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CAO MISSION STATEMENT

rec'd 12/89

COUNTY OF SAN DIEGO

CHIEF ADMINISTRATIVE OFFICER

MISSION STATEMENT

Maintain and enhance the quality of life in San Diego County by ensuring that county employees endeavor to fulfill, in a superior manner, the social, health, and safety needs of the region.

Create a government that earns and deserves the support and respect of its citizenry by being responsive and responsible.

Establish local public and private cooperative programs as well as new international initiatives for economic development.

Provide program and financial decision-making support to the Board of Supervisors which is policy-based and advances the goals and visions of the Board.

Maximize the capacity of County government to deliver the highest quality service through the use of administrative and management techniques that foster an integrated, systems-oriented county operation.

CONDITION A/CONDITION B CHART

THE PRESENT : THE FUTURE

CONDITION A →	CONDITION B
(Current Condition)	(Desired Condition)
Incremental Decision Making	Planned Approach
Reactive	Interactive/Proactive
Crisis-Oriented	Future-Oriented
Isolated Departmental Planning & Decision-Making	Systems-Based Design
Personal Power Model	Collaborative Model
Doing Things Right	Doing the Right Thing

CAO ADMINISTRATIVE PLAN

CAO ADMINISTRATIVE PLAN

The CAO's Administrative Plan establishes the structure, process and principles for the overall administrative direction of the County.

The following components of the Plan are presented for discussion at the October 20 Executive Team meeting:

- Authorities and Responsibilities
- Goals Establishment Process
- CAO Administrative Goals and Objectives for 1988-89

Plan components will be added and amended as appropriate. Plan components will be issued as part of the CAO's Administrative Manual.

10/20/88

AUTHORITIES AND RESPONSIBILITIES

I. BOARD OF SUPERVISORS

As authorized by general law and County Charter, the Board of Supervisors is the elected governing and policy body for San Diego County. The Board adopts the County budget and provides for the overall delivery of County services and programs through the appointment of County officers and the enactment of Board policies, Regulatory Ordinances and Administrative Code.

II. CHIEF ADMINISTRATIVE OFFICER (CAO)

As authorized by the County Charter and directed by the Board of Supervisors, the Chief Administrative Officer is responsible for the effective and efficient administration of County government. The CAO provides policy-based support to the deliberations of the Board of Supervisors and provides the administrative framework and mechanisms to guide the activities of individual departments in the achievement of County goals. The CAO is responsible for managing the allocation of County personnel, capital and budgetary resources to the maximum advantage of the organization. CAO directives are effected through administrative policies (Administrative Manual) and functions of the Executive Staff.

III. ASSISTANT CHIEF ADMINISTRATIVE OFFICER (ACAO)

As the principal subordinate of the Chief Administrative Officer, the ACAO shares the CAO's authority in the administration of County government. The ACAO heads the CAO's Executive Staff and represents the CAO on the Administrative Councils.

IV. DEPUTY CHIEF ADMINISTRATIVE OFFICERS (DCAOs)

The DCAOs are responsible for carrying out the policies and procedures of the Board of Supervisors and CAO with their respective County departments and offices. They oversee daily County operations, including budgetary and personnel matters and service delivery. DCAOs review departmental goal development, monitor goal attainment and conduct executive performance evaluations.

V. CAO's EXECUTIVE STAFF

The CAO's Executive Staff is comprised of the ACAO and the DCAOs. The Executive Staff plans and designs the administrative systems, structures and standards for the operation of County government. It formulates and recommends administrative and public policy to the CAO and implements the goal establishment process for the organization.

VI. DEPARTMENT DIRECTORS, ELECTED OFFICIALS, COURT ADMINISTRATORS

Department Directors are responsible for the administration of County services and programs under their direction in accordance with general law, the County Charter, Federal and State regulations and the policies of the Board of Supervisors and the Chief Administrative Officer. They ensure the efficiency and effectiveness of the services under their authority. Department Directors participate on Administrative Councils and issue-specific task forces and working groups, to advise on public and administrative policy and ensure a systems approach to planning, service delivery and problem solving.

These same responsibilities pertain to Elected County Officials and Court Administrators, in their roles as managers of County resources.

VII. EXECUTIVE TEAM

The Chief Administrative Officer, the CAO's Executive Staff and the Department Directors constitute the County's Executive Team. The CAO invites the full participation of Elected County officials and Court Administrators on this Team.

The Executive Team is the leadership unit of County government. Team members have a shared responsibility for the exemplary administration of San Diego County government and the attainment of County goals.

Executive Team members carry out their administrative and leadership responsibilities in accordance with the Executive Profile established by the Chief Administrative Officer, as attached and made a part of this plan.

VIII. ADMINISTRATIVE COUNCILS

The Administrative Councils provide a mechanism for systems-based, future-oriented thinking for San Diego County government. The Administrative Councils design strategies and implementation plans to address major issues facing County government. The CAO directs issues to be considered by the Administrative Councils based on organizational goals and priorities. Issues are also recommended by the Administrative Council members.

The Administrative Councils' deliberations are enhanced by the inclusion of Elected Officials and Court Administrators, and the CAO invites their full participation on the Councils.

10/20/88

EXECUTIVE PROFILE

Taken collectively, the following statements create a profile of the type of behavior that will be required at all times of all executives in order to achieve the CAO's mission. These behaviors are expected of all executives and executive support personnel in the daily conduct of the business of the County of San Diego.

- The executive is fully committed to a representative political and governmental process; s/he respects those persons holding political office at all times and in all public statements.

- The executive understands and carries out the mission of the CAO as expressed in the CAO's mission statement and administrative policies. S/he actively participates in and contributes to the success of the Executive Team as the leadership unit of the organization.

- The executive fully complies with County policies and procedures and assures departmental and program staff compliance at all times.

- The executive is responsible for managing departmental resources efficiently and effectively, within approved appropriations and guidelines, and in consultation with other responsible executives potentially impacted by the resource decisions of the executive.

- The executive fully supports and is actively involved in taking affirmative action in the recruitment, training, development, career guidance and promotion of minorities, women and persons with disabilities. The executive supports reasonable accommodation for qualified employees or applicants and is known to be personally supportive of removing artificial barriers to career success for members of these underutilized groups.

- The executive designs and implements departmental responsibilities consistent with CAO's values of systems thinking, future-orientation participative management and the value of the employee. S/he provides for professional growth and development of employees regarding these organizational values.

- A County executive is informed at all times regarding the key issues of strategic importance in meeting the CAO's mission. Although these issues may cross departmental boundaries, County executives seek to view

these issues from the common perspective of the CAO's administrative goals.

- The executive effectively monitors community conditions and takes the initiative to propose appropriate actions. In meeting with community boards, committees and commissions, the executive carries the County's portfolio and keeps the administrative goals in focus and at all times expresses the values, principles and philosophies necessary to achieve the CAO's mission.

- The executive displays vision, creativity and understanding and participates in collaborative decision making as an Executive Team member. The executive freely assumes a responsibility to all members of the Executive Team, in providing for overall organizational success by not only managing departmental resources but also through full participation in systems solutions.

- The executive exercises and exhibits leadership consistent with the values expressed in the CAO's mission statement and conducts all responsibilities in a professional style and manner, exercising the highest professional ethics and functioning with honesty and integrity at all times.

10/20/88

GOALS ESTABLISHMENT PROCESS

For San Diego County government to effectively and efficiently meet the needs of County residents, it is essential that priorities be explicitly identified, that these priorities be shared by all parts of the organization and that coordinated action be undertaken for their achievement. These priorities must be regularly re-assessed, given the changing political, economic and social environment of the County. The following is a process for establishing priorities for San Diego County government through the development of integrated, consistent goals at the Board of Supervisors, CAO and departmental levels of the organization.

Goal setting is an annual process. Goals will be established on a multi-year basis.

Step 1
(Ongoing)

<u>Establishment of Board Goals</u>

The Board of Supervisors, with the support of the CAO, establishes County goals which set the overall priorities and values for the provision of services to County residents. These are expressed as Quality of Life Goals, State of the County priorities, Board policy initiatives and budget priorities.

Step 2
(August)

<u>Establishment of CAO Goals</u>

The Executive Staff conducts an assessment (scan) of the external and internal environment affecting the County. This assessment includes a review of economic, social, political, demographic and environmental conditions and trends, as well as the County's fiscal condition, achievement of previously established goals, and Federal/State government actions. Based on the Board's goals, the CAO's mission, the environmental scan and input from Department Directors and Administrative Councils, the Executive Staff recommends, and the CAO approves, goals for the organization.

Step 3
(September)

<u>Transmittal of CAO Goals</u>

The CAO's goals are delegated through the Executive Staff to the Department Directors and Administrative Councils, and, with the Board's goals, serve as the basis for departmental goal development.

Step 4
(October)

Development of Departmental Goals

Department Directors develop goals for their departments. These goals are designed to support the Board's and CAO's goals and to advance the effective, efficient and innovative provision of departmental programs and services. These goals are reviewed by the department's DCAO and are then submitted to the Executive Staff.

Step 5
(November)

Adoption of Departmental Goals

The Executive Staff reviews proposed departmental goals to ensure consistency with CAO goals, the organizational appropriateness and the administrative and fiscal capacity of the organization to support goal achievement. The Executive Staff also assesses the organizational cross impacts. The Executive Staff recommends the departmental goals to the CAO for adoption. Once adopted, the goals are delegated to the department and are incorporated into the CAO's goals system. These goals are a major component of each Director's executive compensation evaluation and provide the framework for intra-departmental program goals and objectives. They also provide input into the annual budget process.

Step 6
(Ongoing)

Establishment of Administrative Council Goals

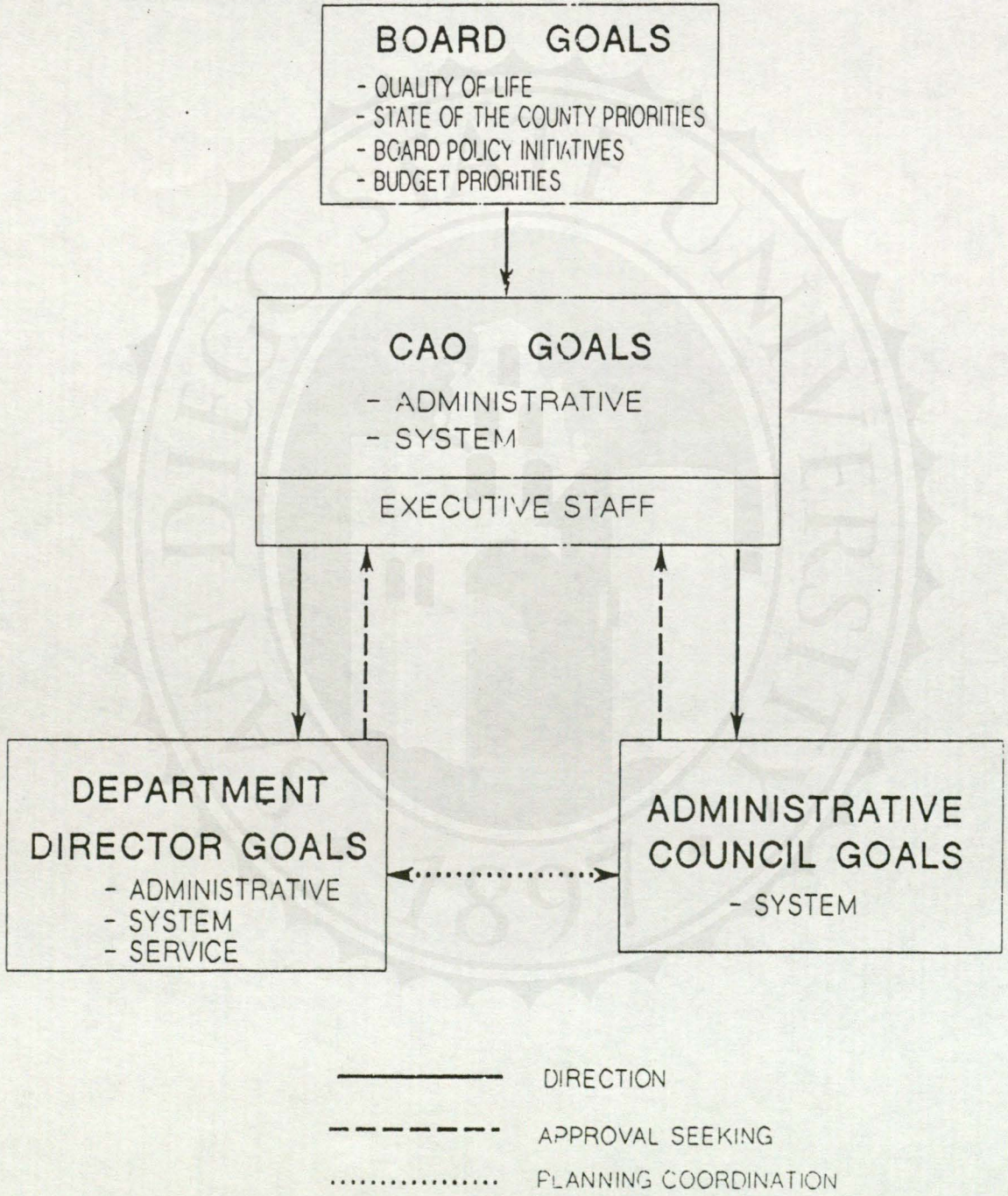
The Administrative Councils develop goals in support of the Board's and CAO's goals. These are recommended to the Executive Staff for CAO approval. Upon approval, they are incorporated into Council activity. In addition, they may provide input to departmental goal setting and the annual budget process.

GOAL DEFINITIONS

GOAL:	A statement of the results or conditions to be attained. Goals are specific and achievable targets, usually within a two or three-year time frame. Goals move an organization or program toward a desired state while realistically reflecting present and future needs and obstacles.
OBJECTIVE:	A shorter range condition to be attained in pursuit of the goal. Objectives are concrete, measurable and expressed within a specific time limit (frequently a year).
QUALITY OF LIFE GOALS:	Goals which express the preferred community standards for public health and safety; for the environment, natural resource preservation, and physical development of the community; and for the social, health and economic well being of individual residents.
ADMINISTRATIVE GOAL:	Goal for the design or implementation of administrative support components of an organization, department or program.
SYSTEM GOAL:	Goal which recognizes and addresses the interdependencies of services, programs or operational units for the advancement of the organization as a whole.
SERVICE GOAL:	Goal for the improved effectiveness or efficiency of services to clients, internal or external to the organization.

10/20/88

GOALS ESTABLISHMENT PROCESS



CAO GOALS

1988-89

CAO ADMINISTRATIVE GOALS AND OBJECTIVES
FY 1988-89

The following are the CAO's goals and objectives for the enhanced administration of County government. These goals will be expanded by systems and service goals developed by departments, to constitute a complete goals structure to guide the operation of County government in the coming year.

I. Implement a systems-based, policy-referenced, future-oriented approach and a collaborative management model as the operational administrative method for San Diego County government.

- o Implement the Executive Compensation System.
- o Develop by all County departments a mission statement and annual goals and objectives.
- o Design and implement improved procedures and mechanisms to support the Board of Supervisors in the areas of agenda decision-making and legislative policy.

II. Design and implement an administrative support system for County government that facilitates operating departments in carrying out their service delivery responsibilities and concurrently provides for the cost-effective operation of County government in accordance with Board policies and applicable laws and regulations.

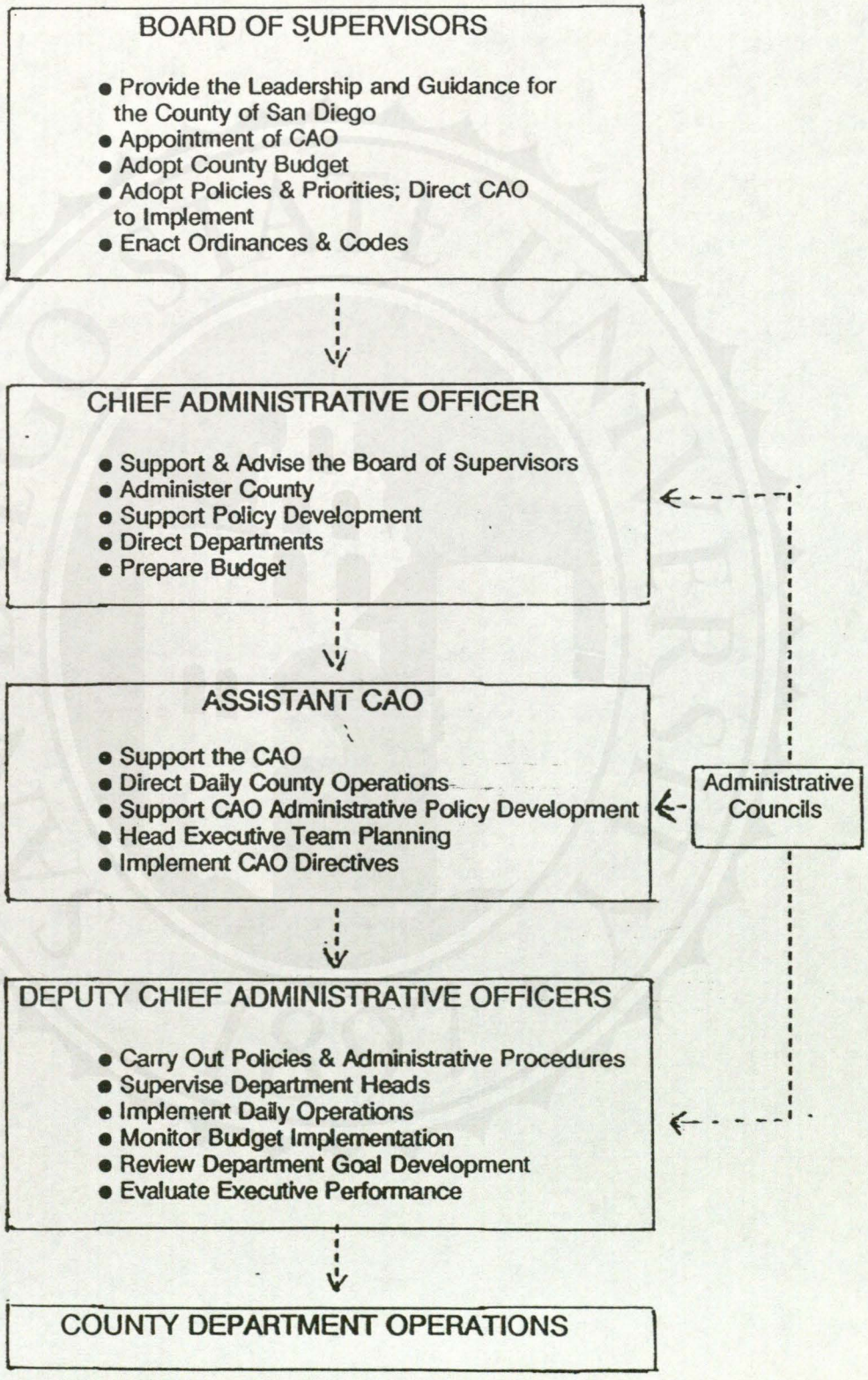
- o Complete a comprehensive evaluation of the budget process; design a multi-year plan for implementing a desired budget process; implement budget priority-setting component and update central administrative roles and responsibilities for the 1989-90 budget process.
- o Design an information services strategy and plan for County government.
- o Evaluate and develop recommendations for the human resources function for County government.

10/20/88

CAO ADMINISTRATIVE

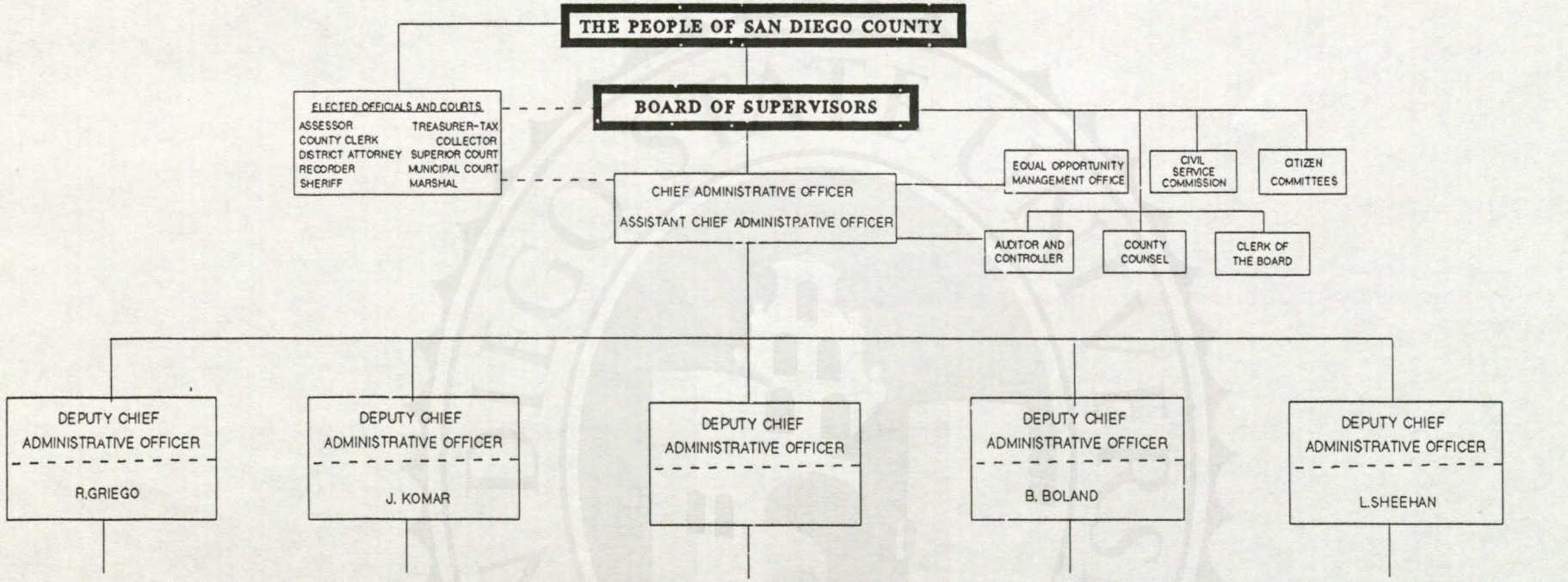
FLOW CHART

COUNTY ADMINISTRATIVE FLOW CHART



COUNTY ORGANIZATION CHART

COUNTY ORGANIZATION CHART



COMMUNITY INVOLVEMENT
GENERAL SERVICES
PURCHASING AND CONTRACTING
REVENUE AND RECOVERY
SPECIAL PROJECTS

AREA AGENCY ON AGING
CAO'S ADMINISTRATIVE COUNCILS
COMMISSION ON CHILDREN AND YOUTH
FINANCIAL MANAGEMENT
INFORMATION SERVICES
PUBLIC ADMINISTRATOR
REGISTRAR OF VOTERS
SANCAL

LIAISON

AUDITOR AND CONTROLLER
ASSESSOR
CLERK OF THE BOARD
RECORDER
TREASURER-TAX COLLECTOR

ALTERNATE DEFENSE COUNSEL
CORONER
HEALTH SERVICES
HUMAN RELATIONS COMMISSION
INTERGOVERNMENTAL AFFAIRS
PUBLIC DEFENDER
SOCIAL SERVICES

LIAISON

COUNTY CLERK
COUNTY COUNSEL
DISTRICT ATTORNEY
MARSHAL
MUNICIPAL COURTS
PROBATION
SHERIFF
SUPERIOR COURT

DISASTER PREPAREDNESS
HUMAN RESOURCES
MILITARY AND VETERANS AFFAIRS
PUBLIC AFFAIRS
TRANSBORDER AFFAIRS

LIAISON

CIVIL SERVICE COMMISSION
EQUAL OPPORTUNITY MANAGEMENT OFFICE

AGRICULTURE, WEIGHTS AND MEASURES
ANIMAL CONTROL
FARM AND HOME ADVISOR
HOUSING AND COMMUNITY DEVELOPMENT
LIBRARY
PARKS AND RECREATION
PLANNING AND LAND USE
PUBLIC WORKS

LIAISON

AIR POLLUTION CONTROL DISTRICT

(10/89)

DCAO RESPONSIBILITIES

DCAO RESPONSIBILITIES

DCAO Bruce Boland

National & International Trade and Economic Development
Public/Private Partnerships
Joint Meetings with other Governmental Agencies
Migrant/Farmworker Housing (Joint with Sheehan)
Homeless
Risk Management
Labor Negotiations
Human Resource System Review/Redesign
SDG&E Acquisition
Public Information
San Diego - Tijuana Border Issues

DCAO Robert Griego

Proposition A Master Plan/Regional Justice Facilities Financing Agency
Space Planning
- -Courts
- -Detention Facilities
- -County Administration Center: City Center
- -Other

Real Property Policy Development
Real Property Acquisition, Use and Maintenance
Purchasing Policies
Redevelopment Negotiations with Cities
Vehicle Use Policy
Citizen Committees and Volunteers
Administrative Councils (Joint with Komar)
Administrative Goal Setting & Institutional Development (Joint with Komar)

DCAO June Komar

Budget Process & Fiscal Control
Children's Services Redesign
Omnibus Drug Initiative
Senior Citizen Service/Program Issues
Information and Communication Services
Administrative Councils (Joint with Griego)
Administrative Goal Setting & Institutional Development (Joint with Griego)
Sunset Review Process

DCAO Lari Sheehan

Growth Management
- -Proposition C
- -Resource Protection
- -Facility Adequacy
- -Community Plan Updates

Regional Urban Information System
Solid Waste Management
Transportation Studies & Programs
Migrant/Farmworker Housing (Joint with Boland)
Land Use Planning Process
Water Conservation
Library Funding
Major Development Projects
Regional Parks and Open Space Planning, Acquisition and Development
Sewage and Water Reclamation

DEPARTMENTS NOT UNDER THE JURISDICTION OF THE CAO FOR APPOINTMENTS

Air Pollution Control District
Civil Service Commission
Clerk of the Board
County Counsel
Farm and Home Advisor
Marshal
Probation
Public Defender – by statute.

Superior Court
Municipal Courts

DEPARTMENTS WITH ELECTED DIRECTORS

Assessor
County Clerk
District Attorney
Recorder
Sheriff
Treasurer-Tax Collector