590,100
009	BOARD OF SUPERVISORS -4TH DISTRICT	610,884	0	610,884
010	BOARD OF SUPERVISORS -5TH DISTRICT	594,727	0	594,727
011	CLERK OF THE BOARD	2,425,121	44,400	2,380,721
017	COUNTY EXECUTIVE OFFICE	20,590,675	2,527,811	18,062,864
023	PROTOCOL OFFICE	206,111	0	206,111
025	COUNTY COUNSEL	5,686,865	2,885,919	2,800,946
031	REGISTRATION AND ELECTIONS	7,482,206	977,200	6,505,006
059	CLERK-RECORDER	5,397,321	10,319,732	(4,922,411)
074	TREASURER-TAX COLLECTOR	10,316,849	7,556,894	2,759,955
079	INTERNAL AUDIT	1,775,487	86,450	1,689,037
GENERAL FUND TOTAL		91,234,606	32,683,738	58,550,868
107	REMITTANCE PROCESSING EQUIPMENT REPLACEMENT	827,069	827,069	0
135	REAL ESTATE DEVELOPMENT PROGRAM	155,581	155,581	0
13K	LRA OPERATIONS	14,194,578	14,194,578	0
14M	LOCAL REDEVELOPMENT AUTHORITY	12,962,612	12,962,612	0
NON-GENERAL FUND TOTAL		28,139,840	28,139,840	0
TOTAL GENERAL GOVERNMENT SERVICES		119,374,446	60,823,578	58,550,868

002 - ASSESSOR

Operational Summary

Mission:

To serve the citizens of Orange County by valuing all legally assessable property with even-handedness and impartiality, producing property tax assessment rolls in accordance with the laws of the State of California, and helping property owners to understand their property valuations by providing accurate information in a timely and courteous manner.

Strategic Goals:

- Identify and properly value all taxable property in Orange County.
- Make property valuation information more accessible and easier to understand.
- Evaluate and improve public interfaces.
- Enhance efficiency and productivity through the implementation of new technology, policies and procedures.
- Encourage employee development by providing access to relevant training opportunities.

Key Outcome Measures:

Performance Measure	FY 2000-2001 Results	FY 2001-2002 Target	How are we doing?
VALUE ALL TAXABLE PROPERTY IN ORANGE COUNTY. What: Fulfills the Assessor's Constitutional mandate. Why: Implements the provisions of Proposition 13 and other property tax laws.	Valued 797,038 real property parcels and 161,193 business/personal property accounts.	Continue to value all taxable property in the County.	We are continuing to respond to market dynamics and shifts in the workload.
PUBLISH THE SECURED AND UNSECURED ASSESSMENT ROLLS OF VALUE EVERY JULY. What: Fulfills the Assessor's Constitutional mandate. Why: Establishes the basis for property tax assessments that fund schools and local government services.	Published the secured and unsecured assessment rolls in July 2000.	Publish the secured and unsecured assessment rolls in July 2001.	We are in the process of valuing all taxable property in the County for the FY 2001-02 assessment rolls of value.
APPLY TAXABLE VALUE RESTRICTIONS ADOPTED BY CALIFORNIA VOTERS. What: Restricts taxable value based on qualifying events. Why: Implements Prop. 13 and other constitutional limitations on the taxable value of property.	The taxable value of more than 135,750 parcels was restricted by a Prop. 8 temporary restriction or some other type of constitutional value restriction.	Apply taxable value restrictions to eligible properties in accordance with property tax laws.	We evaluate Prop. 8 parcels annually, and process claims and application forms on a continuous basis.

At a Glance:

Total FY 2000-2001 Actual Expenditure + Encumbrance:	22,754,772
Total Final FY 2001-2002 Budget:	22,892,545
Percent of County General Fund:	1.05%
Total Employees:	332.00

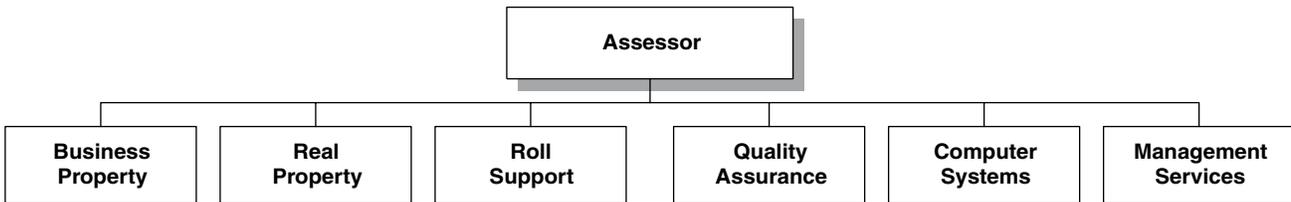
Key Outcome Measures: (Continued)

Performance Measure	FY 2000-2001 Results	FY 2001-2002 Target	How are we doing?
IMPLEMENT HOMEOWNER, VETERAN & INSTITUTIONAL EXEMPTIONS FOR ELIGIBLE INDIVIDUALS AND ORGANIZATIONS. What: Limits or reduces taxable value, as mandated by the State Constitution. Why: Qualifying individuals and organizations receive the tax-saving benefits of these exemptions.	More than 467,700 Homeowner, Veteran and Institutional exemptions were enrolled.	Implement exemptions in accordance with property tax laws.	We process claims and application forms on a continuous basis.

Fiscal Year 2000-01 Key Project Accomplishments:

- According to the latest report from the State Board of Equalization, we are the most productive of all urban California counties in terms of roll units worked per appraiser.
- Implemented e-Filing, an on-line system for filing business property statements.
- Revised the Assessor website to provide easy access to assessment information and forms.
- Converted over 500,000 real property records to electronic media to enhance document security and operational efficiency.
- Sponsored a bill that solved a problem related to the filing period for Disabled Veterans' Exemptions.

Organizational Summary



BUSINESS PROPERTY - Audits and appraises business personal property and assesses all trade fixtures, leased equipment, boats and aircraft with taxable situs in Orange County.

REAL PROPERTY - Appraises real property, new construction and reassessable changes in ownership, and maintains records on all real property parcels including residential, commercial, rural, industrial and special use properties.

ROLL SUPPORT - Reviews and maintains recorded documents evidencing a change in ownership of real property, prepares Assessor parcel maps and processes Homeowner, Veteran and Institutional exemptions.

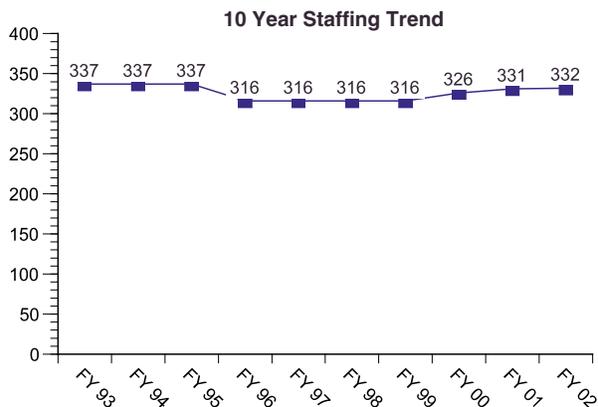
QUALITY ASSURANCE - Provides appraisal methodologies, procedures, training and quality control for roll production, audit and appraisal staff.

COMPUTER SYSTEMS - Provides programming and data processing services, system security and technical services to support the development of the assessment rolls of value.

MANAGEMENT SERVICES - Provides fiscal management, process integration, contract administration, procurement and personnel services, general department administration and public service support to the public and other government agencies.



Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Twenty-one (21) positions were deleted in FY 1995-96 due to the County bankruptcy. Extra help and overtime labor has been used as appropriate to compensate for some lost positions and to complete the work. In January 1999, ten (10) positions were added back to accommodate the growing base workload and annual increases in workload.
- The Department added five (5) unfunded limited-term positions in FY 2000-01. These positions have been used to manage vacancies and better accommodate

recruitment time frames. No additional funds were requested. One (1) full-time regular position was added mid-year FY 2000-01.

- The Department's staffing level will remain lower in FY 2001-02 than it was ten years ago.

Budget Summary

Plan for Support of the County's Strategic Priorities:

The Assessor Department recognizes the County's Strategic Priorities, and will continue to operate in concert with those priorities to the extent that they do not interfere with the Department's Constitutional mandate to produce valuation rolls and provide valuation services to Orange County's property owners and businesses.

Changes Included in the Base Budget:

One-time costs have been deleted to minimize Net County Cost (NCC). The Assessor Department's budgeted NCC is \$750,000, or 3.71% under the CEO's baseline NCC target.

Final Budget and History:

Sources and Uses	FY 1999-2000 Actual Exp/Rev ⁽¹⁾	FY 2000-2001 Final Budget	FY 2000-2001 Actual Exp/Rev ⁽¹⁾	FY 2001-2002 Final Budget	Change from FY 2000-2001 Actual	
					Amount	Percent
Total Positions	N/A	331	N/A	332	332	0
Total Revenues	4,594,449	3,745,000	4,737,372	3,435,000	(1,302,372)	(27)
Total Requirements	20,883,899	21,910,430	22,431,362	22,892,545	461,183	2
Net County Cost	16,289,450	18,165,430	17,693,990	19,457,545	1,763,555	10

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2000-01 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: ASSESSOR in the Appendix on page 510.

Budget Units Under Agency Control

No.	Agency Name	BUSINESS PROPERTY	REAL PROPERTY	ROLL SUPPORT	QUALITY ASSURANCE	COMPUTER SYSTEMS	MANAGEMENT SERVICES	TOTAL
002	ASSESSOR	3,708,272	6,871,444	6,284,917	697,955	1,679,744	3,650,213	22,892,545
	Total	3,708,272	6,871,444	6,284,917	697,955	1,679,744	3,650,213	22,892,545



003 - AUDITOR-CONTROLLER

Operational Summary

Mission:

To exemplify excellence, service and professionalism in providing accurate, timely, and relevant accounting information and financial services to the County.

Strategic Goals:

- To increase the effectiveness and efficiency of professional accounting services provided to the County by emphasizing a control environment that balances the cost of internal controls with assessed business risk.
- To increase customer and stakeholder satisfaction by being proactive and service-oriented in providing accounting support to agencies/departments.
- To increase the usefulness and accessibility of financial information systems that provide accurate, timely and relevant financial information while remaining sensitive to the legal requirements of keeping certain information confidential.
- To further leverage scarce resources through increased technology and other innovative techniques.

Key Outcome Measures:

Performance Measure	FY 2000-2001 Results	FY 2001-2002 Target	How are we doing?
TIMELY SUBMISSION OF CLAIMS AND REPORTS TO THE STATE AND FEDERAL GOVERNMENTS. What: Measures compliance with deadlines that assure timely receipt of funds and avoidance of penalties. Why: The amount of revenue associated with these claims is approx. \$835 million.	99% compliance for the period 12/99-11/00.	95% compliance.	Exceeded the target of 95% compliance for the period 12/99-11/00.
RESULTS OF BIENNIAL COUNTYWIDE & EXTERNAL CLIENT SURVEYS: 90% OVERALL SATISFACTION. What: Measures client satisfaction with department services and performance. Why: Our goal is to meet or exceed the performance expectations of our clients.	Outstated Agency Accounting Clients: 93.25% satisfaction, Vendors Receiving Payments: 86% satisfaction, Property Tax Clients: 90.6% satisfaction.	90% Satisfaction from Internal Clients (central accounting units). 90% Satisfaction from External Clients (taxpayers and vendors).	It is important that the department meets and exceeds expectations of all clients. We are following up on the lower ratings and comments received during the surveys in order to further improve the services we provide.
UNQUALIFIED AUDIT OPINION AND GFOA CERTIFICATE FOR THE COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR). What: Measures the reliability, integrity, and accuracy of information presented in the CAFR. Why: Provides assurance to investors & others that CAFR fairly presents financial well being of County.	Received unqualified opinion for 99/00 CAFR and GFOA Certificate for 98/99.	Receive Unqualified Opinion for 00/01 CAFR and GFOA Certificate for 99/00.	Working on implementing new pronouncements from Government Accounting Standards Board (GASB) to stay in compliance with reporting requirements.

At a Glance:

Total FY 2000-2001 Actual Expenditure + Encumbrance:	10,536,329
Total Final FY 2001-2002 Budget:	11,469,728
Percent of County General Fund:	0.53%
Total Employees:	398.00

Key Outcome Measures: (Continued)

Performance Measure	FY 2000-2001 Results	FY 2001-2002 Target	How are we doing?
<p>MEET ALL KEY DEADLINES FOR PAYROLL SERVICES. What: Measures ability to meet \$40 million biweekly County payroll. Why: Ensures employees receive accurate, on-time paychecks, satisfies various employee-labor agreements.</p>	All deadlines met.	Continue to meet all payroll deadlines.	In spite of the complex terms and conditions required by the various bargaining units that represent County employees, the biweekly payroll deadlines are being met.
<p>MEET ALL KEY DEADLINES FOR PROPERTY TAX SERVICES. What: Measures ability to meet deadlines for computing property tax bills and allocating tax revenues. Why: Provides timely revenue to Orange County taxing agencies who receive funding from tax revenues.</p>	Met all deadlines.	Continue to meet all deadlines.	The Auditor-Controller is consistently meeting all scheduled deadlines for property tax services. Prepared over one million property tax bills and allocated over \$2.6 billion in revenue to more than 180 taxing agencies and County funds.
<p>EMPLOYEE TRAINING: MEET 90% OF ALL TRAINING REQUIREMENTS BY DECEMBER 31, 2003. What: Measures ability to train staff on technology advancements, legislation, accounting regulations. Why: Ensure employees are well trained to maintain productivity and accomplish Strategic Goals.</p>	New Outcome Measure for 2001.	Meet all training requirements by December 31, 2003.	Constant changes in systems technology and accounting policies require highly knowledgeable employees to maintain productivity and accomplish key outcome measures. The goal is to develop training standards for each position that are that are linked to PIP and MPP goals.
<p>ENHANCE AVAILABLE TECHNOLOGY. What: New technology tools to improve data availability and retrieval for County employees and clients. Why: Technology advancement is how the County will meet its information processing needs in the future.</p>	Began implementation of Virtual time sheets (VTI) and Electronic Records Management and Imaging (ERMI).	Continue to rollout VTI and ERMI to County departments and initiate plans for other projects such as electronic workflow processing for accounts payable.	During 2000, the Auditor-Controller initiated several projects designed to enhance overall efficiency and enable data gathering and processing to be more efficient in the department and other County agencies.

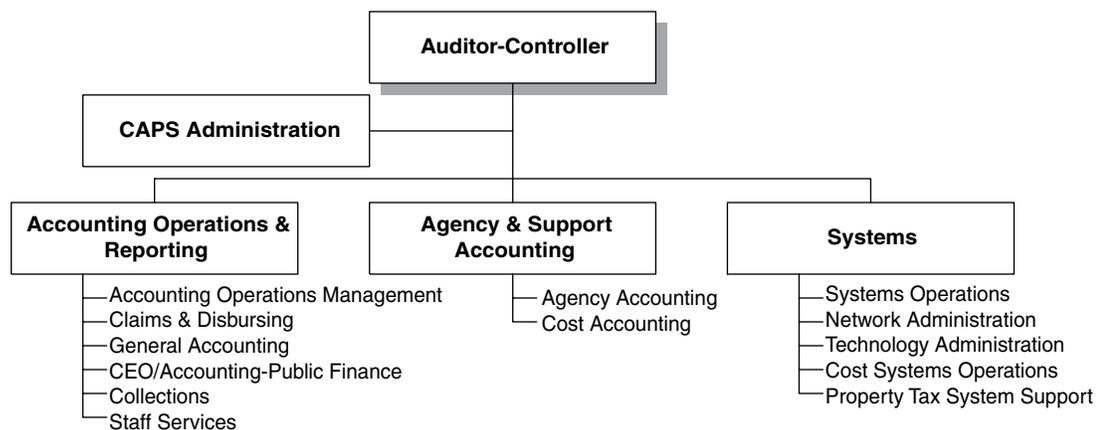
Fiscal Year 2000-01 Key Project Accomplishments:

- Significant new achievements during the past year include the initial rollout of the virtual timesheet and document imaging/mining technology programs, establishment of training and recognition committees to improve staff well being, formation of the GASB 34 Steering Committee and supporting workgroups to implement major mandated changes in financial reporting, and reorganization of the systems function to meet growing technology and systems needs of the County. The Auditor-Controller also continues to successfully carry out all required ongoing accounting activities. Annual results of some of these ongoing efforts are summarized as follows:
- Completed the County's CAFR and component unit financial statements by scheduled deadlines, with unqualified audit opinions for all statements. Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the CAFR.
- Paid 82,000 vendor claims totaling over \$1 billion.
- Processed over 999,000 checks for family support, tax refunds, jury payroll, election payroll, and accounts payable.
- Prepared over 1 million property tax bills.
- Processed over 15,000 journal vouchers and 22,000 deposit orders.
- Updated approximately one-third of the County Accounting Procedures and posted them online on the County's Intranet site.
- Implemented the Clerk of the Board automated tax refund system.
- Provided post bankruptcy related services by completing available cash distribution, paid Option "B" pool participants, maintained and updated "Available Cash" model, resolved all disputed claims, and assisted in final distribution of bankruptcy proceeds for Community Facilities Districts.



- Completed client satisfaction surveys of all host departments/agencies, and received high satisfaction ratings in each section. Conducted client satisfaction surveys of vendor and of other local governmental agencies (cities, school districts, and special districts), and received high satisfaction ratings.
- Prepared analytical information for Measure E, "Safe and Healthy Communities Initiative," for the March 7, 2000 ballot, and for Measures G and H, the tobacco settlement funds measures on the November 7, 2000 ballot.
- Successfully implemented Performance Incentive Plan by providing necessary training and meeting Performance Action Plan, PIP goal-setting, Progress Review, Final Evaluation and other appropriate review dates for employees. Successfully implemented Management Performance Plan, meeting goal setting, evaluation and other required dates for all managers.
- Expanded decentralization when HCA Accounting assumed responsibility for final payment processing of contract claims for their agency, and CSA Accounting assumed responsibility for processing mileage claims.
- Completed the development and implementation of an automated food stamp issuance system for SSA that replaced the mailing of Authorization to Pay documents.
- Increased use of Data Warehouse for a variety of financial, job cost, human resources, purchasing and budget applications.
- Placed the County's Property Tax Rate Book and Assessed Valuations Booklet on the department's website. Added County Budget Act information on the department's website.

Organizational Summary



ACCOUNTING OPS AND REPORTING - This division provides the core accounting activities required of the Auditor-Controller which benefit the County as a whole, including: apportionment of property taxes for all County tax-receiving agencies; providing payroll and claims processing for the benefit of all County departments; accounts receivable and collections functions for many County departments; accounting for County debt issuances; and preparation of the County's annual financial statements. This division also includes the administrative support and staff services section, which provides central administrative and staff support to the rest of the department. With the exception of Public Finance Accounting, which is cost-applied to the County

Executive Office, and Collections/Accounts Receivable, which is cost-applied to client departments, the core services provided by the Accounting Operations and Reporting division are financed by general-purpose revenues of the General Fund. During 2000, the Employee Benefits Accounting Section was dissolved and the staff was reassigned into other areas of the Auditor-Controller Department.

AGENCY AND SUPPORT ACCOUNTING - This division supports eight other agencies/departments by providing outstationed specialized accounting/financial services. This division contains the Cost Studies and Mandated Audits Section, which prepares the County's annual Countywide Cost

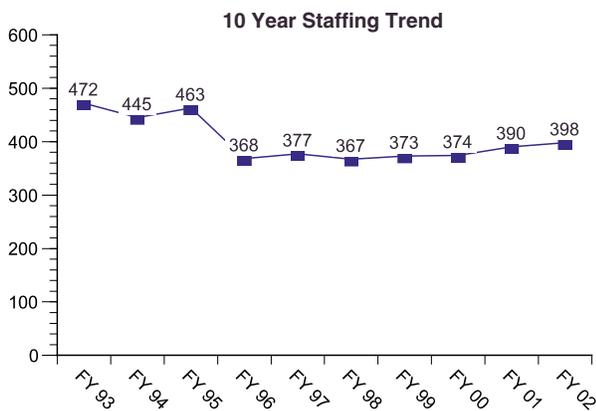
Allocation Plan (CWCAP) that is utilized for cost reimbursement claiming purposes by most County departments. It also prepares other cost studies, and is responsible for serving as a liaison with the Internal Audit Department for the Auditor-Controller's audit mandates. The outstationed agency/department accounting support sections are entirely funded by host agencies that have outside revenue sources. The Cost Studies and Mandated Audit function is funded with general-purpose revenues of the General Fund.

CAPS ADMINISTRATION - CAPS Administration provides administrative support for the County Accounting and Personnel System (CAPS). This function is assigned to the Auditor-Controller but represents the interests of all owner organizations: CEO/CFO, CEO/Human Resources, and the Auditor-Controller.

EXECUTIVE MANAGEMENT - This section includes the executive management team that provides leadership and direction for the department. It consists of the Auditor-Controller, Chief Deputy, their secretaries, and the Communications/Staff Development Manager.

SYSTEMS - Systems was separated from Agency and Support Accounting and reestablished as a division in February 2001. Systems is responsible for the implementation, maintenance and upgrade of the County's central accounting and financial systems, as well as the development of other accounting-related systems.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- FY 94/95 - Added 4 systems positions to work on CAPS. Added 14 positions in outstationed agency units, most in SSA Accounting with no Net County Cost (NCC) effect.

- FY 95/96-Eliminated 15 positions due to transfer of internal audit responsibilities to a new County agency. Eliminated 31 other County General funded positions from Central Operations and 49 positions from outstationed Agency units.
- FY 96/97- Added 4 positions to work on CAPS upgrade (partial restoration of 9 positions eliminated from Systems in 95/96). Added 5 positions to outstationed Agency Accounting with no NCC effect.
- FY 97/98 - Restructure resulted in a net decrease of 10 positions.
- FY 98/99 - Added 6 positions to Agency Accounting with no NCC effect.
- FY 99/00 - Added 1 position in the central office as additional clerical support for purchasing and HR function.
- FY 00/01 - Added 26 positions that were transferred in as part of HCA restructuring with no NCC effect. Added 1 Limited Term position for GASB 34 implementation. Eliminated 10 positions that were transferred to CEO/HR with no NCC effect. Eliminated 1 position from central office.
- Mid year adjustments - In November 2000, added 2 Limited Term positions for GASB 34 implementation, 1 HR manager, 1 Systems Analyst for ATS, 1 limited term for DA/Family Support study, deleted 2 positions in SSA Accounting Services. In February 2001, added 3 positions due to Systems reorganization. In May 2001, deleted the limited term DA/FS position, added 1 position in PF&RD Accounting for Dana Point leases.
- FY 01/02 - Added 1 position in General Ledger and 1 limited term position in Systems for the CAPS upgrade. Base budget of 398 positions.

Budget Summary

Plan for Support of the County's Strategic Priorities:

Although the Auditor-Controller does not have responsibility for a specific priority item, the department budget request reflects support of the overall priorities as follows:



We initiated several technology projects designed to enhance overall efficiency and enable data gathering and processing to be more efficient throughout the County.

We continued efforts to decentralize payment processing by allowing HCA Accounting to assume responsibility for final payment processing of HCA contracts while CSA Accounting assumed responsibility for processing mileage claims.

Our budget supports implementation of GASB 34 that requires the most significant change in governmental financial reporting in recent memory. These changes will impact the way the County financial position is presented and as such, we consider them to be a high priority deserving the attention of the CEO and CFO as well as the Auditor-Controller.

Changes Included in the Base Budget:

The budget request reflects the Auditor-Controller's desire to increase the usefulness and accessibility of financial information systems. As presented in the Business Plan, accomplishing these goals requires an initial investment in technology and the resulting addition of related positions. However, the payoff will be realized in providing faster, streamlined, convenient and user-friendly data to clients, which will ultimately result in greater efficiency in all County departments and agencies.

Net County Cost reductions: Although we have not been able to reduce our Net County Cost from the target, we have absorbed increases in cost that are essential to completion of priorities set out in the Business Plan. We absorbed a large increase in training costs, cost of a new mail machine, and initial consultant costs to begin planning for disaster recovery.

Approved Budget Augmentations and Related Performance Results:

Unit/Amount	Description	Performance Plan	Ref. Num.
Systems Amount:\$ 65,990	Add 1 limited term Sr. Accountant II position for CAPS upgrade.	Convert CAPS database to DB2, setup Advantage 3 prototype environment, identify major policy issues.	003-003

Final Budget and History:

Sources and Uses	FY 1999-2000 Actual Exp/Rev ⁽¹⁾	FY 2000-2001 Final Budget	FY 2000-2001 Actual Exp/Rev ⁽¹⁾	FY 2001-2002 Final Budget	Change from FY 2000-2001 Actual	
					Amount	Percent
Total Positions	N/A	390	N/A	398	398	0
Total Revenues	4,637,252	4,784,567	4,992,137	4,850,332	(141,805)	(3)
Total Requirements	10,263,270	10,591,020	10,605,402	11,469,728	864,326	8
Net County Cost	5,626,018	5,806,453	5,613,265	6,619,396	1,006,131	18

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2000-01 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: AUDITOR-CONTROLLER in the Appendix on page 512.

Highlights of Key Trends:

- The Auditor-Controller workload increases proportionately with the addition and expansion of County programs (such as Measure H, the El Toro Reuse Authority, and the Dana Point Harbor Agreement) and with the general growth in the County budget and number of positions. Workload also increases as a result of requests from client departments for new and enhanced services and for interfaces with our automated systems.

Key technological enhancements that serve to reduce overall workload for County administrators, (such as the newly developed on-line payroll timekeeping program and the Electronic Reporting Management and Imaging system) have created significant new workload for the department.

- Workload continues to increase as the number of County programs expands to support the County's growing population. Since the bankruptcy, the number

of County positions has grown beyond pre-bankruptcy levels when adjusted for Court positions. (Even though the Courts are no longer a County agency, the Auditor-Controller continues to perform all the related accounting and payroll services for them on a fee basis). Although increases in operating efficiency and technology have assisted in closing the gap between resources and workload, the gap is widening due to expanding workload. Transactions processed have increased in key areas from 10 to 20 percent over the past three years.

- Implementation of the new financial reporting model (GASB 34) continues to place pressure on resources. Although some of the additional workload is resulting from transition issues, a sustained increase in workload will result from the new reporting model.
- Significant systems development work will continue for the basic financial systems that manage the County. The Assessment Tax System is in the process of being totally rewritten. The County Accounting and Personnel Systems are also being redeveloped. These developments will place additional strain on an already taxed Systems Division. The reorganization of the Division approved at mid-year is an excellent first step in ensuring the proper development of these mission critical systems.

Budget Units Under Agency Control

No.	Agency Name	ACCOUNTING OPS AND REPORTING	AGENCY AND SUPPORT ACCOUNTING	CAPS ADMINISTRATION	EXECUTIVE MANAGEMENT	SYSTEMS	TOTAL
003	AUDITOR-CONTROLLER	5,643,187	2,982,017	0	506,738	2,337,786	11,469,728
004	MISCELLANEOUS	0	71,790,648	0	0	0	71,790,648
14A	OPTION B POOL PARTICIPANTS REGIST WARRANTS	0	1,071,698	0	0	0	1,071,698
14C	CLASS B-27 REGISTERED WARRANTS	0	202,125	0	0	0	202,125
15D	TEETER PLAN TAXABLE NOTE REPAYMENT	0	0	0	0	0	0
15Q	PENSION OBLIGATION BOND AMORTIZATION	0	55,000,000	0	0	0	55,000,000
15W	1996 RECOVERY COP SERIES A	0	6,438,799	0	0	0	6,438,799
15Y	SCHED 1 COUNTY-ADMIN ACCOUNTS	0	2,334,237	0	0	0	2,334,237
15Z	PLAN OF ADJUSTMENT AVAILABLE CASH	0	10,489,169	0	0	0	10,489,169
	Total	5,643,187	150,308,693	0	506,738	2,337,786	158,796,404



006 - BOARD OF SUPERVISORS -1ST DISTRICT

Operational Summary

Mission:

The County of Orange is a regional service provider and planning agency representing all residents of Orange County. The core businesses of the County are public safety, public health, environmental protection, regional planning, public assistance social services, and aviation. The Board of Supervisors, as authorized under California law, functions as both a legislative and executive body. In its legislative duties, the Board adopts ordinances, resolutions, and rules within the limits prescribed by State law. As an executive body, the Board oversees the activities of County agencies and depart-

ments, establishes policy, determines annual budget allocations, approves contracts for public improvement projects and other specialized services, conducts public hearings on matters such as zoning appeals and planning, and makes appointments to various boards and commissions. The First Supervisorial District represents the citizens of Fountain Valley, Westminster, a portion of Garden Grove, the majority of Santa Ana, and the unincorporated area of Midway City.

At a Glance:

Total FY 2000-2001 Actual Expenditure + Encumbrance:	549,837
Total Final FY 2001-2002 Budget:	613,696
Percent of County General Fund:	0.03%
Total Employees:	7.00

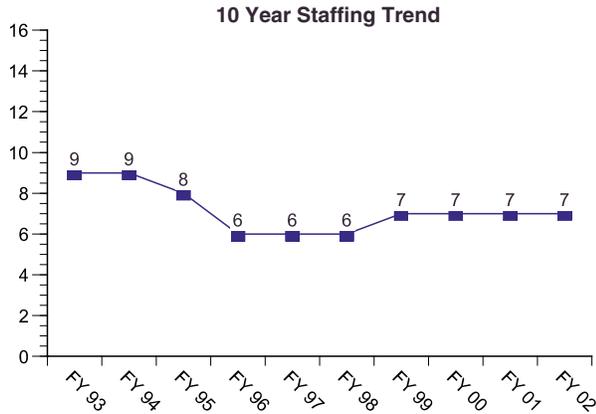
Strategic Goals:

- Provide an accessible, responsive and timely avenue to government for the 600,000 First District residents and business persons, in order to insure that they have the means to effect an efficient and economic quality of life and to pursue their individual goals.

Fiscal Year 2000-01 Key Project Accomplishments:

- Established a Chairman's Annual Conference on Aging
- Developed and Chaired the First O.C. Proposition 10 Committee
- Initiated the Creation of the Safe Healthcare Coalition of Orange County
- Promoted the Establishment of a County International Business and Trade Development Office
- Appointed by Governor to Serve on the State Task Force on Court Facilities
- Fostered the Pio Pico Mentoring Program for County Employees
- Promoted MCAS/El Toro Base Conversion Planning

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Of the seven positions budgeted for First District, one is occupied by the Supervisor.

Budget Summary

Changes Included in the Base Budget:

Thirty-thousand dollars of Chairman-related appropriations were removed from the base budget, as well as, \$6,000 for a one-time furniture expense budgeted in FY 2000-01.

Final Budget and History:

Sources and Uses	FY 1999-2000 Actual Exp/Rev ⁽¹⁾	FY 2000-2001 Final Budget	FY 2000-2001 Actual Exp/Rev ⁽¹⁾	FY 2001-2002 Final Budget	Change from FY 2000-2001 Actual	
					Amount	Percent
Total Positions	N/A	7	N/A	7	7	0
Total Revenues	25,015	0	87	0	(87)	(100)
Total Requirements	512,014	568,974	549,745	613,696	63,951	12
Net County Cost	486,999	568,974	549,658	613,696	64,038	12

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2000-01 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: BOARD OF SUPERVISORS -1ST DISTRICT in the Appendix on page 515.

Budget Units Under Agency Control

No.	Agency Name	BOARD OF SUPERVISORS 1ST DIST	TOTAL
006	BOARD OF SUPERVISORS -1ST DISTRICT	613,696	613,696
	Total	613,696	613,696



007 - BOARD OF SUPERVISORS -2ND DISTRICT

Operational Summary

Mission:

The County of Orange is a regional service provider and planning agency representing all residents of Orange County. The core businesses of the County are public safety, public health, environmental protection, regional planning, public assistance social services, and aviation. The Board of Supervisors, as authorized under California law, functions as both a legislative and executive body. In its legislative duties, the Board adopts ordinances, resolutions and rules within the limits prescribed by State law. As an executive body, the Board oversees the activities of County agencies and departments, establishes policy, determines annual budget alloca-

tions, approves contracts for public improvement projects and other specialized services, conducts public hearings on matters such as zoning appeals and planning, and makes appointments to various boards and commissions. The Second Supervisorial District represents the citizens of Costa Mesa, Cypress, Huntington Beach, Los Alamitos, Seal Beach, Stanton, a portion of Garden Grove and Santa Ana, and the unincorporated areas of Anaheim Islands, Rossmoor, Sunset Beach and Surfside.

At a Glance:

Total FY 2000-2001 Actual Expenditure + Encumbrance:	506,431
Total Final FY 2001-2002 Budget:	582,291
Percent of County General Fund:	0.03%
Total Employees:	7.00

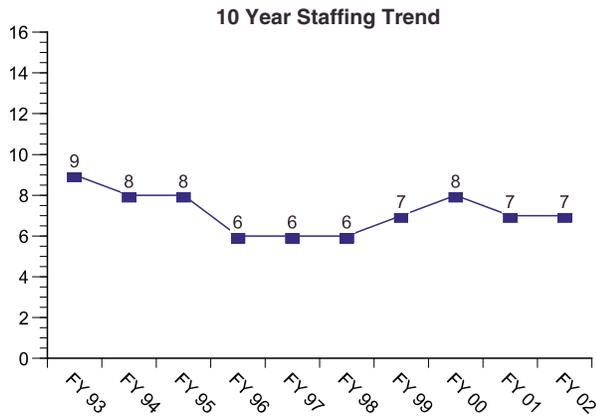
Strategic Goals:

- To effectively and efficiently represent the people of the Second District in promoting economic prosperity, preserving public safety, and maintaining the quality of life.

Fiscal Year 2000-01 Key Project Accomplishments:

- Early Bankruptcy Debt Repayment
- 100-Year Flood Protection
- Urban Runoff Containment and Water Quality Preservation
- Regional Park Implementation
- Tobacco Settlement Resolution
- Senior Citizen Hotline Implementation
- Enhanced Veterans Services
- Jail Expansion Planning
- MCAS/El Toro Base Conversion Planning

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Of the seven positions budgeted, one is occupied by the Supervisor.

Budget Summary

Changes Included in the Base Budget:

In FY 2000-01, Second District did not budget appropriations for an existing vacant position. Second District will fill the position in FY 2001-02 and appropriations for the position have been included in the budget.

Final Budget and History:

Sources and Uses	FY 1999-2000 Actual Exp/Rev ⁽¹⁾	FY 2000-2001 Final Budget	FY 2000-2001 Actual Exp/Rev ⁽¹⁾	FY 2001-2002 Final Budget	Change from FY 2000-2001 Actual	
					Amount	Percent
Total Positions	N/A	7	N/A	7	7	0
Total Revenues		0	83	0	(83)	(100)
Total Requirements	473,323	537,002	516,937	582,291	65,354	13
Net County Cost	473,323	537,002	516,854	582,291	65,437	13

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2000-01 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: BOARD OF SUPERVISORS -2ND DISTRICT in the Appendix on page 516.

Budget Units Under Agency Control

No.	Agency Name	BOARD OF SUPERVISORS 2ND DIST	TOTAL
007	BOARD OF SUPERVISORS -2ND DISTRICT	582,291	582,291
	Total	582,291	582,291



008 - BOARD OF SUPERVISORS -3RD DISTRICT

Operational Summary

Mission:

The County of Orange is a regional service provider and planning agency representing all residents of Orange County. The core businesses of the County are public safety, public health, environmental protection, regional planning, public assistance social services, and aviation. The Board of Supervisors, as authorized under California law, functions as both a legislative and executive body. In its legislative duties, the Board adopts ordinances, resolutions and rules within the limits prescribed by State law. As an executive body, the Board oversees the activities of County agencies and departments, establishes policy, determines annual budget allocations, approves contracts for public improvement projects

and other specialized services, conducts public hearings on matters such as zoning appeals and planning, and makes appointments to various boards and commissions. The Third Supervisorial District represents citizens of Brea, Fullerton, La Habra, Lake Forest, Mission Viejo, Villa Park, Yorba Linda, a portion of Orange, Santa Ana, and Tustin, and the unincorporated areas of Cowan Heights, Lemon Heights, Orange Hills, Orange Park Acres, Tustin Foothills, Modjeska Canyon, Santiago Canyon, Silverado Canyon and Trabuco Canyon.

At a Glance:

Total FY 2000-2001 Actual Expenditure + Encumbrance:	532,702
Total Final FY 2001-2002 Budget:	590,100
Percent of County General Fund:	0.03%
Total Employees:	7.00

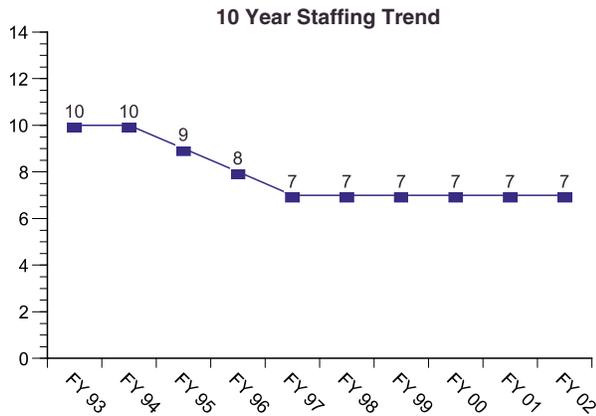
Strategic Goals:

- Strive daily to represent the interests of the men, women and children of Orange County.
- Continue to make Orange County the best place to live, work and play.
- Continue to serve the residents of the Third District at a cost of less than \$1 per resident per fiscal year.

Fiscal Year 2000-01 Key Project Accomplishments:

- Adopt-A-Pet Website
- Lost/Found Pet Website
- Restaurant Inspection Program
- Concluded the Tobacco Settlement Program
- Televised Board Meetings
- Held the First Third District Trail Summit

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Of the seven positions budgeted for Third District, one is occupied by the Supervisor.

Budget Summary

Changes Included in the Base Budget:

No significant changes included in the base budget.

Final Budget and History:

Sources and Uses	FY 1999-2000 Actual Exp/Rev ⁽¹⁾	FY 2000-2001 Final Budget	FY 2000-2001 Actual Exp/Rev ⁽¹⁾	FY 2001-2002 Final Budget	Change from FY 2000-2001 Actual	
					Amount	Percent
Total Positions	N/A	7	N/A	7	7	0
Total Requirements	480,583	537,000	535,566	590,100	54,534	10
Net County Cost	480,583	537,000	535,566	590,100	54,534	10

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2000-01 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: BOARD OF SUPERVISORS -3RD DISTRICT in the Appendix on page 517.

Budget Units Under Agency Control

No.	Agency Name	BOARD OF SUPERVISORS 3RD DIST	TOTAL
008	BOARD OF SUPERVISORS -3RD DISTRICT	590,100	590,100
	Total	590,100	590,100



009 - BOARD OF SUPERVISORS -4TH DISTRICT

Operational Summary

Mission:

The County of Orange is a regional service provider and planning agency representing all residents of Orange County. The core businesses of the County are public safety, public health, environmental protection, regional planning, public assistance social services, and aviation. The Board of Supervisors, as authorized under California law, functions as both a legislative and executive body. In its legislative duties, the Board adopts ordinances, resolutions and rules within the limits prescribed by State law. As an executive body, the Board oversees the activities of County agencies and depart-

ments, establishes policy, determines annual budget allocations, approves contracts for public improvement projects and other specialized services, conducts public hearings on matters such as zoning appeals and planning, and makes appointments to various boards and commissions. The Fourth Supervisorial District represents the citizens of Anaheim, Buena Park, La Palma, Placentia, a portion of Orange, and the unincorporated areas of Cypress Islands, El Modena, Olive, and West Anaheim.

At a Glance:

Total FY 2000-2001 Actual Expenditure + Encumbrance:	517,163
Total Final FY 2001-2002 Budget:	610,884
Percent of County General Fund:	0.03%
Total Employees:	7.00

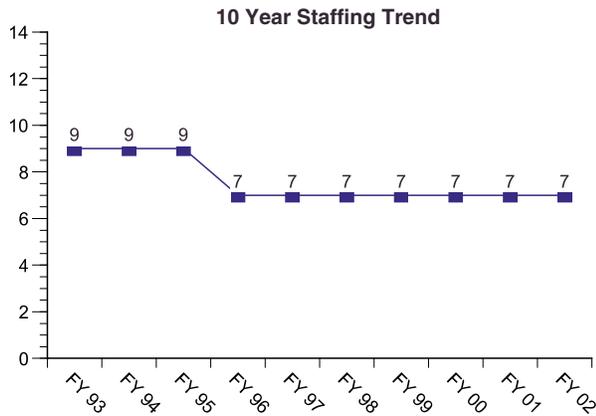
Strategic Goals:

- To be a responsive advocate for the people of the Fourth District by engaging community interaction, striving to improve the quality of life; in part through revitalization of blighted neighborhoods, and by promoting Orange County as a "Family and Business Friendly County."

Fiscal Year 2000-01 Key Project Accomplishments:

- MCAS/El Toro Base Conversion Proceedings
- Foster Care Task Force
- Neighborhood Revitalization
- Community-Based Policing
- Community Code Enforcement
- Gang Prevention-Youth Development Programs
- Street Sweeping
- Homeowner Assistance Programs
- Landscaping Upgrades of Main Boulevards/Corridors
- Drug and Substance Abuse Rehabilitation Programs
- Jail Expansion and Siting Planning

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Of the seven positions budgeted for Fourth District, one is occupied by the Supervisor.

Budget Summary

Changes Included in the Base Budget:

Fourth District requires the addition of appropriations for Chairman-related costs including \$25,000 for the County-wide Annual Conference on Aging, and \$5,000 for miscellaneous Chairman-related office expense.

Final Budget and History:

Sources and Uses	FY 1999-2000 Actual Exp/Rev ⁽¹⁾	FY 2000-2001 Final Budget	FY 2000-2001 Actual Exp/Rev ⁽¹⁾	FY 2001-2002 Final Budget	Change from FY 2000-2001 Actual	
					Amount	Percent
Total Positions	N/A	7	N/A	7	7	0
Total Revenues		0		0	0	0
Total Requirements	455,967	535,321	519,548	610,884	91,336	18
Net County Cost	455,967	535,321	519,548	610,884	91,336	18

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2000-01 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: BOARD OF SUPERVISORS -4TH DISTRICT in the Appendix on page 518.

Budget Units Under Agency Control

No.	Agency Name	BOARD OF SUPERVISORS 4TH DIST	TOTAL
009	BOARD OF SUPERVISORS -4TH DISTRICT	610,884	610,884
	Total	610,884	610,884



010 - BOARD OF SUPERVISORS -5TH DISTRICT

Operational Summary

Mission:

The County of Orange is a regional service provider and planning agency representing all residents of Orange County. The core businesses of the County are public safety, public health, environmental protection, regional planning, public assistance social services, and aviation. The Board of Supervisors, as authorized under California law, functions as both a legislative and executive body. In its legislative duties, the Board adopts ordinances, resolutions and rules within the limits prescribed by State law. As an executive body, the Board oversees the activities of County agencies and departments, establishes policy, determines annual budget allocations, approves contracts for public improvement projects

and other specialized services, conducts public hearings on matters such as zoning appeals and planning, and makes appointments to various boards and commissions. The Fifth Supervisorial District covers the largest geographical area and represents the citizens of Aliso Viejo, Dana Point, Irvine, Laguna Beach, Laguna Hills, Laguna Niguel, Laguna Woods, Newport Beach, Rancho Santa Margarita, San Clemente, San Juan Capistrano, the majority of Tustin, and the unincorporated areas of Coto de Caza, East Irvine, El Toro Station, North Laguna Hills, Santa Ana Heights, Trabuco Highlands, Dove Canyon and Laguna Canyon.

At a Glance:

Total FY 2000-2001 Actual Expenditure + Encumbrance:	552,850
Total Final FY 2001-2002 Budget:	594,727
Percent of County General Fund:	0.03%
Total Employees:	9.00

Strategic Goals:

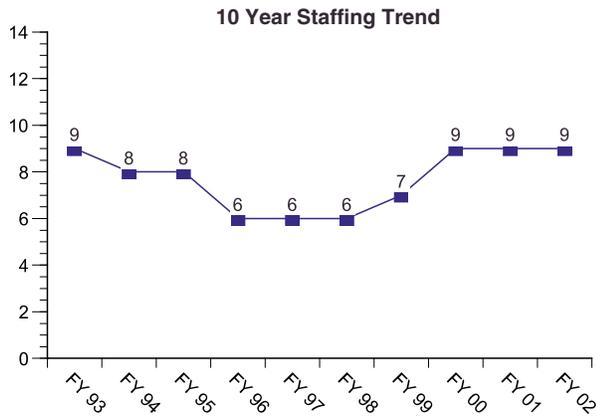
- To represent the people of the Fifth District by enhancing and protecting the quality of life, promoting economic prosperity and being an effective advocate for Fifth District issues.

Fiscal Year 2000-01 Key Project Accomplishments:

- Championed Housing-use at El Toro
- Televised Board Meetings
- Concluded Tobacco Settlement Program
- Lead Planning Effort for Dana Point Harbor Revitalization
- Hosted the 3rd Annual Fifth District Trail Summit, the 3rd Annual Fifth District Senior Summit, the Award-winning Domestic Violence Prevention Conference for Teachers, and the Domestic Violence Prevention Conference for Faith Leaders



Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Of the nine positions budgeted for Fifth District, one is occupied by the Supervisor and two are part-time positions.

Budget Summary

Changes Included in the Base Budget:

No significant changes included in the base budget.

Final Budget and History:

Sources and Uses	FY 1999-2000 Actual Exp/Rev ⁽¹⁾	FY 2000-2001 Final Budget	FY 2000-2001 Actual Exp/Rev ⁽¹⁾	FY 2001-2002 Final Budget	Change from FY 2000-2001 Actual	
					Amount	Percent
Total Positions	N/A	9	N/A	9	9	0
Total Requirements	501,619	559,241	553,025	594,727	41,702	8
Net County Cost	501,619	559,241	553,025	594,727	41,702	8

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2000-01 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: BOARD OF SUPERVISORS -5TH DISTRICT in the Appendix on page 519.

Budget Units Under Agency Control

No.	Agency Name	BOARD OF SUPERVISORS 5TH DIST	TOTAL
010	BOARD OF SUPERVISORS -5TH DISTRICT	594,727	594,727
	Total	594,727	594,727



011 - CLERK OF THE BOARD

Operational Summary

Mission:

The Mission of the Clerk of the Board of Supervisors is to provide the County and its citizens professional and courteous service; easy access to information; and guidance through the process to facilitate open participation in the decision and policy making of Orange County government.

Strategic Goals:

- Facilitate the decision and policy making of Orange County government by providing our stakeholders with timely and accurate information and guidance through the process.
- Ensure timely resolution of assessment appeals and promote public understanding of the process.
- Facilitate understanding and enhance the delivery of our services by promoting personal and professional growth and valuing our staff.

Key Outcome Measures:

Performance Measure	FY 2000-2001 Results	FY 2001-2002 Target	How are we doing?
PERCENT OF ASSESSMENT APPEAL CLAIMS DECIDED OR WAIVED WITHIN 2 YEAR DEADLINE. What: Indicator of success managing caseload to ensure required actions are taken before legal deadline. Why: Applicant automatically wins appeals not decided or waived within statutory 2 year deadline.	95% of 1999 appeals have been resolved or waived. Cases in litigation included in unresolved.	Target is to attain 100% excluding cases in litigation.	Once the backlog of cases were processed, the COB has been successful in resolving or receiving waivers to meet the statutory deadlines.
RESULTS OF CUSTOMER SATISFACTION SURVEYS. What: Measurement of success in meeting clients' needs. Why: As a service dept, meeting client needs is second only to legal mandates.	COB Dept survey - 100% rated as satisfied or very satisfied. AA Hearings - 100% rated as good or better. Workshops for taxpayers - 98% agreed was useful. Workshop for tax agents - 100% agreed was useful.	100% rating of services as good or better. 100% rating of Community Outreach Workshops as useful.	Overall COB has received favorable ratings from 98-100% of respondents.
NUMBER AND PERCENT OF ASSESSMENT APPEAL INITIAL HEARINGS SCHEDULED WITHIN ONE YEAR OF FILING. What: Indicator of efficiency in processing and scheduling appeals. Why: Timely resolution of appeals is beneficial to all parties.	95% of 1999 and 100% of 2000 filings were scheduled for initial hearing within one year.	100% scheduled within one year.	With filings at a manageable level, COB has been successful in providing this level of client service.

At a Glance:

Total FY 2000-2001 Actual Expenditure + Encumbrance:	1,878,211
Total Final FY 2001-2002 Budget:	2,425,121
Percent of County General Fund:	0.11%
Total Employees:	32.00

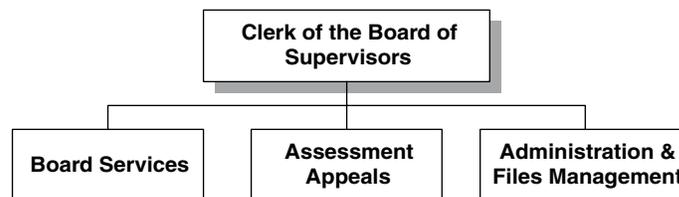
Key Outcome Measures: (Continued)

Performance Measure	FY 2000-2001 Results	FY 2001-2002 Target	How are we doing?
PERCENTAGE OF COB CHANGES/ CORRECTIONS TO BOARD OF SUPERVISORS AGENDA AFTER DISTRIBUTION. What: Measurement of Clerk of the Board's accuracy and training. Why: To provide accurate information in a timely manner and to meet Brown Act noticing requirements.	Clerk of the Board errors were 0.86% in 2000.	Clerk of the Board error rate of 1% or less.	COB's error rate has improved each year.
PERCENT OF ACCURATELY COMPLETED AND TIMELY FILED ASSESSMENT APPEAL APPLICATIONS. What: Indicator of taxpayers' and agents' understanding of applications and process. Why: Instructions on completing applications and deadlines should be accessible and easily understood.	86% for 1999 filing year.	75% of applications accurately completed and timely filed.	Percentage has been steadily improving as we continue to expand our outreach efforts.

Fiscal Year 2000-01 Key Project Accomplishments:

- Completed design and began pilot project of Comprehensive Agenda Management System.
- Implemented Conflict of Interest System.
- Developed Conflict of Interest User Manual and Training for departments and other filing agencies.
- Participated in Assessment Tax System Property Tax Administration Vision Project.
- Enhancements to Assessment Appeals systems to streamline process.
- Continued public outreach through workshops, brochures & website.

Organizational Summary



COB - EXECUTIVE - Provides leadership and vision, management oversight and direction to all COB functions; performs administrative functions including budget preparation and monitoring, strategic financial projections, human resources, legislative analysis, prepares business plan and monitors progress in meeting goals and performance indicators.

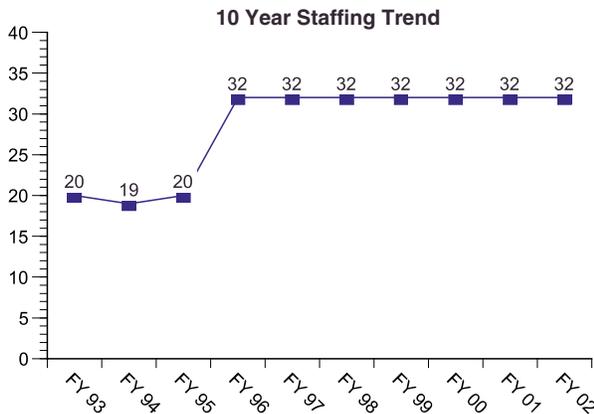
BOARD SERVICES - Prepares and publishes agendas for Board of Supervisors and other authorities in accordance with legal requirements for public meetings; records and publishes actions taken by the Board; maintains official rosters of Boards, Committees and Commissions; processes legal publications, postings and notices; receives and admin-

isters bid openings for County projects; administers oaths of office for various elected and appointed officials and employees; serves as filing officer for Statement of Economic Interest forms; receives and processes claims, summons and complaints against the County.

ASSESSMENT APPEALS - Receives and processes assessment appeal applications; schedules hearings in accordance with legal requirements; prepares minutes and processes actions of the Appeals Boards and hearing Officers; provides assistance and education on the assessment appeals process to the general public and professional groups through workshops, brochures and the Internet.

ADMINISTRATION/FILES MGT - Provides files management for all records that the Clerk of the Board is required to maintain; assists County staff and the public with research and retrieval of information; provides technical knowledge and coordination in development and implementation of automation projects; provides end-user system support services; performs purchasing and petty cash functions for COB and the Board of Supervisors Offices.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Increase to staffing in FY 95-96 due to transfer of assessment appeals intake function from the Assessor. COB has been able to maintain level staffing since that time, largely due to automation of previously labor-intensive activities.

Budget Summary

Plan for Support of the County's Strategic Priorities:

Requested FY 01-02 budget is consistent with and represents the resources anticipated to accomplish 2001 Business Plan goals.

Through use of automation COB has been able to reduce ongoing operational costs and maintain level staffing. We will continue to pursue automation where efficient and cost-effective.

Changes Included in the Base Budget:

Due to significant increases in automation and resulting system support needs, a Board Services Specialist position will be exchanged for a Systems Programmer/Analyst II.

Final Budget and History:

Sources and Uses	FY 1999-2000 Actual Exp/Rev ⁽¹⁾	FY 2000-2001 Final Budget	FY 2000-2001 Actual Exp/Rev ⁽¹⁾	FY 2001-2002 Final Budget	Change from FY 2000-2001 Actual	
					Amount	Percent
Total Positions	N/A	32	N/A	32	32	0
Total Revenues	459,364	5,500	750,284	44,400	(705,884)	(94)
Total Requirements	1,832,470	1,969,991	2,019,131	2,425,121	405,990	20
Net County Cost	1,373,106	1,964,491	1,268,847	2,380,721	1,111,874	88

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2000-01 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: CLERK OF THE BOARD in the Appendix on page 520.

Highlights of Key Trends:

- COB will continue to pursue automation for cost-savings, efficiencies, and to enhance public access to information and services.
- Assessment appeal filings are remaining at a manageable level, but can be impacted in the future by changes in the economy.



Budget Units Under Agency Control

No.	Agency Name	COB - EXECUTIVE	BOARD SERVICES	ASSESSMENT APPEALS	ADMINISTRATION/FILES MGT	TOTAL
011	CLERK OF THE BOARD	249,859	832,012	808,102	535,148	2,425,121
	Total	249,859	832,012	808,102	535,148	2,425,121

017 - COUNTY EXECUTIVE OFFICE

Operational Summary

Mission:

The mission of the County Executive Office is to support and implement Board policy through corporate direction, communication and coordination of strategic and regional planning, and to ensure effective service delivery through efficient management of the County's workforce and resources.

At a Glance:

Total FY 2000-2001 Actual Expenditure + Encumbrance:	14,323,384
Total Final FY 2001-2002 Budget:	20,590,675
Percent of County General Fund:	0.95%
Total Employees:	130.00

Strategic Goals:

- Support the Board of Supervisors in developing and implementing a long term vision for the County of Orange.
- Continue to develop, implement and communicate the components of the County's Corporate Management System, promoting the County as an accountable and efficient government organization, partner with the community and desirable employer.
- Support the Board in implementation of the El Toro reuse planning process.
- Integrate and coordinate County regional planning efforts to ensure the delivery of quality services.
- Provide leadership and service in the development of the County's human resources, technology, financial and administrative infrastructure.
- Support the Board in developing and actively pursuing the Orange County Legislative Platform.
- Continue to integrate and strengthen management and internal support services within the County Executive Office.

Key Outcome Measures:

Performance Measure	FY 2000-2001 Results	FY 2001-2002 Target	How are we doing?
COUNTY CREDIT RATINGS PER RATING AGENCIES (I.E., MOODY'S, STANDARD & POORS, FITCH). What: Indicates the extent to which the financial community has confidence in overall County management. Why: Credit ratings are the opinion of investors in the ability of entity to honor financial obligations.	Moody's Investors Service issued the County of Orange a rating of Aa3 in September 1999 and upgraded it to Aa2 in April 2001.	Maintain the current Moody's rating of Aa2.	Moody's upgraded the rating in 19 months based on the County's prudent fiscal management and diversified, healthy local economy.
COUNTY PROPOSED BUDGET CONSISTENCY, MEASURED IN DOLLARS AND PROJECTS, TO STRATEGIC FINANCIAL PLAN. What: Indicates extent to which departments consider Strategic Financial Plan to develop programs/budgets. Why: The annual budget implements the first year of the Financial Plan so the two must be consistent.	The plan for FY 00-01 was \$413 million with 10 projects. Budget was approximately \$419 million with 10 strategic priorities.	The plan for 01-02 is \$455 million and 12 projects	Budget was approximately \$419 million with 10 strategic priorities. The 00-01 Budget was within 1.5% of the plan amount. Ten of the planned projects were funded.



Key Outcome Measures: (Continued)

Performance Measure	FY 2000-2001 Results	FY 2001-2002 Target	How are we doing?
<p>CONSISTENCY OF DEBT REDUCTION COMPARED TO STRATEGIC FINANCIAL PLAN. What: Indicates if the County is paying off its debt as scheduled. Why: The more debt retired, the sooner dollars are available to meet the Board's strategic priorities.</p>	<p>The target for FY 2000-01 was to eliminate \$20 million of the 1995 Refunding Recovery Bonds. Instead, funds were used to defease all remaining Pension Obligation Bonds.</p>	<p>The target is to realize at least \$2 million savings in Recovery Bond Interest.</p>	<p>The 2001 Plan increases the amount available for debt reduction by over \$11 million.</p>
<p>PERCENT OF TARGETED EMPLOYEES INVOLVED IN CORPORATE MANAGEMENT SYSTEM TRAINING. What: Indicates participation in employee training designed to aid attainment of organizational goals. Why: Training helps align employees with organizational goals, which directly benefits the community.</p>	<p>6000 employees received PIP training, 300 Enlightened Leadership, 544 voluntary MPP training, and 278 were in follow-up workshops. Satisfaction with PIP performance planning process was 85%. PIP publications rated 90% effective. PIP final review segment received 80 to 85% participant satisfaction.</p>	<p>Results achieved exceeded target. Target will be eliminated as a 2002 measure.</p>	<p>PIP participation meets targeted outcome of new employees being trained. PIP Brown Bag seminars, Breakfast Briefings & Townhalls participation is rising. MPP goal setting sessions were well attended. Enlightened Leadership seminars offered monthly for new managers and supervisors are well attended.</p>
<p>TREND IN COUNTY OVERHEAD RATE. What: Indicates amount spent on overhead versus actual service provision. Why: A lower rate indicates efficient delivery of support services and avails funds for direct services.</p>	<p>This was a new indicator for FY 00-01.</p>	<p>None</p>	<p>This indicator will be removed or replaced in FY 02-03.</p>
<p>PERCENT OF DEPARTMENT BUSINESS PLANS CONTAINING/REPORTING OUTCOME MEASURES. What: To show if programs accomplish intended results and communicate outcomes to the Board and community. Why: To show whether programs accomplish intended results and communicate this to Board and community.</p>	<p>100% of the 2000 Departmental Business Plans contained outcome measures.</p>	<p>None</p>	<p>This indicator will be removed or replaced in FY 02-03.</p>
<p>DECREASE IN THE FY 2005/06 PROJECTED FINANCIAL SHORTFALL. What: Indicates extent CEO and departments succeed in addressing a projected budget shortfall in FY05-06. Why: The County must have a balanced annual budget.</p>	<p>The updated plan of December 2000 indicated the gap had been narrowly closed.</p>	<p>None</p>	<p>This indicator will be removed or replaced in FY 02-03.</p>
<p>PERCENT OF DEPARTMENTS PARTICIPATING IN CEO APPROVED COUNTYWIDE DATA COMMUNICATIONS INFRASTRUCTURE. What: Indicates extent of departments participating in CEO approved info & technology infrastructure. Why: Participation will enhance communication between departments and provide secure infrastructure.</p>	<p>3 additional departments migrated to the approved Countywide data communications infrastructure.</p>	<p>Target is for 3 additional departments to migrate.</p>	<p>So far, 20 departments have migrated to approved Countywide data communication infrastructure. There are three remaining departments to assimilate into the ATM network. Plans are being implemented to transition those remaining departments.</p>
<p>PERCENT OF EMPLOYEES WHO REACH PERFORMANCE GOALS. What: Indicates whether or not the majority of employees are meeting individual performance goals set. Why: Broad indicator of management and employee's goal assessment consistent with business plan & budget.</p>	<p>Data being accumulated.</p>	<p>99% of managers meeting goals set in management performance plan.</p>	<p>Data on represented employees meeting goals will be available in January 2002. Relative to Management Pay for Performance Plan completed in 2000, and based on Department Head assessment, 99% of managers met goals that were consistent with departmental business goals and objectives.</p>
<p>COST OF COUNTY RISK AS A RATIO OF TOTAL COUNTY REVENUE. What: Industry wide Risk Management measure of dollars spent on claims & damages costs, to total revenue. Why: Resources spent on claims and damages are not available for important strategic priorities.</p>	<p>Orange County's Cost of Risk is \$9.24 per \$1,000 of revenue for FY 2000-01.</p>	<p>Maintain the County's Cost of Risk at or below the annually published industry median cost.</p>	<p>For FY 00-01, Orange County's Cost of Risk was \$9.24 for every \$1000 of revenue, 27% below the industry's median cost of \$12.69</p>

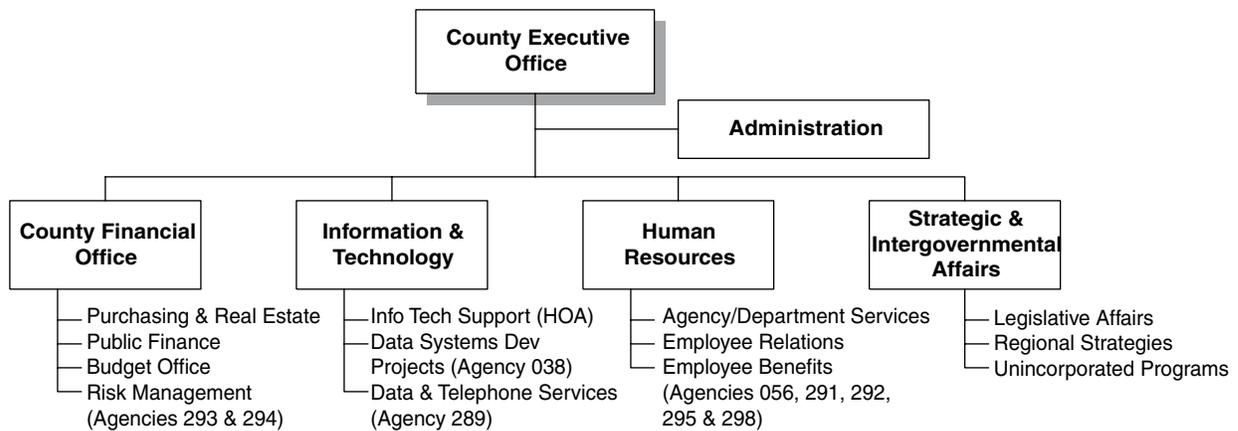
Fiscal Year 2000-01 Key Project Accomplishments:

- 100% of Pension Obligation Bonds, at a maturity value of \$639.1 million, were eliminated. 45% were successfully tendered and the remaining bonds were prepaid through an economic defeasance, saving the County \$30 million in annual principal and interest.
- Received credit upgrades from Standard & Poor's to "A," from Fitch IBCA to "AA-", and from Moody's on Pension Obligation Bonds to "Aa2."
- Reached settlements with all parties and negotiated with the Representative the final distribution of bankruptcy litigation settlement funds.
- Defeased \$10 million remaining 1990 Rancho Santa Margarita 86-2 Bonds.
- Re-marketed the \$34 million Teeter Revenue Bond Series D and downsized the Series A Taxable bonds from \$5 million to \$2.6 million.
- Published second Community Indicators Report that assesses the progress Orange County has made in major policy areas.
- County Budget process was enhanced, and the annual Budget Book was redesigned, to incorporate the use of performance measures to evaluate requests for new County resources and focus Departmental attention on ways to use fewer County resources. The Budget Book was totally redesigned for FY 2000-01 to include a three part layout for departmental budgets (operational summary, organizational summary and budget summary). These layouts contain performance measurement results, key accomplishments, new organization charts, ten-year staffing trend charts, narrative explaining how the departmental budget supports the County's strategic priorities, budget recaps with historical data for context and improved graphic design. Budget structures for departments undergoing organizational assessments were reviewed and modified as needed to be consistent with the final assessment reports.
- The results oriented government project progressed with the completion of performance measures for the Phase III departments. Key performance measures and the first reporting of results for all departments were included in the County Budget Book.
- Discover 2000 "Faces of the County 2001 Partnership" public awareness campaign implemented in the Orange County Register.
- Implemented first cycle of Management Performance Plan ratings and pay-outs and provided training to all impacted managers on competencies for 2001 Plan cycle.
- Completed PIP training for 16,000 employees.
- Received Honorable Mention Award for PIP from CSAC regarding "The Best and Brightest County Practices".
- Increased employee and public access to information by enhancing or implementing a number of websites (MPP, PIP, Classification, Volunteers, Rideshare).
- Streamlined a number of processes through automation including the Virtual Employment Center, On-Line Training registration, and Payroll timekeeping.
- Implemented "Board TV," weekly televised programs of the Board of Supervisor meetings.
- Initiated development of Leadership Academy.
- Continued Enlightened Leadership Program, developing Module 6 ("Working With People Who Challenge You") and implementing pilot of online version.
- Partnered with OCPL to establish direct internet access to County website at all branches.

- County Volunteer Program selected as National Point of Light, recruiting more than 23,000 volunteers that contributed approximately 675,000 hours of service in 1999. Their combined efforts are valued at more than \$13 million in avoided costs to the County.
- The \$1.3 million savings from the Sheriff-Marshal merger was recognized in the FY 2000-01 First Quarter Budget Report
- In partnership with County agencies, the Children and Families Commission, and non-profit organizations, provided staff support and/or technical assistance to secure approximately \$30M in funding for homeless prevention and related programs. Coordinated the efforts of numerous public/private agencies to provide site outreach and public services at homeless encampments, motel enclaves, as well as National Guard Armories during the winter months. In addition, provided the coordination efforts to facilitate the ongoing regional planning for Continuum of Care System.
- 209 low and moderate income, first time home buyers were assisted with loans totaling \$34.3 million for home purchases through the Single Family Housing Mortgage Revenue Bond Program (Southern California Home Financing Authority joint powers authority). 85 low and moderate income, first time home buyers were assisted with mortgages totaling \$12.5 million for home purchases through the Mortgage Credit Certificate Program.
- In cooperation with the League of Cities and LAFCO, developed a small island annexations study to annex islands over a two year period.
- Completion of Foothill Ranch and Portola Hills annexations and successful negotiations and agreements with City of Lake Forest over Concourse Park, Foothill Ranch Library Community Room, incorporation of Aliso Viejo, traffic enhancement services with the CHP for Coto de Caza, and annexations by the City of Laguna Hills.
- Completion of Census 2000 outreach effort.
- Completion of the Lange Drive affordable housing project in Santa Ana Heights, establishing 75 units for the low to very low income population.
- Established a Foster Care Task Force to review gaps and needs in the delivery of Foster Care services.
- Rebid PPO Plan and Management and Attorney dental claims administration realizing a 20% cost reduction with an increase in services provided.
- Completed organizational assessment and received Board approval of CSA/Special Programs, DA/Family Support Division to implement federal Workforce Investment Act.
- Served as chair of DA/Family Support Transition Team, identifying and addressing issues for the transition of the FSD into separate County Child Support Services Department.
- Completed preliminary assessment of Registration & Elections Department and provided recommendations approved by the Board.
- Participated in the Phase II organizational study of the Health Care Agency.
- Established IT governance structure including establishment of a Technical Steering Committee and Operations Council to provide Countywide consistency.
- The ATM Network now supports all but four County departments. A strategy to extend the network to small sites was developed and is now available.
- The largest IT services contract in the County's history was completed and approved by the Board in September 2000.
- The budget instructions for FY 2000-01 required departments to comply with Net County Cost targets, identify ways to reduce or minimize reliance on General Funds and justify requests for new General Funds with performance measures. Departments met the first year goal of a \$5 million savings compared to the 2000 Strategic Financial Plan targets.

- Issuance of the Safety and Loss Prevention Resource Manual to every department; Departmental Safety Representative provided new and coordinated safety training and operational resources. New and more frequent training in insurance and workers' compensation programs were provided. Customer satisfaction surveys were provided at each training class and sent to others users of these services as well.
- Secured \$28 million in federal appropriations for continuation of the Santa Ana River Project, \$1.5 million for assistance with MCAS El Toro, and \$2 million for environmental programs.
- Transferred trial court employees from the County to an independent personnel system.
- The CEO provided recommended uses of Tobacco Settlement funds consistent with the 2000 Strategic Financial Plan priorities. Analysis and comparison of competing ballot initiatives was performed and provided to the Board. The CEO also provided staff support to the Board committee that was negotiating with health community advocates on the use of the funds. Final recommendations, consistent with Measure H were adopted as part of the 2001 Strategic Financial Plan.

Organizational Summary



COUNTY EXECUTIVE OFFICE - Provides leadership and oversight for County operations to ensure fiscal integrity, policy coordination, and general management accountability. Other responsibilities include developing and implementing a comprehensive and coordinated communications strategy for the County for the purpose of promoting County programs and activities and coordinating all federal and state legislative advocacy efforts. This office now includes administrative support to CEO staff.

COUNTY FINANCIAL OFFICE - Provides leadership and manages the overall financial operations of the County. Major responsibilities include long-range strategic financial planning, public finance, risk management, budget, corporate purchasing and real estate support.

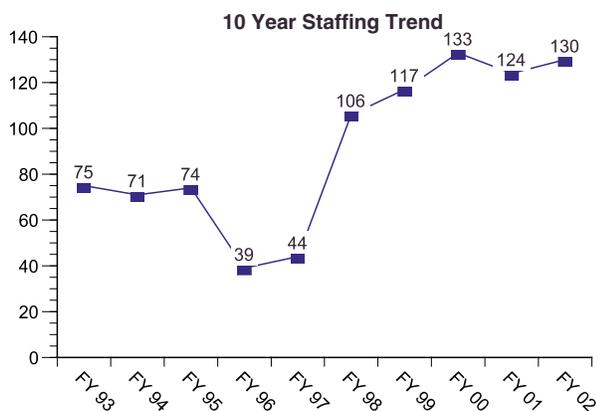
INFORMATION & TECHNOLOGY - Provides leadership in planning and implementing corporate data communications and technology investments to achieve County goals and objectives. Major responsibilities include data center operations and telephone services, wide and local area network operation and support, and applications development and programming. This office now includes Hall of Administration information and technology support staff.

HUMAN RESOURCES - Provides leadership in change management, and in developing organizational design, best practices and people strategies that allow the County to attract, select, and retain business-required talent. Major responsibilities include labor contract negotiation and interpretation, development of human resource policy and program initiatives designed to encompass public/private best practice strategies, policy compliance auditing, benefits administration, and employee development and training programs.



STRATEGIC & INTERGOV AFFAIRS - Provides leadership in the planning and establishment of effective governance structures and relationships for the accomplishment of County corporate, as well as regional goals and objectives. Major responsibilities include coordination of all federal and state legislative advocacy efforts, conducting organizational assessments, providing oversight and coordination of a number of critical regional issues (e.g., watershed, homelessness, child care, annexation/incorporations) and administering the Orange County Development Authority, the Comprehensive Economic Development Strategy, the Office of Protocol and tourism activities.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- FY 97/98 - As a result of County restructuring, the Office of Human Resources (HR), Purchasing, Real Estate, and the Records Management Program (Record Center), and an accompanying 62 positions, merged into the County Executive Office. Prior to FY97/98, the Office of HR was an independent operating agency, and Purchasing, Real Estate, and the County Records Center were divisions within General Services Agency, which was disbanded during the restructuring process.
- FY 98/99 - Positions were increased to support strategic priorities and other activities, such as Real Estate, Homeless Issues Coordination, and El Toro Master Development Program. This included position transfers from other operating agencies, i.e., PF&RD and HCD, to the CEO, as well as some limited-term positions.
- FY 99/00 - Positions were increased to support strategic priorities. This included a position transfer from SSA, ongoing program support conversions from extra help to regular, and limited-term positions to support the El Toro Master Development Program.

- FY 00/01 - Positions decreased as limited-term positions related to El Toro MCAS were deleted.
- FY 01/02 - One position was added to Human Resources for clerical support of the Volunteer Program and virtual employment center. Two long term extra help positions were converted to regular positions; one for Strategic Affairs to support Media Relations and one to support CEO Administration. Four positions were transferred in from Data Systems to support the Hall of Administration. In the Final Budget one additional position was added in Purchasing to jointly support both Children and Families Commission and the LRA. Mid year, in 00-01, four positions were transferred from CEO to the Local Redevelopment Authority and two positions were added for the Watershed Program and child care coordination.

Budget Summary

Plan for Support of the County's Strategic Priorities:

The County Executive Office will lead the Board's strategic planning process, updating the Strategic Financial Plan and continuing development and implementation of the County's Corporate Management System, integrating and coordinating regional planning efforts, including support of the El Toro reuse, providing leadership in the development of the County's human resources, technology, financial and administrative functions, and support the Board in developing and pursuing the Orange County Legislative Platform.

Changes Included in the Base Budget:

The CEO's office reflects an organization which now includes the Watershed Program, which was transferred in at mid year. Four positions were transferred into the CEO's Office to support the Hall of Administration network requirements. These were transferred from the newly merged Data/Telephone fund. The El Toro/MCAS Program has been moved out of CEO, reporting to the Board of Supervisors. The Strategic Plan no longer provides funding for the Tourism and Economic Development Program. Increases are included for program administration in Public Finance, addition of Lock-

heed Martin support staff, several projects to increase communication internally and externally, and new or increased involvement in areas such as televised Board meetings, legislative contingencies, Criminal Justice, Water Committee, foster care and energy conservation.

Approved Budget Augmentations and Related Performance Results:

Unit/Amount	Description	Performance Plan	Ref. Num.
Human Resources LEAD Academy Amount:\$ 320,000	LEAD Academy to deliver consistent, centralized management training in leadership positions.	Indicators of performance management incorporated as assessment tool. MPP & PIP surveys as baseline	017-001
Film Commission Funding Amount:\$ 100,000	Board directed Film Commission funding	Status Report submittal on a trimester basis based on progress of tasks identified	017-002
Procurement Contract Specialist Position Amount:\$ 58,025	Procurement position to support Children & Families and LRA, 75% and 25% respectively.	Workload data including number & type of contract issued. Timesheets showing actual program support	017-003
Economic Development Plan Amount:\$ 750,000	Board Introduced	None	017-004
Econ Dev Plan--Orange County Business Council Amount:\$ 0	\$200,000 set aside in Misc Fund (004) for OC Business Council	None	017-005

Final Budget and History:

Sources and Uses	FY 1999-2000 Actual Exp/Rev ⁽¹⁾	FY 2000-2001 Final Budget	FY 2000-2001 Actual Exp/Rev ⁽¹⁾	FY 2001-2002 Final Budget	Change from FY 2000-2001 Actual	
					Amount	Percent
Total Positions	N/A	124	N/A	130	130	0
Total Revenues	4,987,526	3,259,718	3,466,782	2,527,811	(938,971)	(27)
Total Requirements	15,036,217	17,787,005	14,406,151	20,590,675	6,184,524	43
Net County Cost	10,048,691	14,527,287	10,939,369	18,062,864	7,123,495	65

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2000-01 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: COUNTY EXECUTIVE OFFICE in the Appendix on page 522.

Budget Units Under Agency Control

No.	Agency Name	COUNTY EXECUTIVE OFFICE	COUNTY FINANCIAL OFFICE	INFORMATION & TECHNOLOGY	HUMAN RESOURCES	STRATEGIC & INTERGOV AFFAIRS	TOTAL
016	RECOVERY COP LEASE FINANCING	0	63,743,036	0	0	0	63,743,036
017	COUNTY EXECUTIVE OFFICE	2,863,955	5,532,248	1,267,319	4,809,753	6,117,400	20,590,675
018	PROFESSIONAL CONSULTANTS RECOVERY	0	0	0	0	0	0
019	CAPITAL ACQUISITION FINANCING	0	7,244,819	0	0	0	7,244,819
023	PROTOCOL OFFICE	0	0	0	0	206,111	206,111
036	CAPITAL PROJECTS	0	46,780,083	0	0	0	46,780,083
038	DATA SYSTEMS DEVELOPMENT PROJECTS	0	0	17,001,781	0	0	17,001,781

Budget Units Under Agency Control

No.	Agency Name	COUNTY EXECUTIVE OFFICE	COUNTY FINANCIAL OFFICE	INFORMATION & TECHNOLOGY	HUMAN RESOURCES	STRATEGIC & INTERGOV AFFAIRS	TOTAL
056	EMPLOYEE BENEFITS	0	0	0	5,462,306	0	5,462,306
081	TRIAL COURTS	0	66,982,913	0	0	0	66,982,913
099	PROVISION FOR CONTINGENCIES	0	6,000,000	0	0	0	6,000,000
104	CRIMINAL JUSTICE FACILITIES - ACO	0	8,467,278	0	0	0	8,467,278
105	COURTHOUSE TEMPORARY CONSTRUCTION	0	4,800,262	0	0	0	4,800,262
135	REAL ESTATE DEVELOPMENT PROGRAM	0	155,581	0	0	0	155,581
13A	LITIGATION RESERVE ESCROW	0	181,345	0	0	0	181,345
13D	TSR TAX-EXEMPT DS FUND	0	0	0	0	0	0
13E	TSR TAXABLE DS FUND	0	0	0	0	0	0
13F	TSR TAX-EXEMPT PROCEEDS	0	0	0	0	0	0
13G	TSR NON-PROFIT ENDOWMENT FD	0	0	0	0	0	0
13H	TSR RESIDUAL FUND	0	0	0	0	0	0
13L	TELECOMMUNICATIONS 2001 EQUIPMENT FUND	0	0	8,566,688	0	0	8,566,688
13N	OC TOBACCO SETTLEMENT FUND	0	28,842,072	0	0	0	28,842,072
14B	COUNTY PUBLIC SAFETY SALES TAX EXCESS REVENUE	0	26,610,211	0	0	0	26,610,211
14F	DEFERRED COMPENSATION REIMBURSEMENT (CEO)	0	0	0	7,732,458	0	7,732,458
14K	PROBATE COURT IMAGING SYSTEM	0	0	0	0	0	0
14L	LOCAL LAW ENF BLOCK GRANT	0	269,700	0	0	0	269,700
14N	SUPERIOR COURT ICMS PHASE III ACQUISITION	0	2,580,851	0	0	0	2,580,851
14S	OC CHILDREN & FAMILIES COMMISSION	0	0	0	0	0	0
14U	COURT FACILITIES FUND	0	2,527,483	0	0	0	2,527,483
14V	DEBT PREPAYMENT FUND	0	59,651,000	0	0	0	59,651,000
14X	TOBACCO SETTLEMENT FUND	0	5,562,000	0	0	0	5,562,000
14Y	INDEMNIFICATION RESERVE	0	1,139,062	0	0	0	1,139,062
14Z	LITIGATION RESERVE	0	3,161,243	0	0	0	3,161,243
15J	PENSION OBLIGATION BONDS DEBT SERVICE	0	188,398,000	0	0	0	188,398,000
15P	REFUNDING RECOVERY BONDS	0	46,000,000	0	0	0	46,000,000
15R	DEBT REDUC/FUTURE ESSENTIAL OPERATING REQUIREMENTS	0	273,141	0	0	0	273,141
15S	DESIGNATED SPECIAL REVENUE	0	74,412,381	0	0	0	74,412,381

Budget Units Under Agency Control

No.	Agency Name	COUNTY EXECUTIVE OFFICE	COUNTY FINANCIAL OFFICE	INFORMATION & TECHNOLOGY	HUMAN RESOURCES	STRATEGIC & INTERGOV AFFAIRS	TOTAL
15T	RESTRICTED REFINANC'G PROCEEDS	0	1,044,255	0	0	0	1,044,255
15V	SUPERIOR COURT ICMS PHASE II ACQUISITION	0	0	0	0	0	0
289	INFORMATION & TECHNOLOGY ISF	0	0	47,378,333	0	0	47,378,333
291	UNEMPLOYMENT ISF	0	0	0	4,573,983	0	4,573,983
292	COUNTY INDEMNITY HEALTH ISF	0	0	0	49,221,094	0	49,221,094
293	WORKERS' COMPENSATION ISF	0	30,050,526	0	0	0	30,050,526
294	PROPERTY & CASUALTY RISK ISF	0	15,551,394	0	0	0	15,551,394
295	RETIREE MEDICAL ISF	0	0	0	41,337,095	0	41,337,095
298	SELF-INSURED BENEFITS ISF	0	0	0	4,916,132	0	4,916,132
599	OC SPECIAL FINANCING AUTHORITY	0	200,538,000	0	0	0	200,538,000
9A0	PUBLIC FINANCING PROGRAM (PGM III)	0	62,016,747	0	0	0	62,016,747
9B0	PUBLIC FINANCING PROGRAM (PGM V)	0	100,934,035	0	0	0	100,934,035
9C0	PUBLIC FINANCING PROGRAM (PGM VI)	0	258,414,415	0	0	0	258,414,415
	Total	2,863,955	1,317,864,081	74,214,121	118,052,821	6,323,511	1,519,318,489

023 - PROTOCOL OFFICE

Operational Summary

Agency Description:

To establish an international identity for Orange County as a dynamic commercial, scientific, and cultural community. To promote interaction between the Orange County business and social community and international leaders to further the economic and cultural development of the County. To stimulate international investment and trade by providing foreign dignitaries with assistance in organizing their visits and extending local courtesies, arranging reception, and media coverage.

Strategic Goals:

- Establish a strategic alliance with international business functions in Orange County.
- Establish and maintain a database of regional and international contacts, travel and customs information, and goods and services of every country.
- Establish an Internet presence for the Office of Protocol on the Orange County Website.
- Support and promote international business.
- Act as the international portal to Orange County.

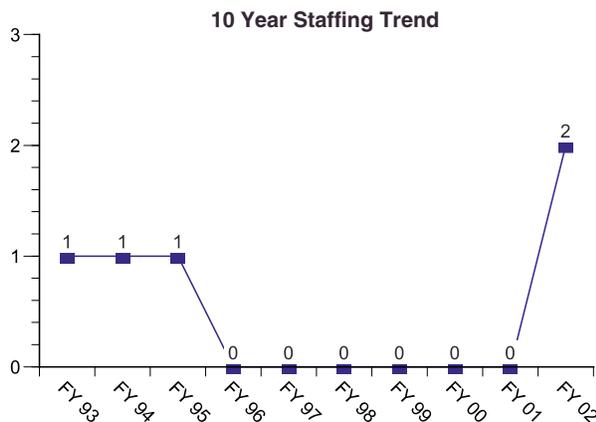
Fiscal Year 2000-01 Key Project Accomplishments:

- Accompanied Board member(s) on trips outside United States to promote international trade opportunities for Orange County.
- Hosted and arranged potential trade meetings for several countries with Orange County business representatives.
- Greatly expanded database of Orange County companies and foreign businesses desiring to engage in international trade.

At a Glance:

Total FY 2000-2001 Actual Expenditure + Encumbrance:	167,589
Total Final FY 2001-2002 Budget:	206,111
Percent of County General Fund:	0.01%
Total Employees:	2.00

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- The only regular County position was eliminated after the bankruptcy and the office was staffed by volunteers. In the following six years, the office was staffed by one paid contract employee (not a regular County position)

Final Budget and History:

Sources and Uses	FY 1999-2000 Actual Exp/Rev ⁽¹⁾	FY 2000-2001 Final Budget	FY 2000-2001 Actual Exp/Rev ⁽¹⁾	FY 2001-2002 Final Budget	Change from FY 2000-2001 Actual	
					Amount	Percent
Total Positions	N/A	0	N/A	2	2	0
Total Revenues	0	0	0	0	0	0
Total Requirements	149,201	190,000	162,589	206,111	43,522	27
Net County Cost	149,201	190,000	162,589	206,111	43,522	27

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2000-01 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: PROTOCOL OFFICE in the Appendix on page 525.

Highlights of Key Trends:

- The Board of Supervisors will examine the possible expansion of the Office of Protocol by adding an International Business Development component.

and extra-help. In the current fiscal year, two extra-help positions are being converted to limited-term positions to stabilize operations.

Budget Summary

Plan for Support of the County's Strategic Priorities:

The Office of Protocol through its primary mission to expand and support international business opportunities, will help the County of Orange to expand its economic prospects for greater prosperity for its citizens.

Changes Included in the Base Budget:

Reclassification and conversion of two extra-help positions into limited-term positions.



135 - REAL ESTATE DEVELOPMENT PROGRAM

Operational Summary

Agency Description:

This Fund contains appropriations for up-front costs related to real estate development projects such as advance planning, appraisals, advertising, etc. Revenue from such projects is then transferred to the General Fund. Rents from automated teller machines, cafeterias, and vendor carts are the primary sources of ongoing revenue.

At a Glance:

Total FY 2000-2001 Actual Expenditure + Encumbrance:	220,482
Total Final FY 2001-2002 Budget:	155,581
Percent of County General Fund:	N/A
Total Employees:	0.00

Fiscal Year 2000-01 Key Project Accomplishments:

- About \$215,000 will be transferred to the General Fund in FY 2000-01.

Budget Summary

Changes Included in the Base Budget:

An estimated \$135,581 will be transferred to the General Fund.

Final Budget and History:

Sources and Uses	FY 1999-2000 Actual Exp/Rev ⁽¹⁾	FY 2000-2001 Final Budget	FY 2000-2001 Actual Exp/Rev ⁽¹⁾	FY 2001-2002 Final Budget	Change from FY 2000-2001 Actual	
					Amount	Percent
Total Revenues	170,956	126,888	152,178	112,688	(39,490)	(26)
Total Requirements	228,074	173,773	220,482	155,581	(64,901)	(29)
FBA	165,030	46,885	107,912	42,893	(65,019)	(60)

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2000-01 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: REAL ESTATE DEVELOPMENT PROGRAM in the Appendix on page 526.

Highlights of Key Trends:

- Rents are expected to remain stable over the next five years. There are no significant one-time revenue generating projects anticipated.



025 - COUNTY COUNSEL

Operational Summary

Mission:

To provide the highest quality legal advice and representation to the Board of Supervisors, elected and appointed County department heads, County agencies/departments and staff, special districts and the courts.

Strategic Goals:

- Deliver all legal services to our clients as efficiently and economically as possible, in accordance with high ethical and professional standards.
- Provide highly competent legal advice to our clients on matters related to their public duties and responsibilities in the administration of the public's business.
- Effectively prosecute and defend civil actions in which our clients are involved.

Key Outcome Measures:

Performance Measure	FY 2000-2001 Results	FY 2001-2002 Target	How are we doing?
PERCENT OF CLIENT AGENCIES RATING QUALITY & RESPONSIVENESS OF ADVISORY SUPPORT AS GOOD OR BETTER. What: Measurement of quality and effectiveness of services provided. Why: Client satisfaction is the primary measure of success for a service agency.	100% based on interviews with client agencies/ departments. Written survey distributed February 2001.	Continue to be rated as good or better by 100% of client agencies in terms of timeliness, quality and responsiveness.	Based on survey results and ongoing dialog with clients, County Counsel is doing well in the area of providing satisfactory advisory legal services in terms of timeliness, quality, and responsiveness.
PERCENT OF CLIENT AGENCIES RATING QUALITY & RESPONSIVENESS OF LITIGATION SERVICES AS GOOD OR BETTER. What: Measurement of quality and effectiveness of services provided. Why: Client satisfaction is the primary measure of success for a service agency.	100% based on interviews with client agencies/ departments. Written survey distributed February 2001.	Continue to be rated as good or better by 100% of client agencies in terms of timeliness, quality, and responsiveness.	Based on survey results and ongoing dialog with clients, County Counsel is doing well in the area of providing satisfactory litigation legal services in terms of timeliness, quality, and responsiveness.
PERCENT OF CLIENT REQUESTS FOR LEGAL ADVICE/SERVICE RESPONDED TO WITHIN 30 DAYS. What: Measurement of timeliness of service. Why: Provides measure of quality and effectiveness of services provided.	Latest report shows 30 day old opinion requests at 43 which is a 39% reduction over prior year.	Maintain the number of 30 day old opinion requests at no more than 50.	Based on progress to date, County Counsel is doing very well to meet its goal of decreasing the time required to respond to requests for legal advice/service to thirty days or less.
PERCENT OF WRITTEN OPINIONS CHALLENGED IN COURTS OR ADMINISTRATIVE PROCEEDINGS. What: Measure of the quality of legal advice. Why: Provides measure of quality and effectiveness of services provided.	One opinion has been challenged in 2000.	No challenges to written opinions in court or administrative proceedings.	County Counsel is doing very well in producing quality written opinions which stand up to the scrutiny of the marketplace.

At a Glance:

Total FY 2000-2001 Actual Expenditure + Encumbrance:	4,732,730
Total Final FY 2001-2002 Budget:	5,686,865
Percent of County General Fund:	0.26%
Total Employees:	98.00

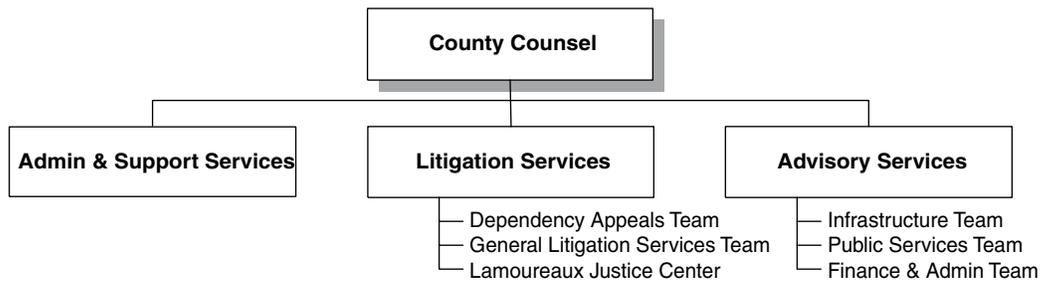
Key Outcome Measures: (Continued)

Performance Measure	FY 2000-2001 Results	FY 2001-2002 Target	How are we doing?
PERCENT OF CHALLENGED WRITTEN OPINIONS WHICH ARE UPHELD. What: Measure of the quality of services provided by County Counsel. Why: Provides measure of quality and effectiveness of services provided.	One opinion has been challenged; outcome not yet decided.	Continue to provide high quality written opinions that will not be challenged in courts or administrative proceedings.	County Counsel is providing high quality written opinions which are not overturned by courts or administrative tribunals.

Fiscal Year 2000-01 Key Project Accomplishments:

- Transferred legal support of the Children and Families Commission to private counsel at Commission expense so that the General Fund no longer subsidizes this service.
- Implemented electronic indexing and retrieving of post 1999 Opinions. As of November 2000, all Opinions indexed and available for research in a maximum of 30 days.
- Continued progress toward single source legal research. Eliminated CD subscriptions and all update material for federal hard copy books. Research in this area is now exclusively Internet.
- Obtained complete success in the trial court in Measure F litigation.
- Obtained complete success in the appellate court in Musick Jail Expansion EIR litigation.
- Obtained favorable preliminary rulings in the OCERS/Ventura litigation.

Organizational Summary



COUNTY COUNSEL - EXECUTIVE - Provides executive management oversight for department. Attends Board of Supervisors' meetings and provides legal services to the Board of Supervisors.

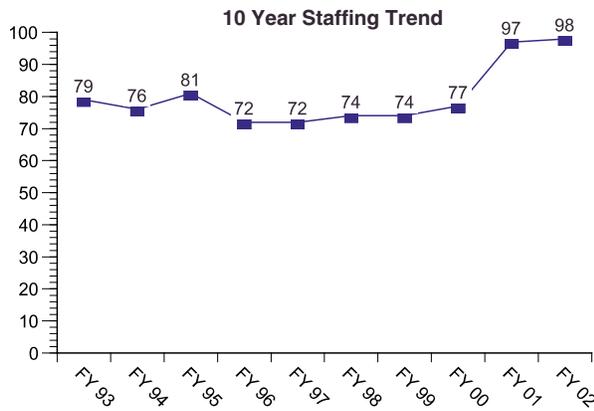
ADVISORY SERVICES - Provides legal advice to officers and employees of the County on matters relating to their duties and responsibilities in the administration of the public business. Drafts and reviews legal opinions, contracts, leases, licenses, permits, deeds and conveyances, franchises and city-County agreements, Ordinances, Resolutions, and bills for introduction in the Legislature. Attends meetings of the Board of Supervisors and other County boards and commissions.

LITIGATION SERVICES - Prosecutes and defends civil actions in which the County or Board-governed districts are involved such as eminent domain proceedings, tax cases, zoning matters, environmental and contract actions, damage suits, and election matters. Provides legal services to the Public Administrator/Public Guardian in conservatorship matters, legal services to the Social Services Agency in Juvenile Court matters concerning abused, abandoned, or neglected children, and legal services related to El Toro Reuse litigation.



ADMINISTRATIVE SUPPORT - Provides administrative, clerical, and general support for the County Counsel and the two other divisions. Responsible for secretarial support to the attorneys, law library support and resources, human resources functions, budget, records management, computer systems and network administration, accounting, safety, and purchasing.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- One position was added in FY 01/02 in response to client department request for additional service in the area of HCA special education and juvenile client issues.
- Twenty positions were added in FY 00/01 in response to client department requests for additional services in the areas of SSA/Juvenile Dependency and CSA/PA-PG LPS/ Probate and for added El Toro litigation support.

- Five positions were added from FY 95/96 to FY 99/00 to meet increased service requests by client departments.
- Nine positions were deleted in FY 94/95 due to the bankruptcy.
- One position was deleted from FY 91/92 to FY 93/94. During this period the number of positions fluctuated from a high of 82 in FY 91/92 to a low of 76 in FY 93/94 in response to changing requests for services by client departments.

Budget Summary

Plan for Support of the County's Strategic Priorities:

County Counsel will continue to improve efficiencies, effectiveness, and economies within the department through expanded use of technology for communications, document review and production, and legal research. Staff will also continue to focus on successful implementation of the organizational performance measurement program (ROG), the attorney pay for performance program, and the employee pay for performance program (PIP). County Counsel will continue to use contractors in lieu of adding staff when cost effective.

Changes Included in the Base Budget:

At the request of HCA, one position was added to provide additional support for special education cases.

Approved Budget Augmentations and Related Performance Results:

Unit/Amount	Description	Performance Plan	Ref. Num.
Advisory Amount:\$ 100,000	Funding for use of private counsel by Orange County Airport Land Use Commission (ALUC).	Provision of legal services satisfactory to ALUC culminating in final decision by Court of Appeal.	025-001



Final Budget and History:

Sources and Uses	FY 1999-2000 Actual Exp/Rev ⁽¹⁾	FY 2000-2001 Final Budget	FY 2000-2001 Actual Exp/Rev ⁽¹⁾	FY 2001-2002 Final Budget	Change from FY 2000-2001 Actual	
					Amount	Percent
Total Positions	N/A	97	N/A	98	98	0
Total Revenues	1,403,663	4,422,150	1,235,553	2,885,919	1,650,366	134
Total Requirements	4,619,335	7,319,787	4,609,839	5,686,865	1,077,026	23
Net County Cost	3,215,672	2,897,637	3,374,286	2,800,946	(573,340)	(17)

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2000-01 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: COUNTY COUNSEL in the Appendix on page 527.

Highlights of Key Trends:

- Increasing client caseloads in areas of HCA special education, juvenile dependency, LPS, Probate, and Adult Protective Services is requiring increasing legal sup-

port, particularly in the area of litigation. Increasing airport litigation is expected to generate additional staff requirements.

Budget Units Under Agency Control

No.	Agency Name	COUNTY COUNSEL - EXECUTIVE	ADVISORY SERVICES	LITIGATION SERVICES	ADMINISTRATIVE SUPPORT	TOTAL
025	COUNTY COUNSEL	716,205	2,601,454	1,063,951	1,205,255	5,586,865
	Total	716,205	2,601,454	1,063,951	1,205,255	5,586,865



031 - REGISTRATION AND ELECTIONS

Operational Summary

Mission:

To ensure the integrity of the County's election process through administration of all federal, state and local election laws in a uniform, consistent and accessible manner with the highest possible degree of professionalism. Further, to promote public confidence and increased participation by all eligible Orange County citizens in the election process.

Strategic Goals:

- Develop and implement new methods of informing the electorate regarding the process of registering and voting which are both convenient and user friendly to our citizens.
- Pursue all cost effective methods of ensuring the highest level of election integrity in all Orange County voter registration and election processes.
- Improve both the efficiency and variety of election services and operations without negatively impacting County costs.

Key Outcome Measures:

Performance Measure	FY 2000-2001 Results	FY 2001-2002 Target	How are we doing?
NUMBER OF ELECTIONS CONDUCTED ACCURATELY AND IN A TIMELY MANNER. What: Maintain integrity of elections. Why: Maintain voter confidence.	All elections conducted successfully.	Preparation for 2002 Primary Election.	All elections conducted accurately within deadlines.
NUMBER OF VOTER REGISTRATION AFFIDAVITS DISTRIBUTED THROUGH NON-MANDATORY PROGRAMS. What: Registering voters. Why: To increase voter participation.	Established baseline of 106,000 affidavits for major election cycle.	Expand number of locations by 5%.	Continuing to expand locations.
NUMBER OF ELECTION PERIOD HITS TO DEPARTMENT'S INTERNET SITE. What: Increase awareness. Why: To help educate voters.	Over 75,000 hits during election preparation and election day.	Continue to expand information contained on internet site.	20,128 hits on election day.
CUSTOMER SATISFACTION WITH SERVICES. What: Customer response to survey. Why: Customer satisfaction.	94.3% favorable response from survey.	Continue to enhance customer service.	Analysis shows over 90% of respondents are satisfied with services received.

Fiscal Year 2000-01 Key Project Accomplishments:

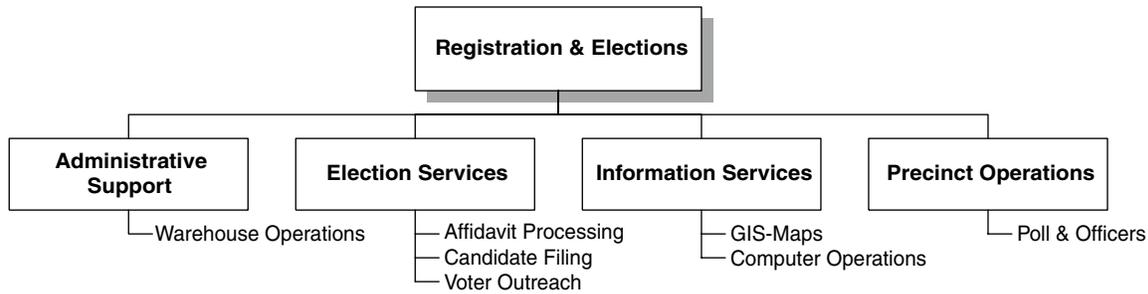
- Developed and implemented new methods of informing the electorate through an expansion of the department's Internet site to include downloadable voter registration form and absentee ballot application.
- Pursued cost effective methods of ensuring election integrity by successfully meeting election deadlines while maintaining low staffing ratio.

At a Glance:

Total FY 2000-2001 Actual Expenditure + Encumbrance:	6,375,011
Total Final FY 2001-2002 Budget:	7,482,206
Percent of County General Fund:	0.34%
Total Employees:	34.00

- Improved the efficiency and variety of election services and operations through an expansion of the volunteer recruitment plan for the Election Night Tally Center by increasing participation by 50 percent over the primary election and increased the student pollworker program by 174 percent.
- Unanticipated additional accomplishments for the presidential general election included an increase in registration by over 45,000 more voters than projected, processed 40,000 more absentee ballot applications than projected, mailed 45,000 more sample ballot pamphlets than projected and processed twice the number of provisional ballots than ever before.

Organizational Summary



REGISTRAR OF VOTERS - Oversee all functions of the department.

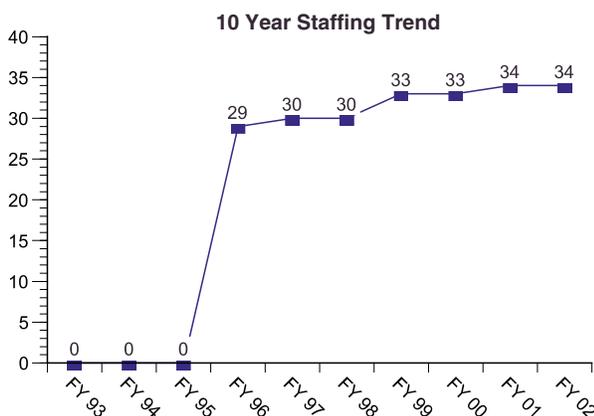
ADMINISTRATIVE SUPPORT - Provide purchasing, human resources, fiscal management, budget support and warehouse functions.

ELECTION SERVICES - Provide voter/candidate/balloting services.

INFORMATION SERVICES - Maintain election and district data bases/programs, voter file, GIS, 5 LANS.

PRECINCT OPERATIONS - Recruit over 6,800 workers and secure 1,700 polling places.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- The Registration & Elections Department was a budget unit within the General Services Agency with a staff as high as 58 but decreased to 48 by FY 94-95 and to 29 in FY 95-96 as a result of the bankruptcy.
- Please note that an organizational review is underway that may result in additional staffing during fiscal year 2001-2002.

Budget Summary

Plan for Support of the County's Strategic Priorities:

Consistent with the departmental business plan as all functions within this department are driven toward conducting elections at the most efficient, cost effective level.

Changes Included in the Base Budget:

No significant changes in programs included in base budget.

Approved Budget Augmentations and Related Performance Results:

Unit/Amount	Description	Performance Plan	Ref. Num.
Information Services Amount:\$ 75,000	Addition of a switch and router.	Will increase security/efficiency in processing data and provide user friendly computer products.	031-004

Final Budget and History:

Sources and Uses	FY 1999-2000 Actual Exp/Rev ⁽¹⁾	FY 2000-2001 Final Budget	FY 2000-2001 Actual Exp/Rev ⁽¹⁾	FY 2001-2002 Final Budget	Change from FY 2000-2001 Actual	
					Amount	Percent
Total Positions	N/A	34	N/A	34	34	0
Total Revenues	1,523,708	1,928,200	3,951,881	977,200	(2,974,681)	(75)
Total Requirements	6,254,204	6,485,617	6,384,413	7,482,206	1,097,793	17
Net County Cost	4,730,496	4,557,417	2,432,532	6,505,006	4,072,474	167

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2000-01 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: REGISTRATION AND ELECTIONS in the Appendix on page 529.

Highlights of Key Trends:

- Migrating to PC/Windows based election information management system.

Budget Units Under Agency Control

No.	Agency Name	REGISTRAR OF VOTERS	ADMINISTRATIVE SUPPORT	ELECTION SERVICES	INFORMATION SERVICES	PRECINCT OPERATIONS	TOTAL
031	REGISTRATION AND ELECTIONS	112,170	1,783,856	875,462	1,169,689	3,541,029	7,482,206
	Total	112,170	1,783,856	875,462	1,169,689	3,541,029	7,482,206

059 - CLERK-RECORDER

Operational Summary

Mission:

Our mission is to provide service to the public in a way that exemplifies the highest standard of courtesy, cost effectiveness, and performance as well as to pursue new technologies to make public records accessible to citizens/taxpayers in a prompt and convenient manner.

Strategic Goals:

- Provide additional and improved Internet access/service to public to satisfy demand.
- Further reduce time for return of documents to public to satisfy customer demand.
- Continue to maximize contributions to the County General Fund by maximizing revenues while minimizing expenses.
- Improve security measures and expend the use of technology to enhance the effectiveness of operations.

Key Outcome Measures:

Performance Measure	FY 2000-2001 Results	FY 2001-2002 Target	How are we doing?
PROVIDE ADDITIONAL AND IMPROVED INTERNET ACCESS/SERVICE TO PUBLIC TO SATISFY DEMAND. What: Allows public to transact secure business w/ department without necessity of coming to Santa Ana. Why: The public can obtain information and/or documents at a lower cost.	1) Initial project planning of an Internet Electronic Recording System. 2) Real property grantor/grantee index made available via the Internet. 3) Laid the groundwork for expansion of e-commerce opportunities.	1) Complete the development of an Internet Electronic Recording System and develop a strategy or plan to recover Internet related costs. 2) Provide for the on-line sale of document images to title companies.	Our Internet site allows the public to order copies of birth, death and marriage certificates; to conduct Fictitious Business Name searches; to search real property records through grantor/grantee index. New offering will be to all O.C. title companies to record electronically through the Internet.
FURTHER REDUCE TIME FOR RETURN OF DOCUMENTS TO PUBLIC TO SATISFY CUSTOMER DEMAND. What: After being recorded, documents are returned to the public within 24 hours. Why: Public has access to recorded documents within short time frame thereby meeting their requirements.	1) Number of title insurance companies that record electronically climbed from 34 to 40. 2) Implemented the enhanced marriage license system. 3) Phase I of a fully reliable and user friendly compliant cashing system was completed.	1) Implement the new organizational structure and job classifications that reflect changes within the last five years. 2) Determine and transfer the function of the County Archives Program to the proper placement within the County organization. 3) Maintain current status of 24-hour turnaround.	We have maintained our 24-hour turn around on recording documents mailed in by the public.

At a Glance:

Total FY 2000-2001 Actual Expenditure + Encumbrance:	5,578,141
Total Final FY 2001-2002 Budget:	5,397,321
Percent of County General Fund:	0.25%
Total Employees:	96.00



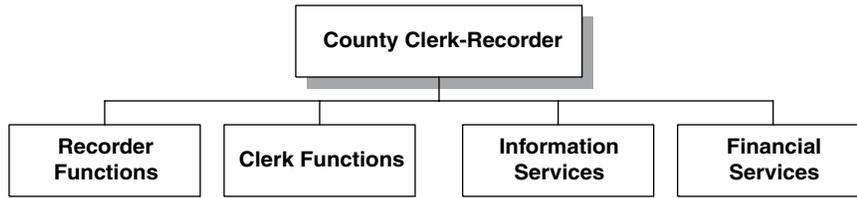
Key Outcome Measures: (Continued)

Performance Measure	FY 2000-2001 Results	FY 2001-2002 Target	How are we doing?
<p>CONTINUE CONTRIBUTING TO COUNTY GENERAL FUND BY MAXIMIZING REVENUES WHILE MINIMIZING EXPENSES. What: Revenues in excess of expenses are made available to the County General Fund. Why: Allows essential programs within other agencies to be funded.</p>	<p>1) Estimated to contribute approximately \$5.6M to the General Fund. 2) Cut some consumer fees by about \$431,000 annually. 3) Placed a moratorium on the collection of approx. \$2.8M of certain specially designated fees.</p>	<p>1) Complete a study and submit a proposal, if found to be feasible, to consolidate the Clerk-Recorder Department with the Assessor's Office. 2) Transfer of records retention and paper recycling functions from the Purchasing unit to the Mail Room.</p>	<p>We continue to contribute to the General Fund even though revenues declined. Expenditures have been closely monitored and minimized when and where appropriate.</p>
<p>IMPROVE SECURITY MEASURES AND EXPAND OUR TECHNOLOGY TO ENHANCE THE EFFECTIVENESS OF OPERATIONS. What: Ensure that the highest security measures are taken in recording and maintaining public documents. Why: To provide added security to public records both now and for future retrieval.</p>	<p>1) Converted 3.5M images from the LISA to TIFF image language to comply with broad industry standards. 2) Made records more readily available to other County agencies. 3) Migrated images from seven jukeboxes to a single Mass Storage Device. 4) Implemented the enhanced marriage license system.</p>	<p>1) Complete the enhancement of the Vital Records System including Birth, Death, and Marriage records. 2) Update the Clerk-Recorder Disaster Recovery Plan in the event a major disaster impacts Orange County. 3) Implement the Virtual Timesheet Input System.</p>	<p>We are on track with technology upgrades provided by in-house information technology staff, the CEO's Information and Technology department and studies performed by an outside technology consultant.</p>

Fiscal Year 2000-01 Key Project Accomplishments:

- Phase I of a fully reliable and user friendly compliant cashiering system was completed and installed in July 2000.
- The transition to the County's Internet and ATM configuration was completed in August 2000. This same transition has set in place the technical infrastructure for public Internet access to records and lays the groundwork for expansion of e-commerce opportunities.
- The real property grantor/grantee index was made available via the Internet in September 2000.
- The number of title insurance companies that record electronically climbed from 34 in 1999 to 40 in 2000, proving emphatically that electronic recording first introduced by Orange County in the spring of 1997 was of great benefit to both the public and private sectors.
- Many of the office's databases were relocated to the County's Data Center, a move that provides added security to the public records and makes those records more readily available to other County agencies.
- To fully comply with broad industry standards, an estimated 3.5M images were converted from the LISA to TIFF image language. This project was completed in August 2000.
- Data previously stored in seven jukeboxes housed in the Office's systems room, was migrated to a single Mass Storage Device in September 2000.
- Documents submitted by mail for recordation were routinely processed and returned to the sender within two days of their receipt in the Clerk-Recorder's Office. That two-day mailed document turnaround time compares to standards throughout the state that are measured in weeks or, in some cases, months.

Organizational Summary



COUNTY CLERK-RECORDER - The Clerk-Recorder is an elected official who, with his administrative staff, directs the activities of the department in satisfying the needs of the public regarding the recordation of documents, filing of birth, death and marriage records, issuing marriage licenses, and filing Fictitious Business Names, etc.

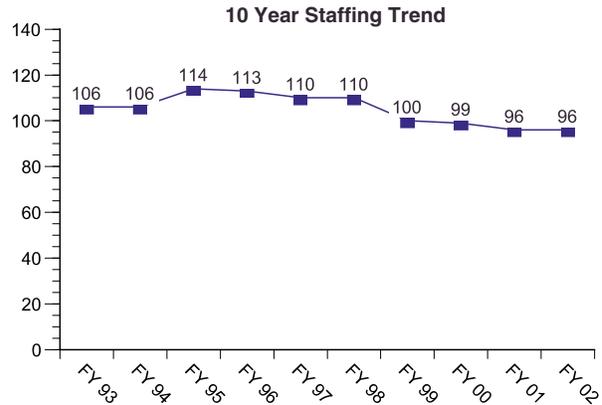
RECORDER FUNCTIONS - This division assists the public and title companies in recording documents pertaining to real property transactions. Included in this process is the examination of documents to determine recordability, recording and indexing documents, and optically imaging all recorded documents for storage and retrieval.

CLERK FUNCTIONS - This division is responsible for issuing marriage licenses and performing wedding ceremonies. It also registers Notary Publics, Process Servers, Professional Photocopiers, and Unlawful Detainer Assistants; files documents related to Fictitious Business Name registrations and Environmental Impact Reports; and produces copies of recorded documents and issues birth, death, and marriage certificates.

INFORMATION SERVICES - This division provides technical and user support for all automated systems within the department. Staff provides short and long term automation planning, systems installation, user training, systems maintenance, and telecommunications support.

FINANCIAL SERVICES - This division is responsible for the fiscal integrity of the Department through the assessment of funding needs and fiscal issues that may impact Department activities; budget planning, development and implementation; and oversight of expenditures and revenues.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- A comprehensive organizational assessment of the Clerk-Recorder's Office structure and job classifications was conducted. The study reflected changes within the last six years. These changes included agency mergers, County restructuring, automation and general department growth. Implementation of the study occurred in early 2001.

Budget Summary

Plan for Support of the County's Strategic Priorities:

The Clerk-Recorder's Office will continue to contribute revenues in excess of expenses to the County General Fund. Also, this department has included funds in their Strategic Financial Plan for a portion of the ATS project.

Final Budget and History:

Sources and Uses	FY 1999-2000 Actual Exp/Rev ⁽¹⁾	FY 2000-2001 Final Budget	FY 2000-2001 Actual Exp/Rev ⁽¹⁾	FY 2001-2002 Final Budget	Change from FY 2000-2001 Actual	
					Amount	Percent
Total Positions	N/A	96	N/A	96	96	0
Total Revenues	11,453,438	9,684,500	12,674,114	10,319,732	(2,354,382)	(19)
Total Requirements	5,463,128	4,502,819	5,105,740	5,397,321	291,581	6
Net County Cost	(5,990,310)	(5,181,681)	(7,568,374)	(4,922,411)	2,645,963	(35)

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2000-01 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: CLERK-RECORDER in the Appendix on page 532.

Highlights of Key Trends:

- The Board of Supervisors authorized a fee cut which went into effect in July 2000. Some consumer fees were cut by about \$431,000 annually and a moratorium was placed on the collection of approximately \$2.8M of cer-

tain specially designated fees. These fees are held in trust and earmarked for the sole and specific purpose of modernizing the Clerk-Recorder's Office and does not impact the County's revenues.

Budget Units Under Agency Control

No.	Agency Name	COUNTY CLERK- RECORDER	RECORDER FUNCTIONS	CLERK FUNCTIONS	INFORMATION SERVICES	FINANCIAL SERVICES	TOTAL
059	CLERK-RECORDER	1,180,209	1,980,780	1,163,084	717,753	355,495	5,397,321
	Total	1,180,209	1,980,780	1,163,084	717,753	355,495	5,397,321

074 - TREASURER-TAX COLLECTOR

Operational Summary

Mission:

To provide efficient and effective investment, cash management and property tax collection services for the County, cities, special districts and school districts.

Strategic Goals:

- Provide a work environment that motivates employees and encourages training and education.
- Embrace strategic alliances to foster public confidence in the department and County.
- Provide highest quality customer service through courteous, timely and accurate delivery of service.

Key Outcome Measures:

Performance Measure	FY 2000-2001 Results	FY 2001-2002 Target	How are we doing?
NET INVESTMENT RETURN. What: Obtain a portfolio yield that meets or exceeds the 90-day US T-Bill and money market benchmarks. Why: To continue to provide safe, efficient and effective investment returns for our clients.	Exceeded T-Bill by 60 basis points. Exceeded money market benchmark by 23 basis points.	Continue to exceed benchmarks.	On target.
ADMINISTRATION FEE CHARGED TO POOL PARTICIPANTS. What: To charge the lowest administration fee possible. Why: To provide a modest investment return to pool participants with minimum administrative costs.	Administration fee stayed at 12.50 basis points (i.e., 0.125%).	Administration fee to remain at 12.50 basis points (i.e., 0.125%).	On target.
RATING OF INVESTMENT POOL. What: Regain and maintain highest rating. Why: To assure safest money market practices are being followed.	Obtained a AAA/V1+ rating. School pool downgraded to AA/V1+ until July 18, 2001 when one investment matures.	Obtain AAA/V1+ ratings.	On target.
STATE PROPERTY TAX COLLECTION RATES FOR SECURED AND UNSECURED PROPERTY. What: Exceed State property tax collection rates for secured & unsecured prop by minimizing unpaid taxes. Why: To maximize collections in property taxes for service recipients and County General Fund.	Secured collection percentage ranking improved from 5th to 4th highest of the 58 California Counties. However, as a result of changes in reporting guidelines, our unsecured collection percentage ranking decreased from 7th to 11th.	Improve percentage rankings.	On target.
INVESTED CASH MANAGEMENT POSITION (PERCENT OF AVAILABLE FUNDS INVESTED). What: Maintain a maximum invested cash management position. Why: To enhance portfolio returns on invested cash by minimizing idle funds.	Achieved 99.8 percent invested cash.	Maintain invested cash management percentage position.	On target.

At a Glance:

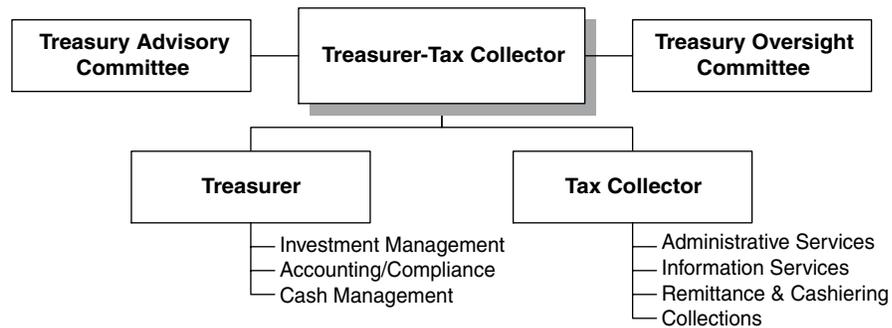
Total FY 2000-2001 Actual Expenditure + Encumbrance:	9,078,065
Total Final FY 2001-2002 Budget:	10,316,849
Percent of County General Fund:	0.47%
Total Employees:	92.00



Fiscal Year 2000-01 Key Project Accomplishments:

- Added an electronic check option (VirtualCheck), in December 2000, to our department's website.
- Conducted first tax sale auction on the Internet.
- Implemented document scanning to eliminate paper filing of correspondence.
- Initiated discussions with three major banks for banking services.
- Modified Fund Accounting System to accommodate specific accounts for accrual accounting of interest.
- Participated in several general obligation school bond issues.
- Participated with the CEO in paying down a significant amount of bankruptcy debt. Through a combination of a tender offer and defeasance, the total outstanding Pension Obligation Bonds (approximately \$639 million) were paid off.
- Received approval from the Board for a revised Investment Policy Statement that included an investment option to extend maturities up to three years. Established internal policies and began investing a portion of the portfolio in a separate fund with extended maturities.
- Secured collection percentage ranking improved from 5th to 4th highest of the 58 California Counties and our collection rate remained at 98.6%.
- Transferred the administration of the Defined Benefits Plan to PARS, a third party administrator.
- Upgraded Interactive Voice Response System with new hardware and software.

Organizational Summary



TREASURER-TAX COLLECTOR - Provides centralized Treasurer and Tax Collection services for the County of Orange.

Investment Management: Provides portfolio management, broker/dealer relations, investment/economic research, liaison for oversight committees, and custody relation services.

TREASURER - Responsible for the receipt, custody, depository, investment, and recording of funds for the County, school districts, and special districts. Responsibilities also include issuance of short-term debt on behalf of the County, school districts, and administration of the 1992 Defined Benefit Retirement Plan. In addition, this office acts as trustee in connection with unclaimed property and is responsible for the issuance, billing, collection, redemption, and foreclosure of improvement bonds.

Cash Management: Provides banking relation services, cash forecasting, and defined benefits.

Accounting/Compliance: Provides financial reporting, fund accounting, general ledger reconciliations, bank reconciliations, and investment compliance services.



TAX COLLECTOR - Responsible for collecting taxes on all secured and unsecured property in Orange County. In addition, this office is responsible for the sale of property subject to the power to sell, formerly known as delinquent tax deeded property. As well as collecting Annual Racehorse Taxes, Transient Occupancy Taxes, and Public Defender judgments, the Tax Collector also provides remittance processing services, information system services, and departmental administrative support.

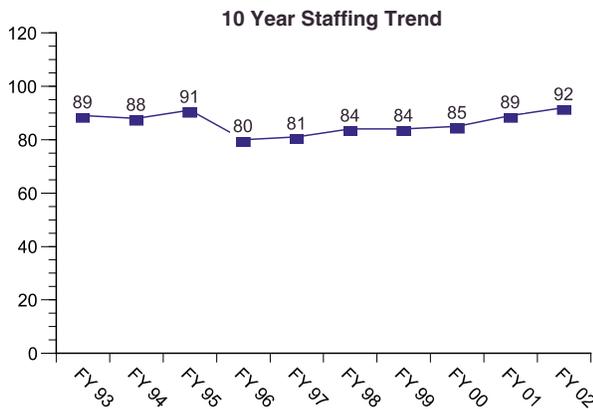
Collections: Provides centralized tax compliance services for delinquent unsecured tax collections, prior year secured property tax collections, public defender judgment collections, public information services, property tax problem payment processing, and general correspondence.

Remittance & Cashiering: Provides automated remittance processing for all property tax rolls, refund accounting, tax roll accounting, and cashiering for the Treasurer.

Administrative Services: Provides tax roll reconciliations, purchasing, contract administration, human resources, payroll services, budget, facility operations, telephone, and network services for the Treasurer and Tax Collector Offices.

Information Services: Provides systems development and maintenance support for numerous Treasurer-Tax Collector applications required for the depositing, accounting, and collecting of funds.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- Since 1992-93, our department's staffing level has only changed by a net of three positions, with the most recent increases being the absorption of two Senior Systems/Programmer Analysts from Lockheed Martin, Inc., and the addition of a Financial Analyst Position.
- Despite the modest increase in staffing during this time, as workloads have continued to grow (the number of real property tax bills increased from 702,000 to 760,000), our department has continued to excel in providing efficient and effective investment, cash management and property tax collection services for the County, cities, special districts and school districts.
- As the economy has slowed, the decrease in corporate earnings and ultimately the financial strength of firms issuing investment paper are affected. As a result, credit ratings are decreasing at an increasing pace. We received a Financial Analyst position as a mid-year adjustment to our current year budget (FY 2000-01). This person will be responsible for monitoring what effect the changing economy has on the credit rating of individual issuers and industries as a whole. This analysis is essential to reviewing the current status and predicting the future financial stability of our investment holdings.
- The Investment Officers will use the accurate, up-to-date analysis to achieve the Business Plan goals of exceeding our benchmarks and maintaining the AAA/V-1+ pool rating from Fitch. The Financial Analyst will also enable the Investment Officers to maintain the Treasurer's primary investment objectives of preserving capital, meeting liquidity needs, and attaining a competitive rate of return.

Budget Summary

Plan for Support of the County's Strategic Priorities:

The Treasurer-Tax Collector will continue to pursue all major year 2001 service plan goals in support of County strategic priorities. We will continue to provide an effective, responsive, and competitive organizational and operating structure. Staff will work diligently to meet our core business responsibilities of collecting and investing while supporting



the successful implementation of new corporate programs. We will work diligently to implement both the organizational performance measurement program (ROG) and the employee pay for performance program (PIP). In addition, the challenges of decentralization will continue to be a strong forward focus for this department.

Due to a 59% increase in credit card usage, increased costs in Banking Services by \$553,700.

Added a Financial Analyst position to monitor what effect the changing economy has on the credit rating of individual issuers and industries as a whole.

Changes Included in the Base Budget:

Re-budgeted the lease-purchase of a Treasury Work Station for \$180,000, in Fiscal Year 01-02, to enhance the functions of Accounting/Compliance, Cash Management and Investment Management.

Final Budget and History:

Sources and Uses	FY 1999-2000 Actual Exp/Rev ⁽¹⁾	FY 2000-2001 Final Budget	FY 2000-2001 Actual Exp/Rev ⁽¹⁾	FY 2001-2002 Final Budget	Change from FY 2000-2001 Actual	
					Amount	Percent
Total Positions	N/A	89	N/A	92	92	0
Total Revenues	6,860,236	6,550,188	6,593,725	7,556,894	963,169	15
Total Requirements	8,121,277	8,862,155	8,974,158	10,316,849	1,342,691	15
Net County Cost	1,261,041	2,311,967	2,380,433	2,759,955	379,522	16

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2000-01 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: TREASURER-TAX COLLECTOR in the Appendix on page 534.

Highlights of Key Trends:

■ We are an administrative function that is task-oriented and focused on a more efficient process. We expect our investment results to consistently outperform our benchmarks. We will continue to provide our constituents with outstanding collections and depositing services.

■ The Fiscal Year 2001-2002 will see several of our Business Plan initiatives reflected in our proposed budget. The significant cost items are: (a) Increase in Salaries and Employee Benefits by \$475,699 to enable us to attract and retain staff who are committed to maintain high standards of public service; and (b) Increase in Services and Supplies by \$623,376 due to fees paid for credit card usage and a change in vendor for armored transport.

Budget Units Under Agency Control

No.	Agency Name	TREASURER-TAX COLLECTOR	TREASURER	TAX COLLECTOR	TOTAL
074	TREASURER-TAX COLLECTOR	340,963	4,146,979	5,828,907	10,316,849
107	REMITTANCE PROCESSING EQUIPMENT REPLACEMENT	827,069	0	0	827,069
	Total	1,168,032	4,146,979	5,828,907	11,143,918

107 - REMITTANCE PROCESSING EQUIPMENT REPLACEMENT

Operational Summary

Agency Description:

Establish reserves for replacement of Remittance Processing Equipment.

At a Glance:

Total FY 2000-2001 Actual Expenditure + Encumbrance:	2,171
Total Final FY 2001-2002 Budget:	827,069
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Final Budget and History:

Sources and Uses	FY 1999-2000 Actual Exp/Rev ⁽¹⁾	FY 2000-2001 Final Budget	FY 2000-2001 Actual Exp/Rev ⁽¹⁾	FY 2001-2002 Final Budget	Change from FY 2000-2001 Actual	
					Amount	Percent
Total Revenues	271,186	225,000	271,644	450,000	178,356	66
Total Requirements	947,438	85,912	38,083	827,069	788,986	2,072
FBA	554,487	(139,088)	148,763	377,069	228,306	153

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2000-01 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: REMITTANCE PROCESSING EQUIPMENT REPLACEMENT in the Appendix on page 536.



079 - INTERNAL AUDIT

Operational Summary

Mission:

To provide independent, objective assurance and consulting to management in order to add value and improve County operations, and assist the County in safeguarding its resources and management in reaching its goals and objectives by promoting sound and practical internal controls.

Strategic Goals:

- Provide timely, internal audit coverage of the County, focusing on areas identified as possessing significant business risks including audits of the County's computer systems, financial records, audits mandated by law, and control self assessment reviews.
- Provide the Board of Supervisors with timely, independent audits whenever requested.
- Provide management with independent audits and assessments of their operations as a value-added service to assist them in performing their fiscal responsibilities.
- Maintaining high standards and professionalism in conducting internal audits and Board of Supervisors requested reviews.

Key Outcome Measures:

Performance Measure	FY 2000-2001 Results	FY 2001-2002 Target	How are we doing?
PERCENT OF AUDIT WORK COMPLETED AND REPORTS ISSUED CONSISTENT WITH THE ANNUAL AUDIT PLAN. What: This is the "big picture" metric of an audit department's performance of its mission. Why: This measure indicates how we have effectively planned and implemented our work.	We started 100% of the planned audit projects and completed 79% of these.	A 5% increase in completed audit categories.	On track.
COMPLETE MANDATED AUDITS WHEN DUE AT A LEVEL OF 95% OR BETTER. What: Mandated audits are important compliance audits required by legislation, regulation or policy. Why: This is a metric we use to measure how we fulfill our external reporting requirements.	100% of all audits in this category were completed on time.	Same as prior year.	On track.
COMPLETE AUDITS, OTHER ANALYSIS, OR SPECIAL WORK REQUESTED BY THE BOARD AT A LEVEL OF 90% OR BETTER. What: These audits involve financial issues or concerns raised by the Board or County agencies. Why: These audits provide independent evaluations of issues which management uses in making decisions.	The audit of Fund 14M is progressing and a report should be issued in June 2001.	On track.	On track.

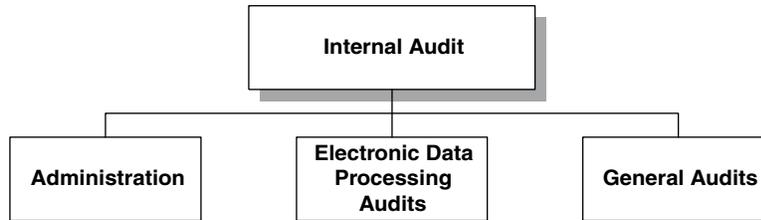
At a Glance:

Total FY 2000-2001 Actual Expenditure + Encumbrance:	1,582,525
Total Final FY 2001-2002 Budget:	1,775,487
Percent of County General Fund:	0.08%
Total Employees:	20.00

Fiscal Year 2000-01 Key Project Accomplishments:

- Assist the Board of Supervisors by providing timely and independent advice on audit matters.
- Provide balanced internal audit coverage of the County.
- Maintain high standards for conducting internal controls.
- Acted to assist management in affirming its ownership of the system of internal controls and accountability for results.

Organizational Summary



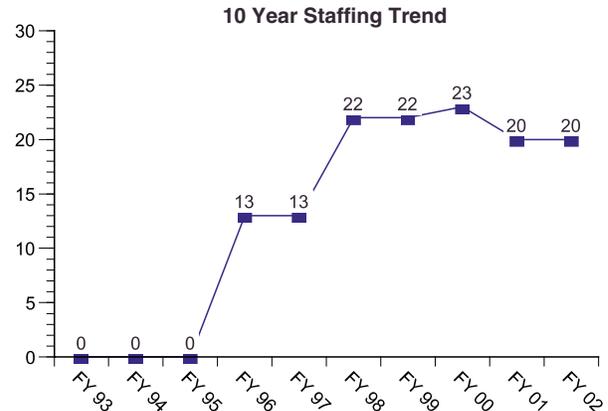
EXECUTIVE MANAGEMENT - Internal Audit Department is pleased to present the Budget for FY 2001-02. This budget is consistent with the Strategic Financial Plan in that it provides resources to assist meeting the department goals for 2001. The Executive Management team provides leadership, management oversight and direction to all Internal Audit functions.

ELECTRONIC DATA PROCESSING AUDITS - Internal Audit will utilize consultants with computer and systems expertise to perform electronic data processing audits. Our focus is to ensure system functionality and the development of clear policies and good practices for security and control in Information Technology.

ADMINISTRATION - Provides departmental administration of budget, human resources, purchasing and facility operations.

GENERAL AUDITS - The department performs several audit related functions for the County including administering the Fraud Hotline, providing assistance to external auditors, providing internal control awareness training, and performing the County's audit risk assessment.

Ten Year Staffing Trend:



Ten Year Staffing Trend Highlights:

- The Internal Audit Department was established as a separate department independent of the County Auditor-Controller by Board Resolution dated April 25, 1995. Arthur Andersen L.L.P. was contracted at that time by the County to manage the Internal Audit function until a permanent director could be recruited. In 1997, a director was appointed and eight additional positions were added; in 1999 one Staff Analyst position was added; in 2000, two positions were eliminated in the Electronic and Data Processing and Information Sys-

tems function and outsourced to consultants; additionally, two Accountant Auditor positions were exchanged for one Senior Accountant Auditor.

Changes Included in the Base Budget:

Internal Audit, in cooperation with the Auditor-Controller, initiated a CPA Certification Experience Program. To support this program and ensure its success, Internal Audit received an augmentation for an additional \$42,000 to reimburse Auditor-Controller for staff utilizing the program.

Budget Summary

Plan for Support of the County's Strategic Priorities:

Internal Audit, through its Business Plan, is aligned with the County's strategic priorities and assisting in their accomplishment.

Approved Budget Augmentations and Related Performance Results:

Unit/Amount	Description	Performance Plan	Ref. Num.
IA04-GENERAL AUDITS Amount:\$ 42,000	CPA Certification Process	Provide training and experience to accountants to earn their CPA certification.	079-002

Final Budget and History:

Sources and Uses	FY 1999-2000 Actual Exp/Rev ⁽¹⁾	FY 2000-2001 Final Budget	FY 2000-2001 Actual Exp/Rev ⁽¹⁾	FY 2001-2002 Final Budget	Change from FY 2000-2001 Actual	
					Amount	Percent
Total Positions	N/A	20	N/A	20	20	0
Total Revenues	39,918	102,200	118,478	86,450	(32,028)	(27)
Total Requirements	1,385,684	1,717,101	1,657,206	1,775,487	118,281	7
Net County Cost	1,345,766	1,614,901	1,538,728	1,689,037	150,309	10

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2000-01 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: INTERNAL AUDIT in the Appendix on page 537.

Highlights of Key Trends:

- Provide balanced Internal Audit coverage of the County. Our current audit plan allocates resources to departmental control reviews, the financial audit mandates, and control self-assessment workshops. This approach allows the department to address the County's business functions determined to have the greatest importance and impact. The Board provides funding for contracting consultants with computer and systems expertise.
- Maintained high standards for conducting internal audits.
- To maintain high professional standards, audit staff were provided a training budget to complete an average of sixty hours for continuing professional education/training.

Budget Units Under Agency Control

No.	Agency Name	EXECUTIVE MANAGEMENT	ELECTRONIC DATA PROCESSING AUDITS	ADMINISTRATION	GENERAL AUDITS	TOTAL
079	INTERNAL AUDIT	395,590	91,318	213,544	1,075,035	1,775,487
	Total	395,590	91,318	213,544	1,075,035	1,775,487

13K - LRA OPERATIONS

Operational Summary

Mission:

To successfully plan, construct, and implement the Board approved reuse plan for MCAS El Toro; keep the public and Board informed of LRA activities; be fiscally and legally responsible; make best possible use of MCAS El Toro assets during the interim period.

Strategic Goals:

- Protect and maintain the assets and facilities of the MCAS El Toro.
- Provide and facilitate the interim use of the assets and facilities of the MCAS El Toro to the benefit of the residents and businesses of the County.
- Minimize the financial impact of maintaining and operating the MCAS El Toro on County funds.

Key Outcome Measures:

Performance Measure	FY 2000-2001 Results	FY 2001-2002 Target	How are we doing?
PERCENTAGE OF MCAS EL TORO ASSETS MAINTAINED CONSISTENT WITH MASTER LEASE REQUIREMENTS. What: The LRA is charged with protecting and maintaining MCAS El Toro assets and facilities. Why: The Master Lease requires the LRA to protect and maintain MCAS El Toro assets and facilities.	The LRA is in full compliance with the Master Lease.	LRA anticipates full compliance with the Master Lease.	The LRA is currently in full compliance with the Master Lease.
PERCENTAGE OF THE BUILDING SPACE WITHIN THE MCAS EL TORO DETERMINED TO BE FEASIBLE TO LEASE. What: Inspections identify required improvements to ensure compliance with State and local regulations. Why: Buildings cannot be leased without ensuring compliance with State and local regulation.	The LRA identified 43 buildings for sublease and completed preliminary building inspections.	Complete additional building inspections and receive approval from the Navy for building subleases.	The building inspections and the amendment to the Master Lease, allowing sublease of selected buildings, are anticipated by the end of the fiscal year.
PERCENTAGE OF COSTS OF OPERATING AND MAINTAINING THE BASE FUNDED BY REVENUES FROM THE MASTER LEASE. What: Costs for maintaining and operating the community service programs are greater than the revenues. Why: To minimize the financial impact to the County.	Market rate adjustments were completed for the golf course, stables, recreational vehicle storage lot, and the agricultural leases.	The LRA will evaluate and identify opportunities for reducing operating and maintenance costs. This may include preparing Request for Proposals to solicit bids for the base maintenance activities and the community service programs to determine if there are lower cost options.	The LRA completed its first year under the Master Lease and will use this base year as a measure to evaluate future opportunities in FY 01/02.

At a Glance:

Total FY 2000-2001 Actual Expenditure + Encumbrance:	8,036,335
Total Final FY 2001-2002 Budget:	14,194,578
Percent of County General Fund:	N/A
Total Employees:	20.00

Fiscal Year 2000-01 Key Project Accomplishments:

- Creation of an independent department for the Local Redevelopment Authority (LRA).
- Development and approval of the Master Lease between the U.S. Government and the County for the facility.
- Development and approval of the staffing plan and budget for the LRA.
- Granting of retrocession, (i.e., legal jurisdiction), from the State to the County for the base.

MASTER LEASE ADMINISTRATION - Implements Board policy in regard to the reuse of the former El Toro Marine Corps Air Station.

CARETAKER ACTIVITIES - In September 2000 the County entered into an interim lease with the U.S. Government for the property at the former air station. One of the key terms of this lease gives the County the responsibility for protecting and maintaining the leased property and improvements.

COMMUNITY SERVICE PROGRAM - The base includes several facilities that provide beneficial use to the Community and generate substantial revenue that offset some of the cost of operating and maintaining the facility. There is potential for additional use of the grounds and facilities of the base. The LRA will identify and evaluate such opportunities.

Ten Year Staffing Trend Highlights:

- The LRA has submitted an augmentation increasing positions from 18 to 20 full time employees.

Budget Summary

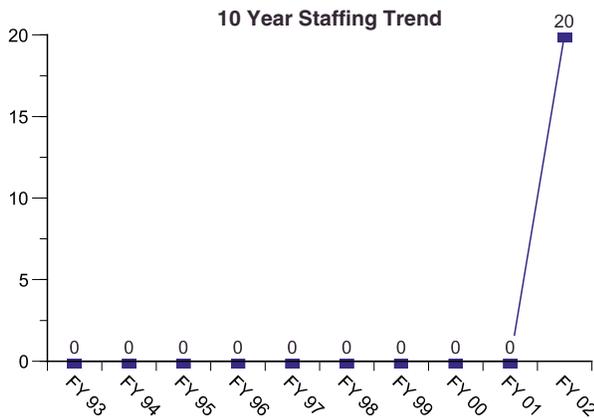
Plan for Support of the County's Strategic Priorities:

The LRA staff are committed to reducing the Net County Cost of the Master Lease by increasing revenues from the use of the assets and facility and through reducing costs associated with operating and maintaining the facility.

Changes Included in the Base Budget:

FY 2001/02 will be the first full year of operations for the LRA.

Ten Year Staffing Trend:



Approved Budget Augmentations and Related Performance Results:

Unit/Amount	Description	Performance Plan	Ref. Num.
Fund 13K - Administration and Finance Amount: \$ 90,327	Staffing augmentation for FY 01/02.	Enable LRA to maximize use of base assets, respond to requests, and support final planning phase.	13K-001



Final Budget and History:

Sources and Uses	FY 1999-2000 Actual Exp/Rev ⁽¹⁾	FY 2000-2001 Final Budget	FY 2000-2001 Actual Exp/Rev ⁽¹⁾	FY 2001-2002 Final Budget	Change from FY 2000-2001 Actual	
					Amount	Percent
Total Positions	N/A	0	N/A	20	20	0
Total Revenues	0	0	8,541,986	14,194,578	5,652,592	66
Total Requirements	0	0	7,461,415	14,194,578	6,733,163	90

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2000-01 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: LRA OPERATIONS in the Appendix on page 539.

Highlights of Key Trends:

- The LRA will identify and evaluate opportunities for increased use of the assets and facilities. This will include reviewing building space on the base to determine its feasibility for lease given improvement needs and potential term of any lease.

Budget Units Under Agency Control

No.	Agency Name	MASTER LEASE ADMINISTRATION	CARETAKER ACTIVITIES	COMMUNITY SERVICE PROGRAM	TOTAL
030	LRA NON AVIATION PLANNING	0	0	0	0
13K	LRA OPERATIONS	4,735,006	5,044,144	4,415,428	14,194,578
14M	LOCAL REDEVELOPMENT AUTHORITY	12,962,612	0	0	12,962,612
	Total	17,697,618	5,044,144	4,415,428	27,157,190

14M - LOCAL REDEVELOPMENT AUTHORITY

Operational Summary

Mission:

To successfully plan, construct, and implement the Board approved reuse plan for MCAS El Toro; keep the public and Board informed of LRA activities; be fiscally and legally responsible; make best possible use of MCAS El Toro assets during the interim period.

Strategic Goals:

- Plan for and facilitate the reuse of the MCAS El Toro as an aviation facility for the benefit of the County and Region.

Key Outcome Measures:

Performance Measure	FY 2000-2001 Results	FY 2001-2002 Target	How are we doing?
COURT APPROVAL OF EIR 563 AND BOARD CERTIFICATION OF EIR 573. What: EIRs present an independent analysis of the environmental impact of the proposed activity. Why: Without certification of EIR 573, the project can not proceed.	Anticipate court approval of EIR 563.	LRA will present EIR 573 for Board certification in September 2001.	Environmental planning process is on schedule for completion in September 2001.
APPROVAL OF THE AVIATION SYSTEM MASTER PLAN (ASMP). What: Preliminary design for the selected aviation reuse alternative for MCAS El Toro. Why: Approval of ASMP is required for the project to proceed.	Continued progress on completion of ASMP.	LRA will present ASMP for Board approval in September 2001.	The planning process is on schedule for completion in September 2001.

Fiscal Year 2000-01 Key Project Accomplishments:

- Creation of an independent department for the LRA.

MASTER DEVELOPMENT PROGRAM - As the Board unanimously directed in June 2000, LRA staff are completing the environmental planning process to complete EIR 563 and EIR 573 for the selected aviation reuse of the MCAS El Toro.

NON-AVIATION PLANNING - Refer to Fund 13K for LRA non-aviation activities.

Ten Year Staffing Trend Highlights:

- Staffing budgeted in Fund 13K.

At a Glance:

Total FY 2000-2001 Actual Expenditure + Encumbrance:	10,344,817
Total Final FY 2001-2002 Budget:	12,962,612
Percent of County General Fund:	N/A
Total Employees:	0.00

Budget Summary

Changes Included in the Base Budget:

Non-aviation related activities are now budgeted in Fund 13K.

Approved Budget Augmentations and Related Performance Results:

Unit/Amount	Description	Performance Plan	Ref. Num.
Sacramento Advocate Amount:\$ 150,000	Will assist LRA in connection with State policy relevant to MCAS El Toro.	Advocate will provide guidance and assist in monitoring legislation related to MCAS El Toro.	14M-001

Final Budget and History:

Sources and Uses	FY 1999-2000 Actual Exp/Rev ⁽¹⁾	FY 2000-2001 Final Budget	FY 2000-2001 Actual Exp/Rev ⁽¹⁾	FY 2001-2002 Final Budget	Change from FY 2000-2001 Actual	
					Amount	Percent
Total Revenues	15,156,870	12,621,502	6,858,842	12,962,612	6,103,770	89
Total Requirements	16,830,562	12,621,502	8,849,654	12,962,612	4,112,958	46
FBA	31,937	0	(3,887,385)	0	3,887,385	(100)

(1) Amounts include prior year expenditures and exclude current year encumbrances. Therefore, the totals listed above may not match Total FY 2000-01 Actual Expenditure + Encumbrance included in the "At a Glance" section.

Detailed budget by expense category and by activity is presented for agency: LOCAL REDEVELOPMENT AUTHORITY in the Appendix on page 541.