



County of San Diego, California

Adopted Operational Plan Fiscal Years 2005-2006 & 2006-2007

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Second District	Dianne Jacob
Third District	Pam Slater-Price
Fourth District	Ron Roberts
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"Supporting Kids, the Environment, and Safe & Livable Communities"



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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **San Diego County, California** for the Annual Budget beginning July 1, 2004. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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County of San Diego

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All Funds: Total Appropriations

All Funds: Total Staffing

All Funds: Total Revenues

Summary of General Fund Financing Sources

General Purpose Revenues

Capital Projects

Projected Reserves and Resources

Long- and Short-Term Financial Obligations

Credit Rating and Long-Term Obligation Policy

Financial Planning Calendar

Summary Of Related Laws, Policies, and Procedures

County of San Diego Budget Documents

Board of Supervisors

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District 5
Vice Chair



Greg Cox District 1



Dianne Jacob District 2



Ron Roberts District 4



Message from the Chief Administrative Officer



The County of San Diego Operational Plan for Fiscal Years 2005-2007 in this document builds on our organization's past accomplishments and existing strengths, while continuously striving to improve and meet the future needs of San Diego County residents.

In some ways, this Operational Plan is similar to County budgets adopted in past years. For example, I'm proud to say that this Operational Plan is -- as it has been in past years -- structurally-balanced. It maintains the key business disciplines of our General Management System and continues to deliver vital services to County residents.

In other ways, it is quite different from anything we have done in the past. This year, more than ever before, we will connect the services we provide with the public that uses them -- engaging our customers and stakeholders in a dialogue that will make our operations better - more efficient, better focused and better understood.

This year we're going to focus on what is happening in the lives of our citizens rather than what is happening to us. In this year's Operational Plan, you will see each department commit to measure its performance in terms of outcomes - how we affect people's lives - rather than the number of activities we perform.

Although we routinely look for process improvement areas, over the next 18 months, we are undertaking three major re-engineering initiatives focused on improving the speed and quality of service delivery, redesigning the County's land use and business permit processes, implementing a mobile strategy for health care professionals who work in the field and streamlining our accounting functions. These initiatives represent an enterprise-wide commitment to transparency, accountability and an honest effort to remain focused on our customers' needs. As we navigate challenging times, we will continue to identify ways to provide more services with fewer dollars at a faster speed with a higher level of quality.

It is still important to note that County government is and always will be impacted by the dictates, successes and failures of the Federal and State governments. With the State's fiscal crisis still unresolved, we must be prepared for future cuts and aggressively protect our revenues. But, while we cannot and will not ignore the State's impact on us, we also cannot afford to let it define us - or to let it define our services, our expectations or our relationship with our citizens.

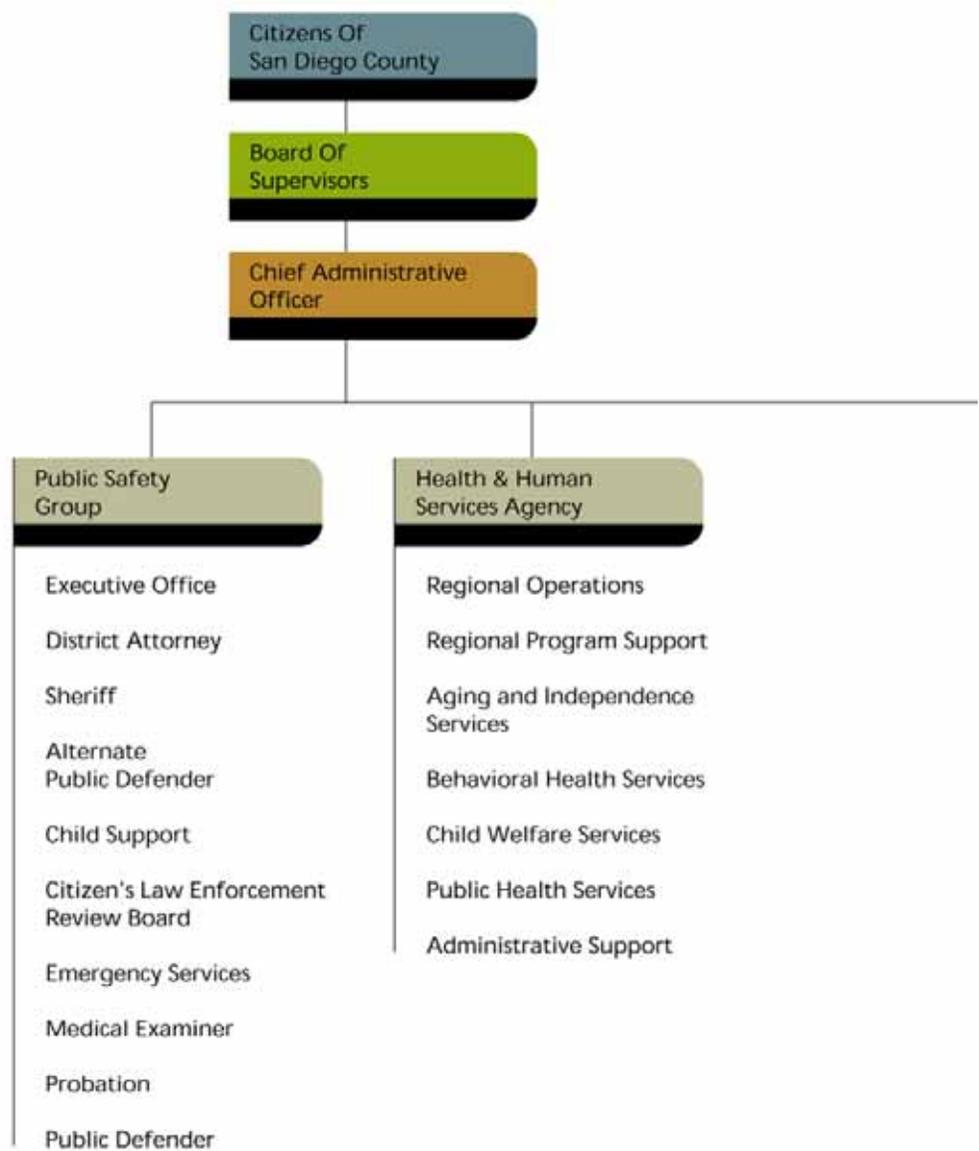


This Operational Plan reflects our commitment to maintaining a solvent, responsive and efficient County government that provides superior services to the citizens of San Diego County. We will improve opportunities for kids. We will preserve and protect the environment. We will promote safe and livable communities. And we will do all these things in partnership with the communities we are here to serve.

A handwritten signature in black ink that reads "Walter Ekard".

Walter F. Ekard, Chief Administrative Officer

Organizational Chart





San Diego County Profile

County History & Geography

San Diego County became the first of California's original 27 counties on February 18, 1850, shortly after California became the 31st State in the Union. The County functions under a Charter adopted in 1933, including subsequent amendments. At the time of its creation, San Diego County comprised much of the southern section of California. The original County boundaries included San Diego, along with portions of what are now Imperial, Riverside, San Bernardino, and Inyo counties.

The original territory of nearly 40,000 square miles was gradually reduced until 1907, when the present boundaries were established. Today, San Diego County covers 4,255 square miles, extending 70 miles along the Pacific Coast from Mexico to Orange County and inland 75 miles to Imperial County along the international border shared with Mexico. Riverside and Orange counties form the northern border.

Juan Rodriguez Cabrillo discovered the region that eventually became San Diego on September 20, 1542. Although he named the area San Miguel, it was renamed 60 years later by Spaniard Don Sebastian Vizcaino. He chose the name San Diego in honor of his flagship and his favorite saint, San Diego de Alcalá.

San Diego County enjoys a wide variety of climate and terrain, from coastal plains and fertile inland valleys to mountain ranges and the Anza-Borrego Desert in the east. The Cleveland National Forest occupies much of the interior portion of the County. The climate is equable in the coastal and valley regions where most resources and population are located. The average annual rainfall is only 10 inches, so the County is highly reliant on imported water.

County Population

San Diego County is the southernmost major metropolitan area in the State of California. The estimate by the State of California Department of Finance of the County's

population as of January 2005 is 3,051,280, an increase of approximately 1.27% over January 2004, making it the third largest county by population in California. The January 2005 data is shown in the table below.

City	January 1, 2005
Carlsbad	95,146
Chula Vista	217,543
Coronado	26,973
Del Mar	4,543
El Cajon	97,703
Encinitas	62,774
Escondido	141,350
Imperial Beach	27,710
La Mesa	55,983
Lemon Grove	25,531
National City	63,773
Oceanside	175,085
Poway	50,675
San Diego	1,305,736
San Marcos	73,054
Santee	54,476
Solana Beach	13,400
Vista	94,109
Unincorporated	465,716
Total	3,051,280

The regional population forecast for 2030 is estimated at 3.9 million according to the San Diego Association of Governments (SANDAG). San Diego County's racial and ethnic composition is as diverse as its geography. According to a projection by the State Dept. of Finance (May 2004) San Diego's population breakdown in 2010 will be 46% White; 34% Hispanic; 11% Asian and Pacific Islander; 6% Black; and 3% all other groups.



Governmental Structure

A five-member Board of Supervisors elected to four-year terms in district, nonpartisan elections governs the County. There are 18 incorporated cities in the County and a large number of unincorporated communities. The County provides a full range of public services, including public assistance, police protection, detention and correction, health and sanitation, recreation, and others. These services

are provided by five Agency/Groups, that are headed by General Managers [Deputy Chief Administrative Officers (DCAOs)], who report to the Chief Administrative Officer (CAO). Within the Groups, there are four departments that are headed by elected officials - District Attorney and Sheriff (Public Safety Group) and the Assessor/Recorder/County Clerk and Treasurer-Tax Collector (Finance and General Government Group).

Sources: SANDAG - San Diego's Regional Planning Agency and the California Department of Finance.

Excellence in Governing

Mission:

To provide the residents of San Diego County with superior County services in terms of quality, timeliness and value in order to improve the region's Quality of Life.

Vision:

A County Government that has earned the respect and support of its residents.

Recognitions of Excellence

The County of San Diego has worked hard to become a best practices organization, developing many innovative programs and solutions that have been recognized for excellence by community and professional organizations. Throughout the previous fiscal year (Fiscal Year 2004-2005), a wide variety of County of San Diego programs were recognized for excellence, illustrating how the County has used its commitment to excellent customer service, continuous improvement, community partnerships, and use of technology to create programs that have been selected for state and national recognition. More than anything, the County strives to offer programs that improve the lives of San Diego County residents in ways that are relevant and measurable. We are proud that our leadership in these areas has been recognized by the following groups:

- In 2005, County of San Diego programs received a record 41 Achievement Awards from the National Association of Counties (NACo). The County of San Diego received the highest number awards given to any county in the nation.
- The County's multi-agency program that provides rental assistance to emancipated foster youth received national recognition from the U.S. Department of Housing & Urban Development (HUD) and the National Association of Housing and Redevelopment Officials (NAHRO).
- The County of San Diego tied for second place on a list of the nation's most digital savvy counties, according to the 2005 Digital Counties Survey, which examined how county governments use information technology to deliver services to citizens. The nationwide survey was conducted jointly by the Center for Digital Government and National Association of Counties (NACo).

Detail of recognitions of excellence received by San Diego County that highlight the County's progress in meeting its strategic goals include:

Strategic Initiative - Improving Opportunities for Kids

- **2005 - National Association of Counties (NACo) - *Achievement Awards*:**
 - Clairemont High School Roller Hockey Rink.
 - Youth Employment Preparation Program - providing emancipated foster youth with a six-month paid work experience that includes both job coaching and work readiness education.
 - Read To Your Breed/Valley Center Branch Library - a library program in which children read books to trained therapy dogs in order to build confidence in and increase the children's reading skills.
 - Summer Reading Program for the Polinsky Children's Center.
 - Noches de la Familia - Solana Beach Branch Library - an outreach program to address the underutilization of the library by the local Hispanic community.
 - School Health & Absenteeism Reporting Exchange (SHARE) - for public health disease identification and reporting.
 - San Diego Pediatric Asthma Initiative.
 - Youth to Youth - a collaborative project that trains "Youth Advocates" who work with children at the County-operated shelter for abused, neglected, and abandoned children.
 - Student Services Program - opportunities for students to work with the Office of Emergency Services staff and become familiar with the concept of "Public Service" and the functions, programs, and operations of federal, State, and local government.
 - Kearny Mesa Juvenile Detention Facility (KMJDF) Training Unit.
- **2005 - National Association of Counties (NACo) - *Acts of Caring Award*** - "Volunteering to Fill Health Care Gaps" program, which is designed to meet the health



needs of children from low-income families. This was one of only three Acts of Caring honors given nationwide in the health/social services category.

- **Emancipated Foster Youth Rental Assistance Program** - a multi-agency program that provides tenant-based rental assistance and supportive services to the underserved population of former foster youth between the ages of 18-21.
 - **2005 - National Association of Housing and Redevelopment Officials (NAHRO) - Merit Award.**
 - **2004 - U.S. Housing & Urban Development (HUD) - HOME Doorknocker Award.**
- **2005 - Congress of History - Award of Merit** to Los Penasquitos County Park for the "La Vida del Rancho" School Program that teaches fourth grade students about early nineteenth century San Diego ranch life.

Strategic Initiative - Protect the Environment

- **2005 - National Association of Counties (NACo) - Achievement Awards:**
 - Airport/City/Developer Partner for Conservation - agreement that ensures no development will take place within an easement area resulting in the conservation of existing habitat.
 - Using Power Plant Mitigation Fees to Improve Air Quality - using fees to provide matching funds for numerous local pollution reduction projects including new school and transit buses using natural gas or clean diesel engine technologies, diesel particulate traps on school buses, and replacement clean diesel engines in trucks, marine vessels, heavy duty, and agricultural equipment.
 - Plating Shop Compliance through Education Beyond Inspection & Enforcement.
 - Energy Efficiency Retrofit of Central Plants.

- **2005 - National Association of County Park and Recreation Officials (NACPRO) Award:** for the County's Trails Program. NACPRO presents only two awards each year for programs that represent the best in innovation and impact for the communities that they serve.
- **2005 - National Association of Television Arts & Sciences/Pacific Southwest Chapter "Emmy" Awards** to San Diego County's government access cable television channel, County Television Network (CTN) for:
 - **Excellence in Informational/Educational Programming** - Down to Earth.
 - **Photography** - Fragile Web: San Diego's Multiple Species Conservation Program (MSCP).
- **2005 - The Department of Environmental Health** won international recognition from the **American Mosquito Control Association** for the County's aggressive approach to mosquito control, which likely helped minimize the impact of the West Nile Virus locally.
- **2005 - National Association of Telecommunications Officers & Advisors/Southern California & Nevada (SCAN/NATOA) - "Star" Award,** to San Diego County's government access cable television channel, County Television Network (CTN) for:
 - **Documentary - Social** - Fragile Web: San Diego's Multiple Species Conservation Program (MSCP).
 - **Magazine** - Down to Earth.
- **2004 - California Conference of Directors of Environmental Health, Excellence Award:** for development of a "First Responder Hazardous Materials Business Plan - Compact Disk with Site Map."
- **2005 - Consulting Engineers and Land Surveyors of California, Engineering Excellence Merit Award -Large Firm Competition,** awarded to the County of San Diego and Boyle Engineering Corporation for the State Route 56 project.



- **2004 - California State Association of Counties (CSAC) - Merit Awards**
 - Lawnmower Emissions Reduction Program.
- **2004 - The San Diego Regional Energy Office and the San Diego Chamber of Commerce** recognized the County of San Diego with their "*San Diego Excellence in Energy*" Award, known as the *SANDEE*, for innovative, energy-efficient energy technologies at the North County & South Bay Regional Centers.
- **California Air Resources Board Certificate of Recognition:** San Diego County Air Pollution Control District was recognized for its continuing efforts to improve ambient air monitoring data quality for precision, accuracy and completeness during 2001-2003.

Strategic Initiative - Promoting Safe & Livable Communities

- **2005 - San Diego County Taxpayers' Association Regional Golden Watchdog Award:** Project Dulce - a diabetes management program targeted to low-income, ethnically diverse populations that are disproportionately impacted by diabetes.
- **2005 - National Association of Counties (NACo) - Achievement Awards:**
 - Homeland Security Exercise & Evaluation Program (Best in Class) - provides a mechanism for all local jurisdictions to test their emergency plans and capabilities, identifying those areas that work well and those that need improvement.
 - Firestorm Recovery Effort: Environmental Health, Planning & Land Use and Public Works.
 - Multi-Jurisdictional/Multi-Hazard Mitigation Plan.
 - Cancer Navigator - in conjunction with local media, a web-based clearinghouse of cancer-related information.
 - Voter Rights & Services Brochure.
 - Terrorism Public Awareness Campaign.
 - Cold Case Homicide Program.

- Rancho Guajome Adobe Docent Volunteer Program.
- Medi-Cal Administrative Activities/Targeted Case Management Unit.
- Risk Communication Training & Development - disaster and emergency responder training for Health and Human Services staff and partner agency spokespersons and public information officers.
- County Site Emergency Response Plans - Health and Human Services.
- Animal Euthanasia Reduction Program.
- **2005 - International Association for Food Protection (IAFP), National Association of County and City Health Officials (NACCHO), and the National Environmental Health Association (NEHA) - Crumline Award:** These three organizations selected the County's Department of Environmental Health to receive this prestigious national award, which is given annually to a local environmental health jurisdiction in the U.S. or Canada that demonstrates excellence and continued improvement in its comprehensive food protection programs.
- **2005 - U.S. Department of Housing and Urban Development (HUD) /Inspector General - Rental Assistance Fraud Initiative Award,** recognized the San Diego County for its outstanding efforts to eliminate fraud in the Rental Assistance Program.
- **2005 - American Public Works Association (APWA), Project of the Year Award,** to the Department of Public Works received APWA's "Project of the Year" Award for its post-Firestorm 2003 erosion control and debris removal programs.
- **2005 - National Association of Telecommunications Officers & Advisors/Southern California & Nevada (SCAN/NATOA) - "Star" Award,** to San Diego County's government access cable television channel, County Television Network (CTN) for:
 - *Documentary* - Renaissance: Sikes Adobe.
 - *Performing Arts* - Symphony's Music Man.



- **Public Safety** - Disaster & Bioterrorism: San Diego County Responds.
- **Public Safety** - ALERT rain gauge system.
- **Public Service Announcement (PSA)** - Voter Outreach.
- **Special Audience** - Leaps and Bounds -Chronicles segment.

Other recognition for programs that promote the Safe and Livable Communities Initiative

- **2005** - Aging and Independent Services (AIS) was selected by the federal U.S. Administration on Aging as one of 17 **You Can! Program Champions** in the nation at the 2005 Joint Conference of the American Society on Aging and the National Council on Aging; AIS was recognized for nutrition education and fitness programming for older adults at the community level.
- **2005- Friends of Library USA/Baker and Taylor, Large Library Friends Award:** Solana Beach Friends of the Library.
- **2005 - County Alcohol & Drug Program Administrators Association of California, Treatment & Recovery, Diversity Awards:** Two San Diego County contractors, Serenity House and Rachel Women's Center, were selected for program excellence.
- **2004 - California State Association of Counties (CSAC) - Merit Awards**
 - "You Can Work" Program - an employment initiative, which assists the disabled in San Diego County to work without placing their benefits at risk.
- **2004 - First Annual PROW (Programmatic Registry Operations Workgroup) Center of Excellence Award:** San Diego County's Regional Immunization Registry (SDIR) was selected for this national award for excellence in meeting PROW standards on

immunization-related activities such as vaccine management, quality assurance, service delivery, consumer information, surveillance and assessment.

- **California Healthcare Association - Best Practices Award** to Edgemoor Geriatric Hospital for its free clothing "store" for disabled patients.

Operational Excellence Awards

- **2005 - National Association of Counties (NACo) - Achievement Awards:**
 - Work Safe/Stay Healthy Program.
 - Treasurer's Monthly Management Package.
 - Justice Case Activity Tracking System (JCATS) - Public Defender Case Management System - a comprehensive, scalable, and fully web-enabled public defender case management system.
 - Edgemoor Business Park Development.
 - Public Works Accident Prevention Program.
 - Risk Mitigation & Litigation Program.
 - E-mail Shopping Survey Program - to ensure a high level of customer satisfaction for customers contacting and receiving assistance from County staff through e-mail correspondence.
 - Economical and Effective Streaming Video Training - on-demand training in the District Attorney's office on technical and organizational issues via each employee's desktop computer.
 - Staff Online Databases Training via the Telephone - a hands-on training of staff on County Library online subscription resources.
 - Frontline Leadership Development Program - Health and Human Services.
 - New Training & Orientation Program - Clerk of the Board.
 - Facts on the Fly - one-page flash reports, published quarterly, presenting current facts about Health and Human Services' program performance vs. performance targets.



- Video Receptionist Program - District Attorney.
- Worker's Comp and Leave Program - Probation.
- **Survey Records System (SRS)** - online access to thousands of maps, plans, and a variety of records related to land information. Records can be searched, viewed and retrieved from anywhere using a standard web browser.
 - **2005 - NACo *Achievement Award*.**
 - **2005 - Center for Digital Education, *Digital Government Achievement Award - Government to Government Category*.**
- **2005 - US/Canada Government Finance Officers Association, *Certificate of Achievement for Excellence in Financial Reporting & Distinguished Budget Presentation Award***, for demonstrating that visible, clear, comprehensible decisions related to resource allocation are made by the County on behalf of its citizens.
- **2004 - California State Association of Counties (CSAC) - *Challenge Awards***
 - Risk Mitigation & Litigation Program.
- **2005 - National Association of Telecommunications Officers & Advisors/Southern California & Nevada (SCAN/NATOA), *"Star" Award - Second place for "Overall Excellence" among large cities & counties in California and Nevada***, to San Diego County's government access cable television channel, County Television Network (CTN).
- **2004 - California State Association of Counties (CSAC) - *Merit Awards***
 - Executive Management Performance System.
 - Public Purchasing: Changing Times, Changing Ways.
- **2004-2005 San Diego County Grand Jury, *Commendation to the County of San Diego Department of Animal Services*** -

"There is no magic formula for turning things around. A combination of elements-- cooperation, grass-roots efforts, government support, money, patience, persistence and a whole lot of ingenuity--have gone into San Diego County's animal programs.

"County of San Diego Animal Services is to be commended for its progressive attitudes. The effectiveness of their model program has transformed San Diego County into one of the safest in the country for abandoned animals."

Adopted Operational Plan - Overview

Introduction

The County's Fiscal Year 2005-07 Operational Plan is prepared with the recognition that there are always new challenges and opportunities. This plan flows from a continuous review of expectations, needs, and resources that define the County's operating environment. Environmental considerations that influence the Operational Plan include ongoing State of California structural budget deficits, a continuing federal deficit, ongoing federal and State mandates, cost escalation in housing, energy, fuel, and healthcare, and emergency preparedness issues, and demographic trends.

Economic Indicators

The U.S. economy's Gross Domestic Product (GDP) for 2004 showed an increase of 4.4% versus 3% growth in 2003. This represents the strongest year for growth in the U.S. economy since 1999 and was primarily driven by domestic consumption and the housing sector. For the first half of 2005, a slower but still healthy growth of about 3.5% was led by business investment and exports. Some significant risks facing the U.S. economy include the large and growing current trade deficit, inflation, uncertainty in oil prices, and weaker-than-expected growth in Europe and Japan.

A review of California's economic data shows that the State has been doing well for the last two years. Overall, 2004 was a good year for California: payroll and household jobs experienced healthy growth of 1.5%; the job growth also contributed to a solid personal income growth of 6.0%; and taxable sales grew an adjusted 7.3%. The unemployment rate has been inching down to 6.2% in 2004 versus 6.7% in 2003 and 2002. For 2005, similar but slower growth rates

are estimated - taxable sales will show moderate gains (3.8%), job growth is projected to remain stable (1.8%), and personal income is anticipated to grow at a healthy rate (5.7%).

The southern portion of the state, i.e., San Diego County, Orange County, and the Inland Empire has been the center of growth for the State for the last several years. San Diego County has experienced positive economic growth every year since 1994. The regional economy has outperformed both the State and national growth rates. Based on preliminary forecast data, San Diego will experience yet another year of positive economic growth in 2005 of approximately 4.5% adjusted for inflation.

Approximately one-half of San Diego County's population is part of the civilian labor force (1,531,500 in July 2005). The region is also home to perhaps the largest military complex in the world. The County's positive job growth is prompting migration to San Diego by prospective employees in search of work. The annual unemployment rate was estimated at 4.4% for the 12 month period of August 2004 through July 2005, with July 2005's unemployment rate at 4.4%. These figures remain lower than the State projected rate for 2005 - 5.6% and the national forecast of 5.2%.

San Diego's housing affordability, a measure indicating the average household's ability to afford a median-price home, stands at 9% as of August 2005, down from 10% as of August 2004. Previously, San Diego's housing affordability had been 15% in December 2003, 22% in 2002 and 27% in 2001. San Diego's per capita income was \$34,915 in 2002, \$35,841 in 2003, estimated at \$36,916 in 2004, and forecasted at \$38,614 for 2005.

Sources: San Diego Regional Chamber of Commerce, the UCLA Anderson Forecast, the State of California Employment Development Department, the California Association of Realtors, and the San Diego Convention and Visitors Bureau.



Since the early 1990's San Diego County has seen an increasing diversification of economic activity and has evolved as a hub for research and development (R&D) and product manufacturing in telecommunications, biotechnology, military products, electronics and information technology. The defense sector is expected to remain stable in 2005 due to military activities and the ongoing battle on terrorism, with some growth forecasted in defense contract expenditures. San Diego industry benefits from increased spending for homeland defense as well. One risk the County closely tracked was the 2005 Base Realignment and Closure Recommendations. The final recommendations, however, did not adversely impact San Diego.

International trade and implementation of the North American Free Trade Agreement (NAFTA) continue to be a major economic strength for the County. The San Diego Convention and Visitors Bureau (CONVIS) forecasts that 2005 will be a very strong year for the visitor/tourist industry due in part to the emergence of San Diego as a leading U.S west coast cruise port. In 2005 the Port of San Diego will host more than 200 cruise ship visits, with 150 of those voyages beginning and ending in San Diego. Through August 2005, CONVIS reports that total visitor spending is up 4.5% year-to-date compared to 2004.

State of California's Budget

On January 10, 2005, Governor Schwarzenegger submitted the Proposed Fiscal Year 2005-06 budget to the California legislature. The Governor's Proposed Budget addressed the Fiscal Year 2005-06 budget shortfall through program savings in K-12 education, social services, transportation, and employee compensation. The plan proposed the use of about \$1.7 billion of the remaining Proposition 57 deficit-bond proceeds, and it contained other funding shifts and borrowing.

The Governor's May Revision reflected an improved revenue picture and it reduced borrowing and increased spending in a limited number of areas (e.g., Proposition 42 transfer to transportation, Proposition 98 "settle-up" payments, and Senior citizens' property tax and renter's assistance programs).

The 2005-06 State Budget Act contained some significant changes from the May Revision: fully funding the Vehicle License Fee (VLF) gap loan, fully funding the General Fund contribution to the State Teachers' Retirement System (STRS), and it contained only modest reductions related to employee compensation, and included smaller reductions in social services spending than proposed by the Governor.

The State of California's budget outlook continues to be severely strained by an ongoing structural imbalance between revenues and expenditures. According to a review of the 2005-06 Budget Act by the State of California's Legislative Analyst (September 2005), the budget does not fully address the State's ongoing structural imbalance. The projected Fiscal Year 2006-07 imbalance is estimated to be \$6.0 billion.

Impact on the County's Adopted Operational Plan

From the County's perspective, the 2005-06 Budget Act is consistent with the two year budget agreement reached between the State and local governments in July 2004 and the passage of Proposition 1A on the November 2004 ballot with respect to General Purpose Revenues. For the second year in a row the County's budgeted revenues reflect the shift of \$27.5 million of its property taxes to the Educational Revenue Augmentation Fund (ERAF) to assist the State to meet its funding obligations to local schools.

Sources: State of California Legislative Analyst's Office.



State Mandated Costs — In recent budget years, the State has been deferring repayment for State mandated costs (known as SB 90 costs) to local governments. As a result, the County is owed several million dollars. The 2005-06 State Budget Act provides for reimbursement of all mandated costs incurred by local governments in 2004-05 and 2005-06 except those related to the Peace Officer's Procedural Bill of Rights. Repayment of prior year costs will be made over a 15-year period. The County's Operational Plan, however, assumes no reimbursement for mandated costs in Fiscal Years 2005-06 and 2006-07 because the County's Plan was approved prior to the State's budget.

The most significant of the mandates for the County are the provisions of AB 3632 special education mental health services, Absentee Voting services, and Child Abduction and Recovery services. The County's Operational Plan assumes that special education mental health services would be funded by the local schools and that the other two mandated services would be paid for with General Purpose Revenues. Because the State has funded mandated costs reimbursement, State funding will replace school funding for the AB 3632 services and the County will receive unbudgeted State revenue for Absentee Voting and Child Abduction and Recovery services in the approximate amount of \$2.55 million.

Transfer of Fees — The 2005-06 Budget Act requires counties to transfer revenues from certain court imposed fees, fines, and forfeitures to the local trial court that would otherwise have gone to the counties, extending the 2003-04 and 2004-05 transfer for four more years. The County's share was \$2.1 million for 2003-04 and 2004-05 and will decline to approximately \$1.35 million in 2005-06. One-time resources will be used to fund this requirement.

Property Tax Administration Grant — The 2005-06 Budget Act suspends for two years the \$60 million that the State has budgeted since 1995-96 for the State Property Tax Administration Grant program that has assisted counties in maintaining timely property assessments. The County's revenue loss of \$5.4 million was not anticipated in the Fiscal

Year 2005-06 Adopted Operational Plan. The County will determine whether costs can be reduced or if another funding source is available to cover all or a portion of this revenue loss.

Understanding the Operational Plan

This Operational Plan provides the County's financial plan for the next two fiscal years (July 1, 2005 through June 30, 2007). Pursuant to Government Code §29000 et al., however, State law allows the Board of Supervisors to formally adopt only the first year of the Operational Plan as the County's Budget. The Board approves the second year of the plan in principle for planning purposes.

The Operational Plan details each department's major accomplishments during the past year, discusses strategic objectives for the next two years, and projects the resources required to achieve them. Operational planning in the County's General Management System (GMS) builds from the Strategic Plan and the Five-Year Financial Forecast. The first two fiscal years of the financial forecast form the basis for the Operational Plan. The Operational Plan is monitored regularly and is linked to the rewards and recognition phase of the GMS.

The General Management System

The County's General Management System is the instruction manual for managing County operations and is the guide for adherence to key disciplines and core principles. The GMS describes how we plan, implement, and monitor all County functions that affect the services we provide to County residents, businesses, and visitors. Simply put, the GMS is a way of making sure that we uphold our obligations to our fellow citizens by sticking to our promises and plans, objectively evaluating performance, striving for continuous improvement, and efficiently applying precious taxpayer dollars.

The idea behind the GMS is straightforward: the County is able to provide superior services if we set sound goals and apply sound management principles to achieve those goals.



At the heart of the GMS are five overlapping components that help make sure the County asks and answers crucial questions:

Strategic Planning asks: *Where are we going?* Strategic Planning is long-range (five-year) planning that anticipates significant needs, challenges, and risks on the horizon. A key product of the Strategic Planning process is the County's Strategic Plan, which defines major goals and action plans.

Operational Planning asks: *How do we plan to get where we're going?* Operational Planning focuses on short-term planning for the two upcoming fiscal years, allocating resources to specific programs and services in order to implement the Strategic Plan.

Monitoring and Control asks: *Are we on track?* Monitoring and Control is the process of continuously evaluating performance to ensure that goals are tracked, plans followed, and risks identified. This allows the County to know right away if we are over-spending or under-performing. Evaluations occur on a monthly, quarterly, and annual basis at all levels of the organization.

Functional Threading asks: *Are we working together?* The County has many critical functions and goals that cut across organizational lines. Functional threading ensures communication and cooperation across these lines to achieve objectives, solve problems, and share information. Coordinating staff and linking the functions they perform allows the County to efficiently use scarce resources.

Motivation, Rewards, and Recognition asks: *Are we sharing goals and encouraging success?* County employees personalize GMS disciplines. This requires setting clear expectations for employees, providing incentives, evaluating employees' performance, and rewarding those who meet and exceed expectations.

The five GMS components form an annual cycle that is renewed each fiscal year with review of the Strategic Plan and development of a new Operational Plan.

Strategic Plan

The General Management System provides the County with a set of operating rules and guidelines. The Strategic Plan identifies key goals and disciplines, outlining the County's priorities for accomplishing our mission over a five-year period. Our Strategic Plan tells us where we should be going and our General Management System helps make sure we get there.

The County's 2005-10 Strategic Plan defines broad, organization-wide goals - known as Strategic Initiatives - which help prioritize specific County efforts and programs and form the basis for allocating resources. Everything the County does supports these three Strategic Initiatives:

- Kids (Improve opportunities for children),
- Environment (Promote natural resource management strategies that ensure environmental preservation, quality of life, and economic development), and
- Safe and Livable Communities (Promote safe and livable communities).

The Strategic Plan also sets forth key organizational disciplines because we must maintain a high level of operational excellence in order to accomplish our Strategic Initiative goals. Our Required Disciplines serve as enablers to the Strategic Initiatives. These Required Disciplines are: Fiscal Stability; Customer Satisfaction; Regional Leadership; Skilled, Competent Workforce; Essential Infrastructure; Information Management; Accountability/ Transparency; and Continuous Improvement.

To connect our Strategic Plan goals with the resources necessary to achieve them, a Five-Year Financial Forecast evaluates our available resources. To further align our goal setting process with resource allocation, the Strategic Plan is reflected in the program objectives in the Operational Plan, in the performance plans for managers, and in each department's Quality First Program goals.



Context for Strategic and Operational Planning

To be effective, the goals we set and resources we allocate have to be consistent with our purpose as an organization. Context for all strategic and operational planning is provided by the County's Mission, Guiding Principles, and Vision. The Strategic Plan sets the course for accomplishing the County's mission:

To provide the residents of San Diego County with superior County services in terms of quality, timeliness, and value in order to improve the region's quality of life.

This mission reflects our commitment to anticipating, understanding, and responding to the critical issues that affect our residents. The Strategic Plan also upholds the County's Guiding Principles, core values that articulate our organization's ethical obligations to County residents and basic standards to which County employees must adhere. These four Guiding Principles are:

- Provide for the safety and well-being of those San Diego communities, families, individuals, and other organizations we serve.
- Preserve and enhance the environment in San Diego County.
- Ensure the County's fiscal stability through periods of economic fluctuations and changing priorities and service demands.
- Promote a culture that values our employees, partners, and customers and institutionalizes continuous improvement and innovation.

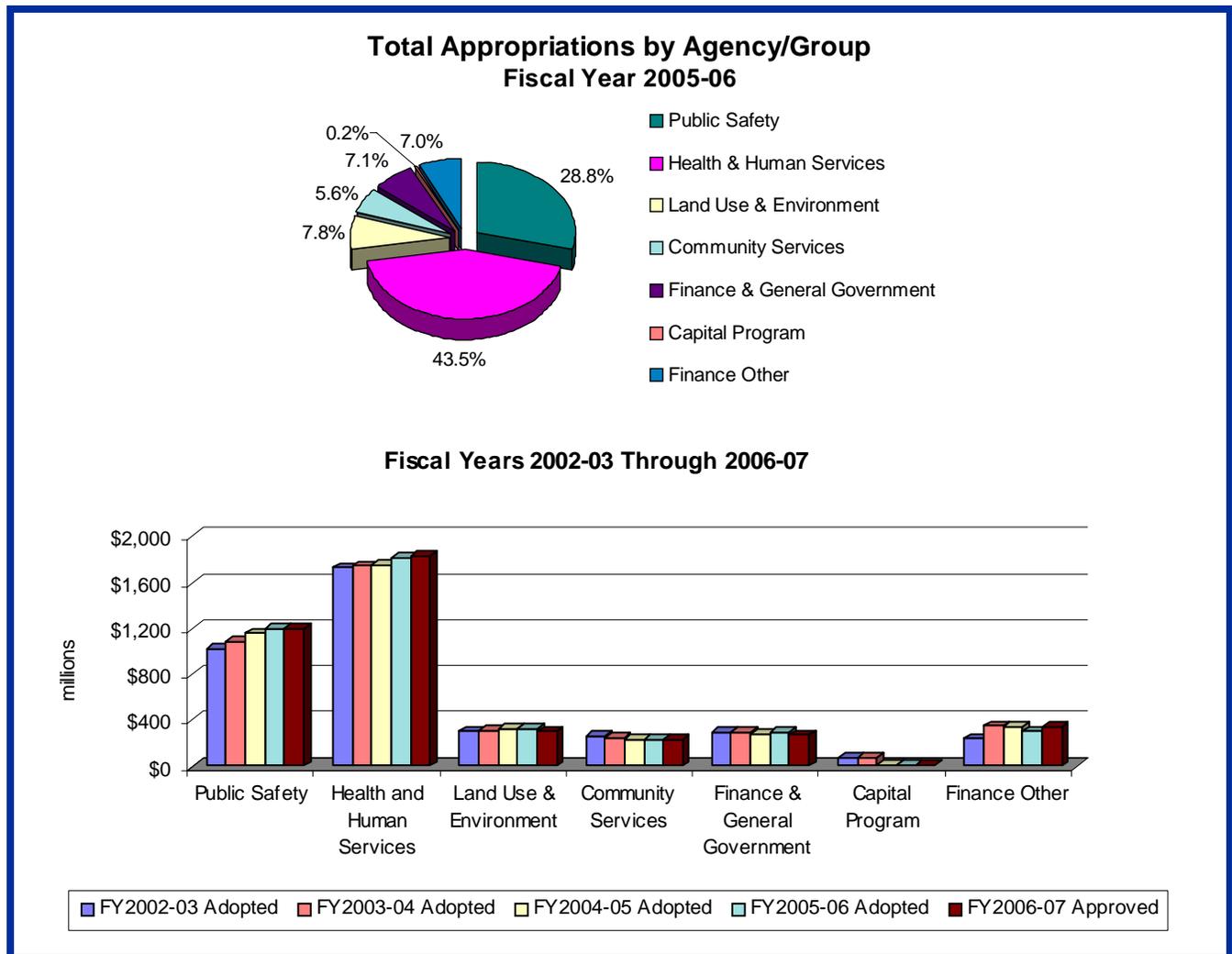
Achieving our Strategic Initiatives and maintaining operational excellence allows the County to realize its Vision:

A County Government that has earned the respect and support of its residents.

All Funds: Total Appropriations

Total Appropriations by Agency/Group

Appropriations total \$4.19 billion in the Operational Plan for Fiscal Year 2005-06 and \$4.19 billion for Fiscal Year 2006-07. This is an increase of \$98.7 million or 2.4% for Fiscal Year 2005-06 from the Fiscal Year 2004-05 Adopted Operational Plan. Looking at the Operational Plan by Agency/Group, appropriations increase in Public Safety, Health & Human Services, Land Use & Environment, Community Services, and Finance & General Government, with the Capital Program and Finance-Other program categories decreasing appropriations.





Total Appropriations by Agency/Group (in millions)

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Public Safety	\$ 1,021.7	\$ 1,082.7	\$ 1,158.6	\$ 1,203.9	\$ 1,203.2
Health and Human Services	1,730.0	1,744.1	1,751.0	1,821.2	1,837.1
Land Use & Environment	303.1	305.6	324.8	328.3	302.9
Community Services	265.7	251.7	231.2	236.5	236.4
Finance & General Government	296.0	289.1	276.5	289.1	271.6
Capital Program	68.5	67.8	8.2	7.0	5.7
Finance Other	239.3	349.1	338.0	300.8	336.1
Total	\$ 3,924.3	\$ 4,090.2	\$ 4,088.2	\$ 4,186.9	\$ 4,192.8

The pie chart above shows each Agency/Group's share of the Fiscal Year 2005-06 Operational Plan, while the bar chart and table compare the Fiscal Years 2005-06 and 2006-07 appropriations to the three prior fiscal years. An overview of the County's Operational Plan is presented below by Agency/Group that highlights changes and key areas of emphasis. Appendix A: Budget by Agency/Group provides additional information regarding expenditures and revenues (financing sources) by category by Agency or Group. More detail by departments begins on page 67.

The Operational Plan illustrates a renewed Countywide focus on measuring performance in terms of outcomes by identifying core services or mission critical services, desired performance results, and final outcome measures. The transition to new outcome-based performance measures will be evident in the performance measure tables for each department. Where new measures are taking the place of old, an "N/A" will appear in the 2004-05 Adopted and 2004-05 Actual columns to signify that no data is available for the current year. Where old measures are being discontinued, "N/A" will appear in the 2005-06 Adopted and 2006-07 Approved columns.

Public Safety Group — A net increase of 3.9% or \$45.3 million over the Fiscal Year 2004-05 Adopted Operational Plan. This increase is primarily due to negotiated salaries and benefit increases but also includes resources for: a new dorm at the Probation Department's Juvenile Ranch Facility to expand sentencing alternatives for youthful offenders; staff to supervise high-risk adult offenders; increased operational costs for detention facilities; maintaining essential levels of safety and readiness; increased costs of pharmaceuticals for jail inmates; staff to reduce the number of defense conflicts on high-level felony cases; implementation of Proposition 69 - The Fingerprint, Unsolved Crime and Innocence Protection Act; and staff to decrease Medical Examiner response times.

Key areas of focus in the coming year include:

- Strengthening the County's ability to respond to an emergency,
- Keeping communities safe with a continued focus on sex offenders, gang violence and crime associated with drug use, abuse, and sales,
- Completing enhancements to the Regional Communications System,



- Addressing emerging public safety issues including identity theft, human trafficking, mental health needs of offenders, and offender re-entry into the community,
- Implementing Proposition 69 - The Fingerprint, Unsolved Crime and Innocence Protection Act,
- Increasing the level of supervision of high-risk offenders,
- Reducing the number of defense conflicts on high-level felony cases,
- Promoting the well-being of children and the self-sufficiency of families through success in the child support program, and
- Expanding performance management activities within Public Safety departments.

Health and Human Services Agency (HHSA) — A net increase of 4.0% or \$70.2 million over the Fiscal Year 2004-05 Adopted Operational Plan. The net increase is attributed to negotiated salaries and benefits increases; caseload increases and the rising cost of doing business within the In-Home Supportive Services program; increased funding of County Medical Services for hospital and clinic services; additional funds needed to prepare for implementation of the California Work Opportunities And Responsibility to Kids (CalWORKS) Information Network (CalWIN) system to track welfare services; and an additional ambulance in one of the County Service Areas. Cost reductions were achieved as a result of the Mental Health managed competition.

Key areas of focus in the coming year include:

- Keeping at-risk children and their families safe, healthy, and self-sufficient,
- Protecting the public's health through education and monitoring and responding to public health threats and other emergencies,
- Keeping vulnerable adults safe, healthy, and self-sufficient,

- Completing a comprehensive community-based planning process and beginning implementation of expanded mental health services funded by the Mental Health Services Act (Proposition 63),
- Improving operational productivity by reengineering public health field nurse services,

Land Use and Environment Group — An expenditure increase of 1.1% or \$3.5 million from the Fiscal Year 2004-05 Adopted Operational Plan. The net increase is primarily due to negotiated salaries and benefits increases, the restoration of Proposition 42-Transportation Funding: Sales and Use Tax revenue for various road resurfacing and construction projects, and the re-budget of fire fuel reduction and Firestorm 2003 recovery activities. The increases are offset by the completion of various one-time projects and the normal fluctuation in TransNet funded road projects.

Key areas of focus in the coming year include:

- Managing the County of San Diego Multiple Species Conservation Program (MSCP),
- Enhancing safety, education, and recreational activities for children and families,
- Improving customer service by re-engineering the Land Development Permitting Process,
- Continuing fire recovery efforts by rebuilding and improving parks and open space preserves and coordinating the Countywide Fuels Reduction Program,
- Protecting public health by monitoring and improving air, food, and water safety, and
- Maintaining and improving County roads.

Community Services Group — A net increase of 2.3% or \$5.3 million from the Fiscal Year 2004-05 Adopted Operational Plan. The increase is principally due to negotiated salaries and benefits increases offset by a net 7.00 staff year reduction; increased internal service fund costs for utilities, fuel, and external overheads; increased costs for



newly opened branch libraries; and the costs of voter materials for the upcoming elections. Increases in costs are partially offset by decreases to align expenditures with available revenue in Housing and Community Development.

Key areas of focus in the coming year include:

- Improving voter opportunities and conducting elections,
- Expanding Library services and improving literacy,
- Providing superior, cost-effective internal service fund support to County departments,
- Increasing investment in energy saving technologies,
- Maintaining the County infrastructure through commitment to major maintenance,
- Protecting the public from dangerous animals and protecting animals from abuse and neglect,
- Helping to provide safe and sanitary affordable housing, and
- Completing construction projects including the Edgemoor Healthcare Complex.

Finance and General Government Group — A net increase of 4.6% or \$12.7 million from the Fiscal Year 2004-05 Adopted Budget. The increase is due to negotiated salaries and benefits increases and the implementation costs of enterprise-wide information technology projects including the Integrated Property Tax System.

Key areas of focus in the coming year include:

- Implementing a fully integrated Property Tax System,
- Overseeing the information technology services follow-up contract,
- Maintaining a robust, diverse, and capable workforce,
- Improving the provision of vital records,
- Maintaining a high credit rating,
- Maintaining a strong Treasurer's Investment Pool,

- Providing the highest quality legal services to the Board and County departments,
- Maintaining the investment in modern information technology, and
- Maintaining the County's fiscal stability through sound accounting, auditing, budgetary practices, and management discipline.

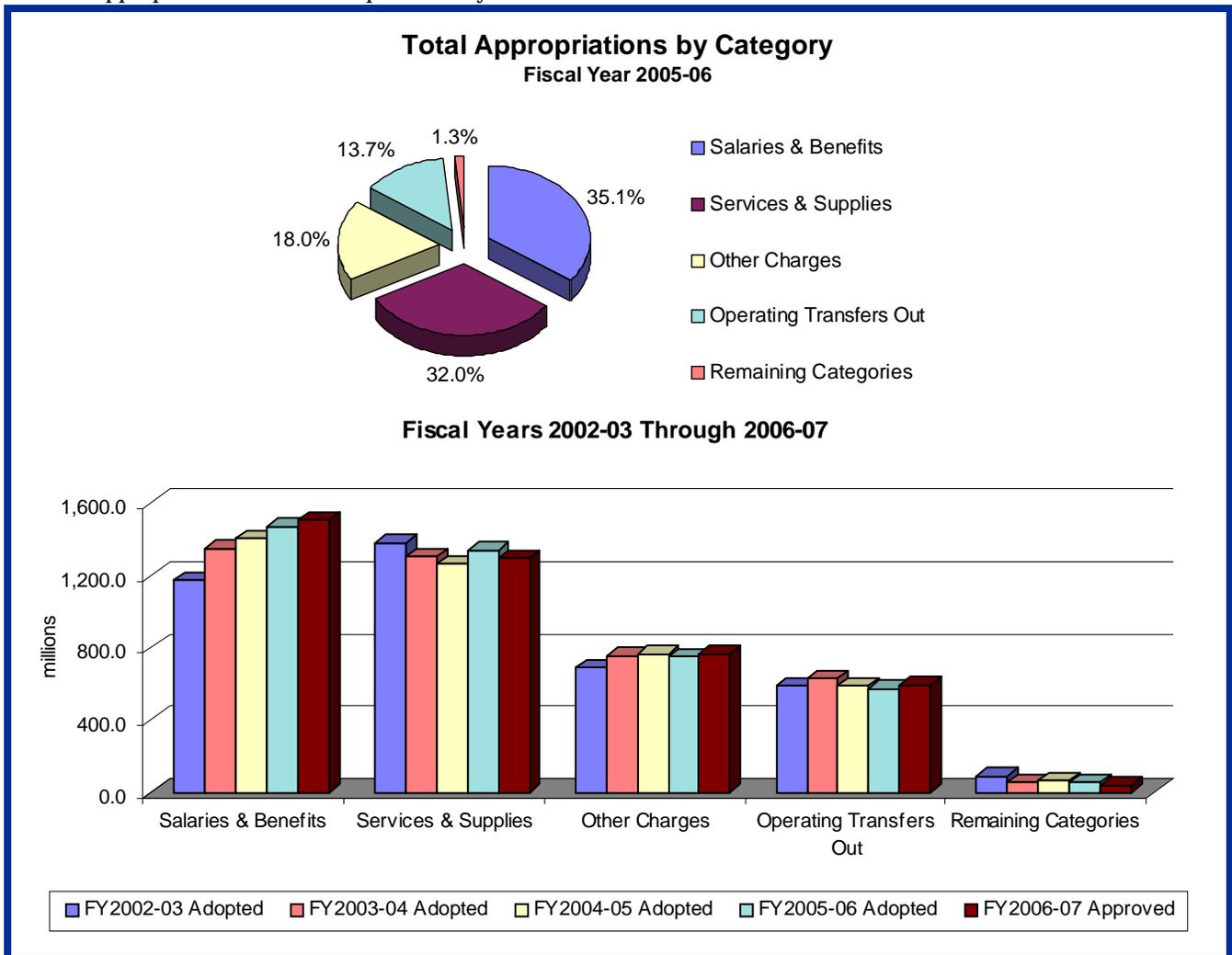
Capital — A net decrease of \$1.2 million or 14.1% from Fiscal Year 2004-05. The net decrease is the result of the changing nature and costs of capital projects. Capital project appropriations include \$2.8 million for Multiple Species Conservation Program (MSCP) land acquisitions, approximately \$1.0 million for park playgrounds and improvements including Americans with Disabilities Act (ADA) upgrades and \$0.4 million for a permanent base at the Fallbrook Airport for the Sheriff's fire and life safety helicopter.

Finance-Other — A decrease of \$37.1 million or 11.0% from Fiscal Year 2004-05. This group of programs includes miscellaneous funds and programs that are predominantly Countywide in nature, have no staffing associated with them, or exist for proper budgetary accounting purposes. Included in this Group are such programs as the Contingency Reserve, the General Fund's Contribution to the Capital Outlay Fund and the Library Fund, Lease-purchase Payments on San Diego County Capital Asset Leasing (SANCAL) Corporation bonds, the Employee Benefits Internal Service Fund (ISF), the Public Liability Insurance ISF, the Pension Obligation Bond (POB) Fund, the Community Enhancement Program, and the Community Projects Program. The decrease is the result of lower lease purchase payments; the one-time economic defeasance of the 1994 Pension Bonds in the prior year; and normal fluctuations in one-time items. There is a slight increase in the Employee Benefits ISF for Workers' Compensation including an increase in the Workers' Compensation reserves.



Total Appropriations by Category of Expenditures

The table and graph below show the Operational Plan broken down by category of expenditures. As noted above, the Fiscal Year 2005-06 Adopted Operational Plan is increasing overall by \$98.7 million from the Fiscal Year 2004-05 Adopted Budget and \$5.9 million in Fiscal Year 2006-07. The pie chart below shows the share of the Fiscal Year 2005-06 Adopted Operational Plan for each category of expenditures, while the bar chart and table compare the Fiscal Years 2005-06 and 2006-07 appropriations to the three prior fiscal years.





Total Appropriations by Category
(in millions)

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Salaries & Employee Benefits	\$ 1,174.7	\$ 1,349.3	\$ 1,404.1	\$ 1,467.8	\$ 1,502.5
Services & Supplies	1,378.8	1,301.1	1,264.9	1,339.7	1,291.7
Other Charges	691.4	756.6	763.1	751.6	763.6
Capital Assets/Land Acquisition	32.3	24.2	11.4	18.3	14.9
Capital Assets Equipment	19.7	18.2	41.4	16.0	13.5
Exp Transfer & Reimbursements	(19.2)	(16.1)	(16.1)	(17.4)	(17.9)
Reserves	11.4	11.1	15.7	15.7	15.7
Reserve/Designation Increase	22.9	6.5	4.6	4.3	4.6
Operating Transfers Out	587.4	628.5	587.5	573.5	595.0
Management Reserves	24.9	11.0	11.7	17.3	9.2
Total	\$ 3,924.3	\$ 4,090.2	\$ 4,088.2	\$ 4,186.9	\$ 4,192.8

Changes include:

- Salaries and Benefits are increasing by a net \$63.8 million or 4.5%. This reflects negotiated increases in base pay and health insurance along with required payments to the retirement fund offset by the reduction of 64.95 staff years. The smaller increase in Fiscal Year 2006-07 of \$34.7 million or 2.4% is due to a smaller estimated wage and benefit increase. See "Total Staffing" on page 30 for further detail regarding labor agreements and information on staffing changes by functional area.
- Services and Supplies are increasing by \$74.9 million or 5.9%. Increases are budgeted in many accounts, most notably a \$21.4 million increase in costs for senior programs including In-Home Supportive Services. Other increases include funds for contract, consultant, and professional services, miscellaneous expenses, communication and information technology costs, hazardous material removal, and internal service fund

costs for major maintenance, utilities and fleet.

Decreases are in contracted road services, temporary contract help, postage, minor equipment, and security systems rental. A slight decrease of 1.1% is in Fiscal Year 2006-07.

- Other Charges are decreasing by \$11.5 million or 1.5%. This category includes items such as aid payments, debt service payments, interest expense, right of way easement purchases, and various contributions to other agencies including trial courts and community enhancement and community projects program grantees. Decreases are included for payments in the General Relief, Seriously Emotionally Disturbed and Child Care programs and for bond redemption due to the one-time economic defeasance of Pension Bonds in the prior year Adopted Budget. Increases are budgeted due to an increase in Inmate Medical Costs and interest on bonds due to a change in budgeting methods. An increase of 1.6% is planned for Fiscal Year 2006-07 due to caseload increases



All Funds: Total Appropriations

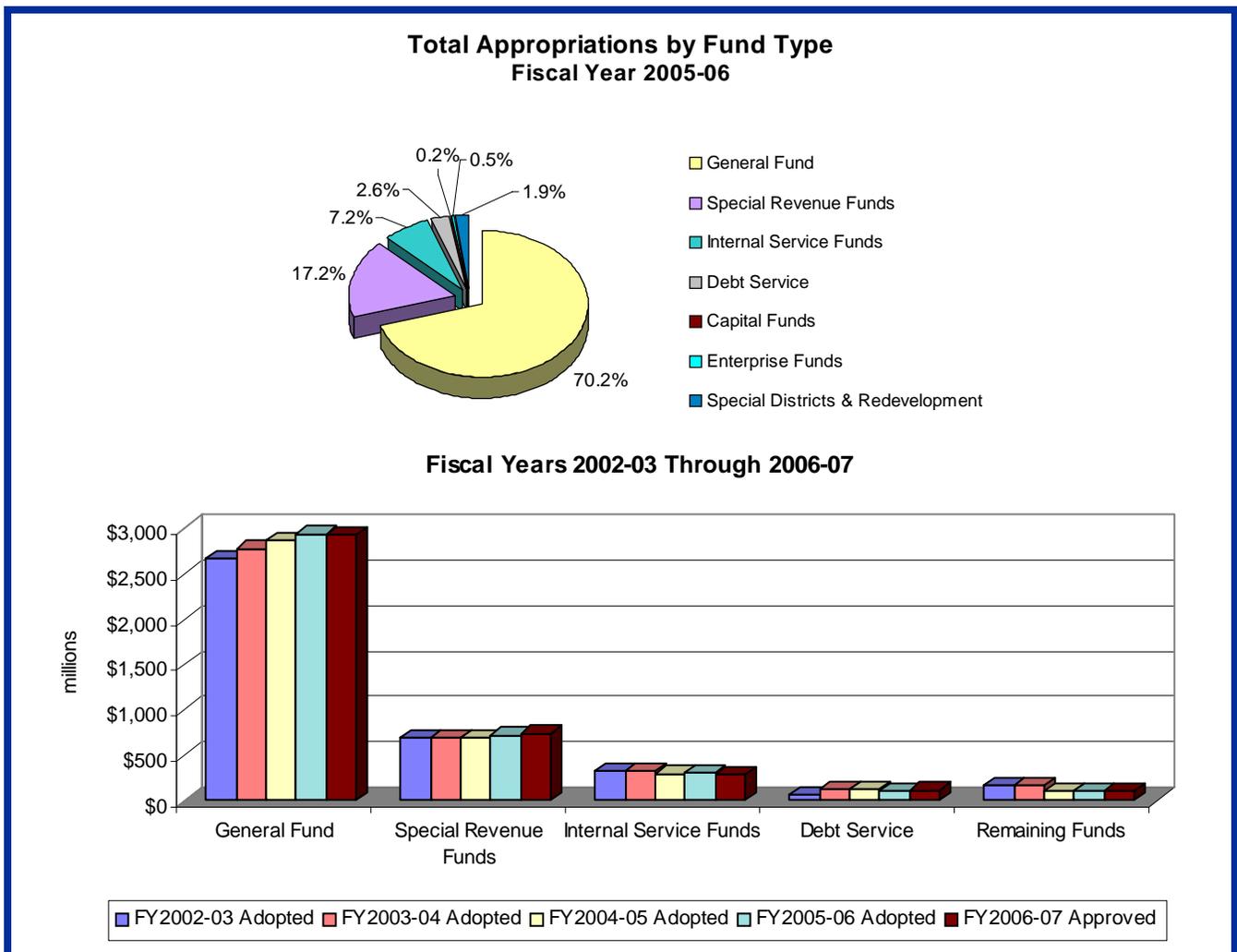
in Foster Care, Aid for Adopted Children, and the Kinship Guardianship Assistance Program and right-of-way easements.

- Capital Assets/Land Acquisition, which includes Capital Projects and Land Acquisitions, are increasing \$6.9 million or 61% from last year. Projects are included in the Capital Outlay Fund, the Airport Enterprise Fund, and the Alpine, Lakeside, and Spring Valley sanitation districts. The amount of money available for new projects or project expansion varies year-to-year, but capital appropriations at the project level are generally considered to be one-time. A decrease of 18.8% is planned in Fiscal 2006-07 due to the changing nature and costs of projects.
- Capital Assets Equipment, which primarily includes routine internal service fund purchases of vehicle and heavy equipment, is decreasing by \$25.5 million or 61.5%, due to inclusion in the Fiscal Year 2004-05 Budget of appropriations for the Regional Communications System upgrade and a Fire/Life Safety helicopter. A decrease of 15.6% is planned for Fiscal 2006-07 due to a preliminary estimate of lower requirements for that year.
- Reserves represent appropriated contingency reserves that are set aside for unanticipated needs during the year. For Fiscal Years 2005-06 and 2006-07 the General Fund Contingency Reserve is \$15.6 million, the same amount as in Fiscal Year 2004-05. A contingency reserve of \$0.1 million for the Fleet Internal Service Fund is also unchanged from the prior year.
- Reserve/Designation Increases can vary from year to year depending upon the need to set aside fund balance for specific uses. Reserve/Designation Increases are decreasing \$0.3 million or 6.9%. Budgeted amounts for Fiscal Year 2005-06 include \$3.4 million for Workers' Compensation, with the remaining \$0.9 million in three sanitation districts. The \$4.6 million for Fiscal Year 2006-07 is primarily for an additional contribution to the Workers' Compensation reserve (\$4.2 million), with the remainder in five special districts.
- Operating Transfers Out, the accounting vehicle for transferring the resources of one fund to pay for activities in another, are decreasing by \$14.0 million or 2.4%. Various transfers between funds are increasing and decreasing with the largest decrease due to the reduction of the transfer from the General Fund to the Pension Obligation Bond Fund due to the one-time 2004 economic defeasance of the 1994 POBs. The largest increases are between the Proposition 172 and Realignment Special Revenue Funds and the General Fund. An increase of 3.8% is planned for Fiscal Year 2006-07 due primarily to increases in Proposition 172 and Realignment transfers to the General Fund.
- Management Reserves are increasing by \$5.7 million or 48.6%. The level of Management Reserves can vary from year-to-year. They are used to fund one-time projects or to serve as a prudent cushion for revenue and economic uncertainties at the Agency/Group level. A decrease of 46.7% is planned for Fiscal Year 2006-07.



Total Appropriations by Fund Type

The financial transactions of the County are recorded in individual funds and account groups. The State Controller prescribes uniform accounting practices for California counties. Various revenue sources are controlled and spent for purposes that require those funds to be accounted for separately. Accordingly, the following funds/fund types provide the basic structure for the Operational Plan. (See also "Basis of Accounting on page 61.) Appendix B: Budget Summary and Changes in Fund Balance provides detail regarding County Funds by Type of Fund and by Agency/Group and Changes in Fund Balance by major fund categories.





Total Appropriations by Fund Type (in millions)

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
General Fund	\$ 2,668.4	\$ 2,785.1	\$ 2,869.6	\$ 2,943.9	\$ 2,935.8
Special Revenue Funds	696.0	692.6	687.5	720.8	740.6
Internal Service Funds	330.7	324.0	295.4	302.6	293.9
Debt Service	61.5	121.9	126.6	110.5	116.5
Capital	68.5	67.8	8.2	7.0	5.7
Enterprise Funds	25.3	20.7	17.1	20.7	18.4
Special Districts & Redevelopment	73.9	78.1	84.0	81.3	82.1
Total	\$ 3,924.3	\$ 4,090.2	\$ 4,088.2	\$ 4,186.9	\$ 4,192.8

Governmental Fund Types

General Fund — accounts for all financial resources except those required to be accounted for in another fund. The General Fund is the County's primary operating fund.

Special Revenue Funds — account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes (other than for major capital projects). Examples include Road, Library, Realignment, and Proposition 172 revenue funds.

Capital Project Funds — account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds.)

Debt Service Funds — account for the accumulation of resources for, and the payment of, principal and interest on general long-term debt. The Debt Service Funds include bond principal and interest payments and administrative expenses for Pension Obligation Bonds. A discussion of long- and short-term financial obligations can be found on page 50.

Proprietary Fund Types

Enterprise Funds — account for operations that are financed and operated in a manner similar to private business enterprises. They include not only services financed primarily by user charges but also any activity which has significant potential for user-charge financing and which the governing body decides should be treated as a commercial enterprise.

Internal Service Funds — account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis. Examples include the Facilities Management, Fleet, Purchasing and Contracting, Employee Benefits, Public Liability, and Information Technology Internal Service Funds.

Appropriations Limits

Spending limits for the County are governed by the 1979 passage of California Proposition 4 (Article XIII B of the California Constitution) commonly known as the Gann initiative or Gann Limit. Proposition 4 places an appropriations limit on most spending from tax proceeds.



The limit for each year is equal to the prior year's spending with upward adjustments allowed for changes in population and the cost of living. Most appropriations are subject to the limit. However, Proposition 4 and subsequently Proposition 99 (1988), Proposition 10 (1998), and Proposition 111 (1990) exempt certain appropriations from the limit. These exemptions include capital outlay, debt service, local

government subventions, new tobacco taxes, appropriations supported by increased gas taxes, and appropriations resulting from national disasters.

When the limit is exceeded, Proposition 4 requires the surplus to be returned to the taxpayers within two years. Appropriations in the two-year period can be averaged before becoming subject to the excess revenue provisions of the Gann limit. As shown in the following table, the County continues to be far below the Gann limit.

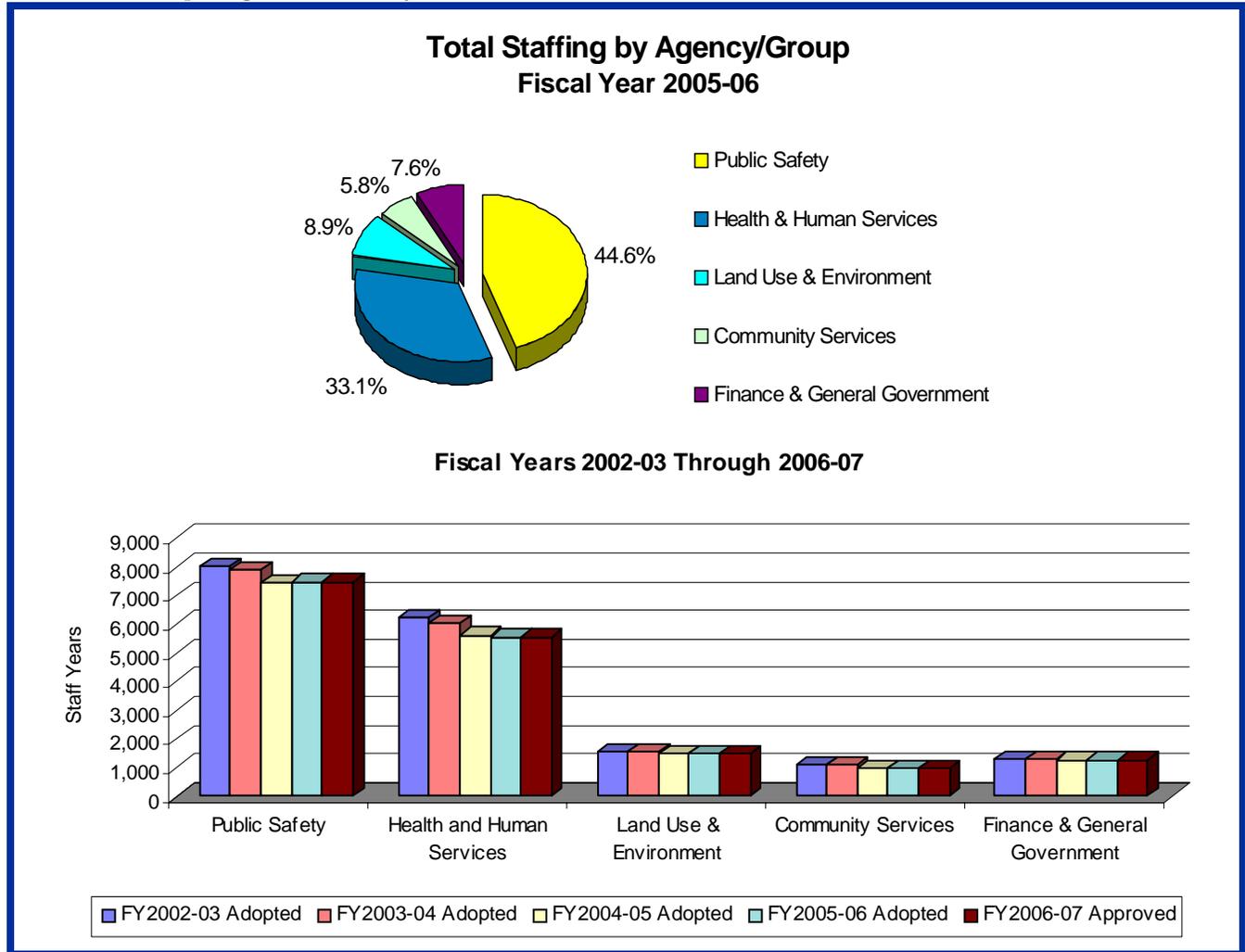
San Diego County Appropriation Limit (in millions)

	Fiscal Year 2000-01	Fiscal Year 2001-02	Fiscal Year 2002-03	Fiscal Year 2003-04	Fiscal Year 2004-05	Fiscal Year 2005-06
Gann Limit	\$ 2,563	\$ 2,818	\$ 2,832	\$ 2,949	\$ 3,081	\$ 3,300
Appropriations subject to the limit	\$ 587	\$ 633	\$ 597	\$ 714	\$ 717	\$ 877

All Funds: Total Staffing

Total Staffing

Staff years¹ for Fiscal Year 2005-06 are 64.95 less than the Adopted Budget for Fiscal Year 2004-05, a decrease of 0.4% to 16,771.92 staff years. An increase of 19.00 staff years is expected in the second year of the Plan, including 14.00 staff years in the Probation Department to augment staff who supervise high-risk adult offenders and 5.00 staff years to provide staffing for the 2006-07 opening of a new library.



¹ A staff year in the Operational Plan context equates to one permanent employee working full-time for one year. County salaries and benefit costs are based on the number of staff years required to provide a service.



Staffing—Staff Years

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Public Safety	8,018.24	7,916.00	7,470.50	7,478.50	7,492.50
Health and Human Services	6,236.73	6,054.27	5,620.62	5,549.92	5,549.92
Land Use & Environment	1,544.25	1,529.00	1,492.00	1,497.00	1,497.00
Community Services	1,079.50	1,099.25	986.25	979.00	984.00
Finance & General Government	1,302.00	1,303.75	1,267.50	1,267.50	1,267.50
Total	18,180.72	17,902.27	16,836.87	16,771.92	16,790.92

Last year's Operational Plan reduced staff years by 1,065.40 and acknowledged that the County's workforce was at an unsustainable level due primarily to prolonged State budget imbalances. Over the past two years the County developed a strategy whereby some positions were deleted, some were frozen and others were temporarily funded to enable services to be redesigned in an orderly manner.

The pie chart above shows each Agency/Group's share of the Fiscal Year 2005-06 Operational Plan staffing while the bar chart and table compare the Fiscal Years 2005-06 and 2006-07 staffing to the three prior fiscal years.

The Fiscal Year 2005-06 decrease of 64.95 staff years is a net amount with reductions in some areas and increases in others where resources are being deployed to the programs where they can do the most to achieve our strategic goals.

The Public Safety Group (PSG) has a net increase of 8.00 staff years or 0.1%. Child Support Services decreases 60.00 staff years to align staffing with the available revenues and the Sheriff reduces staff years slightly due to the expiration of a grant. Conversely, five other PSG departments increase staff. Probation increases by 40.00 staff years to operate an additional dorm at the Juvenile Ranch Facility, to add a unit

to supervise high risk young adult probationers, and to implement Proposition 69 - The Fingerprint, Unsolved Crime and Innocence Protection Act. The Public Defender and the Alternate Public Defender increase staff years by 15.00 and 9.00, respectively, to represent indigent clients in all court appointed cases. The Office of Emergency Services adds 4.00 staff years for Homeland Security activities and the Medical Examiner adds 2.00 staff years to improve response times.

The Health and Human Services Agency (HHSA) has a reduction of 70.70 staff years or (1.3%) primarily resulting from the re-engineering/outsourcing of Mental Health services through the managed competition process.

The Land Use and Environment Group (LUEG) reflects a net increase of 5.00 staff years or 0.3%. Increases are the result of transfers to Planning and Land Use and Public Works from the Finance and General Government Group and the addition of a staff year in Parks approved mid-year in Fiscal Year 2004-05.

The Community Services Group (CSG) reflects a net reduction of 7.25 staff years or (0.7%). In CSG, Housing and Community Development reduces staff years by 18.00



to align staffing with available revenue while the Registrar of Voters, Department of General Services, and the Library increase slightly.

The Finance and General Government Group reflects no net increase in staff years. Increases are included in Human Resources as a result of restoring training and development positions to full-time that were reduced to part-time last year and the transfer of staff years from HHSA to County Counsel for public guardian/administrator activities. These increases are offset by transfers to Planning and Land Use for developer deposit accounting, to Public Works for accounts payable/receivable functions, and to General Services for Internal Service Fund accounting support.

More detail on staff year changes can be found in each department/program section of the Operational Plan that follows.

Labor Agreements

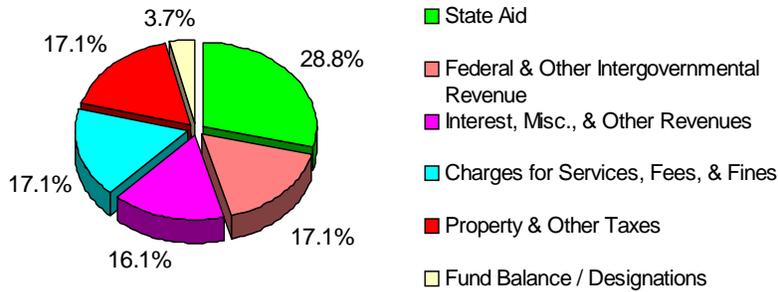
Fiscal Year 2005-06 is the final year of five-year salaries and benefits agreements for most of the County's bargaining units. Only two bargaining groups have agreements that extend through Fiscal Year 2006-07. The agreements included base pay, health insurance, and retirement adjustments.

All Funds: Total Revenues

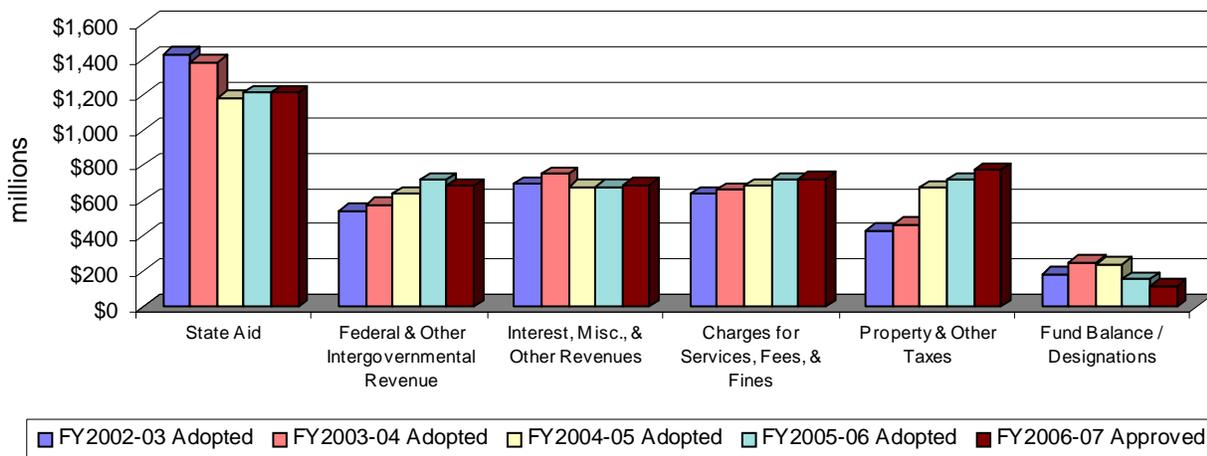
Total Revenues by Source

Total resources available to support County services for Fiscal Year 2005-06 are \$4.19 billion. This is an increase of \$98.7 million or 2.4% from the Fiscal Year 2004-05 Adopted Operational Plan. Total resources are anticipated to increase an additional \$5.9 million or 0.1% in Fiscal Year 2006-07. For Fiscal Year 2005-06, State aid (\$1.2 billion), federal aid (\$629.5 million), and other intergovernmental revenue (\$87.8 million) combined supply 45.9% of the financing sources for the County's budget. In comparison, locally generated taxes, including property tax, property tax in lieu of Vehicle License Fees (VLF), sales tax, real property transfer tax, transient occupancy tax, and miscellaneous other revenues, account for only 17.1% of the financing sources for the County's budget.

**Total Revenues by Source
Fiscal Year 2005-06**



Fiscal Years 2002-03 Through 2006-07





All Funds: Total Revenues

Total Revenues by Source (in millions)

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
State Aid	\$ 1,426.0	\$ 1,382.5	\$ 1,178.5	\$ 1,205.6	\$ 1,210.2
Federal & Other Intergovernmental Revenue	544.0	578.1	636.7	717.3	682.5
Interest, Misc., & Other Revenues	694.6	747.8	678.9	675.5	686.0
Charges for Services, Fees, & Fines	639.5	661.2	682.3	714.6	720.6
Property & Other Taxes	433.0	465.5	671.5	717.6	772.1
Fund Balance / Designations	187.3	255.1	240.4	156.3	121.3
Total	\$ 3,924.3	\$ 4,090.2	\$ 4,088.2	\$ 4,186.9	\$ 4,192.8

The remaining \$1.5 billion in financing sources (37.0%) include charges for current services, operating transfers from Realignment, Proposition 172 and other inter-fund sources, fund balance, reserve/designation decreases, and other miscellaneous sources.

The table above shows State aid, federal aid and other intergovernmental revenue, charges for services, fees and fines, and property and other taxes with a combined increase of \$186.1 million or an overall moderate increase of 5.9%. Reductions totaling \$87.4 million in the use of fund balance/reserves and interest, miscellaneous and other revenues represent a 9.5% reduction in these sources. Although the mix of resources has changed, net growth in Fiscal Year 2005-06 is 2.4%.

State aid increases \$27.1 million overall in Fiscal Year 2005-06. This is largely due to increases in special fund revenues in Proposition 172 (\$16 million) and Realignment (\$34.9 million) for Fiscal Year 2005-06, offset by some re-categorizing of aid from State to federal accounts substantially within Health and Human Services. See the

Summary of General Fund Financing Sources for additional detail on the budgeting of the Realignment and Proposition 172 revenues in Fiscal Year 2005-06.

Federal and other intergovernmental revenue increase 12.7% (\$80.6 million) primarily due to increases in Health and Human Services again as a result of re-categorizing revenue from State to federal accounts and from increases in Aging and Independence Services (In-Home Supportive Services), Behavioral Health Services, and emergency preparedness programs.

Interest, misc. & other revenues are anticipated to decrease marginally by \$3.4 million.

Charges for services, fees, and fines increase by \$32.3 million; some of the increases across the County are in the Sheriff's Department, Probation, and the Contribution for Trial Courts for PSG, and in Public Works, Environmental Health and the Air Pollution Control District in LUEG.

Property and other taxes increase by \$46.1 million as a result of an active real estate market and a strong local economy. Property taxes increase by \$43.4 million with the bulk of the increase (\$40.9) being in the General Fund, while the



Library fund increases \$2.1 million and all other special funds combined increase \$0.4 million. Budgeted property taxes assume an increase in assessed value of 10% for Fiscal Year 2005-06. Subsequent to budget adoption, however, final assessed value figures showed an increase in excess of 13%, which will result in property tax revenues exceeding budgeted levels. (See also the section below on General Purpose Revenues by Source for more information on the impact on the General Fund of the increase in assessed value.) Growth in Taxes Other Than Current Secured is a net \$2.7 million, with an increase in the General Fund of \$14.8 million, offset by decreases in special fund revenues of \$11.5 million, and all other sources decreasing by \$0.6 million. The General Fund increase is partially due to the increase in Real Property Transfer Taxes of \$8.3 million, Sales Tax Revenue growth of \$0.6 million, supplemental property tax increases of \$2.0 million, growth in property tax in lieu of VLF of \$3.6 million, and other revenue adjustments. The primary decrease in special fund revenues

is based on the \$11.4 million decrease in TransNet funding in the Department of Public Works related to adjustments in the detailed work program.

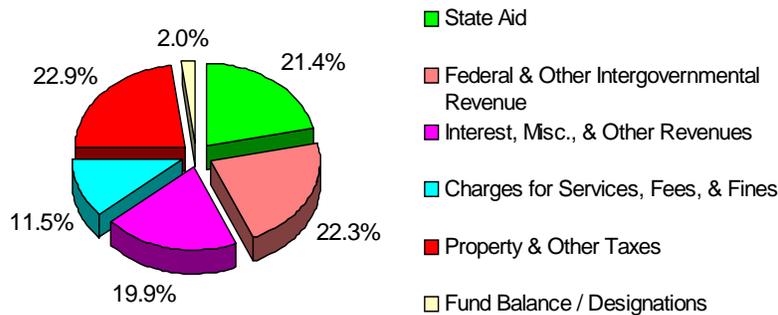
Finally, the use of fund balance and reserves/designations decreases by \$84.0 million in Fiscal Year 2005-06 due to normal fluctuations in one-time projects. The decrease in fund balance is primarily in the General Fund. See the individual Agency/Group sections of this Operational Plan for the breakdown of financing sources by department. In addition, see Appendix B: Budget Summary and Changes in Fund Balance for a summary of changes in fund balance by fund type. The following sections focus on General Fund financing sources.

Summary of General Fund Financing Sources

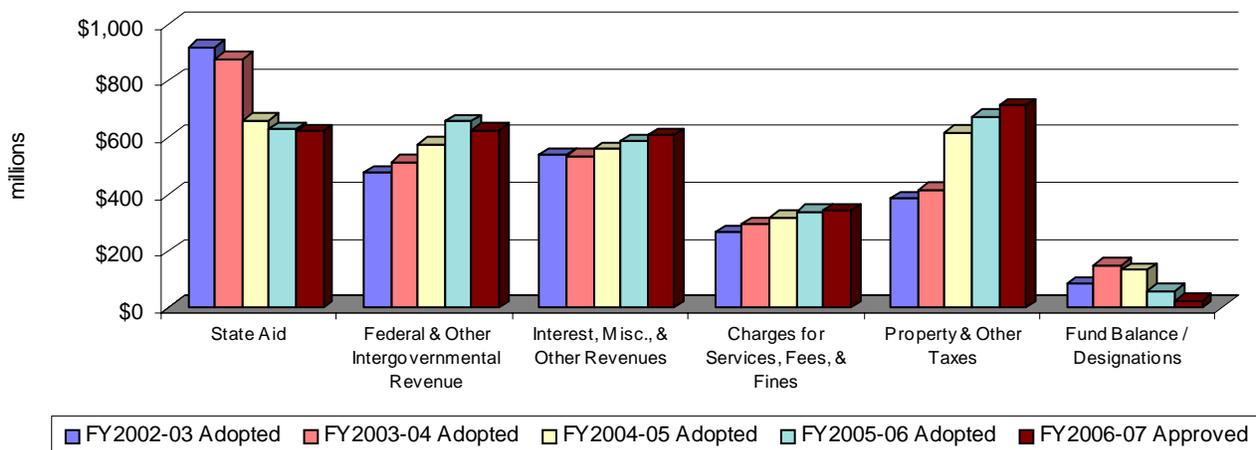
Summary of General Fund Financing Sources

The largest single fund and the fund that is responsible for most County services is the General Fund. General Fund Financing Sources total \$2.9 billion for Fiscal Year 2005-06, a \$74.3 million or 2.6% increase from Fiscal Year 2004-05. Total General Fund resources are expected to decrease by \$8.1 million or 0.3% in Fiscal Year 2006-07. The low growth rate for Fiscal Year 2005-06 and negative growth in Fiscal Year 2006-07 are largely due to a reduction in the use of fund balance compared to previous years. Overall, the previous three fiscal years saw growth rates of 6.1% or \$152.7 million (2002-03), 4.4% or \$116.6 million (2003-04), and 3.0% or \$84.5 million in 2004-05.

**General Fund Financing Sources
Fiscal Year 2005-06**



Fiscal Years 2002-03 Through 2006-07





Summary of General Fund Financing Sources

General Fund Financing Sources (In millions)

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
State Aid	\$ 920.8	\$ 878.3	\$ 660.6	\$ 628.6	\$ 620.6
Federal & Other Intergovernmental Revenue	476.3	513.4	577.9	656.7	625.5
Interest, Misc., & Other Revenues	538.6	534.8	560.5	586.5	606.7
Charges for Services, Fees, & Fines	265.5	293.6	319.7	338.4	342.0
Property & Other Taxes	383.7	415.7	617.8	673.5	714.5
Fund Balance / Designations	83.5	149.2	133.2	60.2	26.5
Total	\$ 2,668.4	\$ 2,785.1	\$ 2,869.6	\$ 2,943.9	\$ 2,935.8

The charts and table above show the same breakdown of financing sources as shown for all funds combined, beginning on page 33. The General Fund revenue trends are generally similar to the all funds trends and significant changes were noted in that previous discussion.

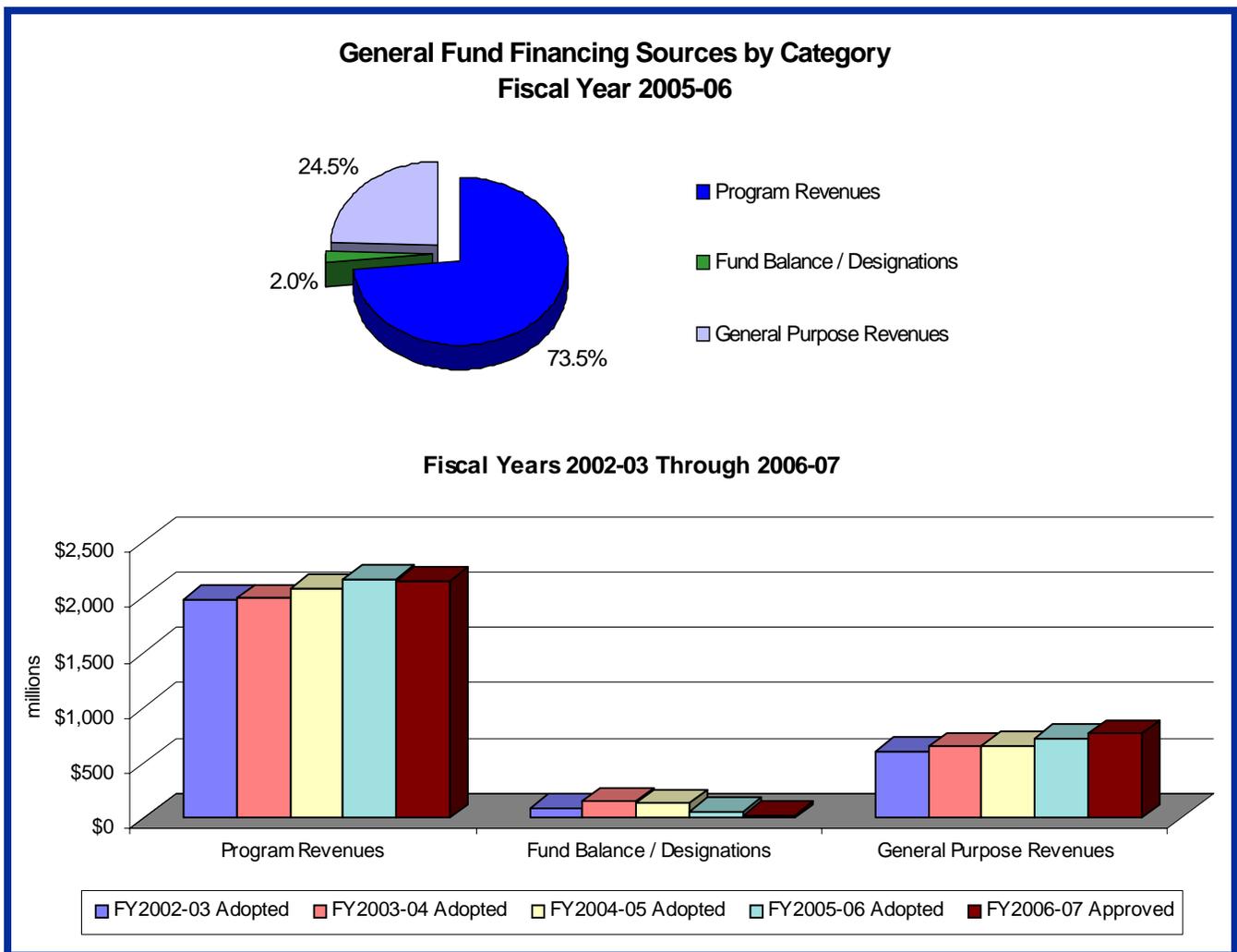
Appendix C: General Fund Budget Summary provides General Fund expenditures by department and financing sources by category.

The following sections provide a discussion of General Fund financing sources by category and highlight key revenues.



General Fund Financing Sources by Category

General Fund Financing Sources can be categorized as one of three types: Program Revenues, General Purpose Revenues, or Fund Balance (including reserve/designation decreases).





General Fund Financing Sources by Category (in millions)

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Program Revenues	\$ 1,976.9	\$ 1,989.3	\$ 2,079.0	\$ 2,162.7	\$ 2,146.2
Fund Balance / Designations	83.5	149.2	133.2	60.2	26.5
General Purpose Revenues	608.0	646.6	657.4	721.0	763.0
Total	\$ 2,668.4	\$ 2,785.1	\$ 2,869.6	\$ 2,943.9	\$ 2,935.8

Program Revenues total \$2.16 billion in Fiscal Year 2005-06. These revenues make up 73.5% of General Fund Financing Sources in Fiscal Year 2005-06, and are derived from State and federal subventions and grants, charges and fees earned from specific programs, Proposition 172- Public Safety Sales Tax, State Realignment Funds, and Tobacco Settlement funds, among others. Program Revenues, which as the name implies, are dedicated to and can be used only for the specific programs they are associated with, increase by 4.0% over the Fiscal Year 2004-05 Adopted Budget. The average annual growth for the last four years was 5.3%. State, federal, and other intergovernmental funds of \$1.28 billion in Fiscal Year 2005-06 comprise 59% of Program Revenues, maintaining roughly the same percentage of program revenues as in Fiscal Year 2004-05. The largest single sources of Program Revenues include:

- **Tobacco Settlement Revenues** (\$31.7 million in Fiscal Year 2005-06 and \$28.3 million in Fiscal Year 2006-07) by Board policy are dedicated to health-based programs. These revenues are the result of the historic Master Settlement Agreement between the Attorneys General of California and several other states and the four major tobacco companies in 1998. The agreement provided over \$206 billion in Tobacco Settlement Payments over 25 years in exchange for the release of all past, present, and future claims related to the use of tobacco products. California agreed to distribute its share of the settlement to its counties based on population.

To reduce the risk of non-receipt of the Tobacco Settlement Payments, some counties and states opted to securitize these payments. Securitization is a process whereby the owner of the receivable sells the right to that income stream to a third party in exchange for an up-front payment. The County of San Diego helped to pioneer this process and received \$466 million in January 2002 in exchange for its Tobacco Settlement Payments. These proceeds will enable the County to fund approximately \$27.3 million of health care programs annually through approximately 2020. The \$31.7 million budgeted to be utilized in Fiscal Year 2005-06 reflects \$7.1 million in one-time, non-securitized Tobacco Settlement funds and \$24.6 million in Securitized Tobacco funds.

- **Realignment Revenues** (\$288.9 million in Fiscal Year 2005-06 and \$302.8 million in Fiscal Year 2006-07) are received from the State to support health, mental health, and social services programs. The term Realignment refers to the transfer in 1991 of responsibility from the State to counties for certain health, mental health, and social services programs, along with the provision of dedicated sales tax and vehicle license fee (VLF) revenues to pay for these changes. While generally considered successful, the slowdown in the economy caused the dedicated revenue stream to lag caseload growth. The annual growth from Fiscal Year 2000-01 to Fiscal Year 2002-03 was only 1.3%. This trend seems to be



reversing, allowing a 2.8% expenditure increase in Fiscal Year 2005-06 and a 4.8% increase in Fiscal Year 2006-07.

- **Proposition 172-Public Safety Sales Tax Revenues** (\$220.5 million in Fiscal Year 2005-06 and \$228.9 million in Fiscal Year 2006-07) support core programs and services of three departments in the Public Safety Group - the Sheriff, District Attorney and Probation. The revenue source is a dedicated one-half cent increase in the statewide sales tax that was approved by the voters in 1993 and is distributed to counties and cities based on the relative levels of taxable sales in each county to the total taxable sales in all qualified counties. In Fiscal Year 2001-02, revenues generated were 4.2% below actuals received in Fiscal Year 2000-01 due to reduced statewide taxable sales. During Fiscal Years 2002-03 and 2003-04 these revenues increased by 6.1% and 10.3%, respectively. For Fiscal Years 2005-06 an increase of 7.9% is budgeted and for 2006-07 an increase of 5.0% is expected. The 7.9% increase in budgeted revenues from Fiscal Year 2004-05 to Fiscal Year 2005-06 is in part a base adjustment due to the late notification from the State of revenue received for Fiscal Year 2003-04. This information was not received in time for revised amounts to be included in the Fiscal Year 2004-05 Adopted Budget. Also included in Fiscal Year 2005-06 is the use of \$2.6 million in carryover funds received but not appropriated in previous fiscal years for specific one time uses in the designated departments.

General Purpose Revenues (\$721.0 million in Fiscal Year 2005-06 and \$763.0 million in Fiscal Year 2006-07) make up 24.5% of General Fund Financing Sources. Please see the separate discussion of General Purpose Revenues beginning on page 41.

Fund Balance (\$60.2 million in Fiscal Year 2005-06 and \$26.5 million in Fiscal Year 2006-07), including reserve/designation decreases, represents 2.0% of General Fund Financing Sources in Fiscal Year 2005-06. This resource is used for one-time expenses, not for the support of ongoing operations. Fund Balance is the result of careful management of resources Countywide in past years. The County typically does not utilize all of the anticipated fund balance in preparing its Operational Plan. Instead, needs for one-time resources are assessed on a continuing basis and proposals are brought to the Board during the fiscal year on an individual basis or as part of quarterly budget status reports. The County of San Diego's audited unreserved, available Fund Balance was \$225.9 million at the end of Fiscal Year 2000-01, \$234.6 million after Fiscal Year 2001-02, \$269.0 million after Fiscal Year 2002-03, \$215.4 million after Fiscal Year 2003-04, and an estimated \$256 million after Fiscal Year 2004-05 (audit in progress).

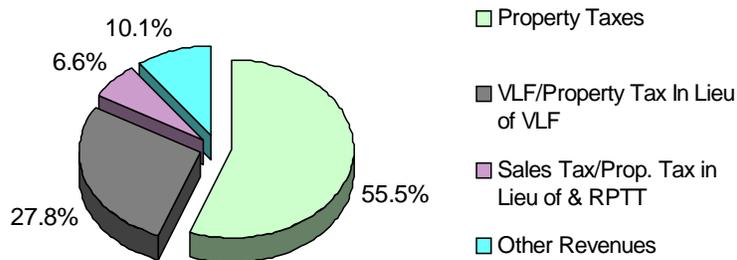
In the Adopted Operational Plan, General Fund fund balance is used as the funding source for various one-time or project specific purposes such as temporary staffing, the purchase of safety and other equipment including the rebudget of appropriations for a mugshot replacement system and the Jail Information Management System (JIMS) retrofit project, management reserves, offsets for the costs of processing building permits for victims of Firestorm 2003, the rebudget of Firestorm 2003 appropriations to rebuild parks and trails, the rebudget of appropriations for the Fire Safety and Fuels Reduction Program, a set aside for the multi-year cost of the enterprise-wide Documentum document management system, the required match for the multi-year Stormwater grant, one-time technology projects, County Administration Center (CAC) major maintenance projects, and awarding Community Projects grants.

General Purpose Revenues

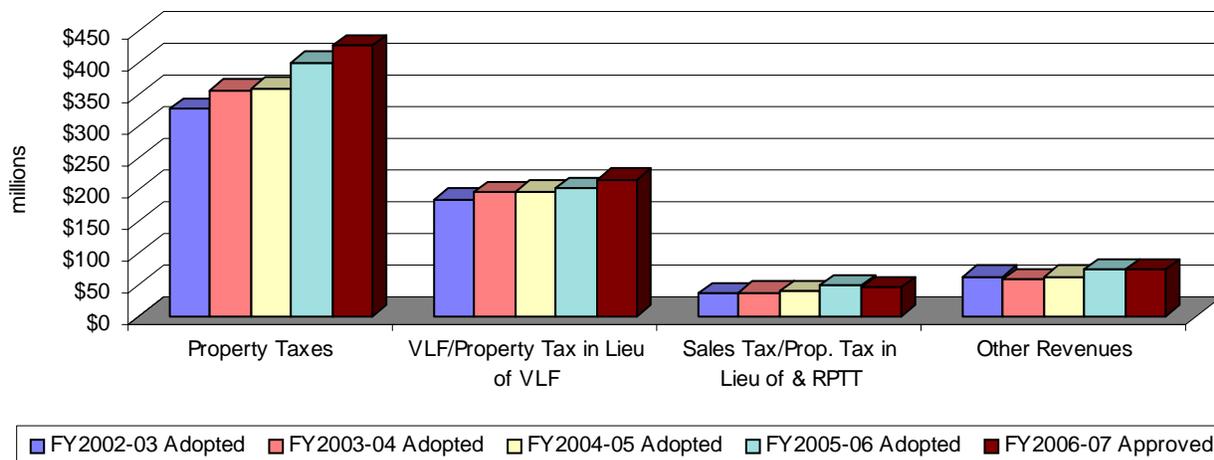
General Purpose Revenues by Source

General Purpose Revenues for Fiscal Years 2005-06 and 2006-07 are budgeted at \$721.0 million and \$763.0 million respectively. As noted above, they represent approximately 24.5% of General Fund Financing Sources. The revenues come from property taxes, property tax in lieu of vehicle license fees (VLF), sales taxes (and property tax in lieu of sales tax), real property transfer tax (RPTT), and miscellaneous other sources. They may be used for any purpose that is a legal expenditure of County funds. The Board, therefore, has the greatest flexibility in allocating these revenues.

**General Purpose Revenues by Source
Fiscal Year 2005-06**



Fiscal Years 2002-03 Through 2006-07





General Purpose Revenues

General Purpose Revenues by Source (in millions)

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Property Taxes	\$ 326.6	\$ 356.2	\$ 359.5	\$ 400.5	\$ 427.8
VLF/Property Tax in Lieu of VLF	184.7	195.0	196.9	200.5	215.6
Sales Tax/Prop. Tax in Lieu of Sales Tax & RPTT	34.6	37.0	38.6	47.5	45.4
Other Revenues	62.1	58.4	62.4	72.5	74.2
Total	\$ 608.0	\$ 646.6	\$ 657.4	\$ 721.0	\$ 763.0

The growth in these revenues is principally affected by the local and State economies. In recent years, San Diego's economy has outperformed both State and national growth. Evidence of San Diego's local economic health is reflected in the County's General Purpose Revenues with a 5.5% annual average growth for Fiscal Years 2000-01 through 2004-05. These increases were the result of solid local employment, rising income levels, and population growth. The growth in local resources was dampened, however, last year when the State of California shifted \$27.5 million in County property taxes to schools as part of a two year agreement for Fiscal Years 2004-05 and 2005-06 to help the State contend with its budget crisis. The County's Fiscal Year 2005-06 General Purpose Revenues budget reflects the second \$27.5 million reduction in property tax revenues.

For this planning period, an overall growth rate of 9.7% is estimated (\$63.6 million) compared to the Fiscal Year 2004-05 Adopted Operational Plan. It should be emphasized that these estimated revenues were determined by considering the major structural changes that were introduced and adopted in the State of California's Fiscal Year 2003-04 and 2004-05 budgets, the passage of SB 1096 and AB 2115, and the voters' approval of Proposition 57 in March 2004 and Proposition 1A in November 2004. Fundamental changes have been made with significant impact to the County's

discretionary General Purpose Revenue sources. First, the State eliminated the entire amount of the County's general purpose Vehicle License Fee (VLF) revenue, which constituted approximately 30% of the County's General Purpose Revenues from Fiscal Years 2001-02 through 2003-04. Previously, general purpose VLF revenue was a State controlled distribution of taxes imposed on vehicle owners based on the value of the vehicles. The State replaced this revenue with a transfer from the Educational Revenue Augmentation Fund (ERAF) to each County's VLF Property Tax Compensation Fund. (The State required counties to establish an ERAF in Fiscal Year 1992-93 to capture the prescribed amounts of property tax to be shifted from local governmental agencies to local schools.) Further, the State redirected one-quarter cent of local sales and use tax to the State, and replaced it with a transfer from ERAF to each County's Sales and Use Tax Compensation Fund. Because Fiscal Year 2004-05 was the first full year these changes were implemented, components of these changes continued to be refined and assessed by the State and by local governments.

Property Tax Revenues, (\$400.5 million in Fiscal Year 2005-06 and \$427.8 million in Fiscal Year 2006-07), including current secured and unsecured, at 55.5% of the total, are the most significant source of General Purpose



Revenues. For the last five years local property tax growth has been high (8.2% average annual growth excluding the State's 2004-05 property tax shift to schools) due to the County's strong overall economy and healthy real estate markets. At present, real estate activity is still strong due to stable, historically low mortgage rates, the limited supply of housing for sale, and the area's population growth.

As noted above, per the two-year agreement with the State, the County will relinquish \$27.5 million in property tax revenues to the ERAF for Fiscal Year 2005-06. Despite this loss, property tax revenues in Fiscal Year 2005-06 are forecast to be \$40.9 million or 11.3% higher than budgeted for Fiscal Year 2004-05. With projected moderate growth in employment and income levels and housing values, property tax revenue growth of 6.8% or \$27.3 million is expected in Fiscal Year 2006-07. This growth estimate excludes the restoration of the \$27.5 million scheduled for Fiscal Year 2006-07 because of the significant uncertainty with respect to the State's ability to achieve a balanced budget in that year without re-borrowing local resources.

At the time this budget was prepared, the level of current secured property tax revenues was based on the assumption that assessed value growth through June 30, 2005 would be 10%. Subsequently the actual assessed value growth became known and it exceeded 13%, which will result in current secured property tax revenue collections exceeding budget by approximately \$12.9 million. Supplemental property taxes which are derived from additions to the tax roll during the year, are also expected to exceed the budgeted estimate as a result of a change in the distribution formula that shifts more supplemental taxes to the County as a result of the legislation that created the VLF Property Tax Compensation Fund. This funding source will be monitored closely and revised estimates will be developed mid-year.

Property Tax in Lieu of Vehicle License Fees (VLF) comprises 27.8% (an estimated \$200.5 million) of budgeted General Purpose Revenues in Fiscal Year 2005-06 and 28.3% (\$215.6 million) in Fiscal Year 2006-07. As noted above, this revenue source replaces the previous distribution

of vehicle license fees to local governments. In Fiscal Year 2004-05, the State established initial allocations from the VLF Property Tax Compensation Fund to cities and counties.

The allocations for Fiscal Year 2005-06 are calculated based on a formula that takes into account adjusted actual allocations for Fiscal Year 2004-05 and growth in gross taxable assessed value in each county. Information on the adjusted actuals was released on October 14, 2005 and the County will be receiving a \$17.7 million positive true-up adjustment for Fiscal Year 2004-05. In addition, the published assessed growth factor for 2005-06 is 13.3%, which establishes the County's 2005-06 property tax in lieu of vehicle license fee base at \$247.3 million. Revenues in this account will therefore exceed the budgeted amount by approximately \$64.0 million in Fiscal Year 2005-06 and are estimated to exceed the Fiscal Year 2006-07 amount noted above by about \$50.3 million.

The VLF/ERAF swap of funds follows State action during Fiscal Year 2003-04 to suspend VLF backfill payments during the first three months of that year. The State was required to make a one-time payment to counties and cities to make up for that suspension by August 2006 (Fiscal Year 2006-07). The "loan" amount (the VLF Receivable) to be repaid to the County of San Diego was approximately \$60.0 million. On February 8, 2005, the Board of Supervisors authorized the securitization of the VLF Receivable via the California Statewide Communities Development Authority (CSCDA). The funds received were allocated by the Board to pay down approximately \$25.0 million of the County Retirement Fund's Unfunded Actuarial Accrued Liability (UAAL) and to pay \$32 million of the cost of developing a new Integrated Property Tax System (IPTS) in lieu of debt financing the project. On July 28, 2005, the State made an early full repayment of the VLF gap loan. The CSCDA used the early payment to defease the bonds that it sold, which has produced unbudgeted interest income of \$2.6 million for the County.



Sales & Use Tax Revenue & In Lieu Local Sales & Use Tax, (\$21.2 million in Fiscal Year 2005-06 and \$22.1 million in Fiscal Year 2006-07) represents about 2.9% of General Purpose Revenues and is derived from taxable sales by businesses located in unincorporated County areas. Its growth is generally impacted by population and income but is primarily due to economic development and new business formation in the County. These amounts reflect both the Sales Tax revenues and the In Lieu Local Sales & Use Tax replacement funding that will be transferred from ERAF. Again, effective July 1, 2004, provisions of AB7 X1, one of the 2003-04 State budget bills referred to as the "triple flip," took effect. It enabled the State to redirect one-quarter cent of the local sales and use tax to the State to repay up to \$15 billion in bonds authorized by Proposition 57 (March 2004) to help the State refinance its past debt. In turn, the lost revenues are replaced on a dollar-for-dollar basis with countywide property tax revenues shifted back from the ERAF. Retail sales remain relatively strong in the unincorporated area with a before-triple-flip-adjustment sales tax growth of \$0.6 million (3.0%) over the Fiscal Year 2004-05 Operational Plan in Fiscal Year 2005-06. Sales Tax growth, including the triple flip adjustment amount, in Fiscal Year 2006-07 is anticipated to be \$0.8 million (4.0%) over Fiscal Year 2005-06.

Real Property Transfer Tax Revenue (RPTT) for Fiscal Year 2005-06 is budgeted at \$26.3 million, a 46.3% increase over the Fiscal Year 2004-05 Adopted Operational Plan (\$18 million), reflecting growth primarily in residential activity as well as in industrial and retail real estate activity. A decrease of \$3.0 million or 11.4% is expected in Fiscal Year 2006-07. The anticipated drop in Fiscal Year 2006-07

revenues is based on anticipated slowing in housing turnover and new construction. The Real Property Transfer Tax is paid when any lands, tenements, or other realty exceeding \$100 in value are sold and granted, assigned, transferred or conveyed to the purchaser. The tax rate, set by the State, is \$1.10 per \$1,000 of assessed valuation. The County collects 100% of all the transactions in the unincorporated area and 50% of the transactions in the incorporated areas.

Other Revenues for Fiscal Year 2005-06 are expected to total \$72.5 million and increase to \$74.2 million in Fiscal Year 2006-07. The Fiscal Year 2005-06 Adopted Operational Plan other revenues amount represents a 16.2% or \$10.1 million increase over the Fiscal Year 2004-05 Adopted Budget total. Various revenue sources make up this category including interest on deposits, fines, fees and forfeitures, redevelopment agency tax increment, prior year adjustments on property taxes, franchise revenue, aid from the City of San Diego in lieu of booking fees, and other miscellaneous revenues.

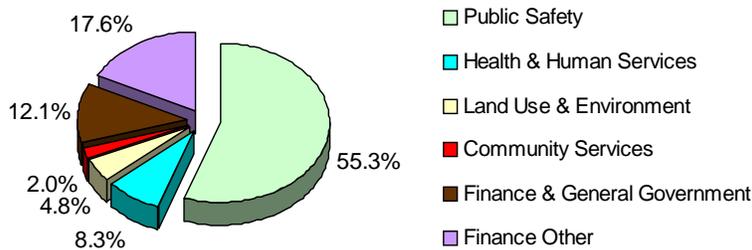
In Fiscal Year 2005-06, the increased revenues are primarily due to a budgeting adjustment for interest revenue (\$7.0 million) related to the County's short term cash borrowing program. In the past, premiums from the Cash Borrowing Program were accounted for as offsets to expense. However, they are now reflected as additional revenue based on current accounting practices. This increased revenue offsets the higher appropriations in the Cash Borrowing Program necessary to reflect the coupon rate on the Tax and Revenue Anticipation Notes (TRANs) rather than the net rate after the premium is applied.



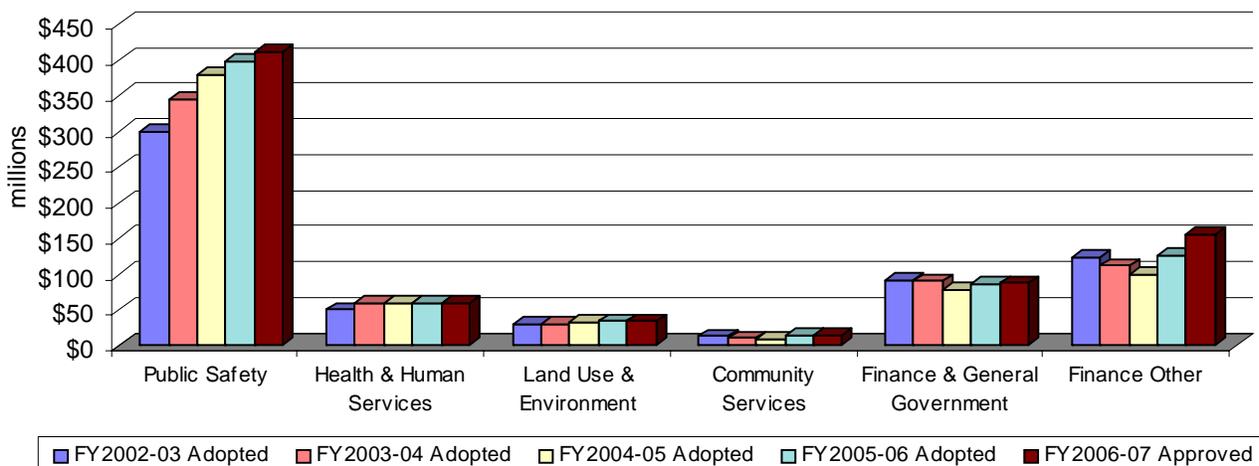
Allocation of General Purpose Revenues by Group

General Purpose Revenues are allocated annually based on the strategic direction of the County as set by the Board of Supervisors. They are used to provide services or programs where program revenues are either limited or non-existent. The Public Safety Group, at 29% of the County's total budget, receives 55% of the County's General Purpose Revenues. By contrast, the Health & Human Services Agency's budget represents 44% of the County total, but receives 8% of the General Purpose Revenues. These allocation decisions are the result of a combination of available program revenues, federal/State service delivery mandates, and priorities set by the Board of Supervisors. The Public Safety Group provides services

**General Purpose Revenue Allocation
by Agency/Group
Fiscal Year 2005-06**



Fiscal Years 2002-03 Through 2006-07





General Purpose Allocations by Agency/Group (in millions)

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Public Safety	\$ 300.1	\$ 345.8	\$ 379.5	\$ 398.5	\$ 411.3
Health & Human Services	50.1	59.5	58.9	60.1	60.1
Land Use & Environment	29.3	29.3	33.3	34.4	33.9
Community Services	12.6	10.1	8.6	14.4	14.6
Finance & General Government	92.1	90.1	77.8	86.9	87.4
Finance Other	123.8	111.7	99.3	126.7	155.7
Total	\$ 608.0	\$ 646.5	\$ 657.4	\$ 721.0	\$ 763.0

that receive limited federal and State funding, while the Health & Human Services Agency provides services that are mandated at some level by the federal and State governments and thus receive significant amounts of Program Revenue.

In Fiscal Year 2005-06, allocations have increased by \$63.6 million, matching the increase in General Purpose Revenues. Fiscal Year 2006-07 allocations are proposed to increase an additional \$42.0 million.

Increased allocations in Fiscal Year 2005-06 are planned to be used to fund such items as negotiated salaries and benefit increases, major maintenance projects in County buildings, Multiple Species Conservation Program (MSCP) land acquisition, support for the Registrar of Voters' electronic voting system and increased multi-language requirements for voting materials, additional staff resources in the Public

Defender and Alternate Public Defender departments to allow those agencies to accept all court appointed cases, and additional staffing in the Probation Department to provide the Court with additional sentencing alternatives for juveniles and to enhance supervision of adult offenders. The allocation increase for the Sheriff will provide funding for essential equipment and services to maintain readiness and safety, support the operation and maintenance costs associated with two new fire and life safety helicopters, add resources for the increased costs of operating jail facilities and for major maintenance projects to ensure safety and extend the life of facilities, and support increased costs of pharmaceuticals required for jail inmates. Further detail is provided in the Agency/Group and Department sections that begin on page 67. The above charts and table show the amount of General Purpose Revenues used to support each Agency/Group for Fiscal Years 2005-06 and 2006-07.

Capital Projects

Capital Projects

The Capital Program Funds include adopted appropriations for new capital projects as well as previously approved but not yet completed capital projects. The following chart depicts the distribution of those appropriations.

Capital Appropriations		Dollar Amount	Number of Projects
Appropriation Increases for New & Existing Capital Projects (2005–2006)			
Capital Outlay Fund		\$ 4,177,000	14
	Total—New Projects	\$ 4,177,000	14
Projects Underway			
Public Safety Group		\$ 19,305,448	17
Health & Human Services Agency		76,037,453	7
Land Use & Environment Group		48,364,211	94
Community Services Group		8,962,776	22
Finance & General Government Group		8,588,879	2
	Total—Projects Underway	\$ 161,258,767	142
	Grand Total	\$ 165,435,767	156

The Capital Program section of this Operational Plan on page 373 highlights major projects and includes a schedule of lease-purchase payments related to previously completed debt financed projects.

Projected Reserves and Resources

Projected Reserves and Resources

The County maintains a prudent level of reserves for various purposes. The tables below display the reserves and other available resources and fund balance designations as of July 1, 2004 and July 1, 2005.

Projected County Reserves and Resources (in millions)

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget
General Reserve	\$ 55.5	\$ 55.5
General Fund Contingency Reserve-Operations	15.6	15.6
Agency/Group Management Reserves	11.7	17.3
Debt Service Reserves	23.4	22.2
Environmental Trust Fund Reserves	84.1	75.6
Endowment Fund Tobacco Securitization SR	346.5	330.6
Workers' Compensation Reserve	34.0	37.4
Public Liability Reserve	19.5	19.5
Total County Reserves and Resources	\$ 590.3	\$ 573.7

Fund Balance Designations (General Fund only)

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget
Designated-E10K Complex	\$ 5.4	\$ 2.2
Designated-ERP Property Tax	10.4	0.0
Designated-Sheriff Capital Project	3.0	3.0
Designated-Dept. of Voter Registration	0.5	0.0
Designated-Planning and Land Use	2.0	2.0
Designated-Environmental Health	2.4	3.4
Total Fund Balance Designations	\$ 23.7	\$ 10.6

General Reserve — The \$55.5 million is set aside for any unforeseen catastrophic situations. By law, except in cases of a legally declared emergency, the General Reserve may only be established, cancelled, increased or decreased at the time of adopting the budget.

General Fund Contingency Reserve — The Contingency Reserve is appropriated for unforeseen economic and operational uncertainties during the fiscal year.



Agency/Group Management Reserves— Appropriations established at the Agency/Group or department level to fund unanticipated items during the fiscal year.

Debt Service Reserves— These amounts represent the portion of bond proceeds for various County certificates of participation that are set aside in a reserve. These amounts provide assurance to the certificate holder that amounts are available in a reserve should the County not be able to make a lease payment from currently budgeted resources.

Environmental Trust Fund Reserves— Proceeds from the sale of the County's Solid Waste System on August 12, 1997 were set aside in trust to fund inactive/closed site management for approximately 30 years.

Tobacco Securitization Endowment Fund— The County established the Tobacco Securitization Endowment Fund in January 2002. In lieu of receiving the Tobacco Settlement revenue on an annual basis, the County securitized the payment stream and deposited the net proceeds of \$412.0 million into the Tobacco Securitization Endowment Fund on a total securitization of \$466 million. Based on current assumptions of portfolio yield, these proceeds will enable the County to fund approximately \$27.3 million of health care programs annually through approximately 2020.

Workers' Compensation Reserve— Established for Workers' Compensation Claims liability. This reserve is reviewed annually. For Fiscal Year 2005-06, \$3.4 million is scheduled to be added to the Workers' Compensation Reserve.

Public Liability Reserve— Established to reflect contingent liabilities. An annual actuarial assessment is done to validate that the County is maintaining sufficient reserves. Currently, the cash in the fund is more than double the actuarial requirement.

Fund Balance Designations (General Fund only)— The Board has determined from time to time that certain amounts of fund balance be designated for particular purposes. Balances can increase or decrease depending upon

whether the funds are being accumulated for later use or are being used because of fluctuating workloads or to make scheduled payments over a limited time. The current designations include the following:

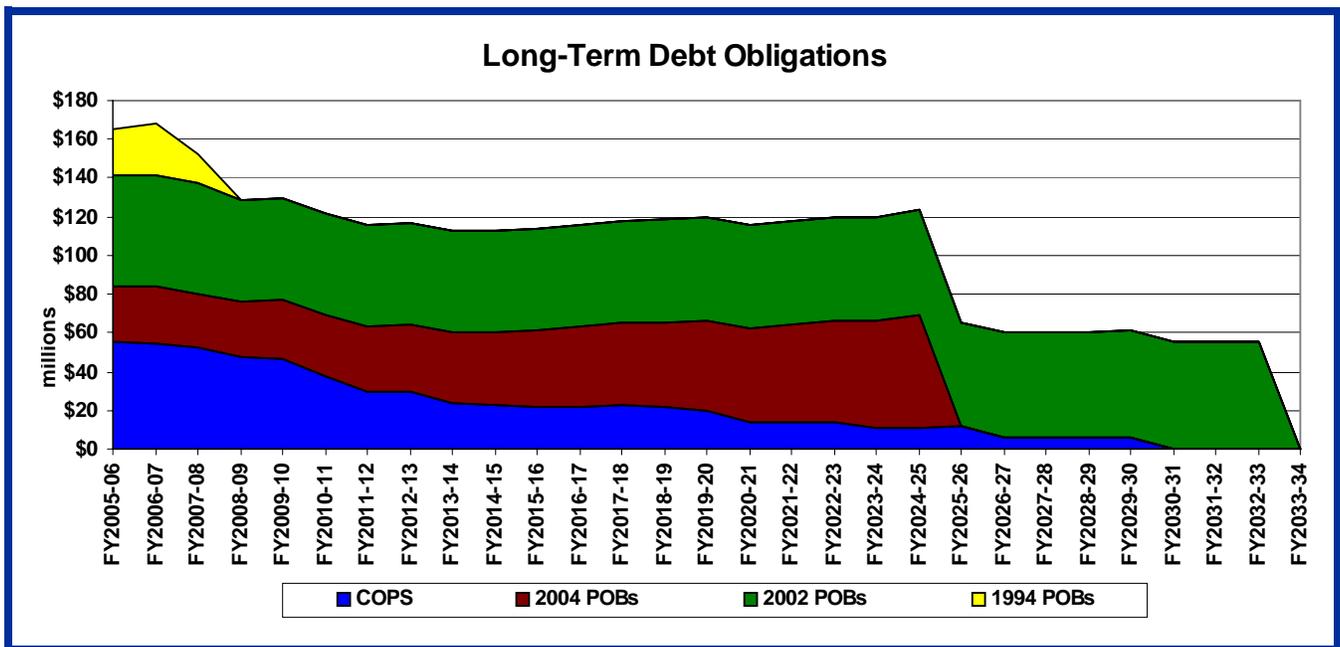
- **Designated-E10K Complex**— This designation is for the first few years of the maintenance and support costs for the Enterprise Resource Planning system server complex as the County transitions from its previous mainframe and legacy systems environment.
- **Designated-ERP Property Tax System**— This designation was eliminated in 2004-05 upon the Board's decision to use a portion of the proceeds of the VLF securitization to pay for the new Integrated Property Tax System.
- **Designated-Sheriff Cap Project**— Established in Fiscal Year 1999-2000, this designation set aside revenue for future departmental capital expenditures
- **Designated-Dept. of Voter Registration**—The designation was established in Fiscal Year 2003-04 to provide sustained funding for those election years with few billable participating jurisdictions.
- **Designated-Planning and Land Use**— The Building/Code Enforcement designation is set aside to balance revenue to costs for work in progress in coming fiscal years. The designation ensures that excess revenue over cost paid by Department of Planning and Land Use (DPLU) customers is used only to fund expenses related to building permit activities.
- **Designated-Environmental Health**— In Fiscal Year 2003-04, the Department of Environmental Health (DEH) established the fund balance designation to set aside any excess revenue over cost each fiscal year for use in a subsequent fiscal year when costs exceed revenue. The designation ensures that excess revenue over cost paid by DEH customers is used only to fund expenses in DEH.

Long- and Short-Term Financial Obligations

Long-Term Obligations

The County has no outstanding general obligation bonds. The County's outstanding long-term principal bonded debt as of June 30, 2005 is:

Outstanding Principal Bonded Debt (in millions)	
	Dollar Amount
Certificates of Participation	\$ 433.6
Pension Obligation Bonds	1,252.2
Redevelopment Agency Revenue Bonds	4.3
Total	\$ 1,690.1



The chart above shows the County's scheduled debt service payments through Fiscal Year 2033-34, including certificates of participation (COPS) and pension obligation

bonds (POBs). The following discussion explains the nature and purpose of each of these and other long-term financing instruments used by the County.



Certificates of Participation (COPs) were first used in 1955 with the financing of the El Cajon Administrative Building. Since then, the County has made use of various lease arrangements with certain financing entities such as joint powers authorities, the San Diego County Capital Asset Leasing Corporation, or similar nonprofit corporations. Under these arrangements the financing entity usually constructs or acquires capital assets with the proceeds of lease revenue bonds or certificates of participation and then leases the asset or assets to the County.

Taxable Pension Obligation Bonds (POBs) have been issued on three occasions by the County to reduce the unfunded actuarial accrued liability (UAAL) of the San Diego County Employees Retirement Association (SDCERA) on a lump sum basis rather than make actuarially determined amortized payments over a specified period of years. The size of the UAAL is determined annually by an actuary and can increase or decrease depending on changes in actuarial assumptions, earnings of the assets of the fund, and retiree benefits. POBs totaling \$430.4 million were first issued by the County in February 1994.

The County then issued \$737 million of Taxable Pension Obligation Bonds on October 3, 2002 of which \$550 million went to the San Diego County Employees Retirement System (SDCERA) to reduce the UAAL. The remaining proceeds were used to escrow a portion of the County's 1994 Pension Obligation Bonds in order to take advantage of the lower interest rates, and to pay for related costs of issuance.

In June of 2004, the County of San Diego issued a third series of taxable POBs in the amount of \$454.1 million of which \$450.0 million went to the SDCERA thus reducing the unfunded accrued actuarial liability. The remaining proceeds were used to pay for related cost of issuance.

On September 27, 2004, the County of San Diego (the "County") deposited with BNY Western Trust Company (the "Trustee") approximately \$63.5 million (the

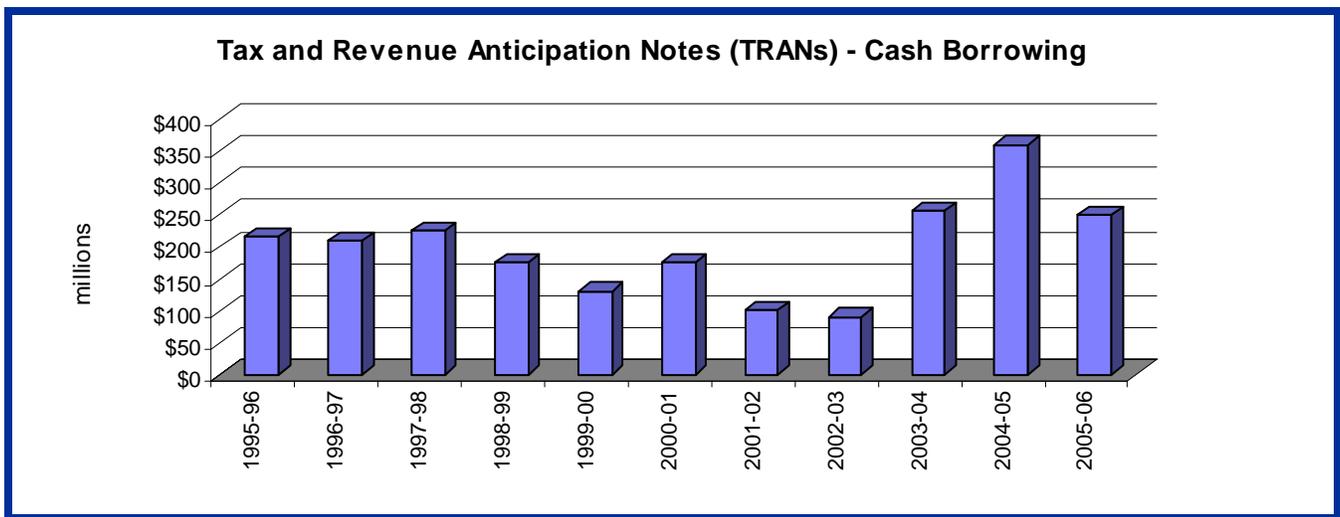
"Deposit"), of which \$45.9 million was General Fund money. Such funds were invested in an Investment Agreement (the "Investment Agreement") entered into by the Trustee and an obligor. The obligations of the obligor under the Investment Agreement are guaranteed by American International Group, Inc. ("AIG"), which has been assigned long-term credit rating from Moody's Investors Service and Standard & Poor's Rating Services of "Aaa" and "AAA," respectively. Under the Investment Agreement, the obligor will make payments to the Trustee in July of each of 2005, 2006, and 2007 in amounts which will be sufficient to meet the County's remaining annual payment obligations to a counterparty under a Debt Service Forward Sale Agreement (the "Forward Agreement") currently in effect for the County's Taxable Pension Obligation Bonds, Series A (the "1994 POB Bonds") until the final maturity of the 1994 POB Bonds on August 15, 2007. In exchange for the County's annual payments, the Forward Agreement requires the counterparty thereto to deposit securities (which must be non-callable obligations issued or guaranteed by the United States of America or certain instrumentalities or agencies of the United States of America) into the Bond Fund relating to the 1994 POB Bonds the cash flows of which are sufficient to pay each scheduled payment of principal and interest on the 1994 POB Bonds during the applicable fiscal year.

The 1994 POB Bonds will remain outstanding until their regularly scheduled maturities; if the obligor under the Investment Agreement, and AIG under its related guaranty, or the counterparty to the Forward Agreement defaults in its respective obligations for any reason, the County remains obligated to make any affected payment of principal of and interest on the 1994 POB Bonds.

Redevelopment Agency Revenue Bonds were issued on September 12, 1995 by the County of San Diego Redevelopment Agency in the amount of \$5.1 million and are obligations of the Agency. The proceeds were used by the Agency to finance the construction of public improvements at Gillespie Field.



Short-Term Obligations



During the course of the fiscal year, the County experiences temporary shortfalls in cash flow due to the timing of expenditure and receipt of revenue. To meet these cash flow needs, the County issues Tax and Revenue Anticipation Notes (TRANs). In addition, the County borrows cash to support the Teeter Plan.

Tax and Revenue Anticipation Notes (TRANs) borrowing for Fiscal Year 2005-06 has been issued in the principal amount of \$250 million. The chart above shows TRANs borrowing for the past 10 years.

Short-Term Teeter Obligation notes are secured by future collections of delinquent property taxes and are used to provide various taxing agencies the amount of their property taxes without regard to such delinquencies. For Fiscal Year 2005-06, based on outstanding balances for current Teeter Obligation notes and projected tax revenues, \$58.0 million was borrowed for this purpose.

Credit Rating and Long-Term Obligation Policy

Credit Rating and Long-Term Obligation Policy

The County of San Diego's credit ratings are:

	Moody's	Standard & Poor's	Fitch IBCA, Duff & Phelps
Certificates of Participation	A1	AA-	AA-
Pension Obligation Bonds	Aa3	AA-	AA-
Issuer Credit Rating	Aa2	AA	
Pool		AAAf/S1	

Credit Rating

The last long-term review by the three rating agencies was during the issuance of the County's \$112.4 million of Certificates of Participation for the Edgemoor Project and 1996 Regional Communication System Refunding. All three rating agencies affirmed the County's ratings as listed above. In Moody's January 2005 Rating Outlook section of the credit write-up, Moody's stated that the County's financial position has remained sound largely as a result of strong management aided by a healthy local economy.

The last short-term analysis by the rating agencies was during the May and June 2004 short-term borrowing program whereby the County received the ratings of MIG-1, SP1+ and F1+ from Moody's, Standard & Poor's, and Fitch Ratings respectively. These are the highest short-term ratings possible.

The San Diego County Investment Pool continues to hold an AAAf/S1 rating from Standard & Poor's. The rating reflects the extremely strong protection the pool's portfolio investments provide against losses from credit defaults. The pool invests primarily in 'AAA' or 'A-1/P-1/ F-1' rated securities. The 'S1' volatility rating signifies that the pool possesses low sensitivity to changing market conditions given its low-risk profile and conservative investment policies.

Long-Term Obligation Policy

The County incurs short and long-term obligations to benefit the residents of the County of San Diego. Therefore, the management of the County's obligations are an important component of the County's financial management. In order for decision makers such as the Chief Administrative Officer, our governing board and County departments to make decisions, parameters need to be set to avoid inconsistencies in goals, existing policy, and to avoid case by case situations. The County Board of Supervisors adopted Board Policy B-65, Long-Term Obligations Management on August 11, 1998. This policy, along with the rating agencies' analysis, has been the foundation for the issuance and management of the County's long-term obligations. The policy centralizes the issuance, information, and post-closure requirements for long-term obligations. Key points included in the policy are:

- All long-term obligations must be approved by the Board of Supervisors after approval by the Debt Advisory Committee. Accompanying each long-term financial obligation will be a cost benefit analysis, the identification of the funding source, an assessment of the ability to repay the obligation, the impact on the current budget, commitments to future budgets, maintenance and operational impact of the facility or asset and the impact on the County's credit rating;



- Long term financial obligations will not be used to meet current operations;
- Variable rate exposure will not exceed 15% of the County's outstanding long-term obligations;
- The county shall comply with all on-going disclosure requirements;
- The County shall monitor earnings on bond proceeds and rebate excess earnings as required to the US Treasury to avoid the loss of tax exempt status; and
- The County shall continually review outstanding obligations and aggressively initiate refinancings when economically feasible and advantageous.

The County is also a conduit issuer on various financings, whereby the County issues tax-exempt long-term indebtedness on behalf of a qualifying entity that is responsible for all costs in connection with the issuance and repayment of the financing. Debt issued under the conduit program is not considered to be a debt of the County.

The following chart reflects the County's outstanding conduit issuances:



Outstanding Conduit Issuances

	Final Maturity Dates	Original Principal Amount	Principal Amount Outstanding
Conduits			
1998 Sharp	2028	\$ 112,020	\$ 101,575
1998 San Diego Natural History Museum	2028	15,000	13,800
1999 Burnham Institute	2029	51,500	42,500
2000 San Diego Museum of Art	2030	6,000	6,000
2000 Salk Institute	2031	15,000	14,305
2001 University of San Diego	2041	36,870	34,500
2002 San Diego Imperial Counties	2027	10,750	10,250
2003 Chabad	2023	11,700	11,410
2003 San Diego Jewish Academy	2023	13,325	13,325
2004 Bishop School	2044	25,000	25,000
2004 Museum of Contemporary Art	2034	13,000	13,000
Total Conduits		\$ 310,165	\$ 285,665
Housing			
1999 Laurel Village Apartments	2014	\$ 1,670	\$ 1,109
2001 Village West	2031	4,438	4,150
2002 Spring Valley	2020	3,250	3,136
Total Housing		\$ 9,358	\$ 8,395
Reassessment Bonds			
1997 4-S Ranch Reassessment District Bonds	2012	\$ 21,755	\$ 16,855
Total Reassessment Bonds		\$ 21,755	\$ 16,855

Authority to Finance and Bond Ratios

The following table lists the legal statutes authorizing the County of San Diego to issue short- and long-term obligations and, if applicable, the legal authority on maximum bonded indebtedness. All short- and long-term obligations must be issued to conform with State and local laws and regulations. The basic constitutional authority for State and local entities to issue



short- and long-term obligations is in the Tenth Amendment of the Constitution. To issue short- or long-term obligations within the state of California, a political subdivision must have either express or implied statutory authority.

Issuance Authority	
ISSUER	LEGAL AUTHORITY
County of San Diego	General: Government Code Section 29900
	Maximum Indebtedness: Government Code Section 29909
	Short Term: TRANS Government Code Section 53850, Commercial Paper, Teeter Revenue & Tax Code Section 4701
	Pension Obligation Bonds: Government Code Section 53580
Joint Powers Authority	Government Code Section 6500
Redevelopment Agency	Health and Safety Code Section 33000
Housing Authority	Health and Safety Code Section 34200
	Multifamily Bonds Health and Safety Code Section 52075
Mello-Roos Community Facilities District	Government Code Section 53311
Nonprofit Corporation	Corporations Code Section 5110
Assessment Bonds	Street & Highway Code Section 5005

State constitutional limitations prohibit cities, counties, and school districts from entering into indebtedness or liability exceeding in any year the income and revenue provided for such year unless the local agency first obtains two-thirds voter approval for the obligation.

However, there are three major exceptions to the debt limit which have been recognized by the California courts. The three exceptions are the *Offner-Dean lease exception*, the *special fund doctrine*, and the *obligation imposed by law*.

The *Offner-Dean lease exception* provides that a long-term lease obligation entered into by an agency will not be considered an indebtedness or liability under the debt limit if the lease meets certain criteria.

The *special fund doctrine* is an exception to the debt limit which permits long-term indebtedness or liabilities to be incurred without an election if the indebtedness or liability is payable from a special fund and not from the entity's general revenue. An example of a special fund would be one consisting of enterprise revenue which is used to finance an activity related to the source of the revenues, such as the activity of the enterprise.

Courts have applied the *obligation imposed by law exception* to indebtedness used to finance an obligation imposed on the local agency by law. The theory of this exception is that the obligation is involuntary, thereby making the act of putting the question to the voters meaningless.



The County has no outstanding general obligation bonds. As noted previously, the long-term obligations are either pension obligation bonds that are permitted under the

“obligation imposed by law” exception or are lease purchase obligations as permitted under the *Offner-Dean lease exception*.

Bond and Debt Service Ratios

Useful bond ratios to management, general public, and investors are as follows:

Bond Ratios				
	Fiscal Year 2002-03	Fiscal Year 2003-04	Fiscal Year 2004-05	Fiscal Year 2005-06
Net Bonded Debt (in millions) ¹	\$ 725.1	\$ 1,228.2	\$ 1,623.8	\$ 1,655.8
Net Bonded Debt per Capita	\$ 244	\$ 408	\$ 532	\$ 536 ²
Ratio of Net Bonded Debt to Assessed Value	0.31%	0.48%	0.58%	0.52%

¹Net Bonded Debt excludes Redevelopment Agency Revenue Bonds and is a net of debt service reserves (estimated at \$22.2 million for Fiscal Year 2005-06).

²The January 1, 2006 County of San Diego population estimate is projected to grow 1.2% from the January 1, 2005 figure.

Note: If the County were to issue general obligation bonds, the debt limit pursuant to Government Code Section 29909 would be 5% of the taxable property of the County. As of June 30, 2005, the gross assessed value in the County was \$318.0 billion. The debt limit would, therefore, be \$15.9 billion, far greater than the current debt of \$1.7 billion.



General Fund Debt Service Ratio

Components of General Fund Debt Service Ratio (in millions)

	Fiscal Year 2002-03 Adopted Budget	Fiscal Year 2003-04 Adopted Budget	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
General Fund Revenue ¹	\$ 2,585.0	\$ 2,635.9	\$ 2,736.4	\$ 2,883.7	\$ 2,909.2
Total Debt Service	\$ 118.7	\$ 116.2	\$ 114.3	\$ 162.7 ²	\$ 163.6 ²
General Fund Share of Debt Service Cost	\$ 108.8	\$ 106.2	\$ 104.9	\$ 149.3	\$ 150.0
Ratio of General Fund Share of Debt Service to General Fund Revenue	4.21%	4.03%	3.83%	5.18%	5.15%

¹ General Fund Revenue excludes fund balance and reserve/designation decreases.

² Includes the payments on the economically defeased 1994 Pension Obligation Bonds (see page 51).

Financial Planning Calendar

Ongoing

Organizational Goals—The Board of Supervisors provides ongoing policy direction to the Chief Administrative Officer (CAO). The CAO, in conjunction with his Executive Team, reviews the County's mission, strengths, and risks to develop and refine the Strategic Plan which defines the County's long-term goals.

November–February

Five-Year Goals—The CAO, General Managers, and Chief Financial Officer (CFO) develop the Five-Year Financial Forecast of revenues and expenditures, and a preliminary analysis of key factors impacting this analysis. In coordination with the CFO, the Agency/Groups and their respective departments develop preliminary short- and medium-term operational objectives that contribute to meeting the Strategic Plan goals, and allocate the necessary resources to accomplish the operational objectives.

March–April

Preparation of Proposed Operational Plan—Agency/Groups and Departments plan specific objectives as part of the preparation of the Operational Plan. Objectives are clear and include measurable targets for accomplishing specific goals. The Operational Plan includes discussion of the proposed resources necessary to meet those goals, as well as a report of the accomplishments of the prior year.

May

Submission of the Proposed Operational Plan—The CAO submits a two fiscal year Proposed Operational Plan to the Board. The Board accepts the CAO's Proposed Operational Plan for review, publishes required notices, and schedules public hearings.

June

Public Review And Hearings—The Board conducts public hearings on the Operational Plan for a maximum of ten days. This process commences with Community Enhancement Program presentations.

All requests for increases to the Proposed Operational Plan must be submitted to the Clerk of the Board in writing by the close of public hearings. Normally, the CAO submits a Proposed Change Letter recommending modifications to the Proposed Operational Plan. Additionally, Board members may submit Proposed Change Letters.

Deliberations—After the conclusion of public hearings, the Board discusses with the CAO and other County officials as necessary the Proposed Operational Plan, requested amendments, and public testimony. Based on these discussions, the Board may modify the CAO's Proposed Operational Plan. The Board's deliberations are scheduled for one week and are generally completed by the end of June.

August

Adoption of Budget—Subsequent to completing deliberations, all Board approved changes are incorporated into the Operational Plan and are included in a Line-Item Budget format which contains the first year of the Plan for the Board's adoption. At a regular meeting, the Board adopts the Line-Item Budget, approves the carryforward of prior year encumbered appropriations, accepts the Operational Plan, and approves in concept the second year of the Plan. At the same or a subsequent meeting, the Board may also approve a supplemental plan resolution, reflecting final estimates of fund balance, property taxes, and the setting of appropriation limits.

Summary Of Related Laws, Policies, and Procedures

California Government Code

Government Code Sections §29000 through §30200 provide the statutory requirements pertaining to the form and content of the State Controller's prescribed Line-Item Budget. Government Code Section 29009 requires a balanced budget in the proposed and final budgets, defined as "the budgetary requirements shall equal the available financing."

Charter

Section 703.4— Establishes the Chief Administrative Officer (CAO) as responsible for all Agency/Groups and their departments and reporting to the Board of Supervisors on whether specific expenditures are necessary.

Administrative Code

Sections 115–117—The CAO is responsible for budget estimates and submits recommendations to the Board of Supervisors.

Board Of Supervisors Policies

A-91 Mid-Year Budget Changes—All mid-year General Fund savings and over realized revenue identified by County departments will be used to offset net County costs of the appropriate program. In addition, all letters to the Board of Supervisors will include a standardized statement of costs necessary to implement the recommendations submitted for actions, and a justification of the need for the proposal to be addressed outside the annual process, where competing needs could be evaluated

B-29 Fees, Grants, Revenue Contract—Provides a methodology and procedure to encourage County departments to recover full cost for services whenever possible.

B-51 Grants, Awards & Revenue Contracts—Requires County departments to certify in writing that a proposed activity or project funded primarily by the State or federal government would be worthy of expending County funds if that outside funding were not available.

M-26 Legislative Policy—Long-Term Financing of County Government—calls on the Legislature to redress inequitable State funding formulas.

Administrative Manual

0030-13 Budget Program/Project Follow-Up—Sunset dates will be placed on programs intended to have limited duration, and related staff and other resources will not be shifted to other activities without the Board of Supervisors' approval.

0030-14 Use Of One-Time Revenues—One-time revenue will be appropriated only for one-time expenditures such as capital projects or equipment, not to ongoing programs.

0030-17 General Fund Reserve—Provides a plan for the maintenance and ongoing enhancement of a General Fund reserve. This reserve would provide a source of funds for long-term extraordinary events and enhance the County's position with rating agencies.

0030-18 Transfer Of Excess Cash Balances To General Fund—Provides for transfer of excess cash balances to the General Fund from funds within the County's are of financial and cash management which contain earnings or moneys in excess of those funds' requirements.

0030-19 Revenue Match Limitations—Revenue matches will be limited to the mandated level unless clear justification is provided which results in a waiver of this policy by the Board of Supervisors.

0030-22 Revenue Management-Auditor and Controller & Chief Administrative Officer Responsibilities—Establishes the Chief Financial Officer/Auditor and Controller and the CAO as responsible to review and evaluate County revenues from all sources in order to maximize these revenues within



legal provisions and to institute internal controls and systems to be used by departments to estimate, claim, and collect revenues.

Basis of Accounting

Governmental fund types are accounted for using the modified accrual basis of accounting. Revenues are recognized when susceptible to accrual (i.e., both measurable and available). Available means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. The County considers this to be one year. In applying the susceptible to accrual concept to intergovernmental revenues, the legal and contractual requirements of the individual programs are used as guidance. Revenues that are accrued include property taxes, sales tax, interest, and State and federal grants and subventions.

Expenditures are generally recognized when the related fund liability is incurred. Exceptions to this general rule include: principal and interest on long-term debt is recognized when due; prepaid expenses are reported as current period expenditures, rather than allocated; and accumulated unpaid vacation, sick leave, and other employee benefits are reported in the period due and payable rather than in the period earned by employees.

Proprietary fund types, the pension trust fund, the investment trust fund, and agency fund are accounted for on the accrual basis of accounting. Their revenues are recognized in the period earned and expenses are recognized in the period incurred. There are no unbilled utility service receivables for the proprietary fund types.

Measurement Focus

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. All governmental funds are accounted for using a current financial resources measurement focus. With this measurement focus, only current assets and current

liabilities generally are included on the balance sheet. Operating statements of these funds present increases (i.e., revenues and other financing sources) and decreases (i.e., expenditures and other financing uses) in net current assets. Trust and Agency funds are custodial in nature and do not involve measurement of results of operations.

All proprietary funds, the pension trust fund and the investment trust fund are accounted for on a flow of economic resources measurement focus. With this measurement focus, all assets and all liabilities associated with the operation of these funds are included on the balance sheet. Fund equity for the proprietary funds (i.e., total net assets) is segregated into net assets invested in capital assets, net of related debt, and restricted net assets on the County's Comprehensive Annual Financial Report. Proprietary fund-type operating statements present increases (e.g., revenues) and decreases (e.g., expenses) in net total assets. Financial Accounting Standards Board Statements issued after November 30, 1989 are not applied in reporting proprietary fund operations.

General Budget Policies

Governmental Funds- An operating budget is adopted each fiscal year for the governmental funds. The annual resolution adopts the budget at the summary level of expenditures within departments. The County's financial statement, the Comprehensive Annual Financial Report (CAFR), is prepared using generally accepted accounting principles (GAAP). Budgets for the governmental funds are adopted and evaluated on a basis of accounting that is different from GAAP.

The major areas of differences are:

- The budgets for some County agencies ("blended component units") that are presented in the CAFR, such as the In-Home Supportive Services Public Authority, are not presented in this document. The Board reviews them separately.



- Encumbrance accounting is employed in governmental funds. Encumbrances (e.g., purchase orders, contracts) are reported in the CAFR as budgeted expenditures in the year the commitment to purchase is incurred. In this document, however, year-end encumbrances at June 30, 2005 are not treated as expenditures of Fiscal Year 2004-05. For GAAP purposes in the fund financial statements of the CAFR, encumbrances outstanding at fiscal year-end are reported as reservations of fund balances and do not constitute expenditures and liabilities, because the appropriations for these commitments will be carried forward and the commitments honored in the subsequent fiscal year.
- Long-term capital lease obligations are not budgeted as an expenditure and source of funds in the year the asset is acquired. Under a GAAP basis, in the fund financial statements such obligations are included as an expenditure and source of funds in the year the asset is acquired.
- Loans and deposits to other agencies, if any, and their subsequent repayments are budgeted as expenditures and revenues, respectively. Under a GAAP basis in the fund financial statements, these items are not recognized as expenditures and revenues.
- On a budgetary basis, unrealized gains and losses on the fair value of investments are not recognized. For GAAP purposes, such gains or losses are recognized.

Proprietary funds- The Board of Supervisors approves an annual spending plan for proprietary funds. Although the adopted expense estimates are not appropriations, their budgetary controls are the same as those of the governmental funds. Because these funds collect fees and revenues generally to cover the cost of the goods and services they provide, their accounting and budgeting bases are closer to commercial models. Budgeting, like accounting, is done on the accrual basis and generally according to GAAP.

Some exceptions are:

- Certain funds are budgeted as governmental funds but are reported as proprietary funds; the most significant difference is that depreciation is not budgeted. Depreciation is not included in the budgets for the Sanitation and Sewer Maintenance Special Districts.
- Adjustments to inventory valuations are not budgeted.

All funds- Changes in reservation and designation of fund balance are budgeted as appropriations (expenditures) or revenues; for GAAP purposes, they are neither. Appropriations may be adjusted during the year with the approval of the Board of Supervisors; additionally, Group and department managers are authorized to approve certain transfers of appropriations within a department. Such adjustments are reflected in the final budgetary data as presented in the CAFR. Accordingly, the legal level of budgetary control by the Board of Supervisors is the department level.

County of San Diego Budget Documents

Operational Plan Documents

Several documents are produced to aid in budget development and deliberations:

CAO Proposed Operational Plan- is a comprehensive overview of the Chief Administrative Officer's (CAO) proposed plan for the County's operations for the next two fiscal years, including:

- Summary tables showing the balance of revenues and expenditures for all County funds.
- A listing of planned capital projects.
- A summary of the County's short- and long-term debt.
- A detailed section by Agency/Group and Department/program describing their missions, prior year accomplishments, operating objectives, revenue amounts and sources, expenditures by category, staffing by program, and performance measures.
- Other supporting material including a glossary.

Change Letters-are proposed changes to the CAO Proposed Operational Plan submitted by the CAO and members of the Board of Supervisors. The CAO Change Letter updates the CAO Proposed Operational Plan with information that becomes available after the document is presented to the Board of Supervisors. Such modifications may be due to Board actions that occurred subsequent to the submission of the CAO Proposed Operational Plan or recent changes in State or federal funding. The CAO Change Letter typically contains:

- A schedule of revisions.
- A summary of Agency/Group adjustments.
- Highlights of significant changes to the Proposed Operational Plan.

Referrals To Budget-are status updates on items on which the Board of Supervisors has deferred action during the current fiscal year until the budget process. The Clerk of the Board tracks referrals to budget. As Budget Deliberations

approach, the status of each referral is updated and included in a compilation of all the referrals made throughout the year. This document is submitted to the Board for its review and for discussion with affected departments during Budget Deliberations.

Citizen Advisory Board Statements-are comments of citizen committees on the CAO Proposed Operational Plan.

Referrals From Budget-are requests made by the Board of Supervisors during Budget Deliberations for additional information to assist them in making decisions during the fiscal year. The Agency/Groups are responsible for providing requested information to the Board. The status of each referral from budget is tracked by the Clerk of the Board to ensure that the information is provided.

Post Adoption Documents

Operational Plan- is a comprehensive overview of the Board of Supervisors' adopted and approved plan for the County's operations for the next two fiscal years. The Operational Plan is an update of the CAO Proposed Operational Plan reflecting revisions made by the Board during Budget Deliberations. Unlike the CAO Proposed Operational Plan, however, the Adopted Operational Plan displays adjusted actual expenditures and revenue for the immediate prior fiscal year.

Note on Adjusted Actuals-- Expenditures may not legally exceed budgeted appropriations at the expenditure object level within each department. In some instances in the Adopted Operational Plan, the adjusted actuals will exceed the adopted budget for that year. This results from the inclusion of expenditures related to mid-year budget amendments or to the carryforward of encumbrances of prior year appropriations in the adjusted actual figures. The adopted budget does not include appropriations for these expenditures, but the appropriations are part of the "amended budget" and are thus considered "budgeted".



Budget Modifications- State Law permits modifications to the first year of the Operational Plan during the year with approval by the Board of Supervisors. There are two options for accomplishing a mid-year budget adjustment:

- **Board Of Supervisors Weekly Regular Agenda Process-** Budget modifications are generally made due to unforeseen and program-specific changes. In compliance with Government Code §29130, increases in appropriations require a four-fifths vote by the Board after the first year of the Operational Plan is adopted.

Such changes could include requests for additional appropriations as a result of additional revenues for specific programs or a contract modification. Items placed on the agenda that have a fiscal or budgetary impact are reviewed and approved by the Chief Financial Officer and County Counsel. Contract modifications also require the approval of the Purchasing Agent.

- **Quarterly Status Reports-** The Chief Administrative Officer provides a quarterly budget status report to the Board of Supervisors that may also recommend appropriation adjustments and management reserve and/or Contingency Reserve usage to address unanticipated needs.

Public Safety Group

Public Safety Group

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Public Safety Group Summary & Executive Office
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- District Attorney**
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- Sheriff**
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- Alternate Public Defender**
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- Child Support Services**
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- Citizens' Law Enforcement Review Board**
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- Emergency Services**
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- Medical Examiner**
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- Probation Department**
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- Public Defender**
.....

Public Safety Group Summary & Executive Office



Group Description

The Public Safety Group provides administrative oversight and coordination of nine departments, including the elected offices of Sheriff and District Attorney. These departments provide services in the areas of criminal justice including indigent defense, supervision of adult and juvenile offenders, detention of juvenile offenders, and investigations of peace officer complaints, as well as emergency services, disaster preparedness, medical examiner services, and child support enforcement. The Group serves as the County's liaison with the State Trial Courts, managing required payments to the Court and the maintenance of Court facilities. The Group also manages the Private Conflict Counsel contract for indigent defense and provides support to the Juvenile Justice Commission.

Mission Statement

Provide all County residents with the highest levels of public safety and security.

2004-05 Accomplishments

Strategic Initiative – Kids

- Provided quality care and supportive services for at-risk youth and children in the dependency and delinquency system through effective management of legislation, cases, and programs.
- The County Offices of the Public Defender and the Alternate Public Defender successfully participated in a competitive bid and entered into a three-year contract with the State of California Administrative Office of the Courts as the preferred vendor to provide dependency representation services to parents and children.
- Supported self-sufficiency of families with children by collecting and disbursing \$103.7 million in child support to families, exceeding the goal of a 2% increase (\$99.1 million) despite reductions in State funding for local child support agencies to aid the transition from welfare to work.

- Exceeded the five federal performance measure standards in child support enforcement as follows: 95.8% paternity establishment (12,638 children); 82.9% support orders established (105,581 cases); 42.1% of current support collected (\$87.7 million); 53.8% of support in arrears collected (49,303 cases) and \$2.47 in collections per \$1 spent.
- Provided educational materials to all San Diego County School Districts to reduce students' risk of becoming a victim of a sexual offense.
- The Probation Department continued its Gang Suppression Unit and Community Response Officers Program (CROP) collaboration with school districts to provide assistance on issues regarding school violence and increasing safety on campuses.
- Assisted in the passage of legislation to provide public access to the Megan's Law database through the California Department of Justice website.

Strategic Initiative – The Environment

- Continued to seek and maintain partnerships or projects with organizations that preserve environmental resources or sustain our quality of life. The Sheriff partnered with the Proctor Valley community in conducting



enforcement actions against illegal dumping. The District Attorney worked to strengthen the enforcement of County codes and regulations impacting the quality of life in San Diego County.

- The County of San Diego and all 18 incorporated cities adopted the first Multi-Hazard Mitigation Plan in California approved by Federal Emergency Management Agency (FEMA).

Strategic Initiative – Safe and Livable Communities

- Strengthened the County's ability to respond to an emergency by facilitating the participation of all 18 cities in emergency preparedness training exercises and developing a three-year Countywide Homeland Security Exercise and Evaluation Program through the Office of Emergency Services.
 - Assisted 10 communities in the unincorporated areas of the County in the development of evacuation/emergency plans.
 - Administered \$22.0 million in State Homeland Security grant funds to County departments, fire protection districts, and 18 incorporated cities to provide protective equipment, training, and exercises to respond to terrorist incidents.
 - Acquired two Fire and Life Safety County owned helicopters to replace a leased helicopter and to continue public safety services and provided for the ongoing operations of the purchased helicopters by the Sheriff.
 - Identified funding and initiated a Capital Project to acquire land and construct a new Sheriff's station in the Rancho San Diego Community. The department is currently evaluating sites.
 - Collaborated with the Land Use and Environment Group to develop Business Continuity Plans (BCP). 100% of Public Safety Group (PSG) departments (9 departments) provided documentation to the BCP Team in July 2004 to identify priority functions that need to continue in case of an emergency or disaster. In addition, 50% of PSG departments provided feedback on BCP template process, 95% completed the initial Site Emergency Response Plan template, and eight PSG staff currently serve on BCP Team subcommittees.
- Coordinated the development and implementation of an automated community notification system to alert County residents of emergency situations. Worked with Health and Human Services Agency, San Diego County law enforcement, and fire service agencies to develop protocols and procedures to be used.
 - Participated in the development of a Regional Intelligence Center and identified funding for and began the enhancement of the Regional Communications System.
 - Provided criminal justice services in the prosecution of 45,473 felony and misdemeanor cases, the secure management of a daily average of 5,102 inmates in the jails, while also providing efficient and effective legal representation in over 117,291 cases where clients are indigent.
 - Helped to build safer communities by supervising 20,084 adult and 3,462 juvenile probationers in the community, reducing incarceration costs, ensuring their compliance with court orders, and making appropriate sentencing recommendations for the Court.
 - Created a Deoxyribonucleic Acid (DNA) Steering Committee facilitated by the Sheriff including representatives of the Court, Probation, the District Attorney, State Attorney General, Police Agencies and the Public Defender to implement Proposition 69 – the DNA Fingerprint, Unsolved Crime, and Innocence Act, and to help create a statewide database of DNA collected from felons in California.
 - Identified funds to begin the planning and design of a new Medical Examiner facility.



- Identified funds to begin planning for an upgraded replacement station in the Alpine community.
- Continued to combat Identity Theft crimes by working with various federal, State, and local law enforcement agencies as well as the business community. Engaged these partners in meetings and discussions focused on Identity Theft issues.
- Participated in a Board of Supervisors' Conference on September 29, 2004 to report on the actions taken and progress made following the 2003 Cedar, Paradise and Otay fires.
- Participated in a Board of Supervisors' Conference on October 20, 2004 on Women and Methamphetamine.
- Deputy Chief Administrative Officer joined State Emergency Management System Advisory Board (SEMS).

Required Discipline- Continuous Improvement

- To demonstrate results, the Public Safety Group launched a performance measurement initiative. The team identified department mission critical services and developed outcome performance measures with the assistance of community stakeholders.
 - Conducted ten workshops with the executive team of four departments: Department of Child Support Services, Public Defender, Office of Emergency Services, and Probation. Facilitated 16 focus groups, with approximately 240 total participants, to develop performance measures.

2005-07 Objectives

The Public Safety Group's performance measurement initiative identified mission critical services and desired outcomes. The results of this initiative are reflected in the objectives stated below.

Strategic Initiative- Kids

- Promote the well being of children and the self-sufficiency of families by establishing and enforcing child support orders efficiently, effectively, and professionally regardless of the custodial status or financial position of the children's parents.
- Provide effective and efficient representation in dependency matters through a new multi-year agreement with the State Administrative Office of the Courts.

Strategic Initiative- Safe and Livable Communities

- Strengthen the County's ability to respond to an emergency by assisting communities in their readiness activities, by coordinating multi-agency and jurisdiction response and communications and by conducting public education activities to raise awareness.
- Continue to provide all stakeholders with quality, on time, fair, and unbiased probation recommendations for the disposition of cases and future case planning. Provide evidence-based and cost effective sentencing options (including custody, supervision, and intervention) to the Court and to the community to promote positive offender behavior change. Serve the victims of crime by advocating for their rights and addressing their needs for healing and restitution.
- Continue to provide efficient and effective legal representation to the indigent citizens of San Diego County.
- Continue to work to improve the safety of our community by continuing to actively monitor sex offenders.
- Continue to address emerging public safety issues including Identity Theft, Human Trafficking, the mental health needs of offenders, the re-entry of offenders into the community, the public enforcement



- Increase of \$1.5 million in General Revenue Allocation primarily due to the loss of AB 189 Penalty Assessment Criminal Justice Facility Construction revenues.

Defense Attorney/Contract Administration

Expenditures

Increase in expenditures of \$1.1 million.

- Increase of \$0.1 million in Services and Supplies to support negotiated increases in the Private Conflict Counsel contract.

- Increase of \$1.0 million in Management Reserves to budget a reserve amount to fund unplanned costs of providing indigent defense services in Fiscal Year 2005-06.

Revenues

- Increase of \$1.1 million in Fund Balance and General Revenue Allocation to fund contract increase and management reserve increases discussed above.



Public Safety Group Summary & Executive Office

Staffing by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Public Safety Group	9.00	9.00	9.00
District Attorney	1,038.00	1,038.00	1,038.00
Sheriff	4,010.50	4,008.50	4,008.50
Alternate Public Defender	86.00	95.00	95.00
Child Support Services	684.00	624.00	624.00
Citizens' Law Enforcement Review Board	4.00	4.00	4.00
Emergency Services	12.00	16.00	16.00
Medical Examiner	51.00	53.00	53.00
Probation Department	1,264.00	1,304.00	1,318.00
Public Defender	312.00	327.00	327.00
Total	7,470.50	7,478.50	7,492.50

Expenditures by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Public Safety Group	\$ 212,257,412	\$ 222,907,669	\$ 227,524,880	\$ 236,611,527
District Attorney	106,983,518	107,373,225	109,782,399	110,700,928
Sheriff	475,221,918	460,536,338	490,780,203	498,291,514
Alternate Public Defender	13,265,745	12,333,695	13,636,708	14,260,853
Child Support Services	55,884,159	52,175,947	56,505,214	53,767,855
Citizens' Law Enforcement Review Board	507,280	456,203	497,922	506,972
Emergency Services	21,980,736	10,432,052	24,442,981	5,502,634
Medical Examiner	6,691,917	6,635,731	7,037,130	7,192,202
Probation Department	145,623,692	139,933,872	143,751,182	146,097,687
Public Defender	44,536,543	44,609,845	46,432,574	47,637,180
Contribution for Trial Courts	67,537,321	75,674,386	74,302,049	74,302,049
Defense Attorney / Contract Administration	8,099,440	10,003,615	9,199,440	8,299,440
Total	\$ 1,158,589,681	\$ 1,143,072,585	\$ 1,203,892,682	\$ 1,203,170,841



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Public Safety Executive Office	9.00	9.00	9.00
Total	9.00	9.00	9.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Public Safety Executive Office	\$ 10,290,500	\$ 12,538,968	\$ 7,006,948	\$ 7,760,110
Public Safety Proposition 172	201,966,912	210,347,039	220,517,932	228,851,417
Total	\$ 212,257,412	\$ 222,907,669	\$ 227,524,880	\$ 236,611,527

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 1,227,906	\$ 1,389,229	\$ 1,241,685	\$ 1,295,485
Services & Supplies	5,122,594	7,414,384	5,365,263	6,064,625
Other Charges	400,000	257,016	400,000	400,000
Capital Assets Equipment	3,500,000	3,499,999	—	—
Expenditure Transfer & Reimbursements	40,000	—	—	—
Operating Transfers Out	201,966,912	210,347,039	220,517,932	228,851,417
Total	\$ 212,257,412	\$ 222,907,669	\$ 227,524,880	\$ 236,611,527



Budget by Categories of Revenue

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	3,540,000	3,540,000	2,564,201	—
Fines, Forfeitures & Penalties	182,486	182,486	182,486	182,486
Revenue From Use of Money & Property	2,624,245	2,930,825	2,642,245	2,642,245
Intergovernmental Revenues	201,966,912	222,468,089	217,953,731	228,851,417
Charges For Current Services	400,000	360,572	400,000	400,000
Miscellaneous Revenues	—	22,708	—	—
Other Financing Sources	—	1,955,252	—	—
General Revenue Allocation	3,543,769	(8,552,263)	3,782,217	4,535,379
Total	\$ 212,257,412	\$ 222,907,669	\$ 227,524,880	\$ 236,611,527

District Attorney



Department Description

The Office of the District Attorney contributes to public safety and the quality of life in San Diego County through the efficient prosecution of felony crimes countywide and misdemeanor crimes in 16 cities and the unincorporated areas. The District Attorney assists victims and survivors of crime, protects families and children by making communities safer, and protects the taxpayer by investigating and prosecuting consumer and public assistance fraud.

Mission Statement

The San Diego District Attorney, in partnership with the community we serve, is dedicated to the pursuit of truth, justice, the protection of the innocent, and the prevention of crime through the vigorous and professional prosecution of those who violate the law.

2004-05 Accomplishments

Strategic Initiative – Kids

- Linked nine youth from the Urban League Academy with Deputy District Attorneys. For six months, the attorneys served as mentors assisting the kids in developing their personal, career, and educational goals as well as exposing them to a behind-the-scenes look at the criminal justice system.
- Supported successful legislation that provides public access to information about certain sex offenders in the Megan's Law database through the California Department of Justice website.
- Assigned additional attorneys to the Family Protection Division at each branch office to prosecute child abuse and domestic violence violations. Improved the daily interaction between the Family Protection Division and the City Attorney's Family Protection Unit to ensure uniform treatment and protection of all parties involved in child abuse and domestic violence cases across the County.

Strategic Initiative – The Environment

- Continued to work with County Counsel and various County departments to strengthen the enforcement of County codes and regulations.
- Incorporated four hybrid vehicles into the fleet to decrease fuel usage and exhaust emissions.

Strategic Initiative – Safe and Livable Communities

- Established a Community Advisory Board composed of 25 community leaders from throughout the County to apprise the District Attorney of community wide issues and concerns that may affect the quality of life for San Diego County citizens. This is the first board of this kind created by any District Attorney in Southern California.
- Successfully restructured the Adult Literacy program by collaborating with the Probation Department, the San Diego Community College District, and the San Diego Council on Literacy. The new format gave more nonviolent offenders access to the program. Enrolled 42 offenders in the program to assist them in improvement of their literacy levels and attainment of their high school diploma or General Education Diploma (GED).
- Implemented a standardized case disposition policy and procedure throughout the divisions and branch offices.



- Assigned staff to work with the State Labor Commissioner's Office to investigate and prosecute employers operating without workers' compensation insurance. Since July 1, 2004, 67 defendants have been prosecuted as a result of this partnership.
- The District Attorney's Office continues to participate in a multi-agency task force composed of federal, State, and local law enforcement agencies and the business community to combat identity theft related crimes; participated in the Public Safety Group Identity Theft meetings.

Required Discipline - Fiscal Stability

- Continued to use the County's General Management System as a vehicle to closely monitor fiscal and program goals. The District Attorney's Office was awarded \$1.0 million in competitively awarded one-time grant funds.

Required Discipline - Customer Satisfaction

- Redesigned the department's website to be more user friendly and to improve access to information about the office and the cases prosecuted. Minor enhancements will be an ongoing process to keep up with the needs of the public.

Required Discipline - Regional Leadership

- Participated in several successful partnerships on reducing gun violence. The District Attorney's Office attended a bi-national exchange with Mexican authorities for law enforcement and drug treatment and worked with authorities in Mexico on methamphetamine enforcement and treatment. The District Attorney's Office also collaborates with the United States Attorney Office through the Project Safe Neighborhoods program, a federally funded gun reduction strategy. Countywide guidelines for prosecution of Project Safe Neighborhoods gun cases

were developed as an alternative for local law enforcement if the United States Attorney Office did not pursue a case.

Required Discipline – Skilled, Competent Workforce

- Identified areas for improvement to ensure a safer work environment after reviewing essential functions of every classification in the District Attorney's Office and reviewing workers' compensation claims. As a part of the department's Work Safe/Stay Healthy efforts, developed a safety awareness poster to alert department employees on ways to work ergonomically, improve the safety of their workspace, and eliminate potential hazards.
- Expanded the use of online, on-demand streaming video training programs by offering 13 separate presentations through each employee's desktop computer. These presentations covered a variety of topics, such as Minimum Continuing Legal Education (MCLE) for attorneys and paralegals, professional development, supervisor training, employee recognition, and technical training for in-house databases.
- Developed an online evaluation system empowering employees to evaluate their supervisors in a timely and confidential manner. Over 81% (731 of out of 892 employees) of department employees responded and 80% (544 out of 684 employees) of those who responded gave their supervisors an overall rating of Very Good or Outstanding in twenty different performance categories.

Required Discipline - Essential Infrastructure

- Prevented a deferred maintenance backlog by reducing the vehicle fleet by 20 vehicles and incorporating new hybrid vehicles.



Required Discipline - Information Management

- Assisted the Sheriff's Department in the selection process for a vendor to design and develop an automated field record management system. A vendor was chosen and the District Attorney's Office will now move forward on developing an interface between the District Attorney's adult case management system and the Sheriff's record management system which will eliminate data entry duplication and improve the timeliness of receiving discovery on a case.

Required Discipline – Accountability/Transparency

- Provided timely and complete information to the Public Safety Group, the Chief Administrative Officer, and the Board of Supervisors.

Required Discipline - Continuous Improvement

- Provided certificates and gift cards to employees being recognized for exemplary performance. Invited "Director's Checkbook" award recipients to weekly executive staff meetings where they were honored for their accomplishments. Developed a monthly "Kudos" department-wide e-mail acknowledging staff that have had a successful result in court or have shown exceptional performance.

2005-07 Objectives

Strategic Initiative – Kids

- Participate with the Methamphetamine Strike Force, local and federal law enforcement agencies on developing anti-drug messages that raise parents, educators, and kids' awareness on the harm illegal drugs pose. This anti-drug campaign will be launched during Red Ribbon Week, which is October 23-31, 2005.
- Continue to promote the participation of District Attorney staff in community-oriented youth mentoring programs.

- Support the Superior Court's efforts to establish a Family Violence Court that will focus on early intervention, counseling, and family reunification for first-time juvenile offenders involved with family violence.
- Support the Superior Court's efforts to develop mental health resources/programs focused on kids, using funds from Proposition 63 - *Mental Health Services Funding Program* passed by voters on November 2, 2004.
- Maintain vertical prosecution units, where the same attorney handles the case from start to finish, that protect children from the exploitation of teen prostitution and from those who commit crimes of domestic violence.
- Continue the vertical prosecution approach, where the same attorney handles the case from start to finish, in juvenile vehicular manslaughter cases in order to mitigate the emotional impact on families.

Strategic Initiative – The Environment

- Expand the Economic Crime Division's ability to review Environmental and Occupational, Safety, and Health Administration (OSHA) cases.
- Increase the number of hybrid vehicles used by support staff to further decrease fuel usage and exhaust emissions.

Strategic Initiative – Safe and Livable Communities

- Partner with local and federal law enforcement agencies to target gang members who present particular safety concerns for the community through proactive narcotics and gang investigations.
- Design and implement a Provider Fraud Task Force to investigate and prosecute attorneys and medical professionals engaged in insurance fraud.
- Design and implement wrap-around services that facilitate the successful re-entry of offenders released from prison back into the community, in collaboration with the California Department of Corrections and



Rehabilitation, the County Department of Probation, and the faith-based and other local treatment communities.

- Implement the Provisions of Proposition 64, *Limits on Private Enforcement of Unfair Business Competition Laws*, passed by the voters on November 2, 2004. This proposition directs fines received from consumer fraud cases to local government prosecutors to enforce unfair business competition laws. The cost of any additional activities will be directly offset by equivalent revenue as the County receives the fines.
- Work to ensure that Sexually Violent Predators are not released into our communities without adequate monitoring and supervision.

Required Discipline - Fiscal Stability

- Closely monitor expenditures and other costs.
- Work to increase State and federal funding for victim service programs.
- Reduce the number of formal felony probation hearings when agreed on by all parties, in an effort to reduce costs to the Courts and the Probation, Sheriff, Public Defender, and District Attorney's Departments.
- Reduce the number of non-essential witnesses for the preliminary hearing examination in an effort to limit witness fees and other related costs.
- Partner with the Sheriff's Department on the purchase of safety equipment and ammunition to obtain better pricing.

Required Discipline - Customer Satisfaction

- Re-engineer the physical and organizational structure of the South Bay office to better support victim/witness services.
- Develop, in cooperation with the Probation Department, information to be used in a brochure as well as on the Internet to assist victims of crime to request and receive restitution.

- Continue to provide high quality services to victims by maintaining the partnership with the Probation Department and retaining victim advocates at the Sheriff's Department, San Diego Police Department and the Family Justice Center.

Required Discipline - Regional Leadership

- Take the lead in the development of the regional East County Gang Task force in an effort to reduce the escalating gang violence in East County.

Required Discipline - Skilled, Competent Workforce

- Continue to provide ongoing training for improved prosecution of cases.

Required Discipline - Essential Infrastructure

- Continue to employ ways to reduce maintenance costs and extend the life of the department's vehicles.

Required Discipline - Information Management

- Develop a Document Management Plan that lays out a phased approach to the efficient movement, retention, and destruction of department documents.

Required Discipline - Continuous Improvement

- Work toward ensuring that restitution fines and orders are entered accurately in every applicable case.

Changes from 2004-05 Adopted

Staffing

The Fiscal Year 2005-07 Operational Plan includes 1,038.00 authorized staff years, which is no change from the Fiscal Year 2004-05 Operational Plan.

Expenditures

Total expenditures increase of \$2.8 million.

- Salary and Benefit appropriations increase of a net \$1.8 million due to negotiated labor agreements. The Operational Plan continues to hold 127 positions as



frozen and unfunded, which is no change from the number of frozen positions in the Fiscal Year 2004-2005 Adopted Operational Plan.

- Services and Supplies appropriations increase of \$0.9 million. The increase is primarily due to planned one-time information technology purchases.
- Other Charges increase of \$0.1 million due to increased contract costs for the Regional Auto Theft Task Force (RATT).
- Capital Assets Equipment appropriations increase of \$0.3 million. These funds are to purchase information technology hardware and two vehicles for the Public Assistance Fraud Unit.
- Expenditures Transfers & Reimbursements appropriations increase of \$0.4 million to provide funding from the Health & Human Services Agency for the negotiated salary and benefit increases in the Public Assistance Fraud Unit and does not include any other increases.
- Operating Transfers Out increase of \$0.1 million in the District Attorney's Seized Federal Asset Forfeiture Funds to support overtime expenditures.

Revenue

Net increase in revenues of \$2.8 million.

- Intergovernmental Revenues increase of \$0.5 million due to a \$0.3 million increase in the Regional Auto Theft Task Force (RATT), \$0.3 million increase in the Workers' Compensation Fund Revenue, and \$0.1 million increase in the Victim/Witness Program offset by a \$0.2 million decrease in various federal and State grant revenues.

- Miscellaneous Revenues increase of \$0.5 million to reflect anticipated reimbursements from the State for witness relocation costs, reimbursement for the cost of conducting background investigations on behalf of the Federal Office of Personnel Management, and mid-year receipts of Proposition 64 consumer protection fines.
- Other Financing Sources increase of \$5.9 million due to a \$0.1 million increase from Federal Seized Asset Forfeiture for overtime costs and Proposition 172 revenues increase by \$5.8 million due to a projected \$3.3 million increase in growth and \$2.5 million of funds carried over from previous years. The Proposition 172 funds carried over from previous years will be used to offset one-time expenses such as information technology purchases, non case-related training and travel, and in support of the Child Abduction Recovery Program pending State payment of County costs for mandated programs (SB90) due in Fiscal Year 2006-07.
- Use of Fund Balance decrease of \$7.5 million due to the completion of projects related to the Southwest Border Prosecution Initiative. Budgeted Fund Balance amount of \$1.9 million will support one-time expenses including information technology equipment refresh, overtime, and costs of temporary staffing.
- General Revenue Allocation increase of \$3.3 million to support negotiated salary and benefit increases and ongoing operational costs.

Significant Changes in Fiscal Year 2006-07

In Fiscal Year 2006-07, the approved Operational Plan reflects no change in staff years or frozen positions. The District Attorney and the Chief Administrative Officer will work together on a specific plan to balance expenditures to available revenues for the Operational Plan in Fiscal Year 2006-2007.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Felony defendants received	28,000	31,150	31,300	31,300
Felony defendants issued	23,000 ¹	18,438	18,600	18,600
Issue rate - Felony	80%	76%	76%	76%
Conviction rate – Felony	94%	95%	95%	95%
Misdemeanor defendants received	32,000	25,443	25,400	25,400
Misdemeanor defendants issued	28,000	27,035	27,000	27,000
Issue rate – Misdemeanor	87%	86%	86%	86%
Conviction rate – Misdemeanor	92%	90%	90%	90%

¹ This measure is revised to exclude defendants who originated as felonies but were ultimately issued as misdemeanors.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
General Criminal Prosecution	532.50	522.50	522.50
Specialized Criminal Prosecution	296.00	309.00	309.00
Juvenile Court	68.50	68.50	68.50
Public Assistance Fraud	97.00	92.00	92.00
District Attorney Administration	44.00	46.00	46.00
Total	1,038.00	1,038.00	1,038.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
General Criminal Prosecution	\$ 58,472,029	\$ 56,893,169	\$ 59,890,546	\$ 60,084,775
Specialized Criminal Prosecution	35,632,126	37,758,986	37,972,624	38,746,864
Child Support Enforcement	—	351	—	—
Juvenile Court	8,207,985	7,222,470	7,339,243	7,542,729
Public Assistance Fraud	(681,837)	(733,691)	(1,500,779)	(1,739,913)
District Attorney Administration	4,966,299	5,632,817	5,553,265	5,638,973
District Attorney Asset Forfeiture Program	386,916	599,122	527,500	427,500
Total	\$ 106,983,518	\$ 107,373,225	\$ 109,782,399	\$ 110,700,928

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 101,213,433	\$ 100,255,471	\$ 102,982,719	\$ 105,020,151
Services & Supplies	10,760,342	11,434,777	11,675,739	11,408,907
Other Charges	2,692,818	2,496,384	2,784,495	2,784,495
Capital Assets Equipment	221,816	578,494	495,616	115,616
Expenditure Transfer & Reimbursements	(8,104,891)	(7,596,549)	(8,456,170)	(8,828,241)
Operating Transfers Out	200,000	204,647	300,000	200,000
Total	\$ 106,983,518	\$ 107,373,225	\$ 109,782,399	\$ 110,700,928



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	9,420,865	9,420,865	1,927,500	1,427,500
Fines, Forfeitures & Penalties	—	300,331	—	—
Revenue From Use of Money & Property	—	41,700	—	—
Intergovernmental Revenues	16,832,688	16,985,625	17,359,009	17,359,009
Charges For Current Services	1,988,716	2,815,462	2,022,312	1,840,186
Miscellaneous Revenues	—	604,397	549,281	453,644
Other Financing Sources	41,397,643	41,402,290	47,259,208	46,774,544
General Revenue Allocation	37,343,606	35,802,555	40,665,089	42,846,045
Total	\$ 106,983,518	\$ 107,373,225	\$ 109,782,399	\$ 110,700,928

Sheriff



Department Description

The Sheriff's Department is the chief law enforcement agency in the County of San Diego, covering 4,200 square miles. The department's 4,000 employees provide general law enforcement, detention, and court services, as well as regional investigative support and tactical emergency response. Law enforcement services are provided to almost 870,000 County residents, including those in nine contract cities. The department is responsible for booking and releasing inmates, ensuring court appearances, and providing necessary daily care for over 5,000 inmates per day. The Sheriff's detention facilities book over 144,000 inmates annually. Services provided to the San Diego Superior Courts include weapons screening and courtroom security. The department also serves as the County's levying and enforcement agency for execution, service and return of all writs, warrants, and other processes issued by the courts.

Mission Statement

In partnership with our communities, we provide the highest quality public safety services.

2004-05 Accomplishments

Strategic Initiative – Kids

- Developed an effective evacuation and monitoring plan for each of the seven courthouse children's waiting rooms. The plan is in final committee review.
- Court Services Bureau deputies assisted in programs that acquaint juvenile witnesses with courtroom procedures.

Strategic Initiative – The Environment

- Alleviated off-road vehicle trespassing and illegal dumping in the Proctor Valley preserve area by conducting several enforcement operations. Long-term solutions include new and improved fences, physical environmental changes affecting access to private property, and signage.
- Added 23 agencies in Fiscal Year 2004-05 to the Regional Communications System (RCS), which currently serves 217 agencies in the region as the primary

communications network for public safety. The County has agreements to share facilities with many wireless providers, which creates efficiency by reducing the number of wireless communications facilities within the region.

Strategic Initiative – Safe and Livable Communities

- In collaboration with the Board of Supervisors and the RCS Board, identified \$20 million in funding for the RCS enhancement project, which will address communication issues identified during Firestorm 2003. The project is underway and is expected to be completed in Spring 2006.
- Identified funding and initiated a Capital Project to acquire land and construct a new Sheriff's station in the Rancho San Diego Community. The department is currently evaluating sites.
- Acquired one Fire and Life Safety Helicopter through a \$1.7 million grant from the Indian Gaming Local Community Benefit Committee.



- Created a Terrorism Early Warning (TEW) Unit which works at the local level to develop and implement counterterrorism and response plans to critical incidents. The TEW will coordinate information sharing with other disciplines including fire, Hazardous Materials (County Department of Environmental Health HAZMAT), public health, State, federal and local law enforcement agencies as well as private industry.
- Participated in the development of the Regional Intelligence Center, which will serve as the center for all levels law enforcement intelligence information for the San Diego Region.
- Purchased and issued Weapons of Mass Destruction personal protective equipment funded by Homeland Security Grants. These grants also funded terrorism preparedness training for all law enforcement personnel.
- Completed the technical design and development stages of a new regional automated field reporting and records management system (AFR/RMS), with pilot implementation scheduled for September 2005 at the Poway Station.
- Created a multi-jurisdictional Cold Case Forensic Team to expand the Crime Lab's Deoxyribonucleic Acid (DNA) capabilities and apply the technology to unsolved homicide cases. Partners in this effort include the Chula Vista, El Cajon, and Oceanside Police Departments and the Offices of the District Attorney and Medical Examiner.
- Developed and implemented an "e-warrants" system, which provides warrant information on a secure private network, Extranet, to law enforcement by geographical area. The information helps increase the number of warrants served by all law enforcement personnel throughout the County.
- Adopted a new contract to provide high level, cost-effective security services to Superior Court.
- Refurbished Dorm 1 at the Las Colinas Detention Facility. This provides an additional 64 inmate beds at the facility.
- Installed or upgraded electronic access throughout court prisoner holding facilities.
- Worked with the Office of the District Attorney to implement data entry process changes for a more efficient subpoena service process.
- Renovated four San Diego Central Court holding cells resulting in enhanced safety of Sheriff's personnel and increased safety in the movement of inmates.
- Placed Automated External Defibrillation (AED) units in all of the rural patrol vehicles, in court holding areas and in the jails.
- Responded to all outside agency discriminatory complaints and grievances within 30 days.

2005-07 Objectives

Strategic Initiative – Kids

- Reduce the number of sex offenders who are out of compliance with registration and reporting requirements by 2-3% each fiscal year in order to achieve a 96% compliance rate by June 2007.

Strategic Initiative – The Environment

- Introduce and operate a countywide aerial firefighting helicopter program that will serve to mitigate the impact of urban and wildland fires on the environment through timely intervention. The program will feature two medium lift helicopters, which were delivered June 2005.

Strategic Initiative – Safe and Livable Communities

- Build two Sheriff's Stations: one to serve the community of Rancho San Diego and one to serve the community of Alpine.



- Add 200 beds to the jail system by discontinuing the lease of these beds to a private contractor, thereby increasing the San Diego County system capacity.
- Facilitate a DNA Steering Committee that includes representatives of the Court, Probation, Public Defender, Chief Administrative Office, State Attorney General, police agencies, San Diego's crime laboratories, along with the Sheriff. Pursuant to the passage of Proposition 69, the DNA Fingerprint, Unsolved Crime & Innocence Protection Act, an all-felon DNA database in California will be created that can be accessed in criminal investigations, particularly homicides and sexual assaults.
- Rebuild the Civil Law Enforcement System (CLES) from a mainframe application to a web-like environment that will allow for easier use, management, enhancement, and operational cost control. CLES is the software system that monitors and tracks the enforcement of Court judgments.
- Facilitate the creation and oversight of a countywide Human Trafficking Task Force to include State, local and federal agencies working together on this emerging issue.
- Enhance security measures in and around courthouses by renovating the weapon screening area in seven of the ten courthouses (70%) and by installing concrete barriers outside three of the ten courthouses (30%).
- Reduce prisoner transportation vehicle accidents by 17% from 12 in Fiscal Year 2004-05 to 10 in Fiscal Year 2005-06.

Changes from 2004-05 Adopted

Staffing

Staffing decrease of 2.00 staff years:

- Two staff years were deleted due to the expiration of the Children's Justice Act - Child Abuse and Neglect Law Enforcement Special Investigation Unit Program Grant.

The average daily population in the County Jail System was 5,102 in Fiscal Year 2004-2005 and is expected to grow to 5,375 by Fiscal Year 2006-2007. The State Board of Corrections has established a rated capacity for the overall system of 4,598. The system also operates within an overall court ordered capacity of 5,401. Jail maintenance projects and the segregation of inmates by classification have created additional space shortages. Significant recruitment and retention issues have also impacted jail operations and there has been very limited early release of inmates. To address the projected increase in the average daily jail population in Fiscal Year 2006-2007, the Sheriff plans to take possession of 200 inmate beds currently leased to a private contractor in late Fiscal Year 2005-06. The Sheriff and the Chief Administrative Officer will work together over the next one to two years to:

- Develop a plan to address recruitment and retention issues in job classifications that support jail operations.
- Obtain a minimum of 200 additional jail beds from Corrections Corporation of America (CCA) by terminating a portion of their private jail lease at East Mesa, along with identifying funding for staffing and support to commence operations in July 2006.
- Continue to plan for the replacement of the Las Colinas Women's Detention Facility on a portion of the Edgemoor property.
- Develop a plan for the potential acquisition of a second module of 200 beds from CCA at East Mesa (available for approximately \$ 0.5 million in July 2007), along with funding for staffing and operations to commence at the beginning of Fiscal Year 2007-2008 if required.

The number of calls for Sheriff services is projected to increase over the Operational Plan period, along with population and traffic congestion in the unincorporated



areas. Increased turnover rates for patrol officers and smaller recruiting pools have led to higher vacancy levels. Together, these factors are contributing to increased response times in unincorporated areas. The Sheriff has redirected Community Oriented Policing and Problem Solving (COPPS) and Drug Abuse and Resistance Education (DARE) deputy positions to mitigate this increase.

To address all of the issues above, the Sheriff and the Chief Administrative Officer will work together during the next two years to address crime prevention needs, the projected jail population increase and the identified law enforcement service needs.

Expenditures

Net increase in expenditures of \$15.6 million.

- Salaries and Benefits increase of \$21.2 million primarily due to negotiated labor agreements and augmented Superior Court security. The Operational Plan includes 187 positions as frozen and unfunded. This represents a reduction of 18 from the number of frozen positions in the Fiscal Year 2004-2005 Adopted Budget. These positions were funded through revenue from Trial Court funding for enhanced Court security, revenues from the City of San Marcos for increased law enforcement services, and revenues from the Regional Communications System (RCS) to fund a position to support the RCS as recommended in the Firestorm 2003 after-action report.
- Services and Supplies increase of \$8.2 million due to costs associated with the purchase of the mugshot replacement system, Regional Communications Systems (RCS) Enhancement Project, and funding for the 2004 Solving Cold Cases with DNA Program Grant from the U.S. Department of Justice. Additional increases include \$2.1 million in ongoing funding for operation and maintenance costs associated with two new Fire and

Life Safety helicopters, and a \$1.4 million decrease due to the termination of the contract with the Meals on Wheels program.

- Other Charges increase of \$5.7 million due to cost increases of \$ 2.0 million in inmate medical care and a shift in funding of \$3.7 million for inmate pharmacy costs. The responsibility for inmate pharmacy costs has transferred from the Health and Human Services Agency to the Sheriff.
- Capital Assets and Equipment decrease of \$18.0 million primarily due to the elimination of Fiscal Year 2004-05 one-time appropriations for the acquisition of a Fire and Life Safety helicopter and the Regional Communications Systems (RCS) Enhancement Project; \$1.8 million has been rebudgeted in Services and Supplies for the RCS project completion.
- Expenditure Transfers and Reimbursements increase of less than \$0.1 million due to a change in reimbursement from the Probation Department.
- Operating Transfers Out decrease of \$1.5 million due to the elimination of a one-time transfer in Fiscal Year 2004-05 from the Jail Stores Internal Service Fund to the Sheriff's Inmate Welfare Fund and the discontinuance of offsetting a portion of jail maintenance costs.

Revenues

Net increase in revenues of \$15.6 million.

- Fines, Forfeitures & Penalties increase of \$5.0 million.
 - \$3.0 million in AB 189 Criminal Justice Facility Penalty revenue to support major maintenance expenditures.
 - \$2.1 million in revenue from the California identification (Cal-ID) program to procure a new mug shot and line-up system and to support ongoing maintenance.



- Revenue from Use of Money & Property decrease of \$1.0 million due to the anticipated loss of revenue associated with the termination of a lease for 200 jail beds in East Mesa.
- Intergovernmental Revenues net decrease of \$5.2 million.
 - Decrease of \$6.9 million in Aid from Joint Powers Authority and Aid from Redevelopment Agencies Revenue to support one-time appropriations for the RCS Enhancement Project.
 - Decrease of \$2.4 million in federal Community Oriented Policing grant funds upon the conclusion of several IT projects including the “e-warrants” system, the E-SUN project, the completion of portions of the Automated Field Reporting/Records Management System project, and expiration of funding associated with COPS positions.
 - Decrease of \$0.4 million associated with the State Citizens’ Option for Public Safety (COPS) program.
 - Increase of \$3.9 million in Trial Court reimbursement based on negotiated labor agreements and augmented Superior Court security.
 - Increase of \$0.6 million in U.S. Department of Justice funds for the 2004 Solving Cold Cases with DNA Program Grant.
- Charges for Current Services net increase of \$6.6 million.
 - Increase of \$5.7 million in Contract City Revenue due to negotiated cost increases and increased levels of contracted law enforcement services provided to nine incorporated cities.
 - Increase of \$3.0 million in Booking Fee Revenue for budgeting of the cities’ reimbursement to the County for booking of inmates. This revenue is being added back in Fiscal Year 2005-06 after being eliminated in the State’s Fiscal Year 2004-05 budget.
 - Decrease of \$1.4 million due the termination of the contract for the Meals on Wheels program.
- Decrease of \$0.5 million in State Criminal Alien Assistance Program (SCAAP) due to decreased federal funding available for the SCAAP program and an increased number of agencies applying for the funds.
- Decrease of \$0.2 million in Law Services – Other Governments due to a decrease in service levels requested by North County Transit.
- Miscellaneous Revenues decrease of \$4.9 million due to the elimination of one-time Fiscal Year 2004-05 revenues associated with the RCS Enhancement Project and the purchase of a Fire & Life Safety helicopter.
- Other Financing Sources net increased of \$9.6 million.
 - Increase of \$11.2 million in Proposition 172 revenue for law enforcement services.
 - Decrease of \$1.6 million in one-time Operating Transfers from Internal Service Funds and Inmate Welfare Fund.
- Use of Fund Balance decrease of \$7.3 million due to the reduction of funds applied to one-time costs. Fund Balance of \$6.7 million will support planned one-time expenses including the purchase of safety and other equipment, the completion of the RCS enhancement project, Jail Information Management System enhancements and a fuel truck to support the new Fire & Life Safety helicopter.
- General Revenue Allocation increase of \$12.8 million to support negotiated salary and benefit increases. The Operational Plan also increased funding for essential equipment and services to maintain readiness and safety, the operation and maintenance costs associated with two new Fire and Life Safety helicopters, the increased costs of operating facilities and the vehicle fleet, for major maintenance projects to ensure safety in facilities, and for the change in the funding responsibility and the increased costs of inmate pharmacy needs described above.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Priority 1 & 2 Response Times:				
— Incorporated Response Times (Min.)	10.4 ¹	N/A	N/A	N/A
— Unincorporated Response Times (Min.)	13.6 ¹	N/A	N/A	N/A
— Rural Response Times (Min.)	24.4 ¹	N/A	N/A	N/A
Public Calls for Service	260,729 ¹	N/A	N/A	N/A
Deputy Initiated Actions (DIA)	90,289 ¹	N/A	N/A	N/A
— Incorporated Response Times (Min.)	N/A ¹	14.9	15.4	16.1
— Unincorporated Response Times (Min.)	N/A ¹	19.1	19.2	19.6
— Rural Response Times (Min.)	N/A ¹	34.8	38.9	40.4
Public Calls for Service	N/A ¹	242,978	247,157	248,458
Deputy Initiated Actions (DIA)	N/A ¹	221,732	221,956	218,190
Number of Persons Screened for Weapons and other Contraband (in millions)	4.5	4.7	4.7	4.7
Number of Criminal Subpoenas and Civil Process Received for Service	110,000	117,929	108,700	109,000
Number of Prisoners Transported ²	212,000	221,000	N/A	N/A
Daily Average – Number of Inmates	5,300	5,102	5,194	5,375
Number of Jail Bookings	143,000	145,180	153,379	163,196

¹ During Fiscal Year 2004-05 the department changed the methodology for reporting interaction between deputies and the public. The calls for service are now reported as either Deputy Initiated Actions or Public Calls for Service. The Public Calls for Service are the only calls that are used to calculate response times. The change in data collection allows the department to report over 220,000 deputy-initiated actions, which previously were not separately reported.

² This measure will be discontinued as of Fiscal Year 2005-06 in order to provide performance measures that are outcome-based.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Detention Services	1,807.50	1,802.50	1,802.50
Law Enforcement Services	1,329.00	1,335.00	1,335.00
Sheriff Court Services	467.00	458.00	458.00
Human Resources Services	151.00	156.00	156.00
Management Services	232.00	235.00	235.00
Sheriff's ISF / IT	9.00	10.00	10.00
Office of the Sheriff	15.00	12.00	12.00
Total	4,010.50	4,008.50	4,008.50

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Detention Services	\$ 166,733,867	\$ 157,826,423	\$ 177,264,088	\$ 184,369,098
Law Enforcement Services	148,007,333	151,157,457	157,585,291	160,001,521
Sheriff Court Services	44,734,954	43,960,919	46,891,244	48,851,606
Human Resources Services	14,952,924	14,740,022	16,489,451	17,080,450
Management Services	48,757,725	36,210,650	34,809,898	31,734,577
Sheriff's ISF / IT	37,889,023	43,974,507	45,516,651	44,041,252
Office of the Sheriff	2,275,552	2,254,079	1,856,047	1,890,477
Sheriff Asset Forfeiture Program	1,100,000	105,710	1,100,000	1,100,000
Sheriff Jail Stores ISF	4,645,200	4,739,370	3,850,000	3,850,000
Sheriff's Inmate Welfare Fund	5,277,000	4,706,183	4,559,081	4,514,081
Countywide 800 MHZ CSA's	848,340	861,014	858,452	858,452
Total	\$ 475,221,918	\$ 460,536,338	\$ 490,780,203	\$ 498,291,514



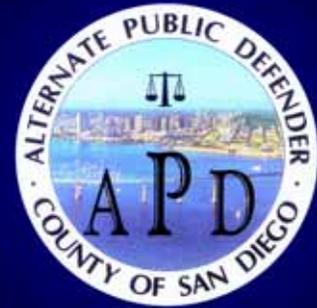
Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 364,951,401	\$ 354,502,394	\$ 386,112,728	\$ 401,145,548
Services & Supplies	78,525,968	85,967,257	86,745,739	81,544,816
Other Charges	14,567,116	13,457,670	20,240,342	19,235,302
Capital Assets Equipment	19,335,864	8,711,206	1,364,898	200,000
Expenditure Transfer & Reimbursements	(6,924,031)	(6,773,522)	(6,864,967)	(7,015,615)
Operating Transfers Out	4,765,600	4,671,332	3,181,463	3,181,463
Total	\$ 475,221,918	\$ 460,536,338	\$ 490,780,203	\$ 498,291,514

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	13,961,956	13,961,956	6,666,710	914,081
Licenses Permits & Franchises	233,500	216,545	233,500	233,500
Fines, Forfeitures & Penalties	8,838,585	9,349,756	13,909,747	9,038,585
Revenue From Use of Money & Property	7,432,595	7,078,494	6,417,877	5,300,000
Intergovernmental Revenues	42,983,347	44,841,808	37,757,944	37,495,308
Charges For Current Services	72,645,629	76,133,893	79,238,912	83,656,503
Miscellaneous Revenues	9,522,580	8,216,694	4,532,865	4,532,865
Other Financing Sources	149,959,346	155,312,843	159,565,982	167,194,363
General Revenue Allocation	169,644,380	145,424,349	182,456,666	189,926,309
Total	\$ 475,221,918	\$ 460,536,338	\$ 490,780,203	\$ 498,291,514

Alternate Public Defender



Department Description

The Department of Alternate Public Defender provides legal representation to indigent residents of San Diego County who have been charged with the commission of criminal offenses or are subject to Dependency court proceedings affecting rights of family. Legal representation is provided in cases in which the Public Defender has a conflict of interest or otherwise has been relieved as counsel. The Alternate Public Defender represents clients in all stages of the legal proceedings from appointment through conclusion of the case. The Alternate Public Defender is located throughout San Diego County and provides services at all San Diego Courts.

Mission Statement

To serve the citizens of the County of San Diego by providing competent and effective legal representation, pursuant to State and federal laws, to indigent persons for whom there exists the possibility of custody or loss of other substantial rights, including life and family.

2004-05 Accomplishments

The Alternate Public Defender worked with the Courts, District Attorney, County Counsel, Health and Human Services, Probation, and the Public Defender in achieving the following:

Strategic Initiative – Kids

- Assisted 5,310 parents in Dependency Court by providing representation designed to maximize opportunities for reunification of families.
- Successfully participated in a competitive bid that resulted in the department being selected by the State of California Administrative Office of the Courts to represent parents in dependency matters in San Diego County through Fiscal Year 2007-08.

- Completed all necessary tasks for the creation and implementation of a separate law office known as the Multiple Conflicts Office (MCO), which began accepting appointments from the court in July 2005.

Strategic Initiative – Safe and Livable Communities

- Provided representation and support to over 4,750 persons in adult criminal and juvenile delinquency cases, directing them towards services and programs to address substance abuse, school truancy, anger management, and other counseling opportunities.

Required Discipline – Fiscal Stability

- Implemented a billing system to fully recover all revenue from the State for County services provided in Dependency Court as mandated by the California Welfare and Institutions Code.

Required Discipline – Information Management

- Collaborated with the Public Defender to develop additional system capabilities and reports to increase the efficiency of the department's Justice Case Activity Tracking System (JCATS).



Required Discipline – Continuous Improvement

- Reengineered representation models and disposition procedures in the Adult Criminal and Dependency divisions to ensure effective representation of citizens in appointed cases.
- Recruited over 120 volunteers through partnerships with local law schools, universities, and community organizations. The volunteers provided over 12,500 hours of service for the County and in return received professional training and experience to assist their future careers.

2005-07 Objectives

Strategic Initiative – Kids

- Support families with children by developing and implementing a new cost efficient and effective advocacy model to represent 100% or approximately 5,000 of the parents' cases appointed by the Juvenile Court.

Strategic Initiative – Safe and Livable Communities

- Provide legal representation for 100% or approximately 3,000 of court-appointed criminal and juvenile cases where no conflict exists.
- Identify and promote referrals to substance abuse services through the Probation Department or the California Department of Corrections, to provide opportunities for addicted persons to break the cycle of drug abuse and crime.

Required Discipline – Information Management

- Complete training and proficiency testing for 100% or approximately 90 employees in the case management system (JCATS).

Required Discipline – Fiscal Stability

- Reduce the number of defense conflicts through the creation of a separate and distinct unit to represent a greater number of high-level felony cases and to assist the County to operate within the funding levels established for indigent defense services.

Changes from 2004-2005 Adopted

Staffing

Increase in staffing of 9.00 staff years.

- 6.00 staff years creates a separate and distinct unit, the Multiple Conflicts Office (MCO), to provide representation to indigent defendants in the highest level felony cases. These are cases that the Public Defender and the Alternate Public Defender could not accept due to a conflict of interest. This separate office will allow the public representation of a greater number of clients in high-level felony cases.
- 3.00 staff years will support a change in staffing and service levels funded by the State of California, Administrative Office of the Courts for the Juvenile Dependency program.

Expenditures

Increase in expenditures of \$0.4 million.

- Increase of \$0.6 million in Salaries and Benefits is due to negotiated labor agreements and the addition of 9.00 staff years as described above.
- Reduction of \$0.2 million in Services and Supplies is due to various expenditure decreases in the Department, including the service levels requested and funded by the State of California, Administrative Office of the Courts for the Juvenile Dependency Program.

Revenues

- Net increase in revenues of \$0.4 million.
- Miscellaneous Revenues decrease of \$0.2 million.



- General Revenue Allocation increase of \$0.6 million to offset the increased costs of department operations.

Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Provide Legal Representation for Criminal Cases ¹	2,770	3,469 ¹	3,000	3,000
Provide Legal Representation for Dependency Cases	5,000	5,310	5,000	5,000
Provide Legal Representation for Delinquency Cases	1,150	1,281	1,150	1,150
Provide Legal Representation for Capital Litigation Cases	2	2	2	2
Percentage of parents or grandparents in Dependency Court who successfully obtain orders of reunification with their children ²	55%	N/A	N/A	N/A
Complete annual review and approval for emergency preparedness plans for business continuity and site evacuation procedures	2	2	2	2

¹ Includes a higher than anticipated number of cases referred from the Public Defender.

² Measure is discontinued due to unavailability of data. New measures will be developed during Fiscal Year 2005-06 as part of the Public Safety Group's performance measurement initiative.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Administration	8.00	8.00	8.00
Juvenile Dependency	36.00	39.00	39.00
Juvenile Delinquency	7.00	7.00	7.00
Criminal Defense	35.00	41.00	41.00
Total	86.00	95.00	95.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Administration	\$ 1,091,702	\$ 1,186,334	\$ 1,113,063	\$ 1,141,734
Juvenile Dependency	5,174,511	4,528,478	4,593,934	5,013,950
Juvenile Delinquency	1,172,299	1,005,413	1,229,336	1,254,513
Criminal Defense	5,827,233	5,613,469	6,700,375	6,850,656
Total	\$ 13,265,745	\$ 12,333,695	\$ 13,636,708	\$ 14,260,853

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 10,441,312	\$ 10,081,741	\$ 11,033,828	\$ 11,632,812
Services & Supplies	2,824,433	2,251,954	2,602,880	2,628,041
Total	\$ 13,265,745	\$ 12,333,695	\$ 13,636,708	\$ 14,260,853

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fines, Forfeitures & Penalties	49,851	49,852	49,851	49,851
Intergovernmental Revenues	5,417,783	5,159,601	5,382,512	5,815,528
Charges For Current Services	—	1,873	—	—
Miscellaneous Revenues	267,895	377,732	80,000	80,000
General Revenue Allocation	7,530,216	6,744,637	8,124,345	8,315,474
Total	\$ 13,265,745	\$ 12,333,695	\$ 13,636,708	\$ 14,260,853

Child Support Services



Department Description

The Department of Child Support Services (DCSS) is the local agency responsible for administering the federal and State Title IV-D child support program. The department is governed by federal and State law with oversight by the California Department of Child Support Services. DCSS provides County residents with services such as establishing paternity, establishing and enforcing financial and medical support orders, and collecting and disbursing child support payments. DCSS has 128,000 open child support cases and collects approximately \$158 million in child support per year.

Mission Statement

To promote the well-being of children and the self-sufficiency of families by providing child support assistance efficiently, effectively, and professionally regardless of the custodial status or financial position of the children's parents. By establishing and enforcing child support orders, the Department of Child Support Services fosters a sense of parental responsibility that enhances the lives of San Diego County children.

2004-05 Accomplishments

Strategic Initiative - Kids

- Collected and disbursed \$103.7 million in child support to families, a 6.7% increase, exceeding the goal of a 2% increase.
- Disbursed child support collections to families within 48 hours of receipt.
- Reduced the amount of child support money held awaiting disbursement from \$2.4 million to \$1.35 million, achieving the goal of reducing this amount to less than 1% of total collections (0.85%) and providing child support money to families.
- Exceeded the five federal performance measure standards in the Federal Fiscal Year 2003-04:

- Established or acknowledged paternity for 12,638 children, 95.8% of the cases requiring paternity establishment. The federal standard is 90%.
- Established a support order for 105,581 cases, 82.9% of the caseload. The federal standard is 50%.
- Collected and disbursed 42.1% of current support due (\$87.7 million). The federal standard is 40%
- Collected a payment for 49,303 cases, 53.8% of the cases requiring an arrears collection. The federal standard is 40%
- Collected \$2.47 for every dollar spent. The federal standard is \$2.00.
- Increased outreach efforts and simplified the application for services, which resulted in a 22% increase in non-welfare applications received, for a total of 5,791 applications received.
- Implemented proactive enforcement techniques to reduce the number of non-paying cases that owe current support to 18,729 cases (35.9%).

Strategic Initiative - The Environment

- Implemented a new DCSS website in February 2005, which provides the ability to view a history of child support payments received as well as the ability to



download forms and an application for services. This functionality decreases paper and postage while providing better customer service.

- Maximized the use of video conferencing in lieu of travel for meetings.
- Implemented a battery recycling program, continued toner recycling, and office-wide recycling programs.
- Developed a departmental document retention policy and in accordance with the policy, destroyed all records stored at Iron Mountain Storage that were older than 5 years.

Strategic Initiative - Safe and Livable Communities

- Established health insurance orders in 45,863 or 92.1% of cases with a current support order, ensuring that children have the opportunity to receive health insurance.
- Ensured the domestic violence questionnaire was mailed in all new domestic violence cases and updated the domestic violence indicator in appropriate cases.

Required Discipline – Customer Satisfaction

- Achieved a 52 second average speed of answer in the call center, which received 345,250 calls for the fiscal year.

2005-07 Objectives

The Public Safety Group’s performance measurement initiative took DCSS through a process to identify mission critical services, which considered the restructuring of the department and loss of staff. As a result, this plan includes objectives that are meaningful and accurately reflect desired outcomes and priorities. New objectives added this year will have a baseline set by June 2005.

Strategic Initiative - Kids

- Obtain a fair and appropriate order for paternity, financial, and/or medical support in a timely manner.

- Reduce the amount of time from application for services to the establishment of a judgment for support from 162 days to 146 days, a decrease of 10%.
- Increase the percentage of cases paying within 90 days of establishment from 36% to 46% of the eligible caseload.
- Maintain the percentage of open cases with an enforceable order at 80% or greater. Currently 82.9%, 105,581 open cases have an enforceable order.
- Decrease the percentage of non-paying cases to 32.9% or 16,931 cases.

Strategic Initiative - Safe and Livable Communities

- Promptly and accurately open and adjust accounts based on information provided, and collect and disburse payments in a timely manner.
 - Maintain the percentage of child support payments disbursed to the custodial parents within 48 hours at 99% or above. In Fiscal Year 2004-05, 99.7% (663,724) child support payments were disbursed in 48 hours.
 - Meet 90% of the established timelines for opening or adjusting accounts monthly.
 - Increase the percentage of customers receiving payments by Electronic Funds Transfer (EFT) to 5,278, 30% of the customers eligible for Fiscal Year 2005-06 and to 7,038, 40% of the customers eligible for Fiscal Year 2006-07.

Required Discipline – Customer Satisfaction

- Inform the community of services we offer and ensure customers are treated with fairness and respect as we efficiently provide accurate, resolution-based service.
 - Increase the number of non-welfare applications from 5,791 to 6,081, a 5% increase.
 - Increase the use of self-service options available via the phone and Internet.



- Maintain an average time to be seen by a caseworker in the DCSS office at 10 minutes.
- Establish a measure for assessing customer satisfaction with service received over the phone.

Required Discipline – Fiscal Stability

- Work with the Board of Supervisors and the State to provide resources for any County share of the imposed federal penalty due to the State’s delay in implementing a Statewide Child Support System.

Changes from 2004-05 Adopted

Staffing

Reduction in staffing of 60.00 staff years.

- As a result of a flat State funding allocation for Fiscal Year 2005-06 and increased operational costs, 60.00 vacant staff years were eliminated to align expenditures with program revenues.

Expenditures

Expenditure reduction strategies during Fiscal Year 2005-06 will continue to reduce overall costs.

Net increase in expenditures of \$0.6 million.

- Salaries and Benefits net increase of \$0.4 million. This includes a reduction of \$3.4 million due to the reduction of 60 vacant staff years. This reduction is offset by increases due to negotiated salary and benefit increases and the reversal of a negative salary adjustment included in the previous fiscal year.
- Capital Assets Equipment increase of \$0.2 million due to the purchase of Information Technology equipment.

Revenues

Net increase in revenues of \$0.6 million.

- Intergovernmental Revenues increase of \$1.0 million due to maximizing federal financial participation through use of matching funds.
- Charges for Current Services decrease of \$0.4 million.

Significant Changes in Fiscal Year 2006-07

Funding is approved to decrease slightly for Fiscal Year 2006-07 necessitating holding up to 42.00 staff years vacant.

Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Percent of Current Support Collected (Federal performance measure #3)	41%	42.1%	45%	47%
Average Speed of Answer at Call Center	1.0 minute	52 seconds	1.0 minute	1.0 minute
Collections disbursed to families (in millions)	\$99.1	\$103.7	\$101.5	\$103.5
Percent of undistributed collections	1.0%	0.85%	1.0%	1.0%
Number of non-welfare applications received ¹	5,228	5,791	N/A	N/A
Customer satisfaction rating (Scoring 1-5) ²	N/A	N/A	4.0	4.0



¹ Number of non-welfare applications will not be a performance measure in Fiscal Years 2005-07 because the department has realized a 289% increase over the last 3 years due to the focused outreach efforts. The increase shows that the department's objective of increasing community awareness has been sufficiently achieved and the goal is to maintain the current status.

² Scale of 1-5, with 5 being "excellent". This new performance measurement reflects the department's commitment to provide exceptional customer service to its customers who visit the department. The internal customer service satisfaction survey will be reviewed quarterly for results.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Public Relations	5.00	4.00	4.00
Production Operations	608.00	557.00	557.00
Staff Development Division	25.00	18.00	18.00
Quality Assurance	2.00	2.00	2.00
Administrative Services	24.00	23.00	23.00
Recurring Maintenance and Operations	10.00	12.00	12.00
Help Desk Support	10.00	8.00	8.00
Total	684.00	624.00	624.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Public Relations	\$ 395,868	\$ 2,154,540	\$ 335,051	\$ 345,906
Production Operations	48,894,201	43,517,844	49,728,204	47,190,739
Staff Development Division	1,844,856	848,147	1,486,226	1,526,718
Research and Publication Division	—	291,992	—	—
Quality Assurance	196,109	212,432	204,760	209,712
Administrative Services	2,183,610	1,987,276	2,116,776	2,201,856
Recurring Maintenance and Operations	1,636,459	2,247,886	1,580,016	1,617,565
Maintenance and Operations	—	40,843	396,200	—
Special Projects	—	296,900	—	—
Help Desk Support	733,056	578,082	657,981	675,359
Total	\$ 55,884,159	\$ 52,175,947	\$ 56,505,214	\$ 53,767,855

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 45,901,098	\$ 43,513,241	\$ 46,280,637	\$ 45,246,866
Services & Supplies	9,849,496	8,625,468	9,828,377	8,520,989
Capital Assets Equipment	133,565	37,238	396,200	—
Total	\$ 55,884,159	\$ 52,175,947	\$ 56,505,214	\$ 53,767,855



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Intergovernmental Revenues	52,966,159	51,568,331	53,935,214	51,197,855
Charges For Current Services	2,903,000	2,591,397	2,520,000	2,520,000
Miscellaneous Revenues	15,000	1,307	50,000	50,000
General Revenue Allocation	—	(1,985,088)	—	—
Total	\$ 55,884,159	\$ 52,175,947	\$ 56,505,214	\$ 53,767,855

Citizens' Law Enforcement Review Board



Department Description

The Review Board was established by Charter amendment for the purpose of receiving and investigating complaints of misconduct by peace officers and custodial officers employed by the County in the Sheriff's or Probation Departments. The Review Board is also able to investigate, without a complaint, the death of any person while in the custody of, or in connection with, the actions of officers employed by the Sheriff's or Probation Departments. The Review Board issues monthly workload updates, and publishes a more comprehensive annual report which is widely distributed and is available on the Citizens' Law Enforcement Review Board (CLERB) website (www.sdcounty.ca.gov/clerb).

Mission Statement

To increase public confidence in government and the accountability of law enforcement through the investigation and reporting of citizen complaints filed against peace officers or custodial officers employed by the County in the Sheriff's or Probation Departments which allege improper conduct by the officers, or which allege policy or procedural violations.

2004-05 Accomplishments

Strategic Initiative – Kids

- Ensured that CLERB services were available to juveniles and the parents of juveniles, one complaint involving Probation detentions was received.

Strategic Initiative – The Environment

- Monitored consumption of supplies and resources including utilities.
- Provided information on energy saving techniques to office staff.

Strategic Initiative – Safe and Livable Communities

- Continued the basic mission of maintaining public accountability of peace officers employed by both the Sheriff's Department and the Probation Department, thereby promoting safer communities through a higher degree of professionalism in law enforcement.
- A total of 153 cases were received, 147 cases were completed, and 66 cases remain open.
- Achieved the milestone of having no cases older than one year open in December 2004.
- Provided the Sheriff's and Probation Departments 12 monthly "early warning" reports, summarizing the details of all new complaint cases received.
- Attended six community meetings, exceeding the goal of holding or attending at least one community meeting per quarter.

2005-07 Objectives

Strategic Initiative – Safe and Livable Communities

- Maintain public accountability of peace officers employed by the County to the extent allowed by law.



- Receive and process new complaints and conduct timely staff investigations. Ensure that all cases are processed within one year.
- Provide monthly early warning reports to the Sheriff's and Probation Departments regarding the nature of complaints filed and the identity of the employees, when known.
- Conduct or attend at least one community-based meeting per quarter to increase community awareness of the Citizen's Law Enforcement Review Board.
- Increase customer service survey responses by 10% from the current return-rate of 61% of complaints lodged.
- Achieve an initial complaint turn-around of two working days or less. This is measured from when the complaint is received to when case documents are completed and returned to the complainant for verification and signature.

Changes from 2004-05 Adopted

Staffing

There are no staffing changes.

Expenditures

Net decrease in expenditures of \$0.01 million.

- An increase in Salaries and Benefits due to negotiated labor agreements.
- A decrease in Services and Supplies to offset salary and benefit increases.

Revenues

Net decrease in revenues of \$0.01 million.

- A decrease in the use of Fund Balance is offset by an increase in the General Revenue Allocation to fund operations.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Receive & Process New Complaints ¹	150+	153	N/A	N/A
Conduct Staff Investigations on Pending & New Complaints ¹	150+	147	N/A	N/A
Provide Monthly Early Warning Reports ¹	12	12	N/A	N/A
Mail out complaint documents for complainant signature within 2 working days of initial contact ²	NA	NA	100%	100%
Complete case investigations within one year.	NA	100%	100%	100%
Provide monthly early warning reports Sheriff and Probation Department ²	12	12	12	12
Hold or attend at least one community based meeting per quarter	4	6	4	4

¹ These measures are being eliminated in favor of new measures that more accurately reflect departmental performance.

² These measures have been added because they better reflect outcome-based performance.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Law Enforcement Review Board	4.00	4.00	4.00
Total	4.00	4.00	4.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Law Enforcement Review Board	\$ 507,280	\$ 456,203	\$ 497,922	\$ 506,972
Total	\$ 507,280	\$ 456,203	\$ 497,922	\$ 506,972

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 395,955	\$ 398,374	\$ 397,963	\$ 406,824
Services & Supplies	111,325	57,829	99,959	100,148
Total	\$ 507,280	\$ 456,203	\$ 497,922	\$ 506,972

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	33,615	33,615	—	—
Charges For Current Services	—	29	—	—
General Revenue Allocation	473,665	422,559	497,922	506,972
Total	\$ 507,280	\$ 456,203	\$ 497,922	\$ 506,972

Office of Emergency Services



Department Description

The Office of Emergency Services (OES) coordinates the overall County response to disasters. OES is responsible for alerting and notifying appropriate agencies when disaster strikes; coordinating all agencies that respond; ensuring resources are available and mobilized in times of disaster; developing plans and procedures for response to and recovery from disasters; and developing and providing preparedness materials for the public. OES staffs the Operational Area Emergency Operations Center and also acts as staff to the Unified Disaster Council (UDC), a joint powers agreement between all 18 incorporated cities and the County of San Diego. The UDC provides for the coordination of plans and programs countywide to ensure protection of life and property.

Mission Statement

Coordinate the County's planning for, response to, and recovery from disasters to ensure safe and livable communities.

2004-05 Accomplishments

Strategic Initiative - Kids

- Developed public education campaign to improve terrorism awareness in cooperation with San Diego County Office of Education, schools, and libraries. The campaign received a 2005 National Association of Counties (NACo) Achievement Award.
- Partnered with San Diego County Office of Education and San Diego Unified School District to provide Emergency Survival Program materials to local schools.
- Received a 2005 NACo Achievement Award for the implementation of a successful Student Worker Program.

Strategic Initiative – The Environment

- In a nationwide grant competition, received \$0.6 million in the Federal Emergency Management Agency (FEMA) Pre-Disaster Mitigation Grant funds, the largest amount received by any local government jurisdiction in California.
- The County of San Diego and all eighteen incorporated cities adopted the first Multi-Hazard Mitigation Plan in California approved by Federal Emergency Management Agency (FEMA). The plan received a 2005 NACo Achievement Award.
- Completed revisions to the Countywide Oil Spill Contingency Plan.

Strategic Initiative – Safe and Livable Communities

- Coordinated the Countywide Homeland Security Exercise & Evaluation Program. Facilitated participation of all eighteen cities in local tabletop exercises and in a Countywide Emergency Operations Center Exercise. The program received a 2005 NACo Award for Best of Category for Emergency Management and Response.



- Completed seventeen Community Meetings throughout the library system on the Terrorism Public Education Campaign.
- Assisted ten communities in the unincorporated areas of the County in the development of evacuation/emergency plans.
- Administered \$22.0 million State Homeland Security grant funds to County departments, fire protection districts, and eighteen incorporated cities to provide protective equipment, training and exercises to respond to terrorist incidents.
- Provided Terrorism, Earthquake, and other hazard brochures to both the County and City library system for distribution with brochures in multiple languages.
- Coordinated the development and implementation of an automated community notification system to alert County residents of emergency situations. Collaborated with Health and Human Services Agency, San Diego County law enforcement, and fire service agencies to develop protocols and procedures to be used.
- Conducted and passed one graded Nuclear Power Plant Exercise.
- Conducted training for County departments on their responsibilities under the County of San Diego Operational Area Emergency Plan and conducted an exercise to test County emergency response procedures.
- Administered \$0.13 million in grant funds to support activities of twelve new Community Emergency Response Team programs in San Diego County.
- Developed a Re-Entry Protocol for the County to ensure an area affected by a disaster is safe for residents to re-enter.

2005-07 Objectives

Strategic Initiative – Safe and Livable Communities

- Reduce the vulnerability of our community to disasters through hazard reduction and funding.
 - Apply for available hazard mitigation grant funds by June 2006.
- Collaborate with individuals and communities to anticipate disasters and prepare to withstand and recover from their impacts.
 - Assist ten communities in completing emergency protection and evacuation plans by June 2006.
 - Conduct one full-scale exercise with the cities by June 2006.
 - Conduct six tabletop exercises for cities and communities to exercise their emergency plans by June 2006.
- Coordinate the effective multi-agency response and communications, during disasters and events, to minimize the negative impact to the community while maximizing public and emergency personnel safety.
 - Activate the Emergency Operations Center (EOC) at a Level 1 within an hour of notification of the triggering event, 80% of the time by June 2006.
- Coordinate the implementation of programs and the restoration of critical needs and services to assist residents, businesses and government to function as a community again.
 - Complete a Recovery Plan for San Diego County by June 2006.
- Develop public education campaigns and distribute related materials in cooperation with local educational institutions, hospitals, media outlets and libraries to improve preparedness awareness.
 - Improve terrorism awareness by increasing the percentage of San Diego County Schools to receive educational materials by June 2006.



Changes From 2004-05 Adopted

Staffing

Increase by 4.00 staff years to perform Homeland Security planning, develop training, and administer training exercises funded by federal terrorism grants as approved by the Board of Supervisors mid-year 2004-05.

Expenditures

Increase in expenditures of \$2.5 million.

- Increase of \$0.4 million in Salaries and Benefits due to negotiated labor agreements and the addition of 4.00 staff years as discussed above.
- Net decrease of \$2.2 million in Services & Supplies.
 - \$4.4 million reduction in equipment purchases associated with the completion and partial completion of grant funded Homeland Security activities.
 - \$2.0 million increase in Homeland Security equipment purchases and training activities funded by Urban Area Security Initiative (UASI) Grants approved mid-year by the Board of Supervisors.
 - \$0.3 million reduction is due to a transfer of expenditures in support of fire equipment improvement needs from Services & Supplies to Other Charges.
 - \$0.5 million increase due to the rebudget of equipment and training grant funds offset by revenue from the Federal Department of Homeland Security through the State of California with the Fiscal Year 2003 UASI Grant (Part II).
- Net increase of \$8.8 million in Other Charges.
 - \$4.0 million increase due to new multi-year grant funds approved mid-year by the Board of Supervisors offset by revenue from the Federal Department of Homeland Security through the State of California with the Fiscal Year 2005 Homeland Security Grants.

- \$0.6 million decrease in equipment purchases due to the completion and partial completion of grant funded activities.
- \$5.1 million increase associated with the UASI Grants.
- \$0.3 million increase due to transfer of fire equipment improvement expenditures from Services & Supplies to Other Charges and \$0.2 million increase to support the County contribution to the Fire Protection Trust Fund, supporting the equipment and capital improvement needs of fire agencies that rely heavily on volunteer firefighters.
- Decrease of \$4.5 million in Capital Assets Equipment due to the elimination of one-time costs associated with the Fiscal Year 2004-05 Regional Communications System upgrade.

Revenues

Net increase in revenues of \$2.5 million.

- Net increase of \$3.0 million in Intergovernmental Revenues.
 - \$8.8 million reduction resulting from the completion and partial completion of grants. Activities still to be completed are for State and Federal Homeland Security Grants and the Pre-Disaster Mitigation Grant (PDMG).
 - \$7.6 million increase for the Fiscal Year 2003 and Fiscal Year 2004 UASI Grants.
 - \$4.0 million increase for the Fiscal Year 2005 Homeland Security Grants.
 - \$0.2 million increase due to a transfer of revenue from Charges for Current Services to Intergovernmental Revenues.
- Net decrease of \$0.2 million in Charges for Current Services due to the transfer of revenue from Charges for Current Services to Intergovernmental Revenues.



- Decrease of \$0.3 million in use of Fund Balance associated with the completion of one-time projects. The budgeted Fund Balance of \$0.2 million will support

the County's Fiscal Year 2005-06 contribution to the Fire Protection Trust Fund for one-time equipment and capital improvement needs.

Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Nuclear Power Plant graded exercises conducted for plume phase scenario ¹	1	1	N/A	N/A
County staff trained on San Onofre Operations Plan ²	40	40	N/A	N/A
Emergency Operations Center (EOC) staff trained on functions and roles in the Emergency Operations Center ²	30	60	N/A	N/A
Percentage of San Diego County schools to receive information in improving terrorism awareness ³	50%	50%	50%	N/A
Tabletop exercises to be conducted for cities to exercise their emergency plans ⁴	6	14	6	N/A
Communities assisted in the development/ completion of evacuation/emergency plans ⁵	10	10	10	5
Full scale exercise conducted with the cities and fire protection districts ⁶	N/A	N/A	1	1
Emergency Operations Center (EOC) activated at Level 1 within an hour of notification of the triggering event ⁶	N/A	N/A	80%	80%

¹ Performance Measure completed in Fiscal Year 2004-05.

² This measure will be eliminated since it has been incorporated into the department's training program effective Fiscal Year 2005-06. The department's new training program is to conduct one EOC Section training per quarter, which started in January 2005. One training session accommodates at least 30 staff.

³ This measure will be completed in Fiscal Year 2005-06.

⁴ In Fiscal Year 2004-05 the County assisted 14 cities and special districts in developing and conducting Homeland Security exercises. This is the first year the County conducted a Countywide Exercise Program. Six cities were planned to conduct exercises. The hiring of a consultant/contractor resulted in the additional completion of eight cities. This measure has been revised for Fiscal Year 2005-06 to reflect the exercises to be conducted instead of cities' participation.



⁵ Fiscal Year 2004-05 represents the number of communities assisted in the development of evacuation/emergency plans. Fiscal Year 2005-06 represents the number of communities assisted to complete their emergency plans.

⁶ New measures for Fiscal Year 2005-06.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Emergency Services	12.00	16.00	16.00
Total	12.00	16.00	16.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Emergency Services	\$ 21,980,736	\$ 10,432,052	\$ 24,442,981	\$ 5,502,634
Total	\$ 21,980,736	\$ 10,432,052	\$ 24,442,981	\$ 5,502,634

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 1,298,568	\$ 1,355,409	\$ 1,676,556	\$ 1,688,863
Services & Supplies	7,694,927	2,144,546	5,497,498	474,521
Other Charges	8,487,241	2,407,197	17,268,927	3,339,250
Capital Assets Equipment	4,500,000	4,524,898	—	—
Total	\$ 21,980,736	\$ 10,432,052	\$ 24,442,981	\$ 5,502,634

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	495,886	495,886	200,000	—
Intergovernmental Revenues	20,792,372	9,210,149	23,743,379	4,968,267
Charges For Current Services	209,950	209,951	—	—
Miscellaneous Revenues	—	91	—	—
General Revenue Allocation	482,528	515,975	499,602	534,367
Total	\$ 21,980,736	\$ 10,432,052	\$ 24,442,981	\$ 5,502,634

Medical Examiner



Department Description

Mandated by the State of California Coroner's Statutes and the County Board of Supervisors, the Medical Examiner Department provides forensic death investigation services to the people of San Diego County. To execute its mission, the department is comprised of a permanent staff of forensic pathologists, forensic autopsy assistants, forensic toxicologists, field death investigators, and administrative personnel. The department contracts for some services not performed by its staff, e.g., decedent transportation and professional forensic anthropology, neuropathology, and odontology services as well as clinical laboratory services from the County Public Health Department, Children's Hospital, University of California San Diego (UCSD), and national reference laboratories as needed. The department has jurisdiction over approximately 51% of reported deaths in the County annually.

Mission Statement

Investigate and determine the cause of death in all homicides, suicides, accidental deaths, sudden unexpected deaths, infectious and communicable disease deaths, environmentally-related deaths, deaths from occupational diseases or hazards, and deaths due to apparent natural causes in which the decedent was not seen by a physician within 20 days prior to death or in which the physician cannot determine the cause of death.

2004-05 Accomplishments

Strategic Initiative – Kids

- Actively participated in multi-disciplinary committees such as the Methamphetamine Strike Force and San Diego County Child Fatality Committee.
- Led the State of California task force that developed a revised protocol for the investigation, documentation, and reporting of Sudden Infant Death Syndrome (SIDS) deaths.
- Investigated four child abuse deaths to assess triggering events, biomechanics of trauma, and quality of care, and reported results to the District Attorney and the San Diego County Child Fatality Committee.
- Participated in regular Morbidity and Mortality conferences, seminars, and outreach programs.
- Unable to assess drug prevalence and risks involved in motor vehicle fatalities, many of which involve minors, due to the cancellation of the Memorandum of Agreement (MOA) with the Drugs, Alcohol, and Driving Project (DAAD). This MOA was cancelled due to loss of federal funding by the project coordinator, Addiction Research Institute.
- Conducted tours of the Medical Examiner's Office for youths and representatives from the Los Angeles County Probation Department's Focus program, which focuses on prevention of illegal activity.
- Provided education seminars to five organized youth programs including schools, clubs, and juvenile detention centers.



- Supported and enhanced opportunities for organ and tissue donation, resulting in 299 donations from 135 donors.
- Collaborated with: Public Health on all reported infectious and communicable diseases; Poison Center on all toxicology cases; Environmental Health on sentinel cases affecting public health and safety; County Mortuary and Funeral Directors on issues of mutual interest; and, State and local occupational safety and health agencies in all employment-related deaths.
- Participated in six mass fatality incident planning, training, response, and recovery exercises locally and regionally.
- Identified potential cases of pharmaceutical drug abuse and reported 5 such cases to the San Diego Regional Pharmaceutical Narcotic Enforcement Team (RxNET).
- Tracked and reported 16 cases of elder abuse, 31 cases of therapeutic misadventure, and other patient safety issues.

2005-07 Objectives

Strategic Initiative – Kids

- Implement the revised State protocol for reporting on Sudden Infant Death Syndrome (SIDS), and continue efforts to contribute to understanding of SIDS, including support for education of expectant moms.
- Continue research efforts in childhood death by working with the District Attorney, the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, the Medical Examiners and Coroners Alert Project (MECAP), and the National Institute of Child Health and Human Development (NICHD).
- Continue education efforts by providing tours of the Medical Examiner facility and education seminars for youth groups.

Strategic Initiative – The Environment

- Provide guidance and coordination to responsible parties for bio-hazardous waste removal at all death scenes on public property in order to produce a result of “no reportable incidents.”
- Ensure a safe environment throughout the Medical Examiner facility by following all regulations and safety procedures for x-ray machine usage, blood-borne bio-hazardous waste confinement, radiation detection, and use of laboratory chemicals in order to produce a result of “no reportable incidents.”

Strategic Initiative – Safe and Livable Communities

- Enable timely funeral services for families by making bodies ready for release within the stated performance standards.
- Facilitate timely receipt of benefits by families by completing final death certificates within the stated performance standards.
- Complete examination reports within the stated performance standards.
- Complete toxicology reports within the stated performance standards.
- Complete investigative reports within the stated performance standards.
- Continue research efforts to promote safe and livable communities by working with such organizations as the District Attorney, the Methamphetamine Strike Force, the MECAP, the RxNET, and the Common Ground Community.
- Continue education efforts by conducting autopsy demonstrations for paramedic students, District Attorneys, Public Defenders, investigators, police cadets, law school students, and forensics students, as well as providing training seminars for groups such as the Trauma Intervention Programs (TIP) of San Diego County.



Changes from 2004-05 Adopted

Staffing

Increase of 2.00 staff years due to the addition of two Medical Examiner Investigators. Caseloads per investigator have grown by 16% over the past five years and overtime costs have increased by 39% over the past three years. Medical Examiner Investigators are on duty 24 hours per day providing coverage to all of San Diego County. Adding two investigators will shorten the time to respond to death scenes, reduce the time required to complete investigative reports, and reduce overtime hours used by investigators.

Expenditures

Net increase in expenditures of \$0.3 million.

- Increase of \$0.4 million in Salaries and Benefits due to staffing changes and negotiated labor agreements.

- Increase of \$0.07 million in Expenditure Transfers and Reimbursements due to the technical reclassification of reimbursements from the Health and Human Services Agency (HHSA) for Emergency Medical Services.

Revenues

Net increase in revenues of \$0.3 million.

- Decrease of \$0.4 million in Charges for Current Services due to termination of the Memorandum of Agreement with Stanley Medical Research Institute (\$0.2 million), cancellation of the Memorandum of Agreement with Addiction Research Institute (\$0.1 million), and the technical adjustment of HHSA reimbursements discussed above.
- Increase of \$0.7 million in the General Revenue Allocation to support the proposed staffing changes, costs of negotiated labor agreements, and sustain operations following the reduction in revenue discussed above.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Bodies made ready for release on time ¹	100.0%	100.0%	100.0%	100.0%
Final Death Certificates completed on time ²	99.2%	94.6%	99.2%	99.2%
Investigative Reports completed on time ³	97.3%	94.4%	97.3%	97.3%
Toxicology Reports completed on time ⁴	100.0%	100.0%	100.0%	100.0%
Examination Reports completed on time ⁵	97.6%	87.7%	97.6%	97.6%

¹ 90% in 2 days or less; 7% between 3 and 7 days; and no more than 3% longer than 7 days.

² 70% in 14 days or less; 18% between 15 and 60 days; 10% between 61 and 90 days; and no more than 2% longer than 90 days.

³ 50% in 21 days or less; 40% between 22 and 60 days; 8% between 61 and 90 days; and no more than 2% longer than 90 days.

⁴ 55% in 21 days or less; 40% between 22 and 60 days; 3% between 61 and 90 days; and no more than 2% longer than 90 days.

⁵ 40% in 21 days or less; 40% between 22 and 60 days; 15% between 61 and 90 days; and no more than 5% longer than 90 days.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Decedent Investigations	51.00	53.00	53.00
Total	51.00	53.00	53.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Decedent Investigations	\$ 6,691,917	\$ 6,635,731	\$ 7,037,130	\$ 7,192,202
Total	\$ 6,691,917	\$ 6,635,731	\$ 7,037,130	\$ 7,192,202

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 5,429,354	\$ 5,266,630	\$ 5,770,799	\$ 5,928,559
Services & Supplies	1,262,563	1,211,426	1,341,331	1,338,643
Capital Assets Equipment	—	157,673	—	—
Expenditure Transfer & Reimbursements	—	—	(75,000)	(75,000)
Total	\$ 6,691,917	\$ 6,635,731	\$ 7,037,130	\$ 7,192,202

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Charges For Current Services	868,064	778,843	545,678	545,678
Miscellaneous Revenues	44,220	48,820	44,220	44,220
General Revenue Allocation	5,779,633	5,808,068	6,447,232	6,602,304
Total	\$ 6,691,917	\$ 6,635,731	\$ 7,037,130	\$ 7,192,202

Probation Department



Department Description

The Probation Department provides detention for delinquent juveniles in two Juvenile Halls, treatment and custody for juvenile wards in three minimum-security facilities, as well as investigation and supervision services for juvenile and adult offenders as ordered by the San Diego Superior Court. The department has developed a wide variety of community outreach prevention programs to strengthen families, suppress gang activity, and address alcohol and drug abuse as these behaviors contribute to criminal activity. These programs, created in collaboration with courts, law enforcement, health agencies, schools, social service agencies, and other community-based organizations, are located throughout San Diego County.

Mission Statement

Promote safe and livable communities by providing quality service to the probationer, Courts, victims, partner agencies, and the public.

2004-05 Accomplishments

Strategic Initiative – Kids

- Ensured for the safe and secure operations of the newly completed East Mesa Juvenile Detention Facility.
- Strengthened the links between the Juvenile Correctional System and Children's Mental Health Services by collaborating with the Health and Human Services Agency to provide adequate resources and services at all Probation detention and correctional institutions.
- Collaborated with County Office of Education and Lindamood-Bell Learning Processes Center at Juvenile Ranch Facility to provide a literacy program to all appropriate wards based upon their individual needs.
- Provided health information packets to all parents during intake or supervision interviews to encourage healthy behavior and address adolescent health issues.

- Maintained the multi-disciplinary task force to address and work to prevent the harmful effects of youths' exposure to violence. Coordinated with law enforcement, the Office of the District Attorney, and other partners on cases involving teen relationship violence.
- Continued collaboration between the Gang Suppression Unit, Community Response Officers Program (CROP), and school districts to provide assistance on issues regarding school violence and increasing safety on campuses.
- Improved opportunities for children by assessing risk factors to determine the appropriate level of supervision services for offenders who are parents, thereby contributing to safer, violence-free, and drug-free homes.
- Provided educational materials to all San Diego County School Districts to reduce students' risk of becoming a victim of a sexual offense.

Strategic Initiative – The Environment

- Promoted natural resource management strategies that ensured environmental preservation, quality of life, and economic development through the participation of court ordered public service crews providing services to State and local agencies.



Strategic Initiative – Kids

- Provide resources, services, and referrals to increase resiliency of juveniles and families to reduce their risk of entering or re-entering the juvenile justice system.
 - 70% of juvenile offenders placed on informal supervision will not re-offend (subsequent referral resulting in a sustained petition) within 1 year of completion of informal supervision.
- Support the Health and Human Services Agency in efforts to implement Proposition 63, Mental Health Services Act.
- Enhance juvenile programming in institutions that respond to the changing needs of the community.

Strategic Initiative – The Environment

- Provide a cost effective alternative to custody and/or paying fines by allowing offenders to serve the community, restore the environment, and positively reintegrate into the community.
 - Increase the number of hours Probation Department work crews spend restoring the environment by 15% by June 2006.

Strategic Initiative – Safe and Livable Communities

- Increase public safety and offender accountability through intensive supervision, monitoring compliance with Court ordered conditions of Probation, and use of community and custodial interventions.
 - Increase allowable 4th amendment waiver searches of gang members, sex offenders and drug offenders in Special Operations by 10% by June 2006.
- Provide safe, secure custody with rehabilitative programs (school, gang interventions, Mental Health, Alcohol & Drug) for juvenile offenders who pose a risk to himself or herself or the community.
 - Decrease the number of detainee assaults on other detainees or staff in juvenile institutions by 10% by June 2006.

- Educate crime victims of their constitutional rights and provide victim input to the Court regarding sentencing, restitution and other conditions of probation.
 - Contact 100% of victims with an available address and/or phone number to inform them of their rights to restitution and a victim impact statement by June 2006.
- Facilitate the successful re-entry of offenders, released from custody, back into the community.
- Increase the level of supervision of high-risk offenders including 18-25 year old youthful offenders, sex offenders, violent offenders, and probationers with Driving Under the Influence (DUI) offenses.
- Continue to monitor and evaluate programs, develop expertise in pattern analysis, identify trends, develop geographic-mapping, and increase sharing of information with our community and law enforcement partners.
- Implement Proposition 69, San Diego Regional Committee DNA Identification recommendations, for the DNA collections of probationers.
- Target crime prevention and interdiction by partnering with local law enforcement agencies in regional Methamphetamine, Violent Crimes, CATCH-ID, Sexual Assault Felony Enforcement, Project Safe Neighborhoods, Regional Auto Theft, Jurisdictions Unified for Drug and Gang Enforcement Unit (JUDGE) and other task forces.

Changes from 2004-05 Adopted

Staffing

Staffing increase of 40.00 staff years.

- Institutional Services increases by a net of 53.00 staff years. This includes 16.00 staff to open one additional dorm at the Juvenile Ranch Facility (JRF) to provide additional sentencing alternatives. The facility operated



in Fiscal Year 2004-05 with two dorms and was used only for offenders with substance abuse issues. The facility will now also house wards with delinquent criminal behavior issues. Two staff years were transferred to the Juvenile Field Services division to transport wards from East Mesa Juvenile Detention Facility (EMJDF) to Juvenile Court and medical appointments. The direct supervision of the Work Projects program shifted from Administrative Services, resulting in the move of 39.00 staff years.

- Adult Field Services increases by a net of 5.00 staff years. The addition of one supervision unit, 13.00 staff years, increases the level of supervision of 600 high-risk 18-25 year olds and offenders on probation for various offenses including sexual offenses, family violence, and DUI's. Eight staff years were transferred to the Juvenile Field Services division and 7.00 staff years were transferred to Administration to reflect the organization's reporting structure. Seven staff years were added to establish the resources needed for the DNA Fingerprint, Unsolved Crime, and Innocence Protection Act.
- Juvenile Field Services increases by a net of 10.00 staff years. Three staff years were added; 1.0 staff year to the Drug Court in a mid year adjustment, 1.0 staff year to meet management demands for Foster Care mandates, and 1.0 staff year for the DNA Fingerprint, Unsolved Crime, and Innocence Protection Act. The remaining seven staff year increase was the net result of transfers among programs to reflect the organization's reporting structure.
- Administration decreases by a net of 28.00 staff years. Included in this net figure is the increased staffing level to reflect the organization's reporting structure and is only an internal movement of staff from other divisions. The Deputy Chief and Administrative Secretaries for each of the operational divisions have been moved to adapt to the County's project centric costing

environment. The responsibility for the direct supervision of the Work Project program shifted from Administrative Services to Institutional Services, resulting in the move of 39.00 staff years.

Expenditures

Net decrease in expenditures of \$1.9 million

- Salaries and Benefits increase of \$5.2 million due to negotiated labor and the staffing changes discussed above.
- Services and Supplies decrease of \$2.3 million reflecting the removal of one-time costs associated with East Mesa Juvenile Detention Facility.
- Other Charges decrease of \$4.2 million reflecting the reduction in the number of wards ordered by the court to Residential Treatment Facilities (RTF), and a reduction in the number of wards in the California Youth Authority.
- Capital Assets Equipment decrease of \$0.1 million due to the deletion of one-time purchase of Fiscal Year 2004-05 information technology equipment.
- Expenditure Transfer & Reimbursements increase of \$0.6 million to realign the Reflection Programs reimbursement with historical actuals (\$0.4 million) and to support \$0.2 million increases in contract medical costs provided by the Health and Human Services Agency
- There is no change in Management Reserves. The reserve has been established to support development costs of the Probation Case Management System. The budgeted reserve amount of \$0.6 million is carried over in Fiscal Year 2005-06 pending the final payment for services.

Revenues

Net decrease in revenues of \$1.9 million.



- Fines, Forfeitures & Penalties increase of \$0.4 million due to Proposition 69 revenue resulting from court fees imposed specifically for the purpose of supporting the DNA collection activities.
 - Intergovernmental Revenues net increase of \$5.8 million.
 - State Emergency Assistance revenue increase of \$7.4 million is attributable to the restoration of Temporary Assistance to Needy Families (TANF) funds allocated to Probation departments for juvenile services, which was eliminated in the State Budget proposal for Fiscal Year 2004-05. The State's final Fiscal Year 2004-05 Budget included State General Funds for probation services and the Governor's Fiscal Year 2005-06 State Budget continued this critical State support in the amount of \$11.4 million, which supports juvenile detentions, juvenile camps and ranch beds, and services to juvenile clients in the community.
 - Federal Medi-Cal Administrative Activities/Targeted Case Management (MAA/TCM) revenue increase of \$0.2 million due to an increase in claimable expenses by Juvenile and Adult Probation officers.
 - Foster Care revenues decrease of \$2.6 million reflects the decrease in out-of-home placements in Residential Treatment Facilities (RTFs) and the California Youth Authority. The number of wards ordered by the Court to be placed in these facilities has decreased.
 - Federal Grant revenues increase of \$0.8 million primarily attributable to the realignment of program revenues offset by a reduction of (\$0.2 million) in the federal Juvenile Accountability Incentive Block Grant (JAIBG) to reflect the President's Budget.
 - Charges for Current Services increase of \$1.2 million.
 - Increase of \$0.5 million due to a projected increase in collections from adult offenders ordered by the Court to reimburse the County for the cost of probation services.
 - Increase of \$0.1 million in the Public Workers program, due to the enrollment fee required of clients participating in program.
 - Increase of \$0.5 million due to the addition of 48 beds at the Juvenile Ranch Facility which increases Institutional revenue by \$0.7 million but is offset by a \$0.2 million decrease in reimbursement due to a decrease in Immigration and Naturalization (INS) holds at Juvenile Detention Facilities.
 - Other Financing Sources increase of \$1.6 million due to the growth of Proposition 172 revenues.
 - Use of Fund Balance decrease of \$7.4 million due to the completion of one-time costs for the East Mesa Juvenile Detention Facility. The remaining budgeted amount of \$0.6 million is to support the final payment for the development costs of the Probation Case Management System.
 - General Revenue Allocation decrease of \$3.5 million due to the adjustment of various costs and revenues, including the restoration of TANF funds discussed above.
- Significant Changes in Fiscal Year 2006-07**
- The Fiscal Year 2006-07 Approved Operational Plan proposes to increase staffing by 14.00 staff years to add another supervision unit to intensively manage the activities of the most serious adult offenders.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Available Able-Bodied Offenders on Intensive Supervision Employed within Six Weeks ¹	80%	80%	NA	NA
Breaking Cycles Wards Who Do Not Have a New Arrest Leading to a Conviction or True Finding within One (1) Year of Completing the Program ¹	70%	70%	NA	NA
Wards Successfully Completing Probation ¹	75%	75%	NA	NA
Offenders in the WATCH Program Delivering Tox-Free Babies ¹	100% Teen 100% Adult	100% Teen 100% Adult	NA	NA
Wards Who Complete the Juvenile Ranch Facility Program Successfully ¹	87%	87%	NA	NA
Percentage of Juvenile offenders placed on informal supervision ³ that will not re-offend (subsequent referral resulting in a sustained petition) within one year of completion of informal supervision ^{2,4}	NA	NA	70%	70%
Percentage Increase in the number of hours Probation Department work crews will spend restoring the environment ²	NA	NA	15%	15%
Percentage increase in 4 th Amendment waiver searches of gang members, sex offenders and drug offenders in Special Operations ²	NA	NA	10%	10%
Percentage decrease in the number of detainee assaults on other detainees or staff in juvenile institutions ²	NA	NA	10%	10%
Percentage of available victims ⁵ contacted to inform them of their rights to restitution and a victim impact statement ²	NA	NA	100%	100%

¹ These measures will be discontinued as of Fiscal Year 2005-2006 as they do not reflect outcome-based performance.

² These measures are new as of Fiscal Year 2005-06 to better reflect outcome-based performance.

³ Informal supervision is a way for misdemeanor and minor felony cases to be handled without formal adjudication and formal probation supervision.

⁴ Informal supervision is voluntary and involves a six-month contract between the parent, the minor and Probation Department.

⁵ Any victim with an available address and/or phone number.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Adult Field Services	380.00	385.00	399.00
Institutional Services	439.00	492.00	492.00
Juvenile Field Services	346.00	356.00	356.00
Department Administration	99.00	71.00	71.00
Total	1,264.00	1,304.00	1,318.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Adult Field Services	\$ 33,419,370	\$ 32,555,902	\$ 35,560,554	\$ 37,560,331
Institutional Services	42,481,317	43,926,354	47,531,530	49,013,760
Juvenile Field Services	56,609,181	49,165,919	51,328,530	52,451,748
Department Administration	12,853,824	14,057,462	9,055,568	6,796,848
Probation Asset Forfeiture Program	35,000	38,246	50,000	50,000
Probation Inmate Welfare Fund	225,000	189,987	225,000	225,000
Total	\$ 145,623,692	\$ 139,933,872	\$ 143,751,182	\$ 146,097,687

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 98,453,231	\$ 99,396,886	\$ 103,675,246	\$ 106,615,019
Services & Supplies	32,648,396	32,712,635	30,380,621	30,356,746
Other Charges	14,541,594	9,002,974	10,389,676	10,389,676
Capital Assets Equipment	89,000	18,002	—	—
Expenditure Transfer & Reimbursements	(677,922)	(1,196,627)	(1,263,754)	(1,263,754)
Management Reserves	569,393	—	569,393	—
Total	\$ 145,623,692	\$ 139,933,872	\$ 143,751,182	\$ 146,097,687



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	8,035,000	8,035,000	619,393	50,000
Fines, Forfeitures & Penalties	—	141,244	432,368	442,712
Revenue From Use of Money & Property	225,000	218,742	275,000	275,000
Intergovernmental Revenues	31,055,291	38,396,860	36,808,066	37,108,066
Charges For Current Services	8,084,311	9,928,331	9,292,447	9,713,618
Miscellaneous Revenues	64,864	28,198	138,312	138,312
Other Financing Sources	21,028,726	21,383,288	22,627,408	23,717,177
General Revenue Allocation	77,130,500	61,802,209	73,558,188	74,652,802
Total	\$ 145,623,692	\$ 139,933,872	\$ 143,751,182	\$ 146,097,687

Public Defender



Department Description

The Department of the Public Defender is the primary office responsible for providing legal representation to indigent persons accused of crimes, including adults and juveniles charged with felonies such as murder, robbery, rape, assaults, drug offenses, or harm to property. The department also represents indigent adults and juveniles charged with misdemeanor offenses and provides legal advice to all persons at arraignment unless retained counsel represents them. The Public Defender also provides representation in some civil cases such as Juvenile Dependency, mental health matters and sexually violent predator cases. The department maintains offices in or near each of the County's five main courthouses.

Mission Statement

To protect the rights, liberties, and dignity of all persons in San Diego County and maintain the integrity and fairness of the American Justice System by providing the finest legal representation in the cases entrusted to us.

2004-05 Accomplishments

Strategic Initiative – Kids

- Protected the rights of children by providing legal representation for 100% of the Dependency & Delinquency cases appointed by the Juvenile Court where no conflict existed.
- Provided representation to 6,064 children in Dependency and 3,497 children in Delinquency cases.
- The objective of partnering with the Juvenile Court and the District Attorney to seek grant funding to create a Mental Health Court and a Family Violence Court was postponed due to the State's fiscal issues.
- Successfully participated in a competitive bid that resulted in the department being selected by the State of California Administrative Office of the Courts to represent children in dependency matters in San Diego County through Fiscal Year 2007-08.

Strategic Initiative – The Environment

- Continued to encourage conservation efforts to reduce office electricity use.

Strategic Initiative – Safe and Livable Communities

- Provided legal representation for the court-appointed criminal cases where no conflict existed. However, due to unanticipated staffing shortages and an increase in case filings, the department was unable to accept appointments on 100% of the cases referred. The attorneys of the Public Defender were not available to represent 238 felony cases, which consequently were referred to the Alternate Public Defender.
- Provided legal representation for 74 homicide/attempted homicide cases, 2,544 cases of violent crime, 16,259 property and drug cases, and 78,793 misdemeanors.
- Developed a program to insure that each felony client placed on probation was given a written copy of his/her Conditions of Probation in order to reduce the number of probation revocations caused by the client's lack of knowledge of specific conditions of probation.
- Identified opportunities for and developed relationships with community-based programs that aid clients in successfully completing probation.



- Developed an interface between the department's case management system and the District Attorney's case management system, however, because of legal issues yet to be resolved regarding privacy and criminal history information, the interface has not yet been successful in eliminating duplicate data entry.

2005-07 Objectives

The Public Safety Group's performance measurement initiative identified mission critical services and desired outcomes. The results of this initiative are reflected in the objectives stated below.

Strategic Initiative – Kids

- Strengthen families by assisting our juvenile delinquency clients to be successful in their rehabilitation programs and on probation.
 - Use juvenile record sealing statutes to assist juvenile clients clear their records to gain employment, training programs and/or further education.
- Work with the courts and Health and Human Services Agency (HHSA) to reunify children with their families or transition them to permanent placement to ensure they are provided with the opportunity to grow up in a stable environment.
 - Achieve permanency for 52% or approximately 1,000 children in Dependency within twelve months of detention hearing by June 2006.
- Work to reduce the number of days between a juvenile client's admission and formal sentencing in order to accelerate his or her commencement of a rehabilitation program and help prevent overcrowding in Juvenile Hall.
 - Reduce the number of elapsed days between admission and sentencing in juvenile cases to an average of 30 days by June 2006.

Strategic Initiative – Safe and Livable Communities

- Establish a professional relationship with our clients, inform them of their rights and ensuing procedures, establish a bond of trust, and gather as much background information as possible in order to properly assess the treatment of each case.
 - Resolve an average of 75% of misdemeanor and probation revocation cases, or approximately 54,300 cases, at first appearance by June 2006.
- Conduct timely investigations, comprehensive client interviews and obtain maximum prosecution discovery early in order to efficiently and effectively prepare for litigation as well as resolution.
 - Investigate and resolve 40% of felony cases, or approximately 6,300 cases, within 60 days of arraignment when doing so would benefit the client more than litigation.
- Use quality internal training programs to develop expertise and ethics, promote effective supervision, teamwork, and peer support to insure that all staff members are qualified to represent clients at the level of their assignments.
 - Monitor by tracking average hours of training attended per attorney.
- Assist clients with expungement programs in order to enable them to gain useful employment, pay all fines and penalties and be successful on probation.
 - Record the dollars restored to the community by reporting the number of cases expunged and the fines, fees and restitution paid prior to the granting of the expungement.

Changes from 2004-05 Adopted

Staffing

- Net increase in staffing of 15.00 staff years. An increase of 18.00 staff years in the Criminal Division will allow the department to accept all cases in which the Court



appoints the Public Defender. A decrease of 3.00 staff years is due to a change in service levels funded by the State of California, Administrative Office of the Courts for the Juvenile Dependency program.

Expenditures

Net increase in expenditures of \$1.9 million.

- Increase of \$1.7 million in Salaries and Benefits associated with the staff year changes described above and negotiated labor agreements.
- Increase of \$0.2 million in Services and Supplies to support the staffing changes described above.
- Decrease of \$0.06 million in Capital Assets Equipment due to the deletion of one-time Fiscal Year 2004-05 equipment funds.

Revenues

Net increase in revenues of \$1.9 million.

- Decrease of \$0.3 million in Reimbursement for Trial Courts reflects a change in service levels funded by the State of California, Administrative Office of the Courts for the Juvenile Dependency program.
- Decrease of \$0.04 million in Miscellaneous Revenues to reflect historical levels of collections.
- Decrease of \$0.06 million in use of Fund Balance due to completion of one-time capital asset equipment purchases.
- Increase of \$2.3 million in General Revenue Allocation to support negotiated labor agreements and staff year increases.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Provide Legal representation for all court appointed cases in the following areas:				
Homicide/Attempted Homicide ¹	52	74	N/A	N/A
Violent Crime ¹	2,350	2,544	N/A	N/A
Property and Drug ¹	15,800	16,259	N/A	N/A
Misdemeanor ¹	72,500	78,793	N/A	N/A
Delinquency ¹	2,750	3,497	N/A	N/A
Dependency ¹	6,120	6,064	N/A	N/A
Resolve misdemeanor & probation revocation cases at first appearance ²	N/A	N/A	75%	75%
Reduce the number of elapsed days between admission and sentencing of juvenile cases to an average of 30 days to accelerate rehabilitation and prevent Juvenile Hall overcrowding ²	N/A	N/A	90%	90%
Investigate and resolve felony cases within 60 days of arraignment when doing so would benefit the client more than litigation ²	N/A	N/A	40%	40%
Achieve permanency for children in Dependency within twelve months of detention hearing ^{2,3}	N/A	N/A	52%	52%

¹ These measures will be discontinued as of Fiscal Year 2005-06 and replaced by measures that better reflect outcomes for clients and the community.

² New measures effective Fiscal Year 2005-06 to better reflect current strategic priorities and outcomes for the community.

³ Permanency means that the child has been reunited with his or her family, or the child is placed in a permanent foster care program or has been placed for adoption.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Indigent Defense	312.00	327.00	327.00
Total	312.00	327.00	327.00

Budget by Program

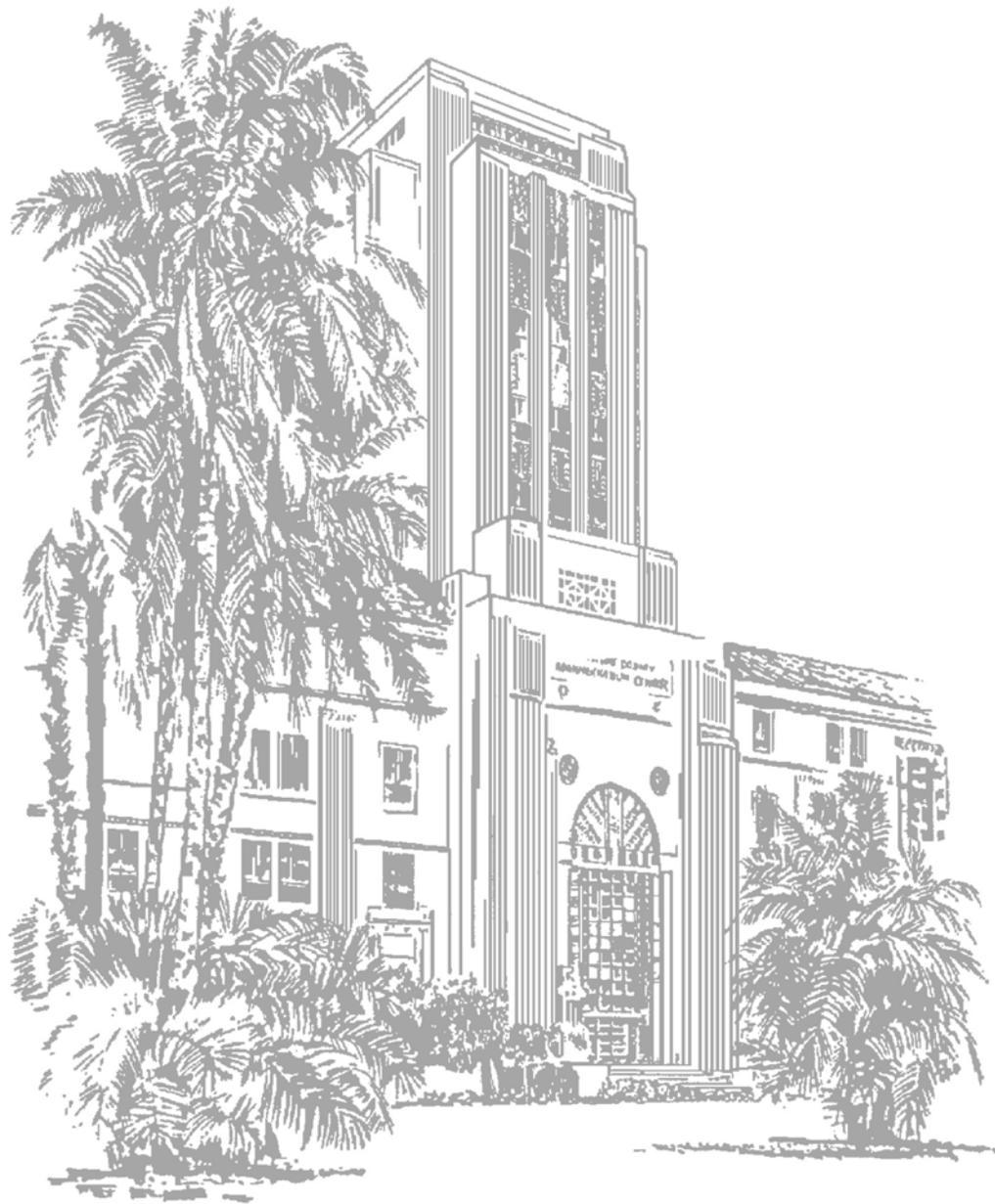
	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Indigent Defense	\$ 44,536,543	\$ 44,609,845	\$ 46,432,574	\$ 47,637,180
Total	\$ 44,536,543	\$ 44,609,845	\$ 46,432,574	\$ 47,637,180

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 39,163,560	\$ 39,428,722	\$ 40,899,163	\$ 41,947,401
Services & Supplies	5,312,983	5,181,123	5,533,411	5,689,779
Capital Assets Equipment	60,000	—	—	—
Total	\$ 44,536,543	\$ 44,609,845	\$ 46,432,574	\$ 47,637,180

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	60,000	60,000	—	—
Intergovernmental Revenues	5,490,084	5,100,730	5,177,504	5,461,501
Charges For Current Services	1,303,213	1,419,427	1,321,726	1,330,726
Miscellaneous Revenues	309,263	358,200	272,568	272,568
Other Financing Sources	72,239	72,239	72,239	72,239
General Revenue Allocation	37,301,744	37,599,249	39,588,537	40,500,146
Total	\$ 44,536,543	\$ 44,609,845	\$ 46,432,574	\$ 47,637,180



Health and Human Services Agency

Health and Human Services
Agency

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Health and Human Services Agency Summary
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Regional Operations
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Regional Program Support
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Aging and Independence Services
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Behavioral Health Services
.....
Child Welfare Services
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Public Health Services
.....
Administrative Support
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Health and Human Services Agency Summary



Agency Description

The mission of the Health and Human Services Agency is to make people's lives safe, healthy, and self-sufficient by managing essential health and social services. At-risk children and their families and vulnerable adults are priorities. The Agency provides early intervention and prevention services, facilitates access to care, protects against abuse and neglect, and offers treatment services. Protecting the public's overall health is another priority. The Agency provides education and other services to prevent adverse health risks, monitors and responds to health-related events or concerns, and coordinates regional responses to public health threats and other emergencies.

Organized into six geographic service regions, the Agency's service delivery system reflects a public-private partnership. Services are delivered by County staff and through more than 600 contracts with over 300 community-based providers. Progress continues to be made to ensure activities are outcome-driven so that limited resources are put to maximum effect.

Vision Statement

Safe, healthy, and thriving communities.

2004-05 Accomplishments

Strategic Initiative – Kids

- Provided 3,710 low-income, working families free tax preparation assistance for the Earned Income Tax Credit (EITC) program, returning \$5.2 million in tax credits and refunds back to the community. Exceeded the target of \$3 million.
- Increased by 4% or 9,048 (from 224,747 to 233,795), the number of eligible children enrolled in Medi-Cal and Healthy Families to enhance access to physical and dental prevention and treatment services, exceeding the 1% growth target.

- Responded in a timely manner to 94.7% of 2,182 hotline referrals each month in order to assess children in need of protective services, above the 94.4% federal and State accountability outcome goal.
- Placed 46% of 7,300 Welfare-to-Work participants each month in unsubsidized employment, improving the economic well being of these families, although below the 50% target.

Strategic Initiative – Safe and Livable Communities

- Successfully conducted three emergency preparedness drills with public health staff and community partners, which focused on integrating military and civilian capabilities for managing the consequences of potential bioterrorist attacks; implementing a quarantine in order to contain a public health threat (such as Severe Acute Respiratory Syndrome); and enhancing statewide hospital response.



- Ensured 91% (547) of contacts to infectious Tuberculosis (TB) cases met the Centers for Disease Control and Prevention standards, to prevent the spread of this communicable disease through early detection.
- Began construction of the Edgemoor Healthcare Campus in February 2005, which will house 192 residents, and improve the quality of life for the most medically fragile in this County.

Required Discipline – Fiscal Stability

- Managed better with fewer resources by initiating seven projects to improve Agency revenue management.
- Developed performance work statements for 25.8% (16) contracts to strengthen accountability for results, exceeding the goal of transitioning 10% of contracts identified in a performance-based services contracting plan.

Required Discipline – Regional Leadership

- Promoted an integrated model of practice in behavioral health by expanding to 35 the number of programs with dual diagnosis capability, to improve providers' ability to diagnose clients who have both mental illness and substance abuse problems.

Required Discipline – Continuous Improvement

- Achieved an accuracy rate of 93.2% in Food Stamp benefit dollars issued to more than 30,000 households, an improvement over last year, but just short of the 94% target.

2005-07 Objectives

Strategic Initiative – Kids

- To keep at-risk children and their families safe, healthy, and self-sufficient, the Agency will:
 - Enroll 4,600 eligible children in Medi-Cal and Healthy Families programs.

- Ensure that 76.6% of children in foster care for less than 12 months have fewer than 3 placements within that 12-month period.
- Ensure that 75% of 350 adolescents successfully discharged from alcohol and drug treatment complete high school or the equivalent.
- Secure stable employment for 90% of 400 Welfare-to-Work participants exiting cash assistance each month.

Strategic Initiative – Safe and Livable Communities

- To protect the public's health, the Agency will:
 - Maintain a high rate (85%) of immunization coverage for approximately 2,500 children age 24 months served by regional public health centers.
 - Enroll, train, and provide 100 community healthcare providers electronic access to the County's new web-based disease reporting system, to enhance surveillance, investigation, and response capacity.
- To keep vulnerable adults safe, healthy, and self-sufficient, the Agency will:
 - Provide mental health outpatient assessment to 12,000 adults within a system-wide average wait time of 10 days.
 - Conduct 94% of 6,400 face-to-face investigations of abuse or neglect of older and dependent adults within 10 days of abuse report.

Required Discipline – Fiscal Stability

- To promote fiscal stability, maintain management reserves of at least \$5 million.

Required Discipline – Regional Leadership

- To better serve San Diego residents through regional leadership, complete a comprehensive community-based planning process and begin implementation of expanded mental health services funded by the Mental Health Services Act (Proposition 63).



Changes from 2004-05 Adopted

Overview

The Health and Human Services Agency's Adopted Fiscal Year 2005-06 plan includes appropriations of \$1.8 billion, an increase of approximately \$70.2 million.

Overall, the Agency's Adopted Operational Plan remains fairly flat in comparison to Fiscal Year 2004-05. Adjustments were made to cover entitlement program adjustments, and the cost of doing business such as negotiated labor cost increases. It is assumed that State allocations will continue to, for the most part, remain static or decrease in some select programs. The most significant change in the Agency has to do with the re-engineering/outsourcing of Mental Health Services through the managed competition process. Staff years are reduced in the Agency by 70.70, of which 67.50 are associated with managed competition. The other 3.00 staff years are transferred from the Public Administrator/Public Guardian program to County Counsel, and 1.00 from Administrative Support. There is no impact to client services.

In November 2004, California voters passed Proposition 63, the Mental Health Services Act, which charges a 1% tax on taxable personal income over one million dollars to fund expanded mental health services throughout the State. Revenues from this proposition are expected to bring in hundreds of millions of dollars for California mental health programs, with San Diego's share estimated to be up to \$40 million. An extensive statewide planning process is currently underway to ensure local and State needs are met with the use of these funds. The CAO Adopted Operational Plan does not include Proposition 63 revenue, except for a

minimal amount for planning purposes. It is anticipated that a plan will be submitted to the Board of Supervisors during the coming fiscal year.

Realignment Funding Changes

In 1991, the State legislature realigned Health, Mental Health, and Social Services programs, which shifted a larger share of financial responsibility for these programs to counties. To fund these increased costs, counties received dedicated sales tax revenues and motor vehicle license fees, which is known as Realignment funding. Growth in this funding source was intended to be sufficient to fund ongoing costs and caseload growth in these realigned programs.

Due to improvement in the economy, Realignment revenue is projected as having moderate growth in Fiscal Year 2005-06. While this is adequate to fund program costs as proposed in the CAO Adopted Operational Plan, statewide economic growth has not been sufficient to fully reimburse past years' caseload growth owed to the County of San Diego.

Tobacco Settlement Funds

The securitization of Tobacco Settlement funds provides \$27.3 million annually for a 25-year period beginning in Fiscal Year 1999-00. The Special Revenue fund reflects this amount for Fiscal Year 2005-06 for use by programs and an unallocated reserve. The unallocated portion of the funding is held as a management reserve pending changing needs in the community. If the reserve is needed, Board approval will be sought.



Health and Human Services Agency Summary

Staffing by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Regional Operations	2,663.75	2,673.75	2,673.75
Regional Program Support	137.00	135.00	135.00
Aging and Independence Services	715.50	707.50	707.50
Behavioral Health Services	639.00	513.00	513.00
Child Welfare Services	746.00	806.00	806.00
Public Health Services	377.87	370.67	370.67
Administrative Support	341.50	344.00	344.00
Total	5,620.62	5,549.92	5,549.92

Expenditures by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Regional Operations	467,224,464	410,618,311	467,085,888	470,158,214
Regional Program Support	91,080,554	95,145,351	95,868,144	95,810,122
Aging and Independence Services	245,282,918	250,306,738	272,432,096	278,893,444
Behavioral Health Services	261,219,332	232,635,502	259,452,476	255,798,603
Child Welfare Services	230,268,230	218,306,483	236,972,740	247,497,200
Public Health Services	78,114,410	73,064,127	80,892,214	80,585,608
Administrative Support	64,065,115	55,277,702	75,332,548	68,579,738
Realignment Revenue Funds	286,479,064	275,637,262	305,880,483	312,433,284
Tobacco Settlement Funds	27,300,000	23,277,659	27,300,000	27,300,000
Total	\$ 1,751,034,087	\$ 1,634,269,139	\$ 1,821,216,589	\$ 1,837,056,213

Regional Operations



Department Description

The hallmark of the Health and Human Services Agency is its commitment to a service delivery system that is regionalized and accessible, community-based and customer-oriented. Organized into six geographic service regions, the Agency's service delivery system reflects a community-based approach using public/private partnerships to meet the needs of families in San Diego County. Public health nurses, mental health workers, social workers, and human services assistants serve clients in an integrated fashion, often alongside other public and private service providers, treating families and individuals in need as our customers.

Specific program revenues that are budgeted in all regions include: Child Welfare Services, Family Resource Centers/Assistance Payments, Public Health Services (including Public Health Centers), Community Health Promotion, and Welfare-to-Work/Employment Administration. Some regions also manage programs that are administered beyond regional boundaries, as reflected in the sections below, and in Appendix D: Health and Human Services Agency – Regional Operations on page 455.

Mission Statement

To make people's lives safer, healthier and self-sufficient by managing essential services.

2004-05 Accomplishments – All Regions

Strategic Initiative – Kids

- Increased by 4% or 9,048 (from 224,747 to 233,795), the number of eligible children enrolled in Medi-Cal and Healthy Families to enhance access to physical and dental prevention and treatment services, exceeding the 1% growth target.
- Provided 3,710 low-income, working families free tax preparation assistance for the Earned Income Tax Credit (EITC) program, returning \$5.2 million in tax credits and refunds back to the community. Exceeded target of \$3 million.
- Placed 46% of 7,300 Welfare-to-Work participants each month in unsubsidized employment, improving the economic well being of these families. Below the 50% target.
- Secured stable employment for 88% of 411 Welfare-to-Work participants exiting cash assistance each month, as indicated by their remaining off aid for six months. Just below the 90% target.
- Ensured that 99% of 68,075 payments to cover child care services to California Work Opportunities and Responsibility to Kids (CalWORKS) families and other low-income eligible families were made in a timely fashion. Exceeded target of 97%.
- Ensured that 83% of 1,395 CalWORKS recipients who exit welfare each month convert to ongoing Medi-Cal, exceeding the 80% target and promoting access to health care.



- Responded in a timely manner to 94.7% of 2,182 hotline referrals each month to assess children in need of protective services, above the 94.4% federal and State accountability outcome goal.
- Placed 70.3% of 1,402 foster children per quarter within their own geographic community when entering licensed foster care, surpassing the 50% target.
- Reduced at-risk behaviors and contact with the juvenile justice system in 93% of 2,265 youth participating in the Critical Hours after-school program, well over the 80% target.

Required Discipline – Continuous Improvement

- Achieved an accuracy rate of 93.2% in Food Stamp benefit dollars issued to more than 30,000 households, an improvement over the previous year, but short of the 94% target.
- Achieved compliance with new statewide Medi-Cal performance standards by maintaining average timely processing for 91% of 12,690 general applications and redeterminations monthly for Medi-Cal, including applications for the disabled.

2005-07 Objectives – All Regions

Strategic Initiative – Kids

- Ensure that 65% of 250 expectant mothers who are visited by Public Health Nurses through delivery complete the recommended number of prenatal care visits from time of first contact to delivery.
- Enroll 4,675 eligible children in Medi-Cal and Healthy Families programs by June 2006, as part of a long-term goal to provide healthcare coverage to approximately 53,000 uninsured children.
- Ensure that no more than 14.6% of children have a second finding of abuse or neglect within 12 months of the first finding of abuse or neglect, suggesting an effective intervention at the time of the first finding.

- Ensure that 76.6% of children in foster care for less than 12 months have fewer than 3 placements within that 12 month period.
- Ensure that 70% of 500 families receiving Domestic Violence Services will not have a recurrence of domestic violence reported to law enforcement.
- Secure stable employment for 90% of 400 Welfare-to-Work participants exiting cash assistance each month, as indicated by them remaining off aid for 6 months. This helps improve the economic well being of these families.

Central Region

The Central Region is located within the City of San Diego, and comprises 48 neighborhood communities. Home to approximately 490,000 residents, the ethnic/racial makeup of the region is 40.4% Hispanic, 27.6% White, 13.8% African-American, 13.8% Asian, 0.4% Native American and 4.1% Other. The Central Region manages the Community Action Partnership, providing a variety of social services to low-income families and at-risk youth, and is one of two regions in which County staff administers Welfare-to-Work services to families receiving CalWORKs public assistance.

2004-05 Accomplishments

Strategic Initiative – Kids

- Almost tripled (from 120 to 345) the number of Medi-Cal applications processed through Medi-Cal Express Lane Eligibility program, and increased the number of participating school sites from 9 to 12.
- Ensured that 91% (1,385) of youth who received juvenile diversion services had no contact with the juvenile justice system for at least 6 months after their case closed, exceeding the target of 80%.
- Increased by 7% (15) the number of licensed foster homes in communities where there is a great need for homes because of a higher removal rate for children.



- Ensured 95% (60) of families at risk for domestic violence have not experienced an episode of domestic violence while receiving case management services through the Community Services for Families program.

Strategic Initiative – Safe and Livable Communities

- Obtained employment for 77% (242) of the refugees who completed training and/or job search.
- Successfully reached agreement in 85% (1,546) of cases through dispute mediation, reducing the number of local court cases.
- Ensured that 97.5% (412) of families with children receiving case management services through the Community Services for Families program have not experienced an episode of homelessness.

2005-07 Objectives

Strategic Initiative – Safe and Livable Communities

- Successfully reach agreement in 85% (1,100) of cases through dispute mediation by June 2006, and reduce the caseload in the local court system.
- Provide 12,000 shelter nights and case management services to 1,000 homeless families through community-based organizations.
- Lead the County's CalWORKs Welfare-to-Work re-engineering efforts to increase efficiencies while continuing to ensure strong outcomes for clients.

East Region

The East Region is a mixture of urban and rural communities, including several Native American reservations located in the rural areas. Home to approximately 462,000 people, the ethnic/racial makeup of the region is 66.4% White, 19.5% Hispanic, 5.1% African-American, 3.9% Asian, 0.8% Native American, and 4.4%

Other. East Region administers the Nurse Family Partnership, a program helping first-time low-income mothers succeed. East Region also administers childcare subsidy payments to assist low-income families, many in transition from welfare to work.

2004-05 Accomplishments

Strategic Initiative – Kids

- Improved outcomes for low-income mothers and their children through the Nurse Family Partnership Program, serving 315 families in East, Central and South Regions:
 - Ensured that 94% (296) delivered a child with normal birth weight.
 - Achieved full-term pregnancies among 90% (283) of mothers.
 - Contributed to fewer subsequent pregnancies in that 71% (224) of mothers did not experience a subsequent birth within two years of the preceding birth; better than the national average of 68% for mothers who graduate this program.
 - Decreased smoking and alcohol use among 29% (91) pregnant women based on periodic assessments of personal health habits.
- Implemented "Neighborhoods for Kids," several initiatives designed to achieve the first best placement for children in out-of-home care and keep them in their current school. Related outcomes include:
 - Minimized trauma to foster children by increasing from 16 to 19 the number of "Way Station" foster care beds where children were received immediately after their removal.
- Increased by 9% (from 195 to 212) the number of active foster homes.



2005-07 Objectives

Strategic Initiative – Kids

- Ensure 95% of 350 mothers deliver a child with normal birth weight through the Nurse Family Partnership Program:
 - Ensure 92% achieve full-term pregnancies.
 - Ensure 42% decrease tobacco and alcohol use.
- Strive to keep neglected and abused children in their school and community when it is not possible to remain with their parents:
 - Maintain 19 “Way Station” foster care beds.
 - Increase approved kinship and active foster homes by 10% (231).

North Central Region

The North Central Region is located within the City of San Diego, and comprises 38 diverse communities. Home to approximately 581,000 residents, the ethnic/racial make up is 64.9% White, 15.1% Asian, 12.2% Hispanic, 3.3% African-American, 0.3% Native American, and 4.1% Other. The Marine Corps Recruit Depot and military housing are part of the region. North Central Region manages the Hospital Outstation program, which provides critically ill patients access to Medi-Cal eligibility determination and health care, and the California Children Services program, which provides assessments for supplemental health care to seriously ill children.

2004-05 Accomplishments

Strategic Initiative – Kids

- Responded to 86% (18 of 21) of referrals under the Drug Endangered Children Program, and enhanced the quality of care provided for at-risk dependent youth.
- Increased by 40% (16) the supply of foster homes in four communities where the removal rates are highest, reducing trauma to children and preserving community and school connections, double the annual target.

- Secured two foster homes that accept emergency placements of children within their community, advancing community-based services for children.

Strategic Initiative – Safe and Livable Communities

- Implemented the County Medical Services Recovery pilot program to recover over \$1 million in County funds by processing Medi-Cal applications for indigent adults.
- Provided three educational sessions to assist community collaboratives address the problem of contracting Human Immunodeficiency Virus (HIV) through drug use.

Required Discipline – Continuous Improvement

- Eliminated wait times for 92 children who needed physical and occupational therapy by streamlining the hiring process for critical positions.
- Awards and Recognition:
 - Social Advocates for Youth (SAY) San Diego and the Bayside Community Center recognized individual employees for their accomplishments.
 - The American College of Health Care Executives elected the Deputy Director of Regional Operations as Regent for San Diego and Imperial Counties.

2005-07 Objectives

Strategic Initiative – Kids

- Lead the Countywide Access to Care (ACT) initiative, which includes strategies for outreach, streamlining the enrollment process and retention of children enrolled, with the long-term goal to provide healthcare coverage to approximately 53,000 uninsured children.
- Achieve 90% (2,750) conversion of CalWORKS recipients to Medi-Cal coverage, to improve access to healthcare for children.



- Ensure 50% (450) of children with cerebral palsy served by the California Children's Services program are assessed for severity of impairment, to establish a baseline for measuring their progress in care.

City of Oceanside Housing & Neighborhood Services, Chavez Resource Center, and Eastside Community Action Network.

North Coastal Region

The North Coastal Region consists of six cities and more than a dozen communities. Home to approximately 516,000 people, the ethnic/racial makeup of the region is 61.2% white, 26.1% Hispanic, 4.8% Asian, 3.9% African-American, 0.6% Hawaiian/Pacific Islander, 0.4% Native American and 2.9% Other. The U.S. Marine Corps' largest installation, Camp Pendleton, is located in the northwest corner of the region. The North Coastal Region is one of two regions that administer Welfare-to-Work and other employment services.

2004-05 Accomplishments

Strategic Initiative – Kids

- Ensured that 52% (439) of foster children served by the Child Assessment Network North received a long-term evaluation, exceeding the target of 50%, as the last of several steps taken to ensure the best possible placement.
- Ensured 62% (312) of single parents enrolled each month in Welfare-to-Work who participated in approved work activities a minimum of 128 hours per month.
- Co-hosted the 3rd annual Self-Sufficiency Summit, in collaboration with community partners, providing CalWORKs participants and low-income residents of North County the opportunity to expand skills and obtain resources to overcome barriers to self-sufficiency.

Required Discipline – Continuous Improvement

- Awards and Recognition:
 - Individual employees were recognized for their accomplishments by the following organizations – California Sudden Infant Death Syndrome Program,

2005-07 Objectives

Strategic Initiative – Kids

- Reduce child abuse/neglect substantiated referrals by 5% in Oceanside neighborhoods where removal rates are highest, through family-focused prevention services.
- Maintain high rate of 90% of estimated 425 CalWORKs participants in North Coastal Region who exit and remain off cash aid for 6 continuous months through strategies that address barriers to employment.

North Inland Region

The North Inland Region includes four cities and dozens of communities encompassing suburban cities, remote desert communities, historic mountain towns, rural homes and farms, and numerous Indian reservations. The region's eastern border is the Imperial County line. Home to approximately 529,000 residents, the ethnic/racial makeup of the region is 59.8% white, 25.8% Hispanic, 8.6% Asian, 1.9% African-American, 0.8% Native American and 2.9% Other.

2004-05 Accomplishments

Strategic Initiative – Kids

- Collaborated with the North County Dental Task Force to provide dental care services to 472 low-income children through the Share the Care Dental Initiative, compared to 80 children served in the last two years—a fivefold increase.
- Co-hosted the 2005 School Food Summit, in collaboration with the Coalition on Children and Weight, involving 243 school and County leaders to develop healthy food policies in the school environment.



Required Discipline – Continuous Improvement

- Awards and Recognition:
 - The California Sudden Infant Death Syndrome Program and Health Net of California recognized individual employees for their accomplishments.

2005-07 Objectives

Strategic Initiative – Kids

- Reduce child abuse/neglect substantiated referrals by 5% in Escondido neighborhoods where removal rates are highest, through family-focused prevention services.
- Increase the time public health nurses spend visiting high-risk families by piloting process improvements and new technology that will reduce time spent on administrative activities.

South Region

The South Region has four cities and seven communities and borders with the country of Mexico. Home to approximately 439,000 residents, the ethnic/racial makeup of the region is 52.1% Hispanic, 27.3% White, 12.4% Asian, 4.6% African-American, and 3.7% Other. The South Region includes: the Countywide Office of Violence Prevention, which manages contracts providing domestic violence services; Critical Hours after-school programs; Juvenile Diversion programs for at-risk youth; and, other prevention services.

2004-05 Accomplishments

Strategic Initiative – Kids

- Referred 100% (5,579) of calls to the Domestic Violence hotline to appropriate services, including shelters and legal aid.

- Assessed children for exposure to violence in 97% (736) of families for whom there was a Domestic Violence Response Team response, and referred these families to appropriate support services, exceeding the target of 75%.
- Trained 133 middle school youth and personnel in peer abuse prevention and 227 in dating violence prevention.
- Obtained a \$2 million award from the California Endowment to help reduce childhood obesity and diabetes.

2005-07 Objectives

Strategic Initiative – Kids

- Ensure that 80% of 1,500 youth who receive juvenile diversion services do not enter or re-enter the juvenile justice system for at least 6 months after their case closing date.
- Reduce or prevent contact with the juvenile justice system in 80% of 2,400 youth participating in the Critical Hours after-school program.
- Train 300 youth in teen dating violence prevention.
- Ensure 90% of 5,000 callers to the Domestic Violence Hotline, are referred to appropriate resources, including shelter and legal assistance.
- Coordinate with community partners to develop a work plan for the Healthy Eating, Active Communities grant in order to promote healthy children.

Changes from 2004-05 Adopted – All Regions

Staffing

Includes an increase of 10.00 staff years as a result of State mandated increases for California Children’s Services of 3.00 staff years and 7.00 staff year shifts to align other program staffing with available funding and service demands.



Expenditures

Includes a net reduction of \$0.1 million.

- \$11.8 million increase in Salaries and Benefits, primarily for negotiated labor agreements, temporary staff for CalWORKs Information Network (CalWIN) implementation, the increase of 3.00 staff years in California Children's Services and the transfer in of 7.00 staff years from other programs.
- \$1.5 million decrease in Services and Supplies.
 - \$1.7 decrease as a result of transfer of Refugee Services contracts to Regional Program Support.
 - \$0.2 increase resulting from reallocation of Internal Service Fund (ISF) costs and Information Technology (IT) costs.
- \$10.4 million decrease in Other Charges due to decreased child care allocations (-\$8.7 million) and lower caseloads for General Relief (-\$1.7 million)

Revenues

Includes a reduction of \$0.1 million.

- \$4.1 million net decrease in Licenses, Permits, & Franchises, Miscellaneous Revenues, and Intergovernmental Revenues due to decreases in child care allocations, offset by increases in Fines, Forfeiture & Penalties and Charges for Current Services and technical shifts to align revenue with program costs.
- \$4.0 million net increase in Other Financing Sources and General Revenue Allocation due to technical shifts to align revenue with program costs.

Significant Changes in Fiscal Year 2006-07

Includes increases in expenditures and revenues of \$3.1 million, primarily as a result of increases in salary and benefit costs.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Expectant mothers visited by Public Health Nurses through delivery that complete recommended number of prenatal care visits ¹	N/A	N/A	65%	65%
Children enrolled in Medi-Cal and Healthy Families health care coverage	224,747	233,795	238,470	238,470
Second finding of child abuse or neglect within 12 months of first finding (not to exceed target) ¹	N/A	N/A	14.6%	14.6%
Children in foster care for less than 12 months have fewer than 3 placements within that 12 month period ¹	N/A	N/A	76.6%	76.6%
Families receiving domestic violence services will not have a reoccurrence of domestic violence ¹	N/A	N/A	70%	70%
Welfare to Work participants who secure stable employment, remaining off aid for six months	90%	88% ²	90%	90%
Welfare-to-Work participants placed in unsubsidized employment ³	50%	46% ⁴	N/A	N/A
CalWORKs clients who exit welfare converted to Medi-Cal coverage ³	80%	83%	N/A	N/A
Timely response to hotline referrals for child protective services ³	94.4%	94.7%	N/A	N/A
Foster children placed in their own geographic community when entering licensed foster care ³	50%	70.3% ⁵	N/A	N/A
Tax dollars returned to families and the community through Earned Income Tax Credit Program ³	\$3 million	\$5.2 million	N/A	N/A
Timely processing of Medi-Cal applications and redeterminations ³	90%	90%	N/A	N/A



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Food Stamps payment accuracy rate ³	94%	93.2% ⁶	N/A	N/A
Childcare payments to CalWORKs and other low-income families made within 10 days of receipt of claim (Stage 1 and Stage 2) ³	97%	99%	N/A	N/A
Youth in Critical Hours program with reduced at-risk behaviors ³	80%	97% ⁷	N/A	N/A

¹ New measures effective Fiscal Year 2005-06 to better reflect strategic priorities captured in "Envision Progress: A Strategy Agenda for 2005-2010," developed based on input from community advisory committees and staff.

² At 88%, performance is just short of the 90% target. As more and more clients exit CalWORKs, those remaining clients who are participating in the Welfare-to-Work program often face greater barriers to finding employment and remaining off aid.

³ These measures will not be reported in future Operational Plans as the Agency continues to replace some measures with alternative measures that better reflect current strategic priorities and measure outcome-based performance.

⁴ At 46%, performance is below the 50% target. Efforts are being undertaken to improve participation rates, including engaging clients who have been sanctioned for failure to participate.

⁵ At 70.3%, performance is well above the 50% target. This is due to special initiatives within the regions in which children can be received immediately after their removal and assessed so that the first homes in which they are placed are best suited to their needs. In North County, this program is referred to as Child Assessment Network North (CANN) and in East County, this program is referred to as the Way Station, part of the *Neighborhood for Kids* initiative. Central and North Central Regions, however, continue to face major challenges identifying foster homes because of a limited supply.

⁶ At 93.2% for the federal Fiscal Year 2004-05 (which ended in October 2004), the Agency is below the 94% goal. However, the Agency continues to take remedial actions and performance has improved compared to Fiscal Year 2003-04.

⁷ At 95%, the Agency continues to out-perform the 80% target for the Critical Hours program in reducing at-risk behaviors among Critical Hours participants. The Agency's new objective for Critical Hours is prevention of contact with the juvenile justice system, which better reflects the ultimate goal of the Critical Hours program.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Regional Self Suffic Elig	1,050.00	1,057.00	1,057.00
Regional Child Welfare Svcs	609.00	610.00	610.00
Central Region	252.00	244.00	244.00
East Region	199.50	202.50	202.50
North Central Region	315.75	319.75	319.75
North Coastal Region	92.00	90.00	90.00
North Inland Region	68.00	71.00	71.00
South Region	77.50	79.50	79.50
Total	2,663.75	2,673.75	2,673.75

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Regional Self Suffic Elig	\$ 64,740,763	\$ 65,591,645	\$ 72,602,844	\$ 72,703,634
Regional Child Welfare Svcs	46,138,579	45,706,254	48,368,020	50,925,818
Central Region	86,921,793	78,561,596	92,915,485	92,669,999
East Region	106,948,632	81,865,250	94,311,924	94,423,563
North Central Region	62,942,222	45,063,916	55,873,726	56,260,114
North Coastal Region	19,923,708	20,504,783	24,174,733	24,227,583
North Inland Region	26,282,249	22,932,248	25,622,571	25,659,254
South Region	53,326,518	50,392,615	53,216,585	53,288,249
Total	\$ 467,224,464	\$ 410,618,311	\$ 467,085,888	\$ 470,158,214

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 177,477,164	\$ 172,683,756	\$ 189,260,001	\$ 192,489,456
Services & Supplies	44,858,138	42,066,306	43,327,041	43,434,238
Other Charges	244,889,162	195,862,163	234,498,846	234,234,520
Capital Assets Equipment	—	6,084	—	—
Total	\$ 467,224,464	\$ 410,618,311	\$ 467,085,888	\$ 470,158,214



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Licenses Permits & Franchises	879,120	674,852	670,120	670,120
Fines, Forfeitures & Penalties	—	53,320	60,000	60,000
Intergovernmental Revenues	426,055,499	226,182,186	423,429,256	420,754,106
Charges For Current Services	1,611,080	1,529,535	1,665,096	1,665,096
Miscellaneous Revenues	2,749,125	857,156	1,348,247	1,348,247
Other Financing Sources	15,036,365	15,843,960	15,530,510	21,019,910
General Revenue Allocation	20,893,275	165,477,302	24,382,659	24,640,735
Total	\$ 467,224,464	\$ 410,618,311	\$ 467,085,888	\$ 470,158,214



Regional Program Support



Department Description

The Regional Program Support Division provides technical, regulatory, and quality assurance services for the administration of programs largely operated by the six Agency regions. These support services are key to the effective administration of California Work Opportunities and Responsibility to Kids (CalWORKs), Medi-Cal, and other self-sufficiency programs. The division also administers direct services through external contracts with CalWORKs employment case management providers, as well as hospitals, community clinics and other providers for the County Medical Services program. The four division sections are Medical Care Program Administration (MCPA), CalWORKs, Quality Assurance and Resource Management, and Child Care/Food Stamps/Civil Rights.

Mission Statement

To make people's lives safer, healthier, and self-sufficient by managing essential services.

2004-05 Accomplishments

Strategic Initiative – Kids

- Re-procured the CalWORKs employment case management contracts to ensure that the County continues to meet aggressive employment outcome goals that promote self-sufficiency.
- Improved the quality of childcare by providing incentives to 100% (385) childcare providers who obtained training and remained at the same childcare centers.
- Implemented an electronic system for issuance of cash assistance for CalWORKs recipients to reduce administrative costs and eliminate lost and stolen warrants.

Strategic Initiative – Safe and Livable Communities

- Educated community stakeholders and represented San Diego County in statewide planning efforts for Medi-Cal reform to ensure local needs will be addressed.

- Advanced personal responsibility for healthcare by ensuring that 79% of approximately 7,500 clients enrolled in Medi-Cal Managed Care each month chose a health plan at enrollment.
- Presented findings of the County Medical Services Frequent Emergency Room User Study at the American Public Health Association's 32nd annual conference in Washington, DC in November 2004.

Required Discipline – Accountability/Transparency

- Implemented 99% (300) of Appeals decisions regarding eligibility determinations within the State Administrative Law Judge's timeline to preserve the integrity of public assistance programs, exceeding the goal of 97%.
- Reviewed 99% of over 20,000 State overpayment evaluation forms within 45 days of receipt to promptly identify and control fraud, exceeding the goal of 87%.
- Developed a Request for Proposals to purchase a data system that strengthens worker accountability and streamlines quality assurance efforts.



- Initiated enhancements to a database to permit data sharing between various types of quality assurance reviews, which allows for trend analysis of errors and strengthens worker accountability.

Required Discipline – Continuous Improvement

- Supported regional operations staff in making accurate and timely benefit determinations for public assistance requests by responding to 100% of the approximately 100 monthly policy inquiries within 30 days, exceeding the goal of 90%.
- Conducted a successful re-procurement of the County Medical Services Administrative Services Organization (ASO) contract, resulting in a reduction of \$393,273 Administrative fees charged to the County and a reduction in the Medi-Cal recovery fee from 25% to 11.5%, which should result in a net increase in revenue for the County.

2005-07 Objectives

Strategic Initiative – Kids

- Distribute 98% of over 1,600 Healthy Families and Medi-Cal monthly mail-in applications to the correct regional office within 15 days of receipt to ensure timely access to healthcare for eligible children.
- Implement pay for performance Welfare to Work contracts in North Inland, North Central, East, and South Regions, delivering support to CalWORKs and Refugee Employment program participants as they work toward self-sufficiency.
- Establish baseline school attendance rates for CalWORKs children, and identify strategies to ensure that they stay in school.

Strategic Initiative – Safe and Livable Communities

- Ensure 90% of the total General Relief and Cash Assistance Program for Immigrants (CAPI) clients, who completed the Supplemental Security Income (SSI) application process through the Advocacy Program, obtain SSI, in order to promote self-sufficiency.
- Ensure 80% of the approximately 7,500 Medi-Cal Managed Care clients enrolling each month choose a health plan at the time of enrollment, offering education and resources so clients can make the best use of health services.

Required Discipline – Accountability/Transparency

- Consolidate 100% of Quality Assurance data for public assistance programs to strengthen the accuracy of information, helping each region to maintain and exceed program accuracy targets.
- Complete 95% of internal investigations of civil rights complaints in public assistance programs within the State-mandated 80-day requirement to ensure program integrity and equitable treatment of customers.

Required Discipline – Information Management

- Complete 95% of Fiscal Year 2005-06 major milestones (including worker training and data conversion) to ensure services are not disrupted by implementation of the California Welfare Information Network (CalWIN), an electronic system scheduled to “go live” in June 2006 that supports 2,000 workers who serve over 100,000 public assistance clients monthly.

Changes from 2004-05 Adopted

Staffing

Includes a reduction of 2.00 staff years as a result of transfers to other programs, with no impact to service delivery.

Expenditures

Includes an increase in expenditures of \$4.8 million.



- \$0.2 million increase in Salaries and Benefits due to negotiated labor agreements offset by staffing shifts.
- \$5.1 million net increase in Services and Supplies;
 - \$1.7 million increase for District Attorney Fraud Investigations and Prosecutions due to increased cost of doing business.
 - \$1.7 million increase due to the transfer of Refugee Employment Service contracts from Regional Operations.
 - \$3.2 million increase in County Medical Services for hospital and community clinic services.
 - \$1.5 million decrease in other Services and Supplies expenditures as a technical adjustment to align with actual expenditure level.
- \$0.5 million decrease in Other Charges (adult aid and participant benefits) to align with projected public assistance expenditure levels, with no impact to services

Revenues

- Includes a net increase in revenues of \$4.8 million.
 - \$0.1 million increase in Fines, Forfeitures & Penalties as a result of a projected increase in Emergency Medical Services penalty assessment fees.
 - \$3.7 million decrease in Intergovernmental Revenues, including a \$1.7 million increase in Social Services Administrative Allocations to cover increased costs for District Attorney Fraud Investigations and Prosecutions, offset by a \$5.4 million decrease in

Intergovernmental Revenues as a technical adjustment to align revenues to more accurately reflect where the revenues are earned.

- \$0.8 million increase in Charges for Current Services for Third Party Reimbursements.
- \$0.2 million decrease in one-time Miscellaneous Revenues due to the completion of the Fraud and Integrity Risk database project.
- \$3.7 million increase in Other Financing Sources, associated with the use of Tobacco Settlement funding to increase County Medical Services (CMS) Pools for indigent care costs in the community and technical shifts of realignment revenue to reflect where the revenues are earned.
- For Fiscal Year 2004-05, the General Revenue Allocation listed in the accompanying chart is a negative number. Revenues budgeted in Fiscal Year 2004-05 for this Program exceeded expenditures by \$4.1 million which would be used to fund costs in other HHSA Operational Plan Programs reducing the actual General Revenue Allocation for those programs. For Fiscal Year 2005-06 those excess revenues are budgeted in the other programs, which increase the negative General Revenue allocation to \$0.

Significant Changes in Fiscal Year 2006-07

A slight net decrease in expenditures and revenues due to planned reductions in services and supplies used in program support, with no proposed changes in staffing.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Healthy Families and Medi-Cal mail-in applications distributed to appropriate regions within 15 days	N/A	N/A	98%	98%
SSI applicants, who completed the application process through the SSI Advocacy program, obtain SSI ¹	N/A	N/A	90%	90%
Medi-Cal Managed Care enrollees who choose a health plan ³	80%	79%	80%	80%
Internal investigations of civil rights complaints within mandated time	N/A	N/A	95%	95%
Policy inquiries from regional operations staff responded to within 30 days ²	90%	100%	N/A	N/A
Child care providers issued stipends ²	350	385	N/A	N/A
Milestones for new electronic system for issuing cash assistance achieved ²	95%	100%	N/A	N/A
Decisions regarding appeals of eligibility determinations implemented within mandated timeframe ²	97%	99%	N/A	N/A
Evaluations of State overpayment forms completed timely (45 days) ²	87%	99%	N/A	N/A

¹ New measures effective Fiscal Year 2005-06 to better reflect strategic priorities captured in “Envision Progress: A Strategy Agenda for 2005-2010,” developed based on input from community advisory committees and staff.

² These measures will not be reported in future Operational Plans as the Agency continues to replace some measures with alternative measures that best reflect current strategic priorities and measure outcome based performance.

³ This measure has been rewritten for clarity and ease of understanding. The wording of this measure in Fiscal Year 2004-05 was “Healthy San Diego enrollees who fail to choose a health plan (not to exceed).”



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Administration	52.00	52.00	52.00
County Medical Services	25.00	25.00	25.00
Self Sufficiency Services and Support	60.00	58.00	58.00
Total	137.00	135.00	135.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Administration	\$ 15,404,410	\$ 16,224,615	\$ 17,428,568	\$ 17,453,287
County Medical Services	66,483,159	69,449,405	69,509,760	69,427,355
Child Care Planning Council	1,009,545	997,755	1,119,460	1,119,460
Self Sufficiency Services and Support	8,183,440	8,473,575	7,810,356	7,810,020
Total	\$ 91,080,554	\$ 95,145,351	\$ 95,868,144	\$ 95,810,122

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 10,212,096	\$ 10,063,610	\$ 10,379,558	\$ 10,433,209
Services & Supplies	80,355,100	83,690,804	85,488,586	85,376,913
Other Charges	513,358	1,390,937	—	—
Total	\$ 91,080,554	\$ 95,145,351	\$ 95,868,144	\$ 95,810,122

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fines, Forfeitures & Penalties	2,500,000	2,986,310	2,600,000	2,600,000
Intergovernmental Revenues	29,649,017	147,787,801	25,880,291	25,864,517
Charges For Current Services	3,781,598	4,878,760	4,583,993	4,583,993
Miscellaneous Revenues	1,224,819	1,045,436	999,819	999,819
Other Financing Sources	58,032,639	57,815,992	61,804,041	61,761,793
General Revenue Allocation	(4,107,519)	(119,368,948)	—	—
Total	\$ 91,080,554	\$ 95,145,351	\$ 95,868,144	\$ 95,810,122



Aging & Independence Services



Department Description

Aging & Independence Services (AIS) is committed to improving the lives of seniors and individuals with special needs in San Diego County by providing access to information, case management, health services, advocacy, and community services in a caring and supportive manner. This division serves seniors, disabled adults, abused, elderly and dependent adults, individuals with Human Immunodeficiency Virus (HIV), and others requiring home-based care to prevent institutionalization. AIS also operates the Edgemoor Hospital, a 24-hour skilled nursing facility for patients unable to be cared for in the private sector because of special needs.

Mission Statement

To make people's lives safer, healthier, and self-sufficient by managing essential services.

2004-05 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Maintained a rating of substantial compliance for Edgemoor Hospital in its State annual licensing review.
- Assisted 100% (1,742) of clients who were receiving personal care services from a contractor by locating new providers through the In-Home Supportive Services (IHSS) Public Authority, thus ensuring their ability to remain in their homes instead of being placed in institutions.
- Began construction of the Edgemoor Healthcare Campus in February 2005, which will house 192 residents and improve the quality of life for these medically fragile patients.
- Ensured that 90% (6,338) of Adult Protective Services (APS) cases were not re-referred within six months of case closing, surpassing the target of 75% and indicating that the needs of these clients were met.

- Ensured that 94% (6,643) of face-to-face APS investigations were conducted within 10 days of referral in order to protect our most vulnerable adults, exceeding the target of 90%.

Required Discipline – Continuous Improvement

- Completed a review of 100% (348) of IHSS cases potentially eligible for federal funding through the Personal Care Services program (PCSP); all appropriate cases were converted to PCSP, bringing in additional federal dollars for IHSS.
- Ensured that the County was overturned in no more than 26% (15) of State appeals hearings for IHSS by documenting fair and appropriate eligibility and case management decisions.

2005-07 Objectives

Strategic Initiative – Safe and Livable Communities

- Ensure 85% compliance with the new State mandated IHSS quality assurance program by June 30, 2006.
- Conduct 94%, of an estimated 6,400, face-to-face investigations within ten days of abuse reports to ensure the safety of vulnerable and abused adults referred to APS.



- Maintain a rating of substantial compliance for the Edgemoor Skilled Nursing Facility as issued by State licensing from the annual survey and site review in order to meet the health, safety, and quality of life needs of the residents.

Required Discipline – Continuous Improvement

- By June 2006, convert nutritional contracts from cost reimbursement to performance-based contracts in order to maximize delivery of congregate and home delivered meals for seniors.
- Develop a methodology by June 2006 of tracking APS clients that are referred to other services within the county and tracking whether or not subsequent substantiated APS events are reported in order to generate better outcome data regarding County efforts to protect the most vulnerable adults.

Changes from 2004-05 Adopted

Staffing

Includes a reduction of 8.00 staff years. Staff years shifted among the various AIS programs. The decrease in Protective Services is due to adjusting staff levels to the State allocation and the offsetting increase in IHSS is due to growing caseloads. As a result of the shifts and reductions, 2.00 staff years transferred to County Counsel to assume public guardian/conservatorship duties, 1.00 staff year transferred to Behavioral Health (Psychiatric Hospital), and 5.00 staff years transferred to Regional Operations.

Expenditures

Increase in expenditures of \$27.1 million.

- \$1.4 million increase in Salaries and Benefits due to negotiated labor agreements offset by a reduction in staff years.
- \$21.4 million increase in Services and Supplies;
 - \$18.9 million increase in IHSS due to caseload and cost growth.
 - \$2.3 million increase in Nutrition, Caregiver, Multi-Purpose Senior, and Intergenerational services to align with grant allocations.
 - \$0.2 million increase in IHSS Application Services.
- \$0.5 million net increase in Capital Assets for lab equipment at Edgemoor.
- \$3.8 million increase in Operating Transfer Out for IHSS Public Authority to cover increased benefit costs for IHSS Individual Providers.

Revenues

Increase in revenues of \$27.1 million:

- \$31.2 million increase in Intergovernmental Revenue primarily due to revenue resulting from the IHSS federal waiver and projected caseload growth.
- \$0.2 million decrease in Charges for Current Services due to a reduction in estate fees in the Public Administrator/Public Guardian.
- \$3.5 million decrease in Other Financing Sources, primarily due to a decrease in Realignment, offset by IHSS federal waiver funding.
- \$0.2 million decrease in General Revenue Allocation.

Significant Changes in Fiscal Year 2006-07

Expenditures and revenues increase of \$6.5 million due primarily to projected IHSS Individual Provider costs, with no change in staffing.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Face-to-face Adult Protective Services Investigations within 10 days	90%	94%	94%	94%
Cases in compliance with IHSS quality assurance program	N/A	N/A	85%	85%
Edgemoor Skilled Nursing Facility compliance rating	N/A	N/A	D ⁴	D
In-Home Supportive Services case actions lost on appeal (not to exceed) ¹	30%	26%	N/A	N/A
In-Home Supportive Services average number of hours of service per month provided each client (not to exceed) ¹	85 hours ²	81 hours	N/A	N/A
In-Home Supportive Services cases potentially eligible for PCSP reviewed ¹	100%	100%	N/A	N/A
Adult Protective Services clients with closed cases who are not re-referred for a subsequent substantiated event within six months ¹	75%	90% ³	N/A	N/A

¹ These measures will not be reported in future Operational Plans. AIS is in the process of developing new measures to be included in the Adopted Operational Plan that better reflect strategic priorities and align with “Envision Progress: A Strategy Agenda for 2005-2010,” that was developed based on input from community advisory committees and the Agency executive team. Additional compliance measures will also be adopted consistent with the new State mandated IHSS Quality assurance program.

² The target of 85 hours of service per month is based on the State average for the In-Home Supportive Services Program.

³ At 90%, performance is well above the 75% target. Staff continue to work towards development of service plans for APS clients that will result in long-term stability so that clients are not re-referred. For the most severely impaired clients, referrals are made to Public Guardian and other resources for ongoing follow-up.

⁴ The rating of “D” indicates substantial compliance as defined by the California Department of Health Services Licensing and Certification Program.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
In Home Supportive Services	148.00	152.00	152.00
Edgemoor	350.00	350.00	350.00
Veterans Services	8.00	8.00	8.00
Public Administrator/Guardian	38.00	39.00	39.00
Senior Health and Social Services	50.00	49.00	49.00
Protective Services	94.50	87.50	87.50
Administrative and Other Services	27.00	22.00	22.00
Total	715.50	707.50	707.50

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
In Home Supportive Services	\$ 187,839,619	\$ 192,946,476	\$ 211,645,321	\$ 218,076,392
Edgemoor	27,663,584	28,762,195	28,596,602	28,597,646
Veterans Services	695,128	684,034	717,044	719,223
Public Administrator/Guardian	3,151,971	3,061,905	3,684,636	3,705,792
Senior Health and Social Services	12,719,412	12,651,156	14,228,392	14,226,682
Protective Services	8,744,633	8,403,674	9,167,946	9,172,297
Administrative and Other Services	4,468,571	3,797,295	4,392,155	4,395,412
Total	\$ 245,282,918	\$ 250,306,738	\$ 272,432,096	\$ 278,893,444

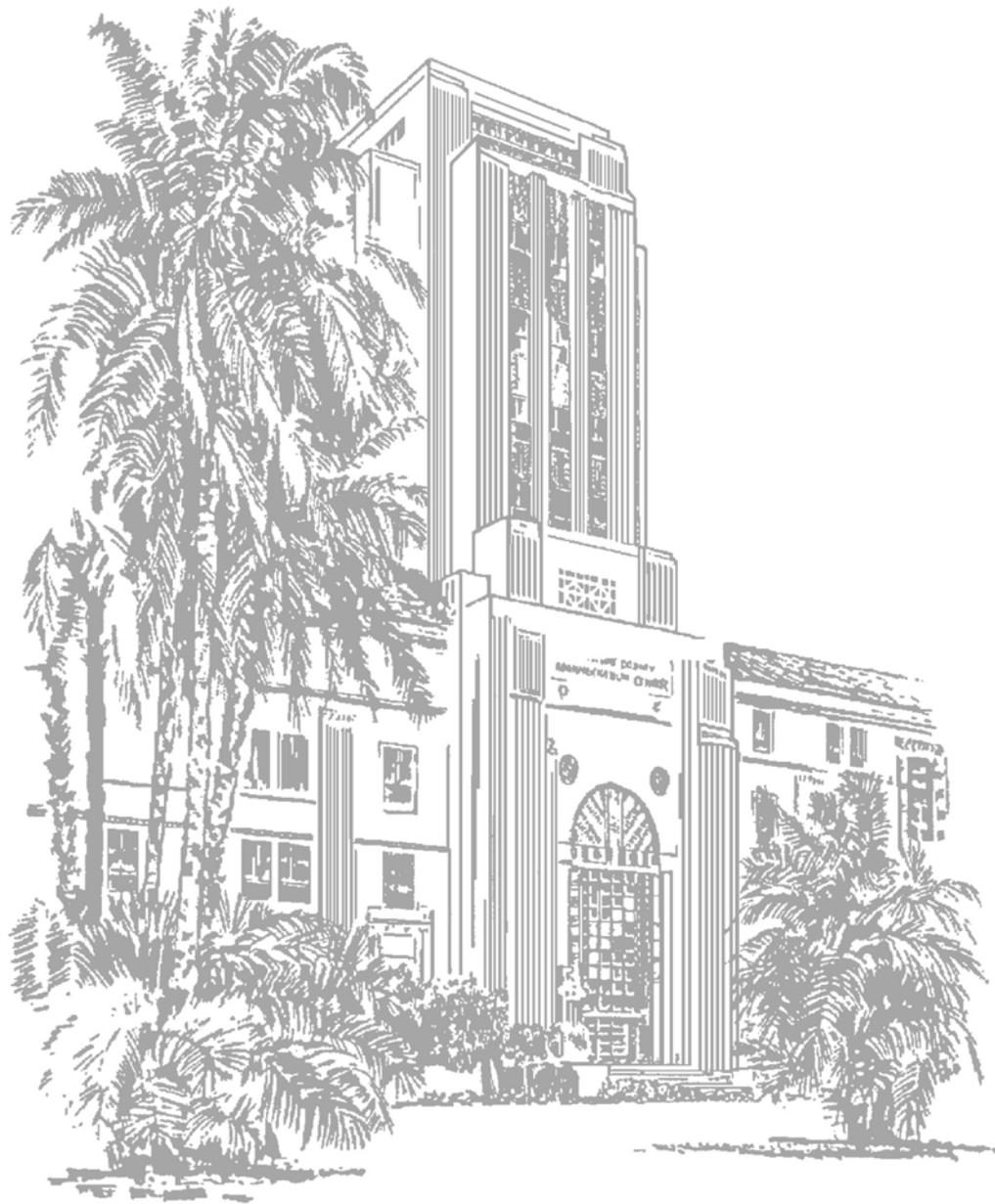
Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 48,076,325	\$ 48,456,043	\$ 49,521,635	\$ 49,370,949
Services & Supplies	186,967,212	193,765,626	208,369,340	214,807,084
Other Charges	230,000	148,694	230,000	230,000
Capital Assets Equipment	26,757	86,722	526,231	686,231
Operating Transfers Out	9,982,624	7,849,650	13,784,890	13,799,180
Total	\$ 245,282,918	\$ 250,306,738	\$ 272,432,096	\$ 278,893,444



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fines, Forfeitures & Penalties	175,200	204,592	175,200	175,200
Revenue From Use of Money & Property	179,437	187,368	159,437	159,437
Intergovernmental Revenues	167,810,586	184,365,259	199,024,904	204,330,174
Charges For Current Services	22,951,988	21,452,410	22,751,988	22,751,988
Miscellaneous Revenues	1,290,518	1,350,799	1,175,067	1,175,067
Other Financing Sources	42,152,285	35,796,920	38,606,440	39,734,228
General Revenue Allocation	10,722,904	6,949,390	10,539,060	10,567,350
Total	\$ 245,282,918	\$ 250,306,738	\$ 272,432,096	\$ 278,893,444



Behavioral Health Services



Department Description

Behavioral Health Services is a continuum of mental health, alcohol and other drug services for children, youth, families, adults, and older adults. Mental health clinicians, alcohol and drug counselors, and peers provide these services in a professional and respectful manner. Behavioral health services include prevention, treatment, and interventions that promote recovery and social well-being.

Mission Statement

To make people's lives safer, healthier, and self-sufficient by managing essential services.

Alcohol and Drug Services

Alcohol and Drug Services (ADS) provides leadership, planning, policy development, service coordination, and resource management for a comprehensive system of alcohol and other drug abuse prevention and treatment services. ADS works in partnership with service providers and other County agencies to deliver effective, culturally sensitive, and appropriate alcohol and other drug prevention and treatment services in community settings throughout San Diego County. Alcohol and other drug treatment, recovery and prevention services are provided exclusively through contracts with community-based organizations. ADS also provides treatment services to County probationers and State parolees in lieu of incarceration, as required by California Proposition 36.

2004-05 Accomplishments

Strategic Initiative – Kids

- Ensured 79% (527) of adolescents successfully discharged from alcohol and drug treatment completed high school or the equivalent, or enrolled in an educational setting, increasing their self-sufficiency, exceeding the target of 70%.

Strategic Initiative – Safe and Livable Communities

- Improved the health and well-being of individuals in an alcohol or drug treatment program by:
 - Ensured completion of treatment for 54% (5,381) of participants in a program for more than 30 days, just under the target of 55%.
 - Ensured 90% (4,334) of participants discharged were employed or have initiated employment preparation by the date of discharge, well exceeding the target of 60%.
 - Ensured 69 contracted programs had policies in place to accept clients with both substance abuse and mental health problems and provide services and/or appropriate referrals, exceeding the target of 50.
- Ensured that 98% (9,796) of adult and adolescent participants in an alcohol and drug treatment program for more than 30 days have not engaged in criminal activity resulting in a conviction during the treatment period, exceeding the target of 90%.

Required Discipline – Regional Leadership

- Co-located with Mental Health Services to begin integration of mental health, alcohol, and other drug services into a behavioral health system that is responsive to the needs of children and adults, many of who have co-occurring substance abuse and mental health problems.



Children's Mental Health Services

Children's Mental Health Services (CMHS) provides aid to children and adolescents who are emotionally disturbed, and their families. CMHS offers a wide variety of mental health services that are comprehensive and community-based ranging from early intervention to residential services. CMHS works in partnership with families, public agencies, providers and the community to achieve effective outcomes for children and youth.

2004-05 Accomplishments

Strategic Initiative – Kids

- Prevented the need for out-of-home placement for 99% (157) of seriously emotionally disturbed children and youth served by the CMHS Initiative in which an array of services are provided to improve their well-being and ability to function, exceeding the goal of 70%.
- Provided school-based mental health services to 272 schools, an increase from 252 schools last year. Mental health staff provided assessments, treatment, medication, and case management.
- Provided 11,000 eligible children and youth timely access to initial mental health outpatient assessment within a system-wide average of 5 days, better than the target of 21 days.

Required Discipline – Regional Leadership

- Promoted an integrated model of practice in behavioral health by co-locating ADS and Mental Health Services Administration, and expanding a dual diagnosis training initiative by 15 programs for a total of 35 programs across Children's Mental Health, Adult/Older Adult Mental Health, and ADS.

2005-07 Objectives

Strategic Initiative – Kids

- Ensure an estimated 11,000 eligible children and youth will be provided an outpatient mental health assessment within a system-wide average wait time of 7 days.
- Prevent the need for out-of-home placement for 95% of the total number of seriously emotionally disturbed children and youth served by the CMHS Initiative.

Required Discipline – Regional Leadership

- Complete a comprehensive community-based planning process and begin implementation of expanded mental health services for children and youth, funded by the Mental Health Services Act (Proposition 63).

Changes from 2004-05 Adopted

Staffing

Includes a reduction of 126.00 staff years.

- A program transfer in which 59.00 staff years originally reflected in Behavioral Health Services (Child Mental Health Services (CMHS) Residential Services) will now be budgeted in Child Welfare Services – with no impact to services or clients.
- A transfer from Administrative Support to CMHS of .50 staff years for a Psychiatrist position.
- A reduction of 3.00 staff years in CMHS due to re-engineering through managed competition.
- A reduction of 64.50 staff years due to the re-engineering/outourcing of Adult/Older Adult Mental Health Services through managed competition.

Expenditures

Includes expenditure reductions of \$1.8 million.

- Alcohol and Drug Services expenditure decrease of \$0.5 million.



- \$0.1 million increase associated primarily with negotiated labor agreements.
- \$0.6 million decrease primarily for a reduction in Local Law Enforcement Block Grant contracts.
- Adult/Older Adult Mental Health Service (A/OAMHS) expenditure decrease of \$0.7 million.
 - \$4.3 million decrease associated with managed competition. An overall reduction of \$7.3 million from the re-engineering/outsourcing of A/OAMHS through managed competition is expected to be achieved, of which \$3.0 million was already factored into the Fiscal Year 2004-05 Adopted budget based on the premise that reductions through the managed competition process would begin in Fiscal Year 2004-05.
 - \$4.0 million decrease in pharmaceutical appropriations primarily due to the transfer of the jail pharmaceutical program to the Sheriff's Department.
 - \$1.6 million increase associated largely with negotiated labor agreements.
 - \$1.7 million increase in utilization of fee-for-service hospitals.
 - \$2.4 million increase of one-time contracted services for AB 2034 ((Mental health funding: integrated services for homeless mentally ill).
 - \$0.7 million increase associated with Proposition 63 planning.
 - \$1.2 million increase in miscellaneous services and supplies.
- Children's Mental Health Services (CMHS) expenditure decrease of \$0.6 million.
 - \$0.3 million decrease associated with the re-engineering of CMHS through managed competition.
 - \$5.1 million decrease from the transfer of the residential program from Behavioral Health Services to Child Welfare Services.

- \$1.3 million increase associated largely with negotiated labor agreements.
- \$3.5 million increase due to additional day treatment contracts for residential programs and other outpatient services.

Revenues

Includes revenue decreases of \$1.8 million:

- Alcohol and Drug Services decrease in revenue of \$0.5 million.
 - \$0.2 million decrease for Proposition 36 and Local Law Enforcement Block Grant revenue.
 - \$2.0 million decrease in the use of Fund Balance.
 - \$1.7 million increase in the use of General Revenue Allocation.
- CMHS revenue decrease of \$0.6 million.
 - \$4.7 million increase in CMHS for additional school funding of AB 2726 (Special Education Program) services, and an increase in federal Medi-Cal revenue.
 - \$0.9 million decrease in Miscellaneous Revenues - Federal Emergency Management Agency (FEMA) revenue.
 - \$2.5 million increase in Other Financing Sources associated with Mental Health Realignment and Tobacco Settlement revenue.
 - \$6.9 million net decrease in General Revenue Allocation due to the shift of the Residential Program to Child Welfare Services and an increase in funding obtained for AB 2726 services.
- Adult/Older Adult Mental Health Services (A/OAMHS) revenue decrease of \$0.7 million.
 - \$1.0 million decrease in Intergovernmental Revenue.
 - \$2.4 million increase of one-time AB 2034 (Mental health funding: local grants) revenue.
 - \$1.7 million increase in Federal Medi-Cal revenue.
 - \$0.7 million increase in Proposition 63 revenue.
 - \$5.5 million decrease in Managed Care revenue.



- \$0.4 million increase in Charges for Current Services in A/OAMHS associated with funding from Aging and Independent Services for a Health Services Coordinator, and for pharmacy revenue.
- \$0.7 million increase in Miscellaneous Revenue - Superior Court funding for Adult Forensics.
- \$0.5 million decrease in Other Financing Sources associated with Mental Health and Health Realignment and Tobacco Settlement revenue.
- \$0.4 million increase in General Revenue Allocation.

Significant Changes in Fiscal Year 2006-07

Expenditures and Revenues decrease by \$4.7 million primarily due to one-time AB 2034 (Mental health funding: local grants) rollover revenue not being carried forward for A/OAMHS contracts, one-time funding for the California Outcome Measurement System (CalOMS) that will not be needed by ADS during Fiscal Year 2006-07, reduction in lease costs, and other miscellaneous adjustments. No changes in staffing are anticipated.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Adolescents discharged from alcohol and drug treatment who complete high school or the equivalent	70%	79%	75%	75%
Participants in alcohol and drug treatment more than 30 days who successfully complete treatment	55%	54% ⁴	45%	45%
Wait time for adult mental health outpatient treatment	21 days	8 days	10 days ⁵	10 days ⁵
Reduction in percentage of psychiatric hospital readmissions within 30 days of previous admission ²	N/A	N/A	2%	2%
Wait time for children's mental health outpatient treatment	21 days	5 days	7 days ⁵	7 days ⁵
Residential placement avoided for children and youth served in the CMHS Initiative	70%	99%	95%	95%
Participants in alcohol and drug treatment more than 30 days who do not engage in criminal activity during treatment period ¹	90%	98%	N/A	N/A
Adults discharged from alcohol and drug treatment who are employed or in employment prep activities ¹	60%	90%	N/A	N/A
Adult patients discharged from psychiatric hospitalization readmitted within 30 days ^{1,3}	23%	21%	N/A	N/A

¹ These measures will not be reported in future Operational Plans as the Agency continues to replace some measures with alternative measures that better reflect strategic priorities captured in "Envision Progress: A Strategy Agenda for 2005-2010," developed based on input from community advisory committees and staff.

² This measure has been rewritten for clarity and ease of understanding. It replaces the Fiscal Year 2004-05 measure, "Adult patients discharged from psychiatric hospitalization readmitted within 30 days."

³ This measure will not be reported in future Operational Plans because it has been re-worded for clarity and ease of understanding. It is replaced by the Fiscal Year 2005-07 measure "Reduction in percentage of psychiatric hospital readmissions within 30 days of previous admission."



⁴ A lower percentage of individuals has successfully completed treatment than was the Agency target. A number of efforts are being initiated to identify the reasons for the lower result, including an analysis of successful treatment outcomes by type of treatment modality and type of population. In addition, training for treatment providers was held in April 2005 to ensure consistent application of successful discharge criteria and appropriate coding on data forms.

⁵ The Fiscal Year 2005-07 targets for wait times for both children and adult mental health outpatient treatment are significantly more aggressive than the prior year target of 21 days, reflecting current performance. A uniform, more restrictive definition of wait times is also being instituted.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Alcohol and Other Drug Services	42.00	42.00	42.00
Adult/Older Adult Mental Health Services	400.75	336.25	336.25
Children's Mental Health Services	196.25	134.75	134.75
Total	639.00	513.00	513.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Alcohol and Other Drug Services	\$ 47,895,582	\$ 42,318,759	\$ 47,424,993	\$ 47,060,447
Adult/Older Adult Mental Health Services	127,928,178	121,151,810	127,189,935	123,881,142
Children's Mental Health Services	85,395,572	69,164,932	84,837,548	84,857,014
Total	\$ 261,219,332	\$ 232,635,502	\$ 259,452,476	\$ 255,798,603

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 50,156,153	\$ 47,179,797	\$ 48,017,146	\$ 47,744,097
Services & Supplies	208,763,117	183,137,799	209,055,623	205,674,799
Other Charges	2,333,369	2,340,971	2,398,337	2,398,337
Capital Assets Equipment	—	7,725	—	—
Expenditure Transfer & Reimbursements	(33,307)	(30,791)	(18,630)	(18,630)
Total	\$ 261,219,332	\$ 232,635,502	\$ 259,452,476	\$ 255,798,603



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	2,000,000	2,000,000	—	—
Intergovernmental Revenues	145,153,270	127,152,239	148,643,345	145,237,251
Charges For Current Services	973,751	1,316,656	1,439,429	1,439,429
Miscellaneous Revenues	5,024,050	5,697,107	4,772,222	4,772,222
Other Financing Sources	89,434,947	85,668,627	90,783,163	90,899,930
General Revenue Allocation	18,633,314	10,800,873	13,814,317	13,449,771
Total	\$ 261,219,332	\$ 232,635,502	\$ 259,452,476	\$ 255,798,603



Child Welfare Services



Department Description

Child Welfare Services (CWS) provides leadership and support to protect children and preserve families by establishing direction for practice and policy countywide. Communities are supported through the delivery of culturally competent, family-centered, and child-focused services. CWS administers: the Polinsky Children's Center, a 24-hour facility for the temporary emergency shelter of children; the San Pasqual Academy, a state-of-the-art residential education campus for foster children; foster care eligibility and licensing units; group home placement services for foster youth with emotional and behavioral issues; services to emancipating foster youth; and, adoptive home assessments and placements. CWS also provides critical support services to regional operations.

Mission Statement

To make people's lives safer, healthier, and self-sufficient by managing essential services.

2004-05 Accomplishments

Strategic Initiative – Kids

- Strengthened Child Welfare Services by achieving State and federal accountability outcomes for the safety, permanency and the well-being of children:
 - Responded in a timely manner to 94.7% of 2,182 hotline referrals each month in order to assess children in need of protective services, exceeding the 94.4% federal and State accountability outcome goal.
 - Ensured that no more than 11.8% of 871 children for whom there is a substantiated referral of abuse/neglect each month had a subsequent substantiated referral within 12 months, which is better than the target of no more than 14.6%.
 - Ensured that 90.8% of 5,619 of children in homes where the family is receiving services do not have a recurrence of abuse/neglect within 12 months, above the 90% goal.

- Ensured that no more than 10.9% (72 of 659) of all former foster children re-entered foster care within 12 months of reunification, which is better than the target of no more than 13.4%.
- Ensured 62.6% of 2,566 foster children were placed with at least one sibling, and 41.1% of 1,687 were placed with all siblings, slightly below the goals for each objective, 66.4% and 42% respectively.
- Ensured that 76% of 192 foster youth in the 12th grade achieved high school completion (diploma, certificate or equivalent), above the 75% goal.

Required Discipline – Accountability/Transparency

- Ensured that 79% of 666 audited relative caregiver approvals were completed accurately and within 12 months after original assessment, below the target of 90%.

Required Discipline – Essential Infrastructure

- Completed design for renovation of a dormitory at the San Pasqual Academy, with fundraising in progress.



2005-07 Objectives

Strategic Initiative – Kids

- Ensure a State approved risk assessment tool is implemented Countywide by June 2006 in order to better assess the safety of children in abuse situations and the likelihood of future risk of abuse.
- Ensure that 77% of an estimated 175 foster youth in the 12th grade achieve high school completion (diploma, certificate or equivalent), including youth at San Pasqual Academy and other residential care settings.
- Place 620 children in adoptive homes by June 2006, to advance permanency for foster children.
- Provide early Head Start services to 80% (61 per month) of infants and toddlers at the Polinsky Children’s Center.

Required Discipline – Fiscal Stability

- Create a data unit to track and analyze more than 20 mandated outcomes as part of State and federal accountability requirements, and to improve social work practice for the safety, permanency and well-being of children.

Required Discipline – Regional Leadership

- Continue community engagement in order to achieve child welfare system improvements that result in improved safety, permanency and well-being of children, promoting transparency to the public that is consistent with State system improvement requirements.

Required Discipline – Accountability/Transparency

- Support regional efforts to ensure that 90% of 120 relative caregiver approvals processed each month are completed accurately and within 12 months after the original assessment.

Changes from 2004-05 Adopted

Staffing

Includes an increase of 60.00 staff years. The Residential Services program moved from Behavioral Health Services to Child Welfare Services, resulting in the transfer of 59.00 staff years. Other changes include the net addition of 1.00 staff year from Regional Operations to create the data unit. These staffing changes will have no service impact to clients but will align staffing with program and support services needs.

Expenditures

Includes an increase in expenditures of \$6.7 million.

- \$5.5 million net increase in Salaries and Benefits associated with negotiated salary increases and transfers of staff.
- \$1.6 million decrease in Services and Supplies largely related to centralization of facility operations and maintenance charges.
- \$2.8 million net increase in Other Charges as the result of a \$3.8 million increase in the Kinship Guardianship Assistance Program (KinGAP) payments to relative caregivers, offset by a \$1.0 million decrease in payments for Seriously Emotionally Disturbed children’s services to align expenditure levels with projected case costs.

Revenues

Includes an increase in revenues of \$6.7 million:

- \$8.7 million increase in Intergovernmental Revenues. This includes \$3.2 million for KinGAP and \$5.5 million to align revenues with where they are realized.
- \$3.2 million increase in Other Financing Sources due to an increase in use of Social Services Realignment.
- \$5.2 million reduction in the General Revenue Allocation as a result of technical funding shifts among programs and divisions in HHSA.



Significant Changes in Fiscal Year 2006-07

Includes an increase in expenditures and revenues of \$10.5 million associated with growth in caseload and costs of doing business.

Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Foster children in 12 th grade who achieve high school completion (diploma, certificate or equiv.)	75%	76%	77%	77%
Children placed in adoptive homes	N/A	N/A	620	620
Infants and toddlers at Polinsky Children's Center receiving Early Head Start services	N/A	N/A	80%	80%
Subsequent substantiated referral of abuse/neglect within 12 months (not to exceed target) ¹	14.6%	11.8%	N/A	N/A
Timely response to hotline referrals for child protective services ²	94.4%	94.7%	N/A	N/A
No-recurrence of abuse/neglect within 12 months for children in homes where the families are receiving services ²	90%	90.8%	N/A	N/A
Foster children re-entering foster care within 12 months of reunification (not to exceed target) ²	13.4%	10.9%	N/A	N/A
Foster care children placed with all siblings ²	42%	41.1%	N/A	N/A
Foster care children placed with at least one sibling ²	66.4%	62.6%	N/A	N/A

¹ This measure is reported in the Regional Operations section of this Fiscal Year 2005-07 Operational Plan because regions are primarily accountable for achieving this and many other child welfare outcomes. CWS provides critical support and quality assurance to Regional Operations.

² These measures will not be reported in future Operational Plans as the Agency continues to replace some measures with alternative measures that better reflect strategic priorities captured in "Envision Progress: A Strategy Agenda for 2005-2010." The strategy agenda was developed based on input from community advisory committees and staff.



Child Welfare Services

Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Child Welfare Services	486.00	550.00	550.00
Foster Care	123.00	113.00	113.00
Adoptions	137.00	143.00	143.00
Total	746.00	806.00	806.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Child Welfare Services	\$ 56,222,155	\$ 56,047,819	\$ 59,831,392	\$ 59,451,820
Foster Care	162,145,483	149,974,136	164,406,008	174,974,538
Adoptions	11,900,592	12,284,527	12,735,340	13,070,842
Total	\$ 230,268,230	\$ 218,306,483	\$ 236,972,740	\$ 247,497,200

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 52,911,445	\$ 53,439,695	\$ 58,391,005	\$ 58,391,005
Services & Supplies	22,635,353	21,311,553	21,052,522	21,252,399
Other Charges	154,721,432	143,552,944	157,529,213	167,853,796
Capital Assets Equipment	—	2,289	—	—
Total	\$ 230,268,230	\$ 218,306,483	\$ 236,972,740	\$ 247,497,200

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Revenue From Use of Money & Property	584,308	699,214	584,308	584,308
Intergovernmental Revenues	167,511,638	208,194,114	176,213,329	184,050,336
Charges For Current Services	284,270	421,333	284,270	284,270
Miscellaneous Revenues	755,472	218,938	755,472	755,472
Other Financing Sources	46,570,228	46,153,936	49,797,322	52,406,595
General Revenue Allocation	14,562,314	(37,381,052)	9,338,039	9,416,219
Total	\$ 230,268,230	\$ 218,306,483	\$ 236,972,740	\$ 247,497,200

Public Health Services



Department Description

Public health is government working together in partnership with private organizations and community-based professionals to promote healthy behaviors, prevent disease and injury, protect individual and community health, assure access to health care, eliminate disparities in health status, protect the environment and increase the years and quality of healthy life. The functions of assessment, assurance and policy and program development are core activities for the field of public health. Providing public health protection for County residents is a multidisciplinary and collaborative effort, involving other County Groups, as well as the private health care provider network, communities and individuals.

Mission Statement

To make people's lives safer, healthier, and self-sufficient by managing essential services.

2004-05 Accomplishments

Strategic Initiative – Kids

- Fully immunized 91% (2,200) of children age 24 months served by the regional public health centers to prevent the spread of childhood communicable diseases and keep children healthy, exceeding our target of 85%, the State target (81%), and national target (82%) rates.
- Ensured that 86% (1,632) of pregnant women, who did not have prenatal care when they first contacted the Perinatal Care Network, reported receiving prenatal care within 30 days of their first contact, since proper prenatal care contributes to good birth outcomes, exceeding the target of 60%.

Strategic Initiative – Safe and Livable Communities

- Successfully conducted three emergency preparedness drills with public health staff and community partners, which focused on integrating military and civilian capabilities for managing the consequences of potential bioterrorist attacks; implementing a quarantine in order

to contain a public health threat (such as Severe Acute Respiratory Syndrome); and enhancing Statewide hospital response.

- Responded to and initiated an investigation for 98% (105) of cases for selected diseases within 24 hours of report as the first line of defense in protecting the community's health.
- Increased by 183 (from 684 to 867) the number of community physicians, healthcare, and emergency management personnel enrolled in the Emergency Medical Alert Network (EMAN) who are alerted when there is a new disease control measure or when a health disaster occurs, exceeding the target of 764.
- Ensured 91% (547) of contacts to infectious Tuberculosis (TB) cases meet the Centers for Disease Control and Prevention standards, to prevent the spread of this communicable disease in the community.
- Ensured that 80% (8,694) of people tested for Human Immunodeficiency Virus (HIV) are at high-risk for HIV, effectively targeting testing activity to prevent and control the spread of infection in San Diego County, which has the third highest number of Acquired Immunodeficiency Syndrome (AIDS) cases of all California counties. This exceeded the target of 75%.



2005-07 Objectives

Strategic Initiative – Kids

- Ensure that 65% of 250 expectant mothers, who are visited by Public Health Nurses through delivery, complete the recommended number of prenatal care visits from time of first contact.
- Maintain a high rate (85%) of immunization coverage for 2,500 children age 24 months served by regional public health centers, to prevent the spread of childhood communicable diseases and keep children healthy.

Strategic Initiative – Safe and Livable Communities

- Enroll and train 100 community healthcare providers on the County's new web-based disease reporting system to enhance surveillance, investigation, and response capacity.
- Conduct three drills or exercises with public health staff and with community partners to evaluate the County's level of preparedness for public health hazards. Modify written preparedness plans and trainings based on findings as appropriate.
- Ensure that Epidemiology staff contact and initiate investigations within 24 hours of report for a minimum of 96% of cases for selected diseases. This is one of the first lines of defense in protecting the public's health.
- Confirm that 70% of approximately 200 County staff EMAN participants receive EMAN drill alerts within twenty-four hours of a medium alert being issued to ensure timeliness of emergency communication response.
- Ensure that 90% of an estimated 600 contacts to infectious TB cases meet the Centers for Disease Control and Prevention standards, to prevent the spread of this communicable disease in the community.

Changes from 2004-05 Adopted

Staffing

Includes a reduction of 7.20 staff years.

- Reduction of 3.20 staff years due to service delivery improvements and restructuring of administrative duties, 3.00 staff years transferred to regions as part of the decentralization of community health promotion services.
- Transfer of 1.00 staff year to Administrative Support.

Expenditures

Includes an expenditure increase of \$2.8 million.

- \$0.7 million net increase in Salaries and Benefits due to negotiated labor agreements offset by the costs associated with the reduction in staffing.
- \$2.2 million net increase in Services and Supplies, Other Charges, and Capital Assets Equipment.
 - \$0.6 million increase in contracted services for the Bioterrorism program due to an anticipated increase in federal Health Resources and Services Administration (HRSA) funding.
 - \$1.3 million increase in emergency medical services contracts for disaster medical response and ambulance provider costs for the County Service Areas.
 - \$0.3 million increase in the epidemiology program due to a one-year contract for the California Health Interview Survey.
 - \$0.6 million increase for the addition of a fourth ambulance in County Service Area 69, as approved by the Board of Supervisors midyear.
 - \$0.7 million decrease in Other Charges due to improvements in Medi-Cal eligibility determinations resulting in decreased Child Health and Disability Program costs.



- \$0.1 million increase in Expenditure Transfer and Reimbursements associated with the Probation health services contract.

Revenues

Includes an increase in revenue of \$2.8 million.

- \$0.2 million increase in Taxes Current Property for property tax allocations associated with increased ambulance service provider costs.
- \$1.3 million net increase in Intergovernmental Revenue as a result of an increase in Resident User fees for the addition of a fourth ambulance and an increase in federal aid for the Bioterrorism program offset by shifts of revenue to Regional Operations.
- \$0.5 million net reduction in Charges for Current Services to align revenue where it is being earned.
- \$0.3 million net decrease in Intergovernmental Revenue as a result of shifts of revenue to Regional Operations, offset by an increase in federal aid for the Bioterrorism program.

- \$0.4 million increase in Miscellaneous Revenue due to \$0.3 million funding from Children’s Investment trust fund for the California Health Interview Survey, and increased birth certificate fee revenue from Vital Records.
- \$1.8 million increase in Other Financing Sources due to increase of Health Realignment from Regional Operations to align revenue where it is being earned.
- \$0.1 million increase in all other revenues, to align budget with projected collections.
- \$0.6 million net increase, of which \$1.3 million is in Intergovernmental Revenue offset by a \$0.7 million decrease in Charges for Current Services, due to a technical adjustment, and increased revenues generated by a user fee in County Service Area 69, as approved by the Board of Supervisors midyear.

Significant Changes in Fiscal Year 2006-07

Expenditures and Revenue will increase by \$0.3 million due primarily to \$0.5 million reductions in one-time contracted services, and an \$0.8 million increase for the addition of a fourth ambulance in County Service Area 69. There are no changes in staffing or service levels.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Expectant mothers, visited by Public Health Nurses through delivery, complete recommended number of prenatal care visits ¹	N/A	N/A	65%	65%
Immunization coverage rate maintained for children age 24 months in regional public health centers	85%	91%	85%	85%
Public Health related drills or exercises with HHSA staff and community partners conducted	3	3	3	3
Selected communicable diseases cases contacted/investigations initiated within 24 hours	95%	98%	96%	96%
Contacts of infectious TB cases evaluated	90%	91%	90%	90%
Number of health care personnel enrolled in the Emergency Medical Alert Network (EMAN) ²	764	867 ³	N/A	N/A
Women with prenatal appointment within 30 days of contact ²	60%	86% ⁴	N/A	N/A
High-risk clients of all those tested for HIV ²	75%	80%	N/A	N/A

¹ New measure effective Fiscal Year 2005-06 to better reflect strategic priorities captured in “Envision Progress: A Strategy Agenda for 2005-2010,” developed based on input from community advisory committees and staff.

² These measures will not be reported in future Operational Plans as the Agency continues to replace some measures with alternative measures that better reflect current strategic priorities and measure outcome-based performance.

³ The EMAN enrollment exceeded its target by 103 (target was to increase by 80, actual increase was 183). This success is attributed to an in-depth review of the program to identify target groups that should be enrolled in the EMAN system and the development and implementation of a successful recruitment strategy.

⁴ At 86%, performance in women's access to prenatal care within 30 days of first contacting the Perinatal Care Network is well above the target of 60%. This success is credited to several new strategies, including three-way calls between clients, County staff, and medical provider offices, and improvements in data collection and calculation methodologies. As this measure is about timeliness of access to care, and the new measure regarding prenatal care is about completing visits, it was determined the new measure is more outcome oriented and appropriate.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Administration and Other Services	42.50	38.50	38.50
Bioterrorism / EMS	38.50	40.00	40.00
Infectious Disease Control	124.70	123.50	123.50
Surveillance	94.50	97.50	97.50
Prevention Services	77.67	71.17	71.17
Total	377.87	370.67	370.67

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Administration and Other Services	\$ 11,639,623	\$ 9,847,048	\$ 10,380,333	\$ 10,403,499
Bioterrorism / EMS	12,186,250	13,517,038	13,570,991	13,270,352
Infectious Disease Control	23,941,365	22,864,089	24,591,471	24,318,206
Surveillance	11,028,020	10,186,550	11,504,477	11,327,962
Prevention Services	14,571,494	12,051,848	14,571,382	14,465,502
Ambulance CSA's - Health & Human Services	4,747,658	4,597,551	6,273,560	6,800,087
Total	\$ 78,114,410	\$ 73,064,127	\$ 80,892,214	\$ 80,585,608

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 31,376,580	\$ 28,864,171	\$ 32,062,342	\$ 32,806,337
Services & Supplies	45,338,730	43,524,341	48,195,100	47,227,499
Other Charges	1,500,000	675,957	800,000	800,000
Capital Assets Equipment	96,000	137,252	170,277	87,277
Expenditure Transfer & Reimbursements	(196,900)	(137,594)	(335,505)	(335,505)
Total	\$ 78,114,410	\$ 73,064,127	\$ 80,892,214	\$ 80,585,608



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Taxes Current Property	915,675	1,045,830	1,103,156	1,285,757
Taxes Other Than Current Secured	17,206	25,919	29,080	30,480
Licenses Permits & Franchises	338,507	133,518	188,203	188,203
Fines, Forfeitures & Penalties	1,869,630	1,502,309	1,823,504	1,823,915
Revenue From Use of Money & Property	44,000	216,812	180,493	39,109
Intergovernmental Revenues	39,608,404	36,977,444	40,610,477	40,717,585
Charges For Current Services	7,769,876	6,293,124	7,249,116	7,415,699
Miscellaneous Revenues	834,938	1,020,070	1,211,206	812,881
Other Financing Sources	24,666,142	24,122,892	26,446,948	26,221,948
General Revenue Allocation	2,050,032	1,726,209	2,050,031	2,050,031
Total	\$ 78,114,410	\$ 73,064,127	\$ 80,892,214	\$ 80,585,608

Administrative Support



Department Description

The Agency's support divisions play an important role providing essential financial, administrative, contract, and planning support to the Agency's regions and divisions. They are essential to maintaining a high level of operational excellence and adherence to required disciplines. Financial and Support Services; Human Resources; Management Support; Agency Contract Support; and Strategy and Planning divisions are included, as well as the Compliance Office and the Office of Resource Development within the Agency Executive Office.

Mission Statement

To make people's lives safer, healthier, and self-sufficient by managing essential services.

2004-05 Accomplishments

Strategic Initiative – Kids

- Participated in the County's review of the child welfare system in order to strengthen the system and respond to State and federal accountability reforms, including assistance in the design of the Quality Assurance unit.
- Met 100% (10 of 10) of California Work Opportunities and Responsibility to Kids (CalWORKs) Welfare Information Network (CalWIN) major milestones in preparation for implementation of this new information system for tracking welfare eligibility and issuing benefits.
- Worked with the County Office of Strategy and Intergovernmental Affairs and Washington, DC representatives to obtain \$119,000 in additional funding for San Pasqual Academy capital improvements.

Strategic Initiative – Safe and Livable Communities

- Obtained over \$14.1 million in external grants and/or revenues to benefit the community and Agency during tight financial times, exceeding the target of \$2.7 million.

- Trained 36 Agency subject matter experts in developing high quality legislative sponsorship proposals.

Required Discipline – Fiscal Stability

- Initiated seven projects to improve Agency revenue management, exceeding the target of three.

Required Discipline – Skilled, Competent Workforce

- Completed 98% (5,394) of performance reports on time so that staff receives feedback on their performance.

Required Discipline – Information Management

- Conducted six workshops on advanced data analysis and usage to educate staff on how to use data to support decision-making.

Required Discipline – Accountability/Transparency

- Developed performance work statements for 25.8% (16) contracts to strengthen accountability for results, exceeding the goal of transitioning 10% of contracts identified in a performance-based services contracting plan.
- Ensured that 70% (15) of Agency regions and divisions had a compliance risk assessment completed by the end of the fiscal year.
- Ensured that 98.7% (155) of contracts sampled are monitored according to a monitoring plan.



- \$2.7 million increase due to centralization of Purchasing and Contracting, Internal Service Funds and other miscellaneous costs.
- \$3.8 million increase in Management Support, primarily for CalWIN implementation.
- \$4.3 million reduction due to one-time cost for the Public Health Laboratory remodel.
- \$2.5 million increase in Management Reserves based on projected Fiscal Year 2004-05 available Agencywide fund balance.

Revenues

Includes an increase in revenue of \$11.3 million:

- \$1.0 million decrease in Intergovernmental Revenue resulting from a decrease in Tobacco Tax Settlement and Administrative Allocations offset by an increase in State CalWIN program revenue.
- \$1.0 million increase in Charges for Current Services associated with CAPIT.
- \$1.9 million increase in Other Financing Sources associated with Social Services, Mental Health, and Health Realignment.

- \$5.5 million increase in budgeted use of Fund Balance (total \$8 million) to fund \$3.5 million major maintenance and to budget a \$5 million management reserve.
- For Fiscal Year 2004-05, the General Revenue Allocation listed in the accompanying chart is a negative number. Revenues budgeted in Fiscal Year 2004-05 for this Program exceeded expenditures by \$3.9 million and would be used to fund costs in other HHSA Operational Plan Programs reducing the actual General Revenue Allocation for those programs. For Fiscal Year 2005-06 the excess revenues are budgeted in the other programs, which increases the negative General Revenue allocation to \$0.

Significant Changes in Fiscal Year 2006-07

Approved expenditure and revenue reductions of \$6.7 million, primarily due to the decrease in the CalWIN allocation and the reflection of one-time Bioterrorism reserves in Fiscal Year 2005-06. There are no changes in staffing.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Dollars obtained by Office of Resource Development for Agency and community programs	\$2.7 million	\$14.1 million	\$6.7 million	\$6.7 million
Management Reserves for HHSA	N/A	N/A	\$5 million	\$5 million
Contracts (sampled) that have monitoring plans that meet required elements	97%	98.7%	97.5%	98%
Milestones for new welfare services information system achieved ¹	95%	95%	N/A	N/A
Revenue projects initiated ¹	3	7	N/A	N/A
Performance work statements developed for contracts identified in contracting plan ¹	10%	25.8%	N/A	N/A
Workshops on advanced data analysis and usage convened ¹	5	6	N/A	N/A

¹ These measures will not be reported in future Operational Plans as the Agency continues to replace some measures with alternative measures that best reflect strategic priorities captured in “Envision Progress: A Strategy Agenda for 2005-2010,” that was developed based on input from community advisory committees and staff.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Agency Executive Office	19.50	20.00	20.00
Agency Contract Support	22.00	22.00	22.00
Financial Services Division	184.00	184.00	184.00
Human Resources	62.00	62.00	62.00
Management Support	12.00	12.00	12.00
Proposition 10	16.00	16.00	16.00
Strategy and Planning Division	26.00	28.00	28.00
Total	341.50	344.00	344.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Agency Executive Office	\$ 10,518,570	\$ 3,121,444	\$ 14,855,791	\$ 10,851,627
Agency Contract Support	2,403,372	3,040,287	3,414,876	3,417,428
Financial Services Division	23,384,494	20,520,572	24,164,195	24,179,667
Human Resources	5,642,042	4,984,645	5,567,407	5,572,737
Management Support	15,604,860	17,719,811	19,411,396	16,590,902
Proposition 10	1,268,538	1,237,356	1,405,731	1,457,888
Strategy and Planning Division	5,243,239	4,653,584	6,513,152	6,509,489
Total	\$ 64,065,115	\$ 55,277,702	\$ 75,332,548	\$ 68,579,738

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 26,316,686	\$ 24,926,661	\$ 27,006,741	\$ 27,125,233
Services & Supplies	35,123,049	30,345,442	43,220,807	36,349,505
Other Charges	5,000	(2,317)	5,000	5,000
Capital Assets Equipment	120,380	7,915	100,000	100,000
Management Reserves	2,500,000	—	5,000,000	5,000,000
Total	\$ 64,065,115	\$ 55,277,702	\$ 75,332,548	\$ 68,579,738



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	2,500,000	2,500,000	8,000,000	5,000,000
Intergovernmental Revenues	40,961,273	7,489,144	39,958,533	31,656,361
Charges For Current Services	676,663	986,648	1,676,565	1,676,565
Miscellaneous Revenues	540,223	260,463	556,463	556,463
Other Financing Sources	23,262,170	29,325,109	25,140,987	29,690,349
General Revenue Allocation	(3,875,214)	14,716,338	—	—
Total	\$ 64,065,115	\$ 55,277,702	\$ 75,332,548	\$ 68,579,738

Land Use and Environment Group

Land Use and Environment Group

-
Land Use and Environment Group Summary & Executive Office
.....
- San Diego Geographic Information Source (SanGIS)**
.....
- Agriculture, Weights and Measures**
.....
- Air Pollution Control District**
.....
- Environmental Health**
.....
- Farm and Home Advisor**
.....
- Parks and Recreation**
.....
- Planning and Land Use**
.....
- Public Works**
.....

Land Use and Environment Group Summary/Executive Office



Group Description

The Land Use and Environment Group unifies County efforts in environmental conservation, land use planning, environmental safety, consumer and public health protection, economic development, and infrastructure development and maintenance. Staff in the Group work to preserve and enhance our environment, provide recreational opportunities, exercise stewardship for many of our most important environmental assets, encourage responsible development, improve air quality, foster economic growth, and enforce local, State, and federal laws that protect our health, safety, and quality of life.

Mission Statement

To unify the County's efforts in environmental preservation, quality of life, economic development, recreation, and infrastructure development and maintenance.

2004-05 Accomplishments

Strategic Initiative – Kids

- Allocated \$430,000 to replace four pre-1987 diesel school buses with buses using natural gas (CNG) or clean diesel.
- Allocated \$368,000 to fund 51 particulate traps on diesel school buses.
- To promote the reduction of risk factors at public swimming pools, three educational outreach presentations were conducted, including a pool safety seminar co-hosted by the Southwest Chapter of the California Environmental Health Association and attended by more than 200 people. The public swimming pool inspection report was also revised to emphasize risk factors violations that contribute to illness, injury, and/or death.
- Updated the Multiple Species Conservation Program (MSCP) Portal website on a monthly basis, and added a word search puzzle to the “Kids Corner” for the Otay River Watershed.
- Enhanced safety for children in low-income neighborhoods and near schools through sidewalk, bicycle, and equestrian pathway projects. Sidewalk projects included 16th Street and La Brea Street in Ramona; Parkside Street in Lakeside; Kenwood Drive and South Barcelona Street in Spring Valley; and Pasadena Road in Fallbrook.
- Built seven playgrounds at Fallbrook (2), Felicita (2), Lake Morena (1), and San Dieguito (2) parks.
- Worked with the State of California, Department of Transportation (Caltrans) to complete construction of three ballfields at Sweetwater Regional Park as part of the State Route 125 mitigation agreement.
- Assisted school districts in complying with the Healthy Schools Act by conducting inspections and providing information regarding Integrated Pest Control methods in 50% of San Diego's 42 primary and secondary local school districts.



- Conducted community-based nutrition education programs to improve health, nutritional status, and economic self-sufficiency for over 1,700 low-income families. Trained 271 teachers who provided nutrition education to over 10,000 San Diegans.
- Taught 3,150 low-income, 9 to 11 year-olds and over 17,400 students about fruit and vegetable consumption and physical activity for a healthy life.

Strategic Initiative – The Environment

- Developed streamlined procedures for operators of over 1300 diesel engines to submit compliance plans required by the State, and to update affected engine permits.
- Evaluated additional emission controls for solvent uses and began developing recommendations.
- Continued to protect groundwater resources by ensuring 62 non-compliant tank sites were brought into compliance, exceeding the target goal of 50.
- Secured a consultant and initiated the Environmental Impact Report/Study (EIR/EIS) for the North County MSCP Subarea Plan. The EIR/EIS was delayed due to negotiations with owners.
- Completed and presented the 2004 MSCP Annual Report to the Board of Supervisors and the public.
- Continued to improve watershed protection and stormwater quality through regional leadership, partnering with stakeholders to submit grants, assessing program effectiveness, and conducting inspections of construction projects.
- Continued systematic culvert, drainage channel, and road cleaning program to keep debris out of rivers, bays, and the ocean – preventing 48,668 cubic yards of debris from entering County waterways.
- Initiated closure of San Marcos Landfill: Construction required for the closure started September 2004, with completion anticipated in 2006.

- Installed wildlife under-crossings as part of Valley Center Road improvement project, and have plans for wildlife crossings related to the Wildcat Canyon Road improvement projects.
- Acquired 500 acres of park and/or preserve land by leveraging federal, State, and private funding with General Purpose Revenue appropriations.
- Obtained Board of Supervisors approval for the adoption of the County Trails Program.
- Promoted clean surface and ground water by: developing and distributing a Water Quality Best Management Practices information guide to 3,500 agricultural businesses; developing and distributing a Water Quality informational brochure for equestrian facilities; providing six educational presentations to agricultural-type businesses and associations; and, conducting evaluations of Restricted Materials Permit applications at a level equivalent to a California Environmental Quality Act (CEQA) Environmental Impact Report.
- Applied control measures (chemical, manual removal, biological control by goats) to seven newly discovered infestations of invasive/exotic (non-native) weeds such as Perennial Peppergrass, Yellow star thistle and Purple star thistle. Complete eradication will be a multi-year effort, consisting of applied control measures followed by three years of negative survey results, following State protocols.
- Compiled data from throughout the western United States on wildfire mitigation practices and their costs, impacts, and maintenance; and post-fire or post-disturbance (removal of dead trees) restoration practices, their costs, and impacts.
- Identified grant priorities for LUEG programs and sought new grants and external funding sources to augment funding and promote Countywide coordination for wildfire recovery and prevention efforts. Year to date, 122 grant proposals have been



submitted for a total of \$41.4 million, and received awards for 94 proposals, for a total of \$24.3 million. In addition, LUEG passed through State grant funds totaling \$5.5 million to 49 local projects.

Strategic Initiative – Safe and Livable Communities

- Obtained State and federal reimbursement of costs resulting from Firestorm 2003. Sought reimbursement of private property debris removal costs from the Federal Emergency Management Agency (FEMA), an effort that is continuing.
- Developed grant proposals to help fund removal of dead and dying trees from County rights-of-way in cooperation with the Forest Area Safety Taskforce (FAST) to protect evacuation corridors; received \$7.8 million grant, and removed more than 6,000 trees.
- Continued to rebuild and reopen fire-damaged parks and preserves, including Sycamore Canyon/Goodan Ranch, Simon, Mount Gower, and Hellhole Canyon Open Space Preserves.
- Completed surveys on 4,472 parcels over a total of 20,066 acres in 19 of 20 County managed projects and to date 175,836 trees have been marked for removal.
- Used new assessment tools to prioritize industrial sources of toxic air contaminants for comprehensive public health risk assessments.
- Reduced the occurrence of risk factor violations in regulated food facilities by 53% (average of 11.48 violations per 1,000) due to the implementation of innovative food safety interventions, including a food establishment inspection report, use of risk control plans, outreach workshops, consultative inspections, educational materials, and identifying and abating a food borne illness outbreak related to the consumption of illegal raw milk cheese sold by street vendors.

- Conducted two outreach workshops for plating shops within mixed-use zoning as a high priority for education, compliance and enforcement. Inspections of these facilities are in progress.
- Conducted extensive outreach for West Nile Virus by distributing over 80,000 educational brochures and 375 County Television Network (CTN) created videos, plus translated the video into Spanish for distribution.
- Initiated construction of improvements on Mission Road Phase 2 in Fallbrook, Los Coches Road Phase II, Valley Center Road North, San Marcos Landfill Closure, Bonita Street in Casa de Oro, and many other sidewalk and drainage improvements, landfill, wastewater, and traffic signal projects.
- Managed to completion approximately \$7.6 million in capital projects to acquire, improve, and/or expand park facilities.
- Supported Homeland Security initiative for a safe food supply by: inspecting approximately 3,500 incoming shipments of plant materials; monitoring the environment for infectious plant and animal disease agents; and, participating in intergovernmental animal disease early warning systems.
- Developed outreach material on the exotic plant disease Sudden Oak death and conducted a workshop for 25 nursery producers.
- Worked with growers to minimize runoff from agricultural properties in fire-damaged areas focusing on reducing sediment and nutrient runoff under normal production practices.

Required Discipline – Customer Satisfaction

- Improved customer service delivery by successfully implementing a consistent Email Shopping Program.
- Improved basic and advanced customer service training and expanded implementation within each of the County's five business groups.



- Led the Countywide Customer Service Leadership Committee in developing and implementing service improvements.
- Completed enhancements to the Building Division's customer queuing system, Q-Matic, at the Ruffin Road Annex. The enhancement allows our customers to be served at several counters at once, thus reducing overall customer application filing and wait times, and improves the customer appointment process and reporting capabilities.
- Responded to 100% of traffic calming requests: responded to more than 200 traffic service requests and conducted more than 10 traffic calming field reviews in response to citizen requests.
- Provided over 28,000 lunches to seniors at Fallbrook, Lakeside, and Spring Valley community centers, exceeding goal of 20,000.

2005-07 Objectives

Strategic Initiative – Kids

- Provide a variety of educational programs to school-aged children such as: an interactive children's garden, an annual insect fair, and information on natural resource preservation, healthy nutrition, safe food handling practices, and hazardous waste reduction.
- Enhance safety for children through efforts to decrease school bus diesel emissions and make sidewalk, bicycle, and equestrian pathway improvements.
- Continue to coordinate the Land Use grant process to seek funding for County parks and playgrounds.
- Continue to coordinate the student worker program within Land Use departments.

Strategic Initiative – The Environment

- Continue to manage the County of San Diego Multiple Species Conservation Program (MSCP).

- Manage legislative revision proposals for the Group. Develop proposed legislation to promote and preserve the environment.
- Manage the County of San Diego Geographic Information Source (SanGIS) Office.
- Continue to coordinate and manage the Wednesday Land Use Board Agenda and meetings.

Strategic Initiative – Safe and Livable Communities

- Continue to provide coordination of the Countywide Fuels Reduction Program with the goal to complete cutting of 100% of currently identified trees by June 2006.
- Continue to promote and assist small businesses with a variety of pollution prevention efforts.
- Coordinate the Land Use Groupwide fire recovery effort.
- Continue to manage the County of San Diego Stormwater Program.
- Continue to ensure air, food and water safety through inspection and compliance efforts.

Required Discipline – Fiscal Stability

- Continue to manage Groupwide fiscal operations to the 5-Year Financial Forecast focusing on containing General Purpose Revenue and staff year growth.
- Continue to coordinate the County's Strategic Planning Support Team and Performance Management Focus Group.
- Monitor and control the LUEG Group budget and prepare quarterly reports to the CAO.

Required Discipline – Customer Satisfaction

- Continue to manage the County of San Diego Customer Service Program and prepare annual reports on Countywide customer satisfaction.



Required Discipline – Regional Leadership

- Continue to promote cooperative relationships between local tribes and the County by providing the tribal liaison function.

Required Discipline – Information Management

- Manage and coordinate the LUEG Group effort to reengineer Land Development Permitting Process to improve cycle times and reduce bottom line aggregated costs.
- Continue to coordinate Groupwide Information Technology systems and application implementation.

Executive Office Changes from 2004-05 Adopted

Staffing

Addition of 1.00 staff year to continue LUEG executive sponsorship of the Countywide efforts of the General Management System, Strategic Planning, and Performance Management.

Expenditures

Net increase in expenditures of \$1.2 million.

- Increase of \$0.02 million in Salaries and Benefits due to additional staff year and negotiated labor agreements.
- Increase of \$0.3 million in Services and Supplies, for the San Dieguito River Valley membership offset by increased General Revenue Allocation.
- Increase of \$ 0.9 million in Management Reserves for a variety of one-time projects.

Revenues

Net increase in revenues of \$1.2 million.

- Increase in use of Fund Balance of \$1.0 million for Management Reserves.
- Increase of \$0.2 million in General Revenue Allocation to fund the San Dieguito River Valley membership.



Land Use and Environment Group Summary/Executive Office

Staffing by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Land Use and Environment Group	16.00	17.00	17.00
San Diego Geographic Information Source (SanGIS)	5.00	5.00	5.00
Agriculture, Weights and Measures	135.50	138.50	138.50
Air Pollution Control District	147.00	147.00	147.00
Environmental Health	270.00	270.00	270.00
Farm and Home Advisor	7.50	7.50	7.50
Parks and Recreation	162.00	163.00	163.00
Planning and Land Use	221.00	223.00	223.00
Public Works	528.00	526.00	526.00
Total	1,492.00	1,497.00	1,497.00

Expenditures by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Land Use and Environment Group	5,625,592	2,741,846	6,833,373	3,888,405
San Diego Geographic Information Source (SanGIS)	689,334	575,776	720,142	747,389
Agriculture, Weights and Measures	12,038,001	12,819,909	13,683,969	13,684,137
Air Pollution Control District	22,477,834	24,988,953	23,673,245	24,083,966
Environmental Health	30,053,095	29,025,301	31,948,228	31,910,907
Farm and Home Advisor	1,004,785	611,863	992,979	702,422
Parks and Recreation	24,986,148	21,333,515	24,193,571	21,576,761
Planning and Land Use	40,095,486	25,860,497	30,341,308	26,352,648
Public Works	187,807,913	161,721,346	195,892,100	179,942,278
Total	\$ 324,778,188	\$ 279,711,945	\$ 328,278,915	\$ 302,888,913



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Land Use and Environment Executive Office	16.00	17.00	17.00
Total	16.00	17.00	17.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Land Use and Environment Executive Office	\$ 5,625,592	\$ 2,741,846	\$ 6,833,373	\$ 3,888,405
Total	\$ 5,625,592	\$ 2,741,846	\$ 6,833,373	\$ 3,888,405

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 2,457,690	\$ 2,023,284	\$ 2,478,673	\$ 2,533,705
Services & Supplies	726,293	718,561	1,013,091	1,013,091
Management Reserves	2,441,609	—	3,341,609	341,609
Total	\$ 5,625,592	\$ 2,741,846	\$ 6,833,373	\$ 3,888,405

Budget by Categories of Revenue

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	2,000,000	2,000,000	3,000,000	—
Charges For Current Services	—	92,124	—	—
Miscellaneous Revenues	27,306	3,332	27,306	27,306
General Revenue Allocation	3,598,286	646,390	3,806,067	3,861,099
Total	\$ 5,625,592	\$ 2,741,846	\$ 6,833,373	\$ 3,888,405



San Diego Geographic Information Source (SanGIS)



Department Description

SanGIS was created in July 1997 as a Joint Powers Agreement (JPA) between the County and the City of San Diego. After 13 years of working together to develop a fully integrated Geographic Information System (GIS) in the Regional Urban Information System (RUIS) Project, the County and the City chose to formalize the GIS partnership by creating the SanGIS JPA. SanGIS focuses on ensuring that geographic data is maintained and accessible. The JPA allows SanGIS to enter into data sharing agreements and market data while providing public services more efficiently and at less cost.

Mission Statement

To maintain and promote the use of a regional geographic data warehouse for the San Diego area and to facilitate the development of shared geographic data and automated systems that use that data.

2004-05 Accomplishments

Strategic Initiative – Kids

- Provided mapping resources to students through SanGIS website, Map Gallery and interactive mapping capability.
- Created 54 maps for student projects.
- Provided 130 students computer access for creation of mapping projects.
- Updated GIS map layers of all schools, parks and libraries in the County.
- Provided GIS data utilized to create Health and Human Services (HHSA) Child Welfare Resource Locator.
- Created demographic GIS layers utilized by regional children's health agencies.

Strategic Initiative – The Environment

- Provided updated true color imagery to all County departments, which significantly improved quality of maps produced for the public.
- Acquired updated color infrared imagery of County for improved analysis of land utilization and habitat preservation.
- Provided GIS data to support the County Survey Records System.
- Updated GIS layers locating hazardous materials and contamination sites in the County.

Strategic Initiative – Safe and Livable Communities

- Provided updated road address data to cities and County emergency responders and public safety agencies, which significantly improved responder capabilities.
- Added 11 environmental data layers to the SanGIS Data Warehouse for use by federal, State and regional environmental agencies.
- Created GIS layer locating addresses of all County business sites.
- Created CDs containing essential County GIS data layers for use by County and City Emergency Operations Centers.



2005-07 Objectives

Strategic Initiative – Kids

- Provide GIS data and interactive mapping capability to students through the SanGIS website and computers available for student research at SanGIS offices.
- Conduct GIS training presentations in 7 local schools.
- Provide GIS data to update the Health and Human Services Agency (HHSA) Community Data Portal.
- Update GIS map layers of all schools, parks and libraries in the County.

Strategic Initiative – The Environment

- Continue to update GIS layer locating hazardous materials and contamination sites in the County.
- Continue to maintain and add environmental GIS data layers to the SanGIS data warehouse.

Strategic Initiative – Safe and Livable Communities

- Provide GIS data to support the Office of Emergency Services and the emergency response software programs.

- Provide GIS data to support development of the County Business Continuity Program.
- Provide updated road address data to both cities and County emergency responders and public safety agencies.

Changes from 2004-05 Adopted

Staffing

There are no changes in staffing.

Expenditures

Increase in expenditures of \$30,808 due to increases in negotiated salary and benefit agreements.

Revenues

Increase in revenues of \$30,808 due to increased revenue reimbursements.

Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Data subscription licenses	60	68	60	60
Revenue from data subscriptions	\$300,000	\$373,899	\$300,000	\$300,000
Revenue from storefront sales	\$60,000	\$80,871	\$60,000	\$60,000
Revenue from Internet sales	\$90,000	\$100,215	\$90,000	\$90,000
Maps/services provided to County departments	120	136	120	120



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
San Diego Geographic Information Source (SanGIS)	5.00	5.00	5.00
Total	5.00	5.00	5.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
San Diego Geographic Information Source (SanGIS)	\$ 689,334	\$ 575,776	\$ 720,142	\$ 747,389
Total	\$ 689,334	\$ 575,776	\$ 720,142	\$ 747,389

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 393,104	\$ 383,712	\$ 423,912	\$ 451,159
Services & Supplies	296,230	192,064	296,230	296,230
Total	\$ 689,334	\$ 575,776	\$ 720,142	\$ 747,389

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Intergovernmental Revenues	393,104	351,568	423,912	451,159
General Revenue Allocation	296,230	224,208	296,230	296,230
Total	\$ 689,334	\$ 575,776	\$ 720,142	\$ 747,389



Agriculture Weights & Measures



Department Description

The Department of Agriculture, Weights and Measures is part of a statewide network of County Agricultural Commissioners and Sealers of Weights and Measures created by the State legislature in the late 1800s. In addition to the traditional function of enforcing laws and regulations pertaining to pesticide use, exclusion of exotic pests, and equity in the marketplace, the department's focus has been expanded dramatically. Other activities, such as endangered species conservation, certification of farmers' markets and organic farming, as well as wildlife management and veterinary pathology services, are offered in an effort to meet the needs of our diverse community.

Mission Statement

Promote the sustainability of agriculture while protecting the environment and ensuring the health and safety of all citizens. Ensure equity in the marketplace by promoting awareness of laws and regulations and by enforcing them fairly and equally.

2004-05 Accomplishments

Strategic Initiative – Kids

- Sponsored 7th annual Insect Fair and assisted in the continuing development of an interactive children's garden at Quail Botanical Gardens.
- Assisted school districts in complying with the Healthy Schools Act by conducting inspections and providing information regarding Integrated Pest Control methods in 50% of San Diego's 42 primary and secondary local school districts.
- Provided information and encouraged educational pursuits by County science students by: sponsoring two internships for undergraduate students interested in veterinary medicine and comparative pathology; serving as a judge at the Greater San Diego Science Fair; lecturing at San Diego State University (SDSU) and Western University of Health Sciences; and, providing

tours of the Animal Disease Diagnostic Laboratory to 4-H chapters, registered veterinary technician classes, and others.

Strategic Initiative – The Environment

- Promoted clean surface and ground water by: developing and distributing a Water Quality Best Management Practices information guide to 3,500 agricultural businesses; developing and distributing a Water Quality informational brochure for equestrian facilities; providing six educational presentations to agricultural-type businesses and associations; and, conducting evaluations of Restricted Materials Permit applications at a level equivalent to a California Environmental Quality Act (CEQA) Environmental Impact Report.
- Obtained new pest exclusion funding to develop and implement an inspection program to ensure local nursery shipments are free from Sudden Oak Death disease. Efforts are underway to obtain funding for local Avocado Lace Bug response and containment activities.
- Applied control measures (chemical, manual removal, and biological control by goats) to seven newly discovered infestations of invasive/exotic (non-native) weeds, such as Perennial Peppergrass, Yellow star thistle and Purple star thistle. Complete eradication will be a



multi-year effort, consisting of applied control measures followed by three years of negative survey results, as per State protocols.

Strategic Initiative – Safe and Livable Communities

- Assisted consumers in making informed retail purchase choices by implementing other enforcement actions in addition to existing postings of scanner violations. Violations are posted following final local adjudication of administrative, criminal or civil penalties.
- Supported Homeland Security initiative for a safe food supply by: inspecting approximately 3,500 incoming shipments of plant materials; monitoring the environment for infectious plant and animal disease agents; and, participating in intergovernmental animal disease early warning systems.
- Participated in five community health fairs to share information on the safe and effective use of pesticides, with outreach to approximately 600 people. Staff provided information on the safe use and storage of pesticides in the home and on the farm.

2005-07 Objectives

Strategic Initiative – Kids

- Continue volunteer assistance to Seeds of Wonder children's educational project at Quail Botanical Gardens.
- Assist school districts in complying with the Healthy Schools Act by conducting inspections and providing information regarding Integrated Pest Control methods in at least 50% of San Diego's 42 primary and secondary local school districts.

Strategic Initiative – The Environment

- Complete at least 90% (239,510) of Pest Detection trap inspections within the intervals specified in the California Department of Food and Agriculture Trapping Guidelines.

- Successfully identify 100% of significant exotic pests from viable submissions from public (residences, landscaping professionals, nurseries, gardens, and farms), surveys, and pest detection traps.
- Eradicate all infestations of exotic pests where there is a feasible treatment option; or control the infestation where there is no feasible treatment option or, where the infestation is too large, contain.
- Work with other agencies through education and inspections to prevent further contamination by pesticides in County streams and wells.
- Continue to prevent illegal residues on San Diego County-grown produce, based on California Department of Pesticide Regulation's residue sampling program.
- Maintain or exceed statewide standards of safety compliance for people working with pesticides.

Strategic Initiative – Safe and Livable Communities

- Hold quarterly meetings with the County Veterinarian and cooperating agencies regarding disease surveillance and public health threats for prevention and mitigation of communicable diseases affecting animal and human health.
- Ensure 100% of Animal Disease Diagnostic Laboratory veterinary pathologists attend annual training in diagnosis and bio-security.
- Maintain or exceed 85% compliance (680 of 800) with Consumer Awareness posting requirements through inspections of locations using price scanners.
- Achieve at least 90% regulatory compliance of 37,492 devices in inspected commercial Weighing and Measuring Devices in the County.



- Increase public awareness and reporting of overcharges and discrepancies by participating in the annual Better Business Bureau Consumer Expo and by listing and updating quarterly, businesses who fail to comply with the department website.
- Achieve at least 80% compliance of 2,148 100-egg samples with standards for egg cleanliness, size, and grade by wholesalers and local producers.
- Achieve at least 80% compliance (477 of 596 lots) with standards for agricultural commodities sold at Certified Farmers' Markets.

Changes from 2004-05 Adopted

Staffing

Net increase of 3.00 staff years.

- Increase of 5.00 staff years (4.00 staff years transferred from Department of Public Works) for the Sudden Oak Death contract with the State (federally funded through the State).
- Decrease of 2.00 staff years due to the deletion of 1.00 staff year to partially offset a \$0.1 million reduction in State contract revenue for the High Risk Pest Exclusion Program and the transfer of 1.00 staff year to the Department of Planning and Land Use to support the Watershed Program.

Expenditures

Net increase of expenditures of \$1.7 million.

- Net increase of \$1.4 million in Salaries and Benefits associated with the increase in staffing related to the Sudden Oak Death contract and negotiated labor agreements.
- Increase of \$0.2 million in Services and Supplies tied to increases in Internal Service Fund costs.
- Increase of \$0.1 million in Capital Assets Equipment for replacement equipment.

Revenues

Net increase in revenue of \$1.7 million.

- Increase of \$0.3 million in Licenses Permits and Franchises due to State legislation which increases Weights & Measure device registration fees by adding location fees.
- Increase of \$1.5 million in Intergovernmental Revenues due primarily to the Sudden Oak Death State revenue contract and projected increase in Unclaimed Gas Tax subvention.
- Decrease of approximately \$0.1 million in Charges for Current Services and Miscellaneous Revenue due primarily to lower stormwater fee revenue projections.
- Decrease of \$0.7 million in Fund Balance due to discontinuance of Fiscal Year 2004-05 one-time costs.
- Net increase of \$0.6 million in General Revenue Allocation due to the increased costs in critical programs offset by the transfer of the Watershed Management Program to the Department of Planning and Land Use.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Eradicate, contain, or control new exotic pests, including insects, plant diseases, nematodes and weeds before they exceed one square mile ¹	N/A	N/A	150	150
Laboratory confirmations	N/A	N/A	150	150
Number of eradication, control or containment actions less than one square mile	N/A	N/A	150	150
Identify 100% of diseases affecting public health and animal health from readable samples that are submitted to the County Veterinarian ¹	N/A	N/A	100%	100%
Maintain public confidence that they are "getting what they are paying for" in commercial weighing and measuring devices by maintaining a compliance level that meets or exceeds the statewide levels ¹	N/A	N/A	90%	90%
Ensure consumer protection by verifying the quality and truth in labeling of agricultural products such as eggs, farmers' markets and certified organic produce at a minimum 80% compliance level ¹	N/A	N/A	80%	80%
Protect people working with or around pesticides in both urban and agricultural settings, and ensure that San Diego County-grown produce is free of illegal pesticide residues when marketed ¹	N/A	N/A	100%	100%
Prevent illegal residues found on produce in San Diego County	N/A	N/A	80%	80%
Meet or exceed State guidelines for pesticide worker-safety compliance	N/A	N/A	80%	80%



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Complete 100% of High Risk Pest Exclusion facility visits/inspections as per CDFA ³ contract ²	1,964	3,068 ⁴	N/A	N/A
Complete servicings of Pest Detection traps as per CDFA contract ²	230,480	212,572	N/A	N/A
Complete 100% of Pesticide Inspections specified in contractual Negotiated Work Plan with Calif. Dept. of Pesticide Regulation ²	1,400	1,347	N/A	N/A
Complete stringent evaluations of applications for Restricted Material Pesticide Use Permits to protect public health and ensure safe use ²	1,000	952	N/A	N/A
Complete 100% of Weighing and Measuring Device Inspections sufficient to maintain statutorily mandated frequencies ²	36,000	36,528	N/A	N/A

¹ New measures effective Fiscal Year 2005-06 to better reflect current strategic priorities.

² These measures will not be reported in future Operational Plans as the department continues to replace measures with ones that are outcome oriented.

³ California Department of Food and Agriculture (CDFA).

⁴ Actual results were higher than projected. The need for High Risk Pest Exclusion facility visits increased over the projected amount due to suspicious material being identified in incoming shipments after the hurricane season.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Agriculture, Weights and Measures	135.50	138.50	138.50
Total	135.50	138.50	138.50

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Agriculture, Weights and Measures	11,998,501	12,742,586	13,636,969	13,637,137
Fish and Wildlife Fund	39,500	77,323	47,000	47,000
Total	\$ 12,038,001	\$ 12,819,909	\$ 13,683,969	\$ 13,684,137

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 9,650,327	\$ 10,383,442	\$ 11,013,520	\$ 11,172,163
Services & Supplies	2,352,174	2,316,464	2,551,468	2,468,974
Other Charges	35,500	60,830	43,000	43,000
Capital Assets Equipment	—	45,442	75,981	—
Expenditure Transfer & Reimbursements	—	(2,670)	—	—
Operating Transfers Out	—	16,400	—	—
Total	\$ 12,038,001	\$ 12,819,909	\$ 13,683,969	\$ 13,684,137



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	773,250	773,250	30,750	30,750
Licenses Permits & Franchises	1,736,550	1,757,252	2,044,880	2,044,880
Fines, Forfeitures & Penalties	16,250	166,463	43,850	16,250
Revenue From Use of Money & Property	—	95	—	—
Intergovernmental Revenues	5,647,894	6,185,085	7,192,604	7,192,604
Charges For Current Services	803,500	476,897	778,700	743,700
Miscellaneous Revenues	80,236	76,384	54,100	54,100
Other Financing Sources	—	16,400	—	—
General Revenue Allocation	2,980,321	3,368,083	3,539,085	3,601,853
Total	\$ 12,038,001	\$ 12,819,909	\$ 13,683,969	\$ 13,684,137



Air Pollution Control District



Department Description

The Air Pollution Control District (APCD) is a regional agency responsible for attaining federal and State ambient air-related public health standards and implementing associated requirements of federal and State law. The Air Pollution Control Board adopts local rules to control air pollution and long-term regional implementation plans to achieve mandated pollution reductions. The APCD implements rules and plans through permitting, business inspections, and other regulatory programs. Additionally, the APCD provides public information on air pollution matters, funds emission reduction projects, and monitors air pollution levels throughout the region. If air pollution levels become elevated, a public advisory is issued.

Mission Statement

To protect the public from the harmful effects of air pollution, achieve and maintain air quality standards, foster community involvement, and develop and implement cost-effective programs meeting State and federal mandates, considering environmental and economic impacts.

2004-05 Accomplishments

Strategic Initiative – Kids

- Allocated \$430,000 to replace four pre-1987 diesel school buses with buses using natural gas (CNG) or clean diesel.
- Allocated \$368,000 to fund 51 particulate traps on diesel school buses.
- Met with schoolteachers and distributed resources to enhance air quality education.
- Launched new Kid's web page with enhanced graphics on the department's website, with increased learning materials and improved access to air quality learning activities.

Strategic Initiative – The Environment

- Executed \$0.9 million in Carl Moyer Program contracts to reduce diesel emissions by 406.9 tons of Nitrogen Oxides (NOx) and 15.8 tons of Particulate Matter (PM).
- Continued participation in federal and State Environmental Justice Initiatives benefiting low income and minority communities disproportionately impacted by air pollution.
- Completed 100% of expanded compliance inspections in Barrio Logan and priority air contaminant source inspections throughout the County.
- Posted Gasoline Vapor Recovery Compliance Assistance documents on the department's website.
- Developed streamlined procedures for operators of over 1,300 diesel engines to submit compliance plans required by the State, and to update affected engine permits.
- Continued developing regional computer models to determine impacts of control strategies on future attainment of 8-hour ozone standard.



- Continued comprehensive very fine particulate matter (PM2.5) monitoring at multiple County locations to further attainment planning.
- Evaluated and provided recommendations on 103 potential measures to reduce particulate emissions.
- Evaluated additional emission controls for solvent uses and began developing recommendations.

Strategic Initiative – Safe and Livable Communities

- Used new assessment tools to prioritize industrial sources of toxic air contaminants for comprehensive public health risk assessments.
- Enrolled in EnvironFlash, offered by Environmental Protection Agency (EPA), to notify requesting persons and organizations with air quality respiratory impact concerns, via e-mail or text messaging at designated air alert levels.
- Provided Compliance Training to automotive, marine, metal, and wood products coaters, diesel engine and fiberglass lay-up operators, and dry cleaners.
- Participated in developing a statewide measure to minimize high-risk toxic emissions from metal spray processes.
- Investigated and took legal action against contractors and developers to halt illegal removal and disposal of asbestos during condominium conversions and demolition activities.
- Provided training to operators of diesel engines by holding two public workshops regarding the new State diesel engine Air Toxics Control Measure.
- Investigated emission control retrofit technologies for potential use on Mexican heavy-duty diesel trucks operating in the border region.
- Utilized a portion of \$1.86 million from Palomar Energy Project mitigation fees to fund diesel particulate emission reduction projects in Escondido area.

- Researched Santa Barbara “Car Free” recreation program and discussed partnering with San Diego Association of Governments (SANDAG) on similar program.
- Suspended Lawnmower Exchange program for Fiscal Year 2004-05 due to a manufacturer product recall.
- Located an additional air-monitoring device to increase particulate air quality information for the Otay Mesa area.

2005-07 Objectives

Strategic Initiative – Kids

- Reduce air contaminants that contribute to childhood pulmonary disease, low birth weight, and asthma. To be achieved through grant allocations to reduce school bus emissions over vehicle life by 20% (16 tons).
- Coordinate three presentations of air quality education information through programs affiliated with schools or organizations like Girl Scouts or Boy Scouts.
- Develop age-appropriate curriculum on air quality for grade levels K-12 in cooperation with the California Air Pollution Control Officer’s Association (CAPCOA) project.
- Secure grant funding to replace five older school buses with newer, lower emitting school buses, and install particulate traps on 50 school buses to reduce exposure of school children to diesel engine particulate emissions.
- Implement new State requirements restricting use of stationary and portable diesel engines near schools when school activities are taking place.

Strategic Initiative – The Environment

- Reduce diesel exhaust emissions by 530 tons NOx and 20 tons PM annually by distributing Carl Moyer Air Quality Attainment Program funding to qualified, board approved projects.
- Run 3 regional computer simulations to determine emission control strategy impacts on future air quality.



- Adopt, amend or implement 15 State regulations or APCD rules to reduce air contaminant emissions from industrial equipment.
- Complete permitting for new Miramar Energy Facility. Begin startup inspections of the new Palomar Energy Project in Escondido.
- Evaluate the Gregory Canyon landfill project for compliance with air pollution control requirements.
- Implement new State requirements restricting use of stationary emergency standby engines that will decrease emissions of diesel particulate emissions (a cancer causing agent) by 10 tons per year and NOx emissions by 145 tons per year.
- Implement two new State air toxics control measures for stationary and portable diesel engines. Evaluate plans, issue permits, monitor compliance.

Strategic Initiative – Safe and Livable Communities

- Increase PM2.5 data capture by 5 percent and install a new air monitoring sampler in the Otay Mesa area to more accurately estimate population exposure and forecast air quality.
- Ensure 50% of Carl Moyer Program projects are allocated in federal or State Environmental Justice areas.
- Conduct 8 compliance training events on emission reduction techniques for industries including automotive, metal parts painting, wood products coating, and marine coating operations.
- Support regional Homeland Security through continued participation in a special monitoring project.
- Require public health risk assessments for high priority sources of toxic air contaminants.
- Continue Mexican Border Project; identify candidate truck fleets for emission control technologies.

Changes from 2004-05 Adopted

Staffing

There are no changes in staffing.

Expenditures

Increase in expenditures of \$1.2 million.

- Salaries and Benefits net increase of \$0.4 million for negotiated labor agreements offset by reductions in extra help costs.
- Services and Supplies net increase of \$0.1 million due to increases in interdepartmental service costs offset by a reduction in building lease expenditures.
- Capital Assets Equipment increase of \$0.1 million for additional laboratory equipment and replacement of four vehicles used by Monitoring and Compliance staff.
- Operating Transfers increase of \$0.5 million for continued air monitoring related to mobile air polluting sources, based on vehicle registration funds.

Revenues

Net increase in revenues of \$1.2 million.

- Increase of \$0.3 million in Licenses, Permits, and Franchises due to annual fee schedule increases.
- Increase of \$0.4 million for Fines, Forfeitures, and Penalties resulting from projected increase in potential air pollution rule violations.
- Increase of \$0.7 million in Intergovernmental Revenues due to increases in air pollution reduction grant funding.
- Increase of \$0.3 million for Charges for Services for projected increases in asbestos service revenue and other air pollution control services.
- Increase of \$0.5 million in Other Financing Sources for additional vehicle registration funding to support mobile source programs.
- Decrease of \$1.1 million in Fund Balance use.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Regulations adopted or amended to improve Air Quality ¹	12	11	N/A	N/A
Permit evaluations for new and modified sources	1,600	2,541	1,600	1,600
Number of inspections of permitted and other regulated sources for compliance ¹	9,000	11,146	N/A	N/A
Percent of Permit customers satisfied ¹	95%	96%	N/A	N/A
Percentage of scheduled business inspections completed ²	N/A	100%	100%	100%
Number of Public Complaints investigated (100% of complaints investigated)	600	465	600	600
Percent of valid Air Quality monitoring hours ¹	90%	94%	N/A	N/A
Number of APCD funded low polluting vehicles in use including School and transit Buses, postal vehicles, refuse trucks, shuttle vans, tractors, taxicabs ³	N/A	948	1,061	1,120
Number of APCD funded low polluting School buses (repowers, emission filter retrofits, clean-fuel replacements) in use ¹	550	582	N/A	N/A
Average number of days not meeting the Federal 8-hour Ozone Standard ¹	11	9	N/A	N/A
Average number of days meeting the federal ozone standards (3-year avg.) ⁴	N/A	356	355	355

¹ These measures will not be reported in future Operational Plans as the department continues to replace measures with ones that are outcome-oriented.

² New Measure effective Fiscal Year 2005-06. Indicates completion levels for inspections of air contaminant emitting equipment/facilities.

³ New Measure effective Fiscal Year 2005-06. More fully reflects mobile source emission reduction program activities.

⁴ New Measure effective Fiscal Year 2005-06. More positively describes increases in days meeting ozones standards.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Air Pollution Control District Programs	147.00	147.00	147.00
Total	147.00	147.00	147.00

Budget by Program

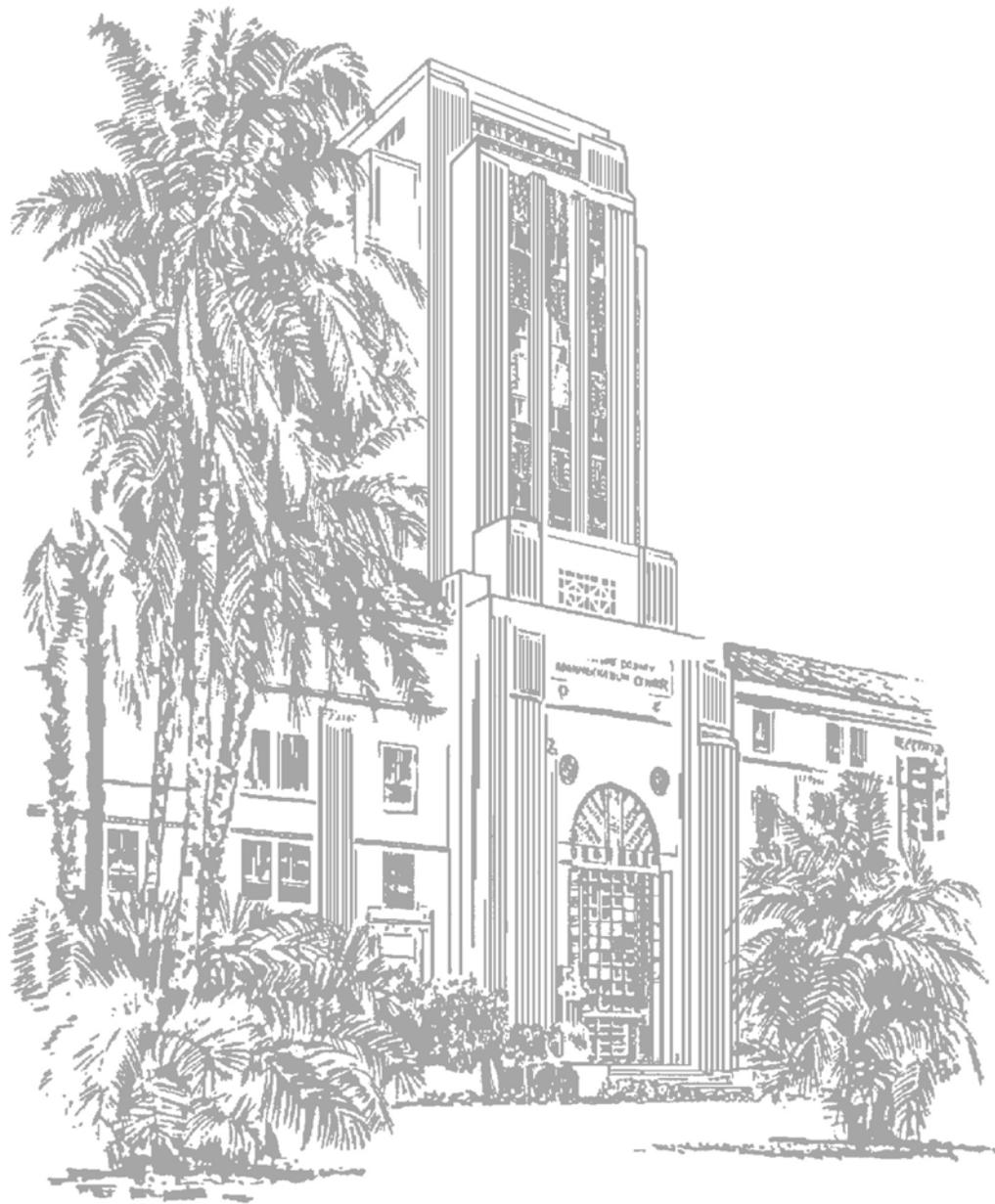
	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Air Pollution Control District Programs	22,477,834	24,988,953	23,673,245	24,083,966
Total	\$ 22,477,834	\$ 24,988,953	\$ 23,673,245	\$ 24,083,966

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 14,198,277	\$ 12,980,985	\$ 14,628,291	\$ 15,176,140
Services & Supplies	3,973,613	3,280,218	4,097,708	3,785,681
Other Charges	33,749	4,245,837	59,626	61,415
Capital Assets Equipment	82,350	234,647	190,350	134,261
Operating Transfers Out	4,189,845	4,247,264	4,697,270	4,926,469
Total	\$ 22,477,834	\$ 24,988,953	\$ 23,673,245	\$ 24,083,966

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	1,410,395	1,410,395	310,575	164,291
Licenses Permits & Franchises	7,507,972	7,235,250	7,808,102	8,106,963
Fines, Forfeitures & Penalties	665,320	2,547,170	1,019,540	1,019,540
Revenue From Use of Money & Property	200,000	603,372	215,000	231,125
Intergovernmental Revenues	7,328,320	9,224,014	8,049,332	8,188,231
Charges For Current Services	1,056,983	2,252,858	1,395,501	1,256,077
Miscellaneous Revenues	119,000	—	177,925	191,270
Other Financing Sources	4,189,844	4,190,045	4,697,270	4,926,469
General Revenue Allocation	—	(2,474,151)	—	—
Total	\$ 22,477,834	\$ 24,988,953	\$ 23,673,245	\$ 24,083,966



Environmental Health



Department Description

The Department of Environmental Health (DEH) enhances quality of life by protecting public health and safeguarding environmental quality, educating the public to increase environmental awareness, and implementing and enforcing local, State, and federal environmental laws. DEH regulates the following: retail food safety; public housing; swimming pools; small drinking water systems; mobile-home parks; on-site wastewater systems; recreational water; underground storage tanks and cleanup oversight; and medical and hazardous materials waste. In addition, DEH serves as the solid waste Local Enforcement Agency, prevents disease carried by rats and mosquitoes, and ensures occupational health for County employees.

Mission Statement

Protecting the environment and enhancing public health by preventing disease, promoting environmental responsibility and, when necessary, enforcing environmental and public health laws. Our goal is “Healthy People in Healthy Communities Free From Disease due to the Environment.”

2004-05 Accomplishments

Strategic Initiative – Kids

- Conducted ten educational outreach presentations to elementary and high school children to increase awareness of hazardous materials/waste.
- To promote the reduction of risk factors at public swimming pools, three educational outreach presentations were conducted, including a pool safety seminar co-hosted by the Southwest Chapter of the California Environmental Health Association and attended by more than 200 people. The public swimming pool inspection report was also revised to emphasize risk factors violations that contribute to illness, injury, and/or death.

Strategic Initiative – The Environment

- Continued to protect groundwater resources by ensuring 62 non-compliant tanks sites were brought into compliance, exceeding the target goal of 50.
- Conducted four workshops to promote and assist small businesses with pollution prevention, with a continued emphasis on the automobile repair industry.
- Completed the California Environmental Quality Act (CEQA) process for a pilot program to install 100 alternative on-site wastewater disposal systems in San Diego County, however, approval from the Board of Supervisors and Regional Water Quality Control Board for expanded use of those systems was delayed because the State has postponed releasing on-site wastewater systems regulations.
- Reduced Land Use project processing review time from 24 days in Fiscal Year 2003-04 to 15 days in Fiscal Year 2004-05. Reallocated two staff within the department to consistently meet the 14-day processing time target in subsequent years.



Strategic Initiative – Safe and Livable Communities

- Trained department and biotech/biomedical industry staff and conducted two industry outreach workshops on California Environmental Protection standards. However, implementation of a pilot project under the California Environmental Protection Indicator Program (EPIC) was delayed because of difficulties in establishing the most common violations. The target of 25% reduction in the occurrence of the most common violations in this industry has been shifted from a deadline of June 30, 2005 to January 1, 2006.
- Reduced the occurrence of risk factor violations in regulated food facilities by 53% (average of 11.48 violations per 1,000) due to the implementation of innovative food safety interventions, including a food establishment inspection report, use of risk control plans, outreach workshops, consultative inspections, educational materials, and identifying and abating a food borne illness outbreak related to the consumption of illegal raw milk cheese sold by street vendors.
- Reduced the number of abandoned and unused monitoring wells by 233 to protect the public from physical hazards and protect groundwater resources, exceeding the target goal of closing 93 for Fiscal Year 2004-05.
- Conducted two outreach workshops for plating shops within mixed-use zoning as a high priority for education, compliance and enforcement. Inspections of these facilities are in progress.
- Conducted two levels of training classes aimed at educating wholesale food warehouse operators on the implementation of model food safety risk control procedures. Additionally, a model risk control plan workbook was written, downloaded more than 4,200 times from the department’s website, and printed and distributed to local wholesale food warehouses.

- Maintained an average plan review cycle time of eight working days or less for plans submitted for food facilities and public pools.
- Conducted extensive outreach for West Nile Virus by distributing over 80,000 educational brochures and 375 County Television Network (CTN) created videos, plus translated the video into Spanish for distribution.
- Conducted worksite evaluations at six high-injury worksites to promote safe work practices and reduce workers’ compensation costs, exceeding the target goal of five.
- Conducted aerial applications of larvicides at 27 significant mosquito-breeding locations to reduce mosquito populations at those sites by 90%, exceeding the 80% target goal.
- Completed a ten-year process by developing flawless permit and CEQA findings, which enabled the concurrence of the California Integrated Waste Management Board and final approval by the Local Enforcement Agency for the Gregory Canyon Landfill.
- Implemented the dry weather water quality sampling program (May 1 – Sept 30) and used the Beach Act grant funding to perform water quality sampling during the wet weather season (Oct 1 – April 30).
- Implemented Phase II of the First Responder Business Plan by providing electronic information, including digital maps, to 50 local fire departments.

2005-07 Objectives

Strategic Initiative – Kids

- Provide eight educational outreach presentations to County elementary and high school children on the topics of food safety and hazardous materials/waste awareness.



- Implement interventions aimed at improving the public pool inspection program's focus on minimizing the occurrence of pool safety risk factor violations Countywide. Target: Implement one standardized public pool inspection process and one risk-based inspection form.

Strategic Initiative – The Environment

- Increase the efficiency of Land Use project processing by reducing the time it takes to review and approve layouts for septic systems. Target: 14-day average.
- Develop and implement an annual permit and compliance program for alternative on-site wastewater disposal systems based on the State regulations to be released this fiscal year.
- Perform all site and truck inspections within 60 days of the expiration of the businesses' permits to make septic tank pumping services a high priority for compliance and enforcement.
- Continue to protect groundwater resources by ensuring upgrading or closure of significantly non-compliant Underground Storage Tanks (USTs). Target: 50 significantly non-compliant tank sites are brought into compliance.
- Provide four workshops per fiscal year to small businesses that generate universal waste and are not normally regulated, in particular the automobile repair industry. Workshops will focus on various methods and mechanisms that can be undertaken to reduce hazardous and universal waste generation.
- Conduct three temporary Household Hazardous Waste or Electronic Waste events this fiscal year for the public in areas where permanent facilities are not available.

Strategic Initiative – Safe and Livable Communities

- Implement the new Asbestos Policy that protects County staff and the public doing business in County buildings from asbestos exposures at worksites by providing training, technical assistance, and oversight for County departments.
- Continue with extensive West Nile Virus outreach, expanding to underserved communities and distributing the Spanish version of the CTN video.
- Reduce mosquito breeding by 90% at 27 locations identified for aerial applications of larvicides.
- Maintain an average plan review cycle time of 10 working days or less for plans submitted for food facilities and public pools.
- Protect groundwater quality and ensure that Small Water Systems are providing potable water to the public by: issuing 10 of the total 30 new water supply permits for Small Water Systems that have either changed ownership, are new, or require a permit amendment by the end of each fiscal year; and, providing two workshops to assist owner/operators in their completion of the required Technical Managerial and Financial reports.
- Implement improvements to the food handler training process to increase knowledge of food safety risk factors, and improve food employee behaviors and food preparation practices. Target: Develop one (1) model risk control procedures manual for retail food establishments.
- Work with the biotech/biomedical industry to reduce regulatory non-compliance as a pilot project under the California Environmental Protection Indicator Program (EPIC). Target: 25% reduction in the occurrence of the most common violations in this industry.



Changes from 2004-05 Adopted

Staffing

There are no changes in staffing.

Expenditures

Increase in expenditures of \$1.9 million.

- Salaries and Benefits increase of \$0.7 million as a result of negotiated labor contracts.
- Services and Supplies increase of \$1.2 million due to increased costs associated with service and maintenance contracts, various routine maintenance supplies, and one-time only costs for Information Technology projects and Hazardous Materials Division outreach materials.

Revenues

Net increase in revenues of \$1.9 million.

- Charges for Current Services revenue increase of \$0.9 million due to Board approved fee adjustments, contract negotiations, and new agreements.
- Fund Balance increase of \$0.9 million for the rebudget of one-time only Information Technology projects and Hazardous Materials Division outreach materials.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Reduce the incident rate (# violations per 1,000 inspections) of food refrigeration major risk factor violations found in retail food facilities by 10% per year (from the previous year's total) ¹	90	50	45	41
Number of significant non-compliant Underground Storage Tanks brought into compliance ²	50	62	50	10
Complete review of all Land Use Projects requiring Septic Systems and Water Well permits (# projects) ³	7,000	6,490	6,200	6,200
Complete review of Septic System Layouts within an average of 14 days (# days)	14	15	14	14
Reduce mosquito larvae by 90% at 27 locations (%) ⁴	80	90	90	90
Conduct food and pool plan reviews within 10 days or less (# days) ⁵	10	8	N/A	N/A
Reduce the threat to groundwater by properly closing 30% of 1,348 abandoned monitoring wells by 2006 (# well closures) ⁶	93	233 ⁷	N/A	N/A

¹ The projected number of 90 violations per 1,000 inspections for Fiscal Year 2004-05 has been recalculated down to 50 violations per 1,000 based on actual number of violations observed. Therefore, to meet the 10% reduction of violations per 1,000 inspections goal, the proposed numbers of violations per 1,000 inspections per year have also been recalculated to 45 for Fiscal Year 2005-06 and 41 for Fiscal Year 2006-07.

² In 2001, 395 underground storage tanks (UST) were identified as being significantly out of compliance. Environmental Health set a performance goal of reducing that number in half by 2006. There are currently only 60 UST sites remaining from that original list of identified sites or 15% of the sites remaining. The department has exceeded their original performance goal. Of the remaining non-compliant 60 sites, these are considered extremely difficult sites which many will require assistance from various prosecutors. It is expected that at least 10 of the remaining 60 sites will not be able to be brought into compliance without some court action. Therefore, the performance goal of 50 for 2005-06 is a true stretch of a performance goal.



³ The number of land use projects reviewed each year is dependent upon many factors including state of economy, interest rates, availability of contractors, etc. The 7,000 project goal was a forecast based on a greater rate of economic growth and lower interest rates. This year interest rates have increased causing a slight slow down in submittals. The revised forecast is for 6,200 projects each year for the next two years.

⁴ 90% reduction of mosquito larvae was accomplished in 2004 and thus the goal is being increased.

⁵ This measure will not be reported in future Operational Plans as the Department of Environmental Health moves towards measures that are outcome-oriented and better represent the County's three Strategic Initiatives.

⁶ This measure will be discontinued in Fiscal Year 2005-06 in order for it to be revised to focus on specific areas in the County that have beneficial water use designation and are at high risk due to depth of ground water and number of monitoring wells in a defined area.

⁷ Significantly more abandoned monitoring wells have been found and closed than was predicted for Fiscal Year 2004-05.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Environmental Health	270.00	270.00	270.00
Total	270.00	270.00	270.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Environmental Health	\$ 30,053,095	\$ 29,025,301	\$ 31,948,228	\$ 31,910,907
Total	\$ 30,053,095	\$ 29,025,301	\$ 31,948,228	\$ 31,910,907

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 23,729,596	\$ 23,111,550	\$ 24,408,234	\$ 25,116,426
Services & Supplies	6,303,499	5,955,885	7,519,994	6,774,481
Capital Assets Equipment	20,000	—	20,000	20,000
Expenditure Transfer & Reimbursements	—	(42,134)	—	—
Total	\$ 30,053,095	\$ 29,025,301	\$ 31,948,228	\$ 31,910,907

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	—	—	855,000	—
Licenses Permits & Franchises	16,596,817	16,836,991	16,769,453	17,402,295
Fines, Forfeitures & Penalties	426,195	385,768	338,647	352,193
Intergovernmental Revenues	1,555,580	1,607,413	1,646,003	1,651,974
Charges For Current Services	9,111,394	9,736,146	10,010,765	10,138,563
Miscellaneous Revenues	972,714	960,828	937,965	975,487
Other Financing Sources	1,390,395	1,390,395	1,390,395	1,390,395
General Revenue Allocation	—	(1,892,240)	—	—
Total	\$ 30,053,095	\$ 29,025,301	\$ 31,948,228	\$ 31,910,907



Farm and Home Advisor



Department Description

The Farm and Home Advisor Office conducts programs of education and applied research in a three-way partnership with the County of San Diego, University of California (UC) and United States Department of Agriculture. This brings the resources of all three together to address local issues, and to empower individuals and organizations with research-based information to improve themselves and their communities. The Advisors are University extension professionals with expertise in Agriculture, Natural Resources, Youth Development, and Nutrition, and Family and Consumer Science.

Mission Statement

The Farm and Home Advisor/University of California Cooperative Extension brings together education and research resources of the University of California, the United States Department of Agriculture and the County in order to help individuals, families, businesses, and communities address agricultural, environmental protection, horticultural, and public health issues.

2004-05 Accomplishments

Strategic Initiative – Kids

- Hired bilingual and bicultural staff to focus on outreach into the Latino community and South County, resulting in a new community-based 4-H Club in that area. Implemented four science day camps during the summer for youth at recreation parks in the County.
- Reached 1,007 parents and 1,500 3-5 year olds with the “Off to a Good Start” program which teaches children through workshop trainings and a website about nutrition, food security, language and literacy development, and social emotional skill building for school success.
- Developed eleven youth groups to photo monitor the impacts of Firestorm 2003 on native plants at 40 sites throughout the County. Held five workshops to teach youth geospatial technologies, plant identification, and locating research data using Global Positioning Systems (GPS).
- Conducted community-based nutrition education programs to improve health, nutritional status, and economic self-sufficiency for over 1,700 low-income families. Trained 271 teachers who provided nutrition education to over 10,000 San Diego students.
- Taught 3,150 low-income, 9 to 11 year-olds and over 17,400 students about fruit and vegetable consumption and physical activity for a healthy life.
- Conducted garden-based nutrition education and technical assistance for school gardens at 19 sites throughout the County.
- Trained 123 United States Navy home childcare providers and parent groups about safe food handling practices through “Don’t Give Kids a Tummyache” workshops.
- Collaborated with community organizations to promote changes in policies that encourage healthy school environment, resulting in healthy beverage alternatives (milk, juice and water) being placed in schools throughout the County.



Strategic Initiative – The Environment

- Compiled data from throughout the western United States on wildfire mitigation practices and their costs, impacts, and maintenance; and post-fire or post-disturbance (removal of dead trees) restoration practices, their costs, and impacts.
- Held roundtable discussion with County departments on general fire information and the roles of each department in the overall fire safety program, resulting in collaboration among departments.
- Conducted eight non-toxic boat bottom paint seminars for 473 people, published results of the 3-year program on non-toxic boat bottom paints for the boating industry and government agencies, and produced an award winning documentary on bottom paint alternatives.
- Provided assistance to local agricultural producers through workshops and 80 site visits as part of the Agriculture Water Quality Research and Education Program.
- Received funding from the California Department of Food and Agriculture Fertilizer Research and Education Program to develop educational material on “Choosing an Environmentally Sound Landscape Company”.
- Completed two field trials on control of invasive weeds and published and distributed 30,000 copies of “Keeping it in the Garden,” a brochure about garden ornamentals that are escaping into wild areas and impacting natural ecosystems in San Diego County.
- Received funding from the California Department of Food and Agriculture, to create a brochure on fire and invasive plants.

Strategic Initiative – Safe and Livable Communities

- Worked with local government agencies to develop Integrated Pest Management plans for homeowners to reduce pesticide runoff into riparian and wetland areas. Received funding and began developing outreach materials.
- Conducted three workshops for 220 participants on Best Management Strategies to deal with wildlife pests in agricultural crops, parks, and landscaped areas.
- Received plant material and began field trials to evaluate commercial applicability of the organ pipe cacti, pitahayas for San Diego County.
- Developed outreach material and conducted a workshop on the exotic plant disease Sudden Oak Death for 25 nursery producers.
- Presented three workshops on pest management for organic agricultural producers.
- Worked with growers to minimize runoff from agricultural properties in fire-damaged areas focusing on reducing sediment and nutrient runoff under normal production practices.
- Presented four workshops (one in Spanish) on legal rights, risk management and labor supervision.
- Demonstrated three blueberry varieties that can be grown in San Diego County for early harvest before commercial farms in the Northwest begin harvest.
- Conducted broad nutrition outreach programs at local health fairs and parent education programs.
- Lead implementation of the “San Diego Saves” Campaign to encourage consumers to “save for their future” and “build wealth, not debt.”
- Received funding and in process of drafting the “Adult Financial Caregiver Guide” for adult children assisting an elderly or infirm parent with financial management and decision-making.



- Collaborated with the County Food Stamp Program to increase program awareness and participation among eligible populations by distributing information to over 600 low-income families that attend nutrition classes.
- Promoted and provided information about the Earned Income Tax Credit (EITC) to over 1,600 participants in our nutrition education programs for low-income families.

2005-07 Objectives

Strategic Initiative – Kids

- Develop a Countywide initiative for youth/adult partnerships that builds civic engagement and volunteerism with youth. Develop and implement four workshops for 250 youth and conduct three educational workshops for 350 current and potential volunteers.
- Hold five workshops to teach youth geospatial technologies, plant identification and locating research data using GPS to continue photomonitoring impacts of Firestorm 2003.
- Continue nutrition programs to improve health, nutrition, and economic self-sufficiency through education to 600 low-income families and 6,000 students from low-income families. Conduct garden-based nutrition education and technical assistance to school gardens at 10 sites throughout the County and continue the “Off to a Good Start” training program to improve school readiness to 1,000 parents of 3-5 year olds in Chula Vista, National City and San Ysidro.

Strategic Initiative – The Environment

- Conduct research and education for improving water quality and use by proper management of agricultural lands, promoting Best Management Practices for fertilizer and pesticide use, evaluating usefulness of recycled water, and testing new irrigation management strategies to improve plant health and conserve water.

- Conduct applied research and educational programs on invasive species that impact native plants and animals in our marine, urban, agricultural, and natural areas. Evaluate sources of infestations and potential control strategies and provide information and approaches to deal with these important environmental problems using workshops, demonstrations, publications and web-based applications.
- Develop and conduct outreach programs dealing with wildfires including reducing risks, recovering from fires and preparing to deal with these important environmental events. Evaluate horticultural recommendations to reduce fire risks, improve defensible space, and lessen environmental impacts of water use, and potential of non-native plant invasion into natural areas from around structures.

Strategic Initiative – Safe and Livable Communities

- Provide research-based educational programs to gardeners, homeowners and others using 200 Master Gardener volunteers, and provide educational programs to 10 school garden projects through community educators. Emphasis will be on science or gardening, plant health and vigor, proper and efficient water use, and pest management that solve problems, and making gardening and landscape maintenance a valued activity in the County.
- Develop and conduct an Integrated Pest Management education program for agricultural operations, agencies, and the general public to solve pest management problems in an efficient and environmentally acceptable manner. Emphasis will be on reducing home pesticide use, training certified pesticide applicators, dealing with new pests, and demonstrating non-pesticide pest management approaches with 75% (1,000) of program participants adopting improved pest management practices.



- Identify, research, and provide information on new crops and alternative enterprises to help farmers diversify operations and revenue sources. Conduct field days and demonstrations with over 100 local growers of blueberry and lychee/longans, and evaluate potential of pitahayas (organ pipe cactus) plantings for commercial application.
- Conduct applied research and outreach programs to improve agricultural operations, including issues of productivity, marketing, pest management, water quality, use and conservation, fertility management, diseases, and natural disasters.
- Implement: “San Diego Saves” for 2,000 low and moderate-income residents to encourage saving; a money management education program for 100 classroom teachers to help them manage their financial

future; and publish the *Adult Financial Caregiver’s Guide* to help adult-children with financial management and decision-making for elderly or infirm parents.

Changes from 2004-05 Adopted

Staffing

There are no changes in staffing.

Expenditures

Expenditures include a slight decrease due to minor adjustments in accounts.

Revenues

A decrease of \$0.3 million in General Revenue Allocation is offset by a corresponding increase in Fund Balance for the rebudget of Fire Safety and Fuels Reduction Activities.

Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Staff-provided administrative assistance for projects, grants and contracts (# projects/total \$ value of projects, grants, and contracts) ¹	94 projects/ \$1,925,586	72 projects/ \$2,722,688	72 projects/ \$2,722,688	72 projects/ \$2,722,688
Staff-provided coordination, assistance, and training for 4-H, Master Gardener and other related volunteer programs (# volunteers, volunteer hours) ²	1,257 vol. 405,226 hrs	1,141 vol. 242,300 hrs	1,141 vol. 242,300 hrs	1,141 vol. 242,300 hrs
Achieve consistently high customer service ratings through mystery/phone shopper surveys (5.0 = highest rating)	4.8	4.8	4.8	4.8
Sales of University-produced County-related materials to interested parties conducted by staff (# publications/value of sales)	300 publications/ \$10,500	300 publications/ \$12,000	300 publications/ \$10,500	300 publications/ \$10,500
Decrease in number of newsletters/communications distributed via U.S. mail; corresponding increase in electronic transmittals (#/% mailed correspondence)	455,000/ 76%	455,000 76%	435,000/ 73%	435,000/ 73%



¹ Reduction in projects from Fiscal Year 2004-05 Adopted to Fiscal Year 2004-05 Actual and future Fiscal Years is due to the focus on projects with a larger scope. Increase in value from receipt of major projects due to projects with larger scope.

² Reduction in volunteer hours due to the termination of the 4-H Foundation After School programs where volunteers served as teacher assistants.

³ Publication sales increased in 2004-05 due to specific deliverables specified in the new Prism grant requiring training of Master Gardeners and nursery personnel to reduce the use of pesticides.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Farm and Home Advisor	7.50	7.50	7.50
Total	7.50	7.50	7.50

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Farm and Home Advisor	\$ 1,004,785	\$ 611,863	\$ 992,979	\$ 702,422
Total	\$ 1,004,785	\$ 611,863	\$ 992,979	\$ 702,422

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 446,502	\$ 397,369	\$ 434,244	\$ 453,054
Services & Supplies	558,283	214,493	558,735	249,368
Total	\$ 1,004,785	\$ 611,863	\$ 992,979	\$ 702,422

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	—	—	300,000	—
Miscellaneous Revenues	—	10,450	—	—
General Revenue Allocation	1,004,785	601,413	692,979	702,422
Total	\$ 1,004,785	\$ 611,863	\$ 992,979	\$ 702,422

Parks and Recreation



Department Description

The County Department of Parks and Recreation (DPR) operates nine camping parks, seven regional picnic parks, and over 30,000 acres of parkland and open space, with approximately 100 miles of trails, two historic adobes, and ten historic park sites. Additionally, the department operates 33 local parks, three community recreation centers, and two teen centers in the unincorporated areas of San Diego County. Department staff maintain the grounds and equipment at all County Parks, making them safe, clean and enjoyable.

Mission Statement

To preserve regionally significant natural and cultural resources and to provide opportunities for high quality parks and recreation experiences.

2004-05 Accomplishments

Strategic Initiative – Kids

- Built seven playgrounds at: Fallbrook (2), Felicita (2), Lake Morena (1), and San Dieguito (2) parks.
- Secured \$1.5 million in grant funding for recreational facilities, including over \$1.0 million to upgrade Spring Valley Community Center.
- Registered 5,700 pre-school and school aged children in County recreation programs.
- Started construction on new gymnasium and teen center in Spring Valley.
- Introduced five new low-cost programs for teens in Lakeside and Spring Valley.
- Supported at-risk youth through 28 mentoring programs and after-school activities.
- Obtained license for a pre-school program at the Lakeside Community Center.

- Secured funding from the Habitat Conservation Fund to provide 10 outdoor adventure and education programs for youth at San Pasqual Academy.
- Worked with the California Department of Transportation (Caltrans) to complete construction of three ballfields at Sweetwater Regional Park as part of the State Route 125 mitigation agreement.
- Developed and implemented a new 21st Century Community Learning Center at before- and after-school programs at La Paloma Elementary School in collaboration with the Fallbrook Union Elementary School District.
- Received an award from Health and Human Services Agency Aging and Independence Services for the Intergenerational Education Mentoring Program at the Spring Valley Community Center.

Strategic Initiative – The Environment

- Acquired 500 acres of park and/or preserve land by leveraging federal, State, and private funding with General Purpose Revenue appropriations.
- Initiated biological surveys in the Multiple Species Conservation Program (MSCP) Preserve, focusing on the Iron Mountain core area.
- Obtained Board of Supervisors approval for the adoption of the County Trails Program.



- Planted 1,437 trees in County parks.
- Utilized grant funding from the Habitat Conservation Fund to provide 18 different outdoor adventure trips, community service projects, and outdoor education programs serving 250 middle and high school youth.
- Implemented 22 community service projects to improve and beautify County parks and open space.
- Recruited 20 additional patrol volunteers to enhance monitoring of open space areas.
- Conducted over 150 Discovery Kit programs, which included over 7,000 student participants and attended/hosted over 50 environmental education events, exceeding goals of 5,000 and 20 respectively.
- Continued removal of exotic and/or invasive species in the Otoy and Tijuana River Valleys and Ramona Grasslands.
- Conducted semi-annual emergency response training at all major park facilities.
- Provided increased convenience and information to customers by implementing the Internet camping reservation system resulting in 20% (6,400) of all camping reservations processed online.
- Commenced preparation of a master plan for the proposed San Luis Rey River Park.
- Received proposal from potential long-term master lessee for Heritage Park.
- Collaborated with community partners to provide 10 youth diversion programs.
- Organized Halloween Festivals at Fallbrook, Lakeside, and Spring Valley community centers in which over 3,000 community members participated.
- Managed to completion approximately \$7.6 million in capital projects to acquire, improve, and/or expand park facilities.
- Developed a Proposition 40 (The California Clean Water, Clean Air, Safe Neighborhood Parks, and Coastal Protection Act) spending plan to develop facilities that provide opportunities for healthy behaviors.
- Secured almost \$6.0 million in National Emergency Grant funds to provide labor for restoration of fire-damaged parks.

Strategic Initiative – Safe and Livable Communities

- Continued to rebuild and reopen fire-damaged parks and preserves, including Sycamore Canyon/Goodan Ranch, Simon, Mount Gower, and Hellhole Canyon Open Space Preserves.
- Obtained resource agency support and implemented fire management plan at San Elijo Lagoon.
- Completed park improvements in 20 communities.
- Promoted health and wellness by offering 165 diverse programs of interest to all age groups, exceeding goal of 100.
- Provided over 28,000 lunches to seniors at Fallbrook, Lakeside, and Spring Valley community centers, exceeding goal of 20,000.
- Conducted recreational needs assessments in Fallbrook, Lakeside, and Spring Valley.
- Established a volunteer trail patrol to improve safety of new County trail easements acquired through the County Trails Program.

2005-07 Objectives

Strategic Initiative – Kids

- Provide increased opportunities for recreational activities by completing construction and opening of the new gymnasium and teen center in Spring Valley.
- Provide positive activities for teens by introducing a minimum of nine new low-cost programs in Fallbrook, Lakeside, and Spring Valley that model emerging teen trends.



- Provide positive support to 6,000 pre-school and school age youth through a minimum of 40 programs that include mentoring, critical after school hour opportunities, field and enrichment activities, and prevention of risky behaviors.
- Increase play opportunities for children and provide facilities for team sports by building or replacing six playgrounds and pursuing restoration of three sportsfields, two of which will be completed by Caltrans in Fall 2005 through the State Route 125 mitigation agreement.
- Conduct 200 environmental Discovery Kit programs to include 7,500 students annually.
- Promote the health and well being of seniors by providing 25,000 nutritious lunches at the Fallbrook, Lakeside, and Spring Valley community centers.
- Increase community interest-based programs by using the findings of recreational needs assessments conducted in Fallbrook, Lakeside, and Spring Valley to develop nine new programs that reflect community interests.
- Continue to rebuild and improve park facilities destroyed in Firestorm 2003.
- Provide for future large-scale park and recreational opportunities in the North County by completing the preparation of a master plan for the proposed San Luis Rey River Park.

Strategic Initiative – The Environment

- Improve the tree canopy and provide shade by planting 800 trees in County parks.
- Beautify parks and improve trail safety by facilitating 12 volunteer workdays such as park clean-ups and trail maintenance.
- Improve recreational opportunities and environmental awareness for at-risk youth by providing 20 outdoor adventure and education programs.
- Expand parks and recreational opportunities and preserve open space by acquiring 500 acres of park and/or preserve land, leveraging federal, State, and private funding with budgeted County General Purpose Revenue.
- Contribute to the preservation of multiple species, by continuing biological surveys in MSCP Preserves.
- Expand park and recreational opportunities offered throughout the County by renovating or constructing park facilities in over 15 communities.
- Increase and improve park and recreational experiences for customers by managing to completion approximately \$6.0 million in capital projects to improve, and/or expand park facilities.
- Provide customers with the opportunity to register for recreation programs online and achieve 25% of all program registrations through this new online capability.

Changes from 2004-05 Adopted

Staffing

Increase of 1.00 staff year to correct an error and align budgeted staff years with the County's system of record for positions management.

Expenditures

Net decrease in expenditures of \$0.8 million.

Strategic Initiative – Safe and Livable Communities

- Continue to provide greater convenience to customers through the Internet Reservation System resulting in online camping reservations totaling 30% (10,000) of all camping reservations processed.



- Salaries and Benefits increase of \$1.0 million as the result of negotiated salary and benefit increases, the addition on one staff year, and additional temporary help needed for the implementation of the County Trails Program and the Spring Valley Gymnasium and Teen Center.
- Services and Supplies net decrease of \$1.4 million due to the reduction of \$1.6 million in one-time costs for Firestorm 2003 and other fire fuel reduction expenditures and a reduction of \$0.1 million due to the outsourcing of the Heritage Park operations to a private vendor offset by a \$0.3 million increase due to normal cost of living increases.
- Other Charges are decrease of \$0.2 million due to a reduction in pass-through grants to other agencies.
- Capital Assets Equipment and Reserves decrease of \$0.1 million in County Services Areas as a result of a reduction in one-time expenditures and use of Fund Balance.
- Operating Transfers decrease of \$0.2 million, as reimbursements to the department from County Service Areas will occur via internal agreements.

Revenues

Net decrease in revenues of \$0.8 million.

- Taxes Current Property increase of \$0.1 million due to new sales and resales of houses in County Service Areas.
- Revenue from Use of Money and Property net increase of \$0.1 million due to an increase in rents and leases and interest earned in County Service Area funds and

- Parkland Dedication Ordinance funds offset by a reduction of \$0.1 million due to the outsourcing of the Heritage Park operations to a private vendor.
- Intergovernmental Revenue decrease of \$0.7 million as a result of one-time funding from grants and revenue agreements.
- Charges for Current Services increase of \$0.4 million due to an increase in attendance at camping parks (\$0.2 million) and a change from operating transfers to internal agreements to fund work done in County Service Area parks by department staff (\$0.2 million).
- Miscellaneous Revenue increase of \$0.1 million due to a revenue agreement for an after school program at the Fallbrook Community Center.
- Other Financing decrease of \$0.2 million due to the change from operating transfers to internal agreements to fund work done in County Service Area parks by department staff.
- Fund Balance decrease of \$2.0 million associated with a reduction in one-time funding for Firestorm 2003 and other fire fuel reduction programs, as well as other one-time funding.
- General Revenue Allocation is proposed to increase by \$1.4 million to offset increases in expenditures due to normal cost of living increases as well as the implementation of the County Trails Program and the new Spring Valley Gymnasium and Teen Center.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Number of Parkland acres owned and managed	39,000	40,000	40,000	40,500
Number of campsite reservations processed/ online camping reservations processed	33,000/NA	32,000/6,400	33,500/10,000	34,000/10,200
Number of Volunteers/Hours	420/115,000	400/114,000	440/120,000	440/120,000
Number of unduplicated Youth Diversion participants ³	5,000	5,700	6,000	6,000
Number of park facilities improved or developed ¹	N/A	31	35	35
Number of Parkland acres owned ²	33,000	32,000	N/A	N/A
Customer Satisfaction Survey ²	90%	93%	N/A	N/A
Number of duplicated participants, Youth Diversion Programs ^{2, 3}	47,725	105,537	N/A	N/A
Number of miles of Community / Regional Trails Maintained / Improved in the County Trails Program ^{1, 4}	N/A	N/A	20	20

¹ New measures effective Fiscal Year 2005-06 to better reflect current strategic priorities.

² These measures will not be reported in future Operational Plans as the department continues to replace measures with ones that are outcome oriented.

³ Number of unduplicated and duplicated Youth Diversion participants increased because the department had the opportunity to develop new youth programs that were not anticipated, including the 21st Century Community Learning Center after school program in Fallbrook and the licensed pre-school program at the Lakeside Community Center. In addition, the department experienced growth in existing programs due to targeted marketing and high retention rates from Fiscal Year 2003-04.

⁴ Estimate is based on timeline for hiring a seasonal trail crew to start trail maintenance.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Parks and Recreation	159.00	160.00	160.00
Park Special Districts	3.00	3.00	3.00
Total	162.00	163.00	163.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Parks and Recreation	\$ 22,866,672	\$ 18,795,607	\$ 22,218,191	\$ 19,585,231
Park Land Dedication	72,400	1,017,612	67,000	67,000
Park Special Districts	2,047,076	1,520,294	1,908,380	1,924,530
Total	\$ 24,986,148	\$ 21,333,515	\$ 24,193,571	\$ 21,576,761

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 12,791,100	\$ 12,550,773	\$ 13,832,943	\$ 14,174,033
Services & Supplies	10,993,094	6,891,300	9,616,100	6,689,728
Other Charges	377,055	418,921	213,528	167,000
Capital Assets Equipment	119,974	51,255	69,000	69,000
Reserves	35,000	—	—	—
Operating Transfers Out	669,925	1,421,264	462,000	477,000
Total	\$ 24,986,148	\$ 21,333,515	\$ 24,193,571	\$ 21,576,761



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	4,780,553	4,780,553	2,765,557	—
Taxes Current Property	903,855	940,540	1,023,455	1,033,555
Taxes Other Than Current Secured	12,010	16,711	17,300	18,350
Licenses Permits & Franchises	57,400	1,364,083	67,000	67,000
Fines, Forfeitures & Penalties	—	4,348	—	—
Revenue From Use of Money & Property	587,750	1,363,868	659,220	631,720
Intergovernmental Revenues	825,818	231,984	163,918	91,918
Charges For Current Services	3,974,153	4,710,502	4,404,740	4,463,062
Miscellaneous Revenues	—	141,602	66,213	66,213
Other Financing Sources	669,925	832,023	462,000	462,000
General Revenue Allocation	13,174,684	6,947,301	14,564,168	14,742,943
Total	\$ 24,986,148	\$ 21,333,515	\$ 24,193,571	\$ 21,576,761



Planning and Land Use



Department Description

The Department of Planning and Land Use provides land use and environmental review, maintains a comprehensive general plan and zoning ordinance, issues land use and building permits, and enforces building and zoning regulations. It is also responsible for long-range planning through development and implementation of a comprehensive General Plan. Community outreach is achieved through partnerships with local Community Planning and Sponsor Groups.

Mission Statement

Maintain and protect public health, safety and well-being. Preserve and enhance the quality of life for County residents by maintaining a comprehensive general plan and zoning ordinance, implementing habitat conservation programs, ensuring regulatory conformance and performing comprehensive community outreach.

2004-05 Accomplishments

Strategic Initiative – Kids

- Updated Multiple Species Conservation Program (MSCP) Portal website on a monthly basis, and added a word search puzzle to the “Kids Corner” for the Otay River Watershed.
- Secured a vacant commercial structure to prevent unauthorized entrance. This structure is located across the street from an elementary school and presented an enticement to the children.
- Developed location criteria for commercial and industrial land use - General Plan 2020, to ensure these types of land uses are not placed near schools thus reducing risk of potential pollution sources and incompatibility with neighborhoods.

- Completed County Trails Master Plan, which establishes a mechanism for providing new access to a comprehensive trails system near new and existing residential development.
- Objective to conduct an Urban Planning Exercise at one County high school was not met due to non-receipt of Grant funding.
- Objective to hold a “Geographic Information Source (GIS) Day” event at one County middle school was not met due to critical issues related to the Fire Safety and Fuels Reduction Program. GIS staffing resources had to be reallocated.

Strategic Initiative – The Environment

- Completed Annual Report to the Regional Water Quality Board on the County of San Diego’s compliance with Regional Permit requirements for Watershed Urban Runoff Management Programs.
- Secured a consultant and initiated the Environmental Impact Report/Study (EIR/EIS) for the North County MSCP Subarea Plan. The EIR/EIS was delayed due to negotiations with owners.
- Completed and presented the 2004 MSCP Annual Report to the Board of Supervisors and the public.



- Completed the Otay River Draft Watershed Management Plan and completed three watershed management plans for the Santa Margarita, San Diego, and Tijuana Rivers.
- Completed the Ramona Vernal Pool Study funded by the Environmental Protection Agency (EPA).
- Completed work on commercial and industrial land uses and a report will be presented to the Board of Supervisors in May 2005. Public review of the entire General Plan 2020 Environmental Impact Report was delayed to allow further community input.
- Objective to complete work on seven General Plan 2020 Regional Elements was delayed to allow further community input with completion expected in Fiscal Year 2005-06.
- Implemented enforcement procedures for clearing violations. This expedites property owner compliance by allowing the owners, where possible, to restore the site to its original state, which may include replanting, reseeding, etc. rather than requiring an Administrative Permit, which changes the property use designation and typically takes longer to process.

Strategic Initiative – Safe and Livable Communities

- Completed enhancements to the Building Division’s customer queuing system, Q-Matic, at the Ruffin Road Annex. The enhancement allows our customers to be served at several counters at once, thus reducing overall customer application filing and wait times, and improves the customer appointment process and reporting capabilities.
- Continued to provide expedited permit processing for fire victims. Average wait times for fire victims was 6.9 minutes, compared to an average of 10.4 minutes for non-fire customers.

- Completed surveys on 4,472 parcels over a total of 20,066 acres in 19 of 20 County managed projects and to date 175,836 trees have been marked for removal.
- Developed an in-house application, which collects and manages field survey data enabling project managers to produce a total of 276 maps, including project area development maps, field survey maps, field archaeology and biology survey maps, and bid project maps.
- Completed 3,000 property inspections to determine the existence of fire hazards such as weeds, brush and waste; abated 687 inoperable and abandoned vehicles; and resolved 647 illegal construction of building cases and 275 illegal accumulations of waste and junk cases.
- Implemented the following process improvements: established procedure to encourage Pre-scoping Meetings with project applicants; instituted early issue identification procedure to ensure project feasibility early in the review process; and eliminated the Planning and Environmental Review Board allowing projects to go directly to the Planning Commission.
- Provided detailed information on protecting building sites from adversely impacting stormwater quality to all our customers on an ongoing basis through the distribution of Stormwater Management Plan Forms. Objective to hold a planned workshop to educate and inform the public on State stormwater requirements for building permits was not completed.
- Provided focused stormwater training to all Building Inspection and Plans Examiner staff (28).

2005-07 Objectives

Strategic Initiative – Kids

- Conduct “GIS” Day event at one (1) County school. This event introduces the use of Geographic Information Source (GIS) technology to students.



Strategic Initiative – The Environment

- Complete and present the 2005 MSCP Annual Report to the Board of Supervisors and the public.
- Complete the EIR/EIS for the North County Plan and the draft East County MSCP Plan/Map by June 2006.
- Complete Annual Report to the Regional Water Quality Control Board on the compliance with Regional Permit requirements for Watershed Urban Runoff Management Programs.
- Complete General Plan 2020 Road Network planning by June 2006.

Strategic Initiative – Safe and Livable Communities

- Reduce the current backlog of 1,081 low priority enforcement cases by 50% by June 2006. Reduce the remaining backlog of low priority enforcement cases, 540, by 100% of by June 2007.
- Close 10 code enforcement cases per staff person per month 100% of the time.
- Make initial contact within 3 days of receipt of the complaint 100% of the time.
- Reduce appointment wait times at the Zoning Counter by 10%, from 10 days to 9 days of appointment request.
- Continue to provide expedited permit processing for fire victims with an average wait time goal of less than 10 minutes.

Required Discipline: Skilled, Competent Workforce

- Provide focused stormwater training to 100% of the department's Building Inspection staff, by June 2006.

Changes from 2004-05 Adopted

Staffing

Net increase of 2.00 staff years.

- Addition of 2.00 staff years due to the transfer of the Developer Deposit function from Auditor & Controller.
- Addition of 1.00 staff years related to the consolidation of watershed planning activities (transferred from the Department of Agriculture, Weights & Measures).
- Reduction of 1.00 staff year; transferred to the Department of Public Works for the implementation of plan review activities associated with the new Transportation Impact Fee (TIF).

Expenditures

Net decrease in expenditures of \$9.8 million.

- Salaries and Benefits net increase of \$0.6 million due to staffing changes identified above and negotiated labor agreements.
- Services and Supplies net decrease of \$10.4 million due to the transfer of budgeted consultant contract monies for the second year of the Hazardous Fuels Reduction Program to the Department of Public Works and the elimination of completed consultant contracts offset by rebudget for programs including the Fire Safety and Fuels program and the Multiple Species Conservation Program (MSCP).

Revenue

Net decrease in revenue of \$9.8 million.

- Intergovernmental Revenues net decrease of \$8.0 million in due to the transfer of funding to the Department of Public Works for the Hazardous Fuels Reduction Program.
- Charges for Current Services increase of \$0.2 million due in part to the new Transportation Impact Fee (TIF).
- General Revenue Allocation increase of \$2.2 million and Fund Balance increase of \$0.2 million due to rebudgets and available reserves.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Customer Satisfaction Rating (5.0 = Excellent)	4.5	4.5	4.5	4.5
Building and Zoning Counter Wait Time (in minutes)	25	10.4 ¹	15	15
Met 10 day turnaround for Residential Plan Checks (% goal met)	60%	50% ²	60%	60%
Percent of Building Inspections completed next day	100%	100%	100%	100%
Number of Completed Building Inspections (Average 7 to 8 inspections per permit issued) ³	63,000	58,492	N/A	N/A
Number of Certificates of Occupancy Issued – Final Building Permits (Verified compliance with State Health & Safety Code) ³	8,000	7,664	N/A	N/A

¹ Reflects average wait times for non-fire victims only; fire victim wait times averaged 6.9 minutes.

² Goal was not met due to vacancies in the plan check function.

³ These measures will not be reported in future Operational Plans as the department continues to replace measures with ones that are outcome oriented.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Support Services	17.00	17.00	17.00
Regulatory Planning	73.00	69.00	69.00
Multi-Species Conservation	11.00	11.00	11.00
Building	92.00	93.00	93.00
Codes Enforcement	15.00	20.00	20.00
General Plan 2020	13.00	13.00	13.00
Total	221.00	223.00	223.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Support Services	\$ 2,216,956	\$ 2,428,235	\$ 2,265,078	\$ 2,304,076
Advance Planning	—	32	—	—
Regulatory Planning	7,535,977	6,882,330	8,075,768	7,912,233
Resource Planning	—	31,194	—	—
Multi-Species Conservation	2,698,168	2,235,698	2,710,162	1,468,902
Building	23,305,743	10,497,976	13,940,222	11,249,015
Codes Enforcement	1,935,698	1,967,276	1,900,632	1,938,852
General Plan 2020	2,402,944	1,817,755	1,449,446	1,479,570
Total	\$ 40,095,486	\$ 25,860,497	\$ 30,341,308	\$ 26,352,648

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 20,168,604	\$ 18,960,349	\$ 20,802,544	\$ 21,770,234
Services & Supplies	19,926,882	6,906,505	9,510,764	4,582,414
Capital Assets Equipment	—	—	28,000	—
Expenditure Transfer & Reimbursements	—	(6,356)	—	—
Total	\$ 40,095,486	\$ 25,860,497	\$ 30,341,308	\$ 26,352,648



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	5,901,062	5,901,062	6,128,000	1,314,000
Licenses Permits & Franchises	5,405,489	4,985,827	5,295,033	5,950,114
Fines, Forfeitures & Penalties	302,714	300,947	302,714	302,714
Revenue From Use of Money & Property	—	7,889	—	—
Intergovernmental Revenues	9,410,000	1,144,369	1,380,000	882,408
Charges For Current Services	9,570,363	7,762,232	9,928,768	11,441,697
Miscellaneous Revenues	—	129,156	—	—
General Revenue Allocation	9,505,858	5,629,015	7,306,793	6,461,715
Total	\$ 40,095,486	\$ 25,860,497	\$ 30,341,308	\$ 26,352,648

Public Works



Department Description

The Department of Public Works (DPW) is responsible for: maintenance and improvement of County maintained roads; traffic engineering; land development engineering and review; construction inspection and materials testing; design engineering and construction project management; surveying and map processing; mapping and cartographic services; watershed quality and flood protection activities; environmental support; airport operations, maintenance, and lease management; transportation studies; recycling and solid waste planning; inactive landfill maintenance and engineering; wastewater operations and maintenance services; and management of special districts.

Mission Statement

Preserve and enhance public safety and quality of life through reliable, cost effective infrastructure (unincorporated area roads, public and private construction projects, including environmental support, airport management, watershed protection, flood control, and wastewater management).

Foster partnerships that strengthen relationships with communities and industry.

Provide quality and responsive service through highly motivated, professional, and knowledgeable staff in a safe and fair work environment.

Continually improve quality of service through optimal resource management.

2004-05 Accomplishments

Strategic Initiative – Kids

- Enhanced safety for children in low-income neighborhoods and near schools through sidewalk, bicycle, and equestrian pathway projects. Sidewalk projects included 16th Street and La Brea Street in

Ramona; Parkside Street in Lakeside; Kenwood Drive and South Barcelona Street in Spring Valley; and Pasadena Road in Fallbrook.

- Provided recycling educational materials to 200 schools in the unincorporated County. Gave 50 classroom presentations at schools, held an art contest for elementary school students with recycling theme in Spring 2005, and worked with the Farm and Home Advisor's Master Gardeners to provide compost bins for schools to create compost for use in school gardens.
- Continued support of the school pedestrian safety program at 97 schools in 21 school districts in cooperation with the California Highway Patrol.
- Assisted 10 schools in the unincorporated area to improve school zone circulation for pedestrians, bicyclists, school buses and automobiles.
- Provided four childrens' "airport tour" outreach programs at County Airports.
- Successfully obtained \$1.1 million in grants for Safe Routes to School improvements at Hanson Lane in Ramona near Ramona High School and Olive Peirce Middle School, Tavern Road in Alpine near the Joan MacQueen Middle School, and Ash/Lehner intersection in the Escondido area near Rincon Middle School.



- Nominated a promising engineering student for scholarship to the County Engineer Association of California; student was awarded \$2,000.

Strategic Initiative – The Environment

- Continued to improve watershed protection and stormwater quality through regional leadership, partnering with stakeholders to submit grants, assessing program effectiveness, and conducting inspections of construction projects.
- Continued systematic culvert, drainage channel, and road cleaning program to keep debris out of rivers, bays, and the ocean – preventing 48,668 cubic yards of debris from entering County waterways.
- Negotiated an agreement with Santa Ysabel Tribe to mitigate off-site casino impacts; agreement serves as a model for future agreements and included unprecedented ground water mitigation, provision of law enforcement resources, and contributions to problem gambling programs.
- Supported over 30 used oil recycling centers and curbside programs that recycled more than 75,000 gallons of used oil to prevent oil from reaching waterways.
- Completed environmental review, obtained support from a majority of cities, and submitted five-year update of Countywide Integrated Waste Management Plan to the State.
- Initiated closure of San Marcos Landfill: Construction required for the closure started September 2004, with completion anticipated in 2006.
- Constructed stormwater basin at Jamacha Landfill to enhance the quality of water leaving the landfill.
- Supported Department of Planning and Land Use (DPLU) in General Plan 2020 development by providing technical review of circulation element.

- Installed wildlife under-crossings as part of Valley Center Road improvement project, and have plans for wildlife crossings related to the Wildcat Canyon Road improvement projects.

Strategic Initiative – Safe and Livable Communities

- Completed extensive flood prevention and erosion control efforts following intense rainstorms in October, January and February. Road crews removed over 19,200 cubic yards of debris from clogged drainage systems and blocked roadways. Damaged roadways were repaired and private property flooding and mudflows were reduced through the issuance of emergency construction contracts.
- Obtained State and federal reimbursement of costs resulting from Firestorm 2003. Sought reimbursement of private property debris removal costs from the Federal Emergency Management Agency (FEMA), an effort that is continuing.
- Developed grant proposals to help fund removal of dead and dying trees from County rights-of-way in cooperation with the Forest Area Safety Taskforce (FAST) to protect evacuation corridors; received \$7.8 million grant, and removed more than 6,000 trees.
- Initiated construction of improvements on Mission Road Phase 2 in Fallbrook; Los Coches Road Phase II, Valley Center Road North; San Marcos Landfill Closure; Bonita Street in Casa de Oro, and many other sidewalk and drainage improvements, landfill, wastewater, and traffic signal projects.
- Developed and implemented a Transportation Impact Fee program to assure that developers mitigate cumulative traffic impacts.
- Successfully assisted County Office of Emergency Services to obtain FEMA individual assistance for private property owners in response to extensive rains and flooding.



- Continued ongoing road infrastructure maintenance by resurfacing 100 miles of County roads.
- Received American Public Works Association awards for post Firestorm 2003 erosion control and debris removal programs.
- Responded to 100% of traffic calming requests: responded to more than 200 traffic service requests and conducted more than 10 traffic calming field reviews in response to citizen requests.
- Partnered with the Department of Housing and Community Development to plan and construct Community Development Block Grant (CDBG) projects.
- Installed flood-forecasting software to enhance our ability to predict flooding to guide emergency response efforts.
- Assisted in modifying the TransNet transportation 40-year funding extension plan to substantially increase the share of funding allocated to local road improvements.
- Sold surplus Road Stations 14 and 15 for \$1.25 million.

2005-07 Objectives

Strategic Initiative – Kids

- Enhance safety for at least 10 schools in the unincorporated area by analyzing, identifying and implementing school zone improvements (examples include new signage, striping, parking layout, etc.) for pedestrians, bicyclists, buses, and automobiles.
- Provide watershed protection educational materials to at least 40 schools in the unincorporated County. These presentations will teach children how they can help enhance the quality of water flowing to our creeks, estuaries, and ocean.
- Provide training and support materials for composting and recycling outreach for 50 County schools to teach practices to sustain and expand these efforts.

- Conduct at least four educational outreach programs to introduce and spark interest in aviation for school age children at County Airports.

Strategic Initiative – The Environment

- As lead Copermittee, improve watershed protection and stormwater quality throughout San Diego County in partnership with Copermittee jurisdictions, the environmental community, and regulatory agencies.
- Complete San Marcos Landfill closure and implement development plans to increase revenue for inactive landfill maintenance.
- Work with local tribes planning to expand or build new casinos, to mitigate offsite environmental impacts.
- Increase diversion from landfills through successful initiation of a mixed Construction and Demolition Program, including creating a public/private partnership to site a mixed recycling facility and bringing to the Board a policy or ordinance to increase construction recycling.
- Hold at least two community waste tire “amnesty” collection events for residents in the unincorporated area of the County.

Strategic Initiative – Safe and Livable Communities

- Construct Capital Improvement Program projects in County communities that enhance safety and improve traffic flow (12/yr), including Los Coches II in Lakeside, State Route 54/94 in Spring Valley, Kenwood Drive in Spring Valley, 14th Street at State Route 67 in Ramona, Hanson Lane Sidewalks in Ramona, Tavern Road bike paths in Alpine, Mission Road Phase II in Fallbrook, Valley Center Road North.
- Develop Capital Improvement Program for initial TransNet extension revenues.
- Complete tree removal utilizing 100% of \$7.8 million grant to provide adequate resident evacuation corridors in the event of emergencies.



- Seek State and federal reimbursement for costs related to 2005 winter rainstorms.
- Draft a Disaster Debris Removal Plan and develop draft County ordinances to streamline future disaster relief efforts.
- Enhance County Airport planning and management through 100% completion of the Gillespie Field Airport Master Plan and implementation of two major projects identified in the McClellan Palomar Airport Layout Plan.
- Use the Department's automated pavement management system to enhance road infrastructure by identifying roads most in need of resurfacing treatments and implement the necessary treatments in road-resurfacing contracts to be awarded by the end of each Fiscal Year. (Target for 2005-06: 35 miles of roads.)

Changes from 2004-05 Adopted

Staffing

Net decrease of 2.00 staff years.

- Transfer of 4.00 staff years to the Department of Agriculture, Weights, and Measures for the State Sudden Oak Death contract.
- Transfer of 1.00 staff year to the Land Use and Environment Group (LUEG) Executive Office to continue sponsorship of the Countywide efforts of the General Management System.
- Transfer of 1.00 staff year from DPLU for plan review related to the new Transportation Impact Fee and is funded by program revenue.
- Transfer of 2.00 staff years from the Auditor and Controller's Department to assist with rents and leases, accounts payable and accounts receivable functions.
- Includes transfers among divisions to shift resources in response to operational needs.

Expenditures

Net increase in expenditures of \$8.1 million.

- Net increase of \$1.6 million in Salaries and Benefits due to negotiated labor agreements offset by the decrease of 2.00 staff years.
- Increase of \$10.3 million in Services and Supplies due primarily to an increase of one-time costs for the Hazardous Fuels Reduction Program, an increase in Detailed Work Program Projects due to the normal fluctuation in the volume of projects, and a reduction in other Services and Supplies to align with expected costs.
- Decrease of \$8.9 million in Other Charges due to a reduction in projected purchases for Right of Way acquisition.
- Increase of \$5.6 million in Capital Assets/Land Acquisition due to the normal fluctuation in the volume of capital projects.
- Decrease of \$1.1 million in Capital Assets Equipment due to a decrease in fixed asset requests.
- Increase of \$0.9 million in Reserve/Designation Increase to establish a contingency reserve in the Road Fund for road projects.
- Decrease of \$0.3 million in Operating Transfers Out to align with expected costs.

Revenues

Net increase in revenues of \$8.1 million.

- \$0.1 million increase in Taxes Current Property.
- \$11.6 million decrease in Taxes Other Than Current Secured due to a decrease in TransNet funding for Detailed Work Program Projects.
- \$0.1 million net decrease in Revenue from Use of Money due to the reduction of one-time revenues in Airports and a reduction in interest earnings offset by an increase in Equipment ISF revenue and an increase in revenue for equipment depreciation.



- \$21.1 million increase in Intergovernmental Revenues related to the Hazardous Fuels Reduction grant and reinstatement of the Governor’s Congestion Relief Funding.
- \$2.3 million net increase in Charges for Current Services due to increases in Sewer Services Charges, plan check field inspection revenues, and the addition of revenues from the Campo Hills Water area offset by a decrease related to changes in projects.
- \$0.4 million increase in Miscellaneous Revenues from various sources.
- \$0.7 million decrease in Other Financing Sources related to long-term debt.
- \$0.2 million decrease in Reserve/Designation Decreases in Sanitation Districts.
- \$4.7 million decrease in Fund Balance used for one-time projects.
- \$1.5 million increase in General Revenue allocation represents the reinstatement of General Purpose Revenue for ongoing activities including funding for the Multiple Species Conservation Program, for water and sewer treatment plants at Rancho del Campo and Descanso Detention Facility and to support watershed protection measures.

Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
DPW Roads/Drainage waste removal (cubic yards removed)	15,000	42,000 ¹	20,000	20,000
County roads resurfaced to maintain infrastructure (# miles of road)	100	100	35 ²	35
Construct Capital Improvement Projects in County communities that enhance safety and improve traffic flow (# of CIP projects)	12	12	12	12
Identify school zone circulation improvements for pedestrians, bicyclists, buses and automobiles (# of schools ³)	10	10	10	10
Assure erosion control measures are utilized at new construction sites (% of construction sites with erosion control measures in use)	100%	100%	100%	100%

¹ Fiscal Year 2004-05 Estimated Actual is unusually high due to winter storm activity

² The DPW pavement management system calls for more overlay treatments (as opposed to chip seals, slurry seals, etc.) in Fiscal Years 2005-07. Overlays are more expensive and involve fewer miles of roads.

³ Schools that have not yet had a school zone traffic analysis.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Transportation Program	204.00	204.00	204.00
Land Development Program	102.00	103.00	103.00
Engineering Services Program	68.00	57.00	57.00
Solid Waste Management Program	18.00	18.00	18.00
Management Services Program	41.00	50.00	50.00
General Fund Activities Program	24.00	23.00	23.00
Airports Program	32.00	32.00	32.00
Wastewater Management Program	39.00	39.00	39.00
Total	528.00	526.00	526.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Transportation Program	\$ 26,076,689	\$ 26,770,015	\$ 27,784,312	\$ 27,898,783
Land Development Program	13,574,659	13,223,036	14,738,086	15,278,499
Engineering Services Program	41,817,223	30,702,098	34,862,137	38,573,377
Solid Waste Management Program	14,655,135	9,958,272	14,605,092	14,644,467
Management Services Program	7,531,523	8,504,698	8,709,234	8,891,389
General Fund Activities Program	15,171,184	23,108,972	23,865,723	5,781,182
Airports Program	12,286,752	6,592,714	15,831,253	13,299,308
Wastewater Management Program	5,253,294	4,796,553	5,409,499	5,481,044
Sanitation Districts	28,333,551	22,755,756	26,036,155	28,163,620
Flood Control	5,319,084	6,537,745	5,834,445	3,714,445
County Service Areas	10,444,434	3,724,447	9,951,163	9,951,163
Equipment ISF Program	7,344,385	5,047,037	8,265,001	8,265,001
Total	\$ 187,807,913	\$ 161,721,346	\$ 195,892,100	\$ 179,942,278



Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 49,528,137	\$ 47,374,873	\$ 51,074,129	\$ 52,595,642
Services & Supplies	110,962,795	104,868,137	121,308,705	103,666,303
Other Charges	13,423,496	7,143,450	4,492,121	7,176,902
Capital Assets/Land Acquisition	8,546,162	1,263,631	14,146,210	12,078,895
Capital Assets Equipment	3,957,255	51,821	2,863,975	2,846,175
Expenditure Transfer & Reimbursements	—	(424)	—	—
Reserve/Designation Increase	—	—	877,700	446,820
Operating Transfers Out	1,390,068	1,019,856	1,129,260	1,131,541
Total	\$ 187,807,913	\$ 161,721,346	\$ 195,892,100	\$ 179,942,278

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Reserve/Designation Decreases	\$ 1,723,495	\$ —	\$ 1,560,500	\$ 1,584,250
Fund Balance	22,902,883	22,902,883	18,141,032	17,787,409
Taxes Current Property	3,806,403	4,413,475	3,889,300	3,889,300
Taxes Other Than Current Secured	21,427,462	17,618,724	9,769,200	21,881,220
Licenses Permits & Franchises	128,036	124,166	130,250	130,250
Fines, Forfeitures & Penalties	36,011	52,990	36,011	36,011
Revenue From Use of Money & Property	15,161,633	16,387,466	15,099,559	15,099,559
Intergovernmental Revenues	58,399,944	56,785,188	79,477,675	53,688,254
Charges For Current Services	44,511,713	44,698,785	46,858,495	46,000,175
Miscellaneous Revenues	15,082,050	21,883,224	15,469,521	14,330,816
Other Financing Sources	1,896,420	2,227,810	1,221,560	1,223,841
General Revenue Allocation	2,731,863	(25,373,365)	4,238,997	4,291,193
Total	\$ 187,807,913	\$ 161,721,346	\$ 195,892,100	\$ 179,942,278



Community Services Group

Community Services Group

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Community Services Group Summary & Executive Office
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- Animal Services**
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- County Library**
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- General Services**
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- Housing & Community Development**
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- Purchasing and Contracting**
.....
- County of San Diego Redevelopment Agency**
.....
- Registrar of Voters**
.....

Community Services Group Summary & Executive Office



Group Description

The Community Services Group provides policy, fiscal oversight, and management direction for six departments and the County Redevelopment Agency. Four departments focus primarily on the provision of direct services to County residents: Animal Services, the County Library, Housing and Community Development, and the Registrar of Voters. Two departments, General Services and Purchasing & Contracting, provide all County departments with facilities management, major maintenance, capital improvement planning, utilities, fleet management, document management, procurement, contracting, and other administrative support services. County Redevelopment Agency projects encompass 1,275 acres in the eastern portion of the County.

Mission Statement

To provide cost effective and responsive services to our customers—the public and County departments. These services are provided with an emphasis on customer satisfaction, quality, and value.

2004-05 Accomplishments

Strategic Initiative – Kids

- Recruited 1,116 student poll workers for the November 2004 Presidential General Election.
- Provided 25 local schools with polling booths and mock voting materials.
- Provided classroom and practical hands-on training in veterinary assistance for 20 Regional Occupational Program (ROP) students who attended twice weekly sessions at the County's Kroc-Copley Animal Shelter.
- Provided a nurturing environment for community youth by assisting families to secure safe, decent, and affordable housing. Provided housing assistance subsidy to approximately 10,878 households.

- Promoted enhanced homework centers at the libraries, resulting in a 15% increased usage of the centers increasing children and teens' opportunities to succeed in school.

Strategic Initiative – The Environment

- Included two filler pages advertising environmental issues—Clean Water and West Nile Virus—in the November 2004 General Election sample ballot pamphlet.
- Refined plans for the permanent presence of Project Wildlife at the new North County Animal Shelter to care for and rehabilitate ill or injured wildlife.
- Encouraged energy efficiency in 103 units of affordable housing developed with assistance from County housing programs.
- Designed a wetlands conservation garden for the new Bonita-Sunnyside Branch Library.
- Collaborated with San Diego Gas and Electric to provide ten programs on energy conservation in Spanish and English in the library service area communities.
- Installed stormwater management improvements at the County Operations Center.



- Due to cost constraints, the Countywide recycling program was not expanded at all County facilities to include glass.
- Completed \$3.0 million worth of energy savings projects, 50% more than targeted.
- Acquired 732 acres (73% of goal) for open space preservation in support of Multiple Species Conservation Program (MSCP).
- Designated a senior procurement specialist to actively support and educate departments in the proper disposal of hazardous materials and electronic waste in accordance with State and federal guidelines.

Strategic Initiative – Safe and Livable Communities

- Subsidized sterilization surgeries for 2,693 owned pets through the spay/neuter rebate coupon program.
- Scheduled opening of the Campo-Morena Village Library in November 2005, the new Bonita-Sunnyside Library in December 2005 and completed construction of 10% of the Spring Valley Gym and Teen Center.
- Ensured that federal assistance was directed towards building communities free of drugs and violence by screening all rental assistance applicants and participants for criminal history and sex offender registration.
- Assisted in the development of 103 safe and sanitary affordable housing units for low-income families.
- Promoted literacy and provided access to information by supplying more than 74,000 hours of service at 32 branch and two mobile libraries.
- Maximized jobs and career resources by collaborating with San Diego Workforce Partnership, Inc., in establishing a pilot One-Stop Career Center at the Spring Valley Branch Library. A second Career Center will open upon completion of the Bonita-Sunnyside Branch Library.

- Increased by 72% the budget for materials that reflect interests of adults, teens, and children from culturally diverse communities most under-represented by the branch libraries' current collections.
- Successfully conducted the November 2004 Presidential General Election, and Special Elections for the Cities of San Diego, Santee, and Oceanside, and the Rainbow and Ramona Municipal Water Districts.

Required Discipline – Continuous Improvement

- Euthanized one adoptable animal out of 7,911 available animals.
- Established a full team of animal medical professionals to begin moving the majority of sterilization surgeries in-house to reduce or eliminate wait times for adopters to take possession of their new pet.
- Continued to strengthen partnerships with the region's private shelters and rescue organizations; added 11 new organizations (10%) to our list of partners thereby increasing opportunities for more animals to be taken for placement.

Required Discipline – Essential Infrastructure

- Conducted business without interruption during the construction phase of the new \$6.6 million North County Animal Shelter on the existing site.
- Completed construction and opened the new Julian Branch Library funded by Proposition 14 (Public Library Construction) Bond Act.
- Began renovation project to reconfigure the South County Animal Shelter public lobby and interior office spaces to provide a more attractive, efficient, and customer-oriented point of entry to the shelter.
- Completed \$3.1 million in capital renewal and \$7.1 million in major maintenance projects.



Required Discipline – Fiscal Stability

- Expanded the local customer base for online auctions and sealed bids through Nationwide Auctions’ opening of a local auction yard to sell County surplus property.
- Achieved significant cost savings of over \$25 million for County taxpayers through use of: reverse auctions for patrol vehicles, trucks, temporary services, foodstuffs for the jail system, copiers, legal publications, and dead tree removal services following the wildfires; cooperative agreements; increased procurement card usage; and other cost saving efforts.

2005-07 Objectives

Strategic Initiative – Kids

- Increase children’s safety and opportunities by:
 - Presenting dog bite prevention in schools;
 - Expanding the Student Poll Worker Program;
 - Encouraging parents’ participation in Library children’s literacy activities;
 - Completing the Spring Valley Gym/Teen Center;
 - Designing the San Pasqual Academy South dorm;
 - Providing housing assistance; and,
 - Expanding mentorship for youth in Rental Assistance Programs.

Strategic Initiative – The Environment

- Protect and enhance the environment by:
 - Including Project Wildlife care and rehabilitation at the North County Animal Shelter;
 - Distributing environmental information in Voter materials;
 - Promoting departments’ acquisition of environmentally friendly products; reuse and recycling; and proper disposal;
 - Installing a Bonita-Sunnyside Library wetlands conservation garden;
 - Encouraging energy efficiency in affordable housing; and,

- Supporting Parks and Recreation by acquiring additional Multiple Species Conservation Program (MSCP) land.

Strategic Initiative – Safe and Livable Communities

- Promote communities where people want to live by:
 - Establishing an Animal Services disaster response team;
 - Euthanizing no adoptable animals, and increasing the save rate of shelter dogs and cats;
 - Successfully conducting elections, and providing the vision/hearing impaired with unassisted voting opportunities;
 - Establishing a Bonita-Sunnyside Library One-Stop Career Center;
 - E-mailing customer notifications when Library reserve materials are available;
 - Completing construction of Edgemoor Healthcare Campus, Bonita-Sunnyside and Campo libraries, and North County Animal Shelter;
 - Assisting in lower-income neighborhoods’ revitalization, and development of safe and sanitary affordable housing;
 - Ensuring rental assistance housing is free of drugs and violence; and,
 - Briefing Fire District Association on expedited purchasing of fire/life-safety equipment.

Required Discipline – Fiscal Stability

- Promote the County’s fiscal health using innovative purchasing methods to minimize acquisition costs.

Executive Office Changes from 2004-05 Adopted

Staffing

Increase of 1.00 staff year transferred from the Registrar of Voters to provide Groupwide support.



Expenditures

Increase in expenditures of \$1.2 million.

- Salaries & Benefits increase of \$0.2 million due to the addition of one staff year, and negotiated salary and benefit changes.
- Services & Supplies decrease of \$0.1 million due primarily to a decrease in budgeted automation expenses.
- Management Reserves increase of \$1.2 million (\$3.8 million total) for multi-year costs of the enterprise-wide Documentum document management system, required multi-year match for a stormwater grant, and contingency against future Group needs.

Revenues

Increase in revenues of \$1.2 million.

- Charges for Current Services increase of \$0.1 million reflecting the cost of management oversight of special fund departments;
- Use of Fund Balance increase of \$0.6 million due to increased availability of one-time resources from prudent management. \$4.0 million total Fund Balance budgeted to fund Management Reserves and current year Documentum costs;
- General Revenue Allocation increase of \$0.5 million due to allocation for Salaries & Benefits increases and the transfer of excess receipt of federal revenues in Housing & Community Development.



Community Services Group Summary & Executive Office

Staffing by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Community Services Group Executive Office	8.00	9.00	9.00
Animal Services	119.00	119.00	119.00
County Library	287.50	290.00	295.00
General Services	325.75	330.00	330.00
Housing & Community Development	121.00	103.00	103.00
Purchasing and Contracting	75.00	75.00	75.00
Registrar of Voters	50.00	53.00	53.00
Total	986.25	979.00	984.00

Expenditures by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Community Services Group Executive Office	5,647,360	2,211,632	6,893,390	3,960,638
Animal Services	10,822,770	10,792,479	11,057,081	11,360,241
County Library	28,802,140	27,652,517	31,018,468	31,562,692
General Services	116,667,468	109,393,059	121,966,177	123,237,426
Housing & Community Development	41,073,285	19,776,751	35,630,575	36,095,102
Purchasing and Contracting	9,177,430	8,365,490	9,188,449	9,357,072
County of San Diego Redevelopment Agency	9,720,524	3,992,896	6,715,139	6,531,522
Registrar of Voters	9,294,418	12,323,731	14,013,054	14,307,012
Total	\$ 231,205,395	\$ 194,508,559	\$ 236,482,333	\$ 236,411,705



Community Services Group Summary & Executive Office

Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Community Services Executive Office	8.00	9.00	9.00
Total	8.00	9.00	9.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Community Services Executive Office	\$ 5,647,360	\$ 2,211,632	\$ 6,893,390	\$ 3,960,638
Total	\$ 5,647,360	\$ 2,211,632	\$ 6,893,390	\$ 3,960,638

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 1,095,374	\$ 1,078,960	\$ 1,326,584	\$ 1,423,849
Services & Supplies	1,860,744	1,132,671	1,717,203	1,888,599
Management Reserves	2,691,242	—	3,849,603	648,190
Total	\$ 5,647,360	\$ 2,211,632	\$ 6,893,390	\$ 3,960,638

Budget by Categories of Revenue

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	3,392,940	—	4,030,907	1,019,392
Charges For Current Services	288,564	288,932	364,131	364,131
General Revenue Allocation	1,965,856	1,922,700	2,498,352	2,577,115
Total	\$ 5,647,360	\$ 2,211,632	\$ 6,893,390	\$ 3,960,638

Animal Services



Department Description

The Department of Animal Services protects the public from dangerous animals, protects animals from abuse and neglect, and saves the lives of thousands of unwanted, abandoned, or lost pets each year. Nearly 30,000 animals enter the department's three shelters annually. The department provides patrol, law enforcement, sheltering, and pet adoption services to the unincorporated areas of the County, and, by contract, to the City of San Diego and five other cities in the region.

Mission Statement

Protecting the health, safety, and welfare of people and animals.

2004-05 Accomplishments

Strategic Initiative – Kids

- Provided 112 presentations on bite prevention as part of patrol officers' in-classroom visits to area schools.
- Participated in the San Diego Humane Society's grade school-age education program by providing ten on-site tours at the Kroc-Copley Animal Shelter.
- Provided classroom and practical hands-on training in veterinary assistance for 20 Regional Occupational Program (ROP) students who attended twice weekly sessions at the County's Kroc-Copley Animal Shelter.

Strategic Initiative – The Environment

- Refined plans for the permanent presence for Project Wildlife at the new North County Animal Shelter to care for and rehabilitate ill or injured wildlife.

Strategic Initiative – Safe and Livable Communities

- Conducted business without interruption during the construction phase of the new \$6.6 million North County Animal Shelter on the existing site.

- Subsidized sterilization surgeries for 2,693 owned pets through the department's spay/neuter rebate coupon program.
- Established a foster program for medically treatable shelter animals.
- Provided protection against loss for 411 owned pets with the addition of identification microchips at department license clinics held throughout the County.

Required Discipline – Customer Satisfaction

- Achieved a customer satisfaction rating of 4.69 (of a possible 5), an all-time department high.

Required Discipline – Continuous Improvement

- Euthanized only one adoptable animal out of 7,911 available animals.
- Increased the percentage of sheltered animals either adopted or reunited with their owners to 68.7% (17,337) for all animals and to 70.6% (16,180) for dogs and cats.
- Established a full team of animal medical professionals to begin moving the majority of sterilization surgeries in-house to reduce or eliminate wait times for adopters to take possession of their new pet.



- Continued to strengthen partnerships with the region's private shelters and rescue organizations; added 11 new organizations (10%) to our list of partners thereby increasing opportunities for more animals to be taken for placement.

Required Discipline – Essential Infrastructure

- Began renovation project to reconfigure the South County Animal Shelter public lobby and interior office spaces to provide a more attractive, efficient, and customer-oriented point of entry to the shelter.

2005-07 Objectives

Strategic Initiative – Kids

- Provide at least 80 presentations on dog bite prevention as part of patrol officers' in-classroom visits to area schools.
- Participate in the San Diego Humane Society's grade school-age education program by continuing to provide at least ten on-site tours at the Kroc-Copley Animal Shelter.
- Develop a partnership with the Regional Occupational Program (ROP) to provide practical hands-on-training in veterinary assistance at the shelters in Bonita and Carlsbad.

Strategic Initiative – The Environment

- Establish a permanent presence for Project Wildlife at the new North County Animal Shelter to care for and rehabilitate ill or injured wildlife.

Strategic Initiative – Safe and Livable Communities

- Open the new \$6.6 million North County Animal Shelter.
- Establish a "First Response Team" of Animal Control Officers to provide specialized services during disaster situations.

- Provide at least nine presentations on dog bite prevention for local area companies such as San Diego Gas & Electric and United States Postal Service for their employees' safety.

Required Discipline – Customer Satisfaction

- Maintain or improve on the department's record Fiscal Year 2004-05 customer satisfaction rating of 4.69.

Required Discipline – Continuous Improvement

- Achieve goal of zero euthanasia of any healthy, friendly animal.
- Duplicate the department's Fiscal Year 2004-05 achievement of euthanizing no more than 12.9% of all animals deemed medically or behaviorally treatable.
- Improve upon the department's Fiscal Year 2004-05 overall 70.6% "save" rate of shelter dogs and cats through adoptions and pets reunited with their owners.
- Increase in-house sterilization surgeries to reduce or eliminate wait times for adopters to take possession of their new pet.
- Implement online dog licensing.

Required Discipline – Essential Infrastructure

- Complete reconfiguration of the South County Animal Shelter public lobby and interior office spaces to provide a more attractive, efficient, and customer-oriented point of entry to the shelter.

Changes from 2004-05 Adopted

Staffing

There are no changes in staffing.

Expenditures

Increase in expenditures of \$0.2 million.

- Salaries and Benefits increase of \$0.17 million for negotiated labor agreements.



-
- Services and Supplies increase of \$0.06 million for medical and office supply and other operational expenses.

Revenues

Increase in revenues of \$0.2 million.

- Licenses Permits & Franchises Revenues from Animal Licenses decrease \$0.1 million due to fewer customers after the loss of the contract with the City of Poway.
- Charges for Current Services from other government agencies increase \$0.1 million based upon amounts calculated with the approved cost sharing methodology in six remaining contract cities.
- General Revenue Allocation increases \$0.2 million due to increased expenditures and an increase in the County's share of total expenses as calculated with the approved cost sharing methodology due to a reduction in the number of contract cities.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Number of pets adopted ¹	12,200	12,437	N/A	N/A
Percentage of sheltered animals either adopted or reunited with owners ²	65.0%	68.7%	N/A	N/A
Percentage of sheltered dogs and cats either adopted or reunited with owners ²	N/A	70.6%	70.6%	71%
Percentage of on-time patrol response ³	91%	94%	94%	94%
Percentage of adoptable shelter animals euthanized	0%	0%	0%	0%
Percentage of treatable shelter animals euthanized ⁴	N/A	12.9%	12.9%	12.9%
Customer Satisfaction Rating (Scoring 1-5) ^{4, 5}	N/A	4.69	4.69	4.69
Number of animals spayed or neutered under the Spay-Neuter Coupon Program ^{1, 6}	3,000	2,693	N/A	N/A

¹These measures are being eliminated in favor of new measures that more accurately reflect departmental performance.

² Percentage of sheltered animals either adopted or reunited with owners is being replaced with Percentage of sheltered dogs and cats either adopted or reunited with owners to emphasize our primary focus on companion animals.

³ Patrol time response standards, varying by urgency of call, are established by contract with client cities.

⁴ These measures are new effective Fiscal Year 2004-05 to better reflect departmental performance.

⁵ Scale of 1-5, with 5 being "Excellent".

⁶ In Fiscal Year 2004-05 city participation in the Spay-Neuter Program was made optional. Lower than projected outcome reflects decreased participation by cities due to the costs involved with providing this service.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Animal Services	119.00	119.00	119.00
Total	119.00	119.00	119.00

Budget by Program

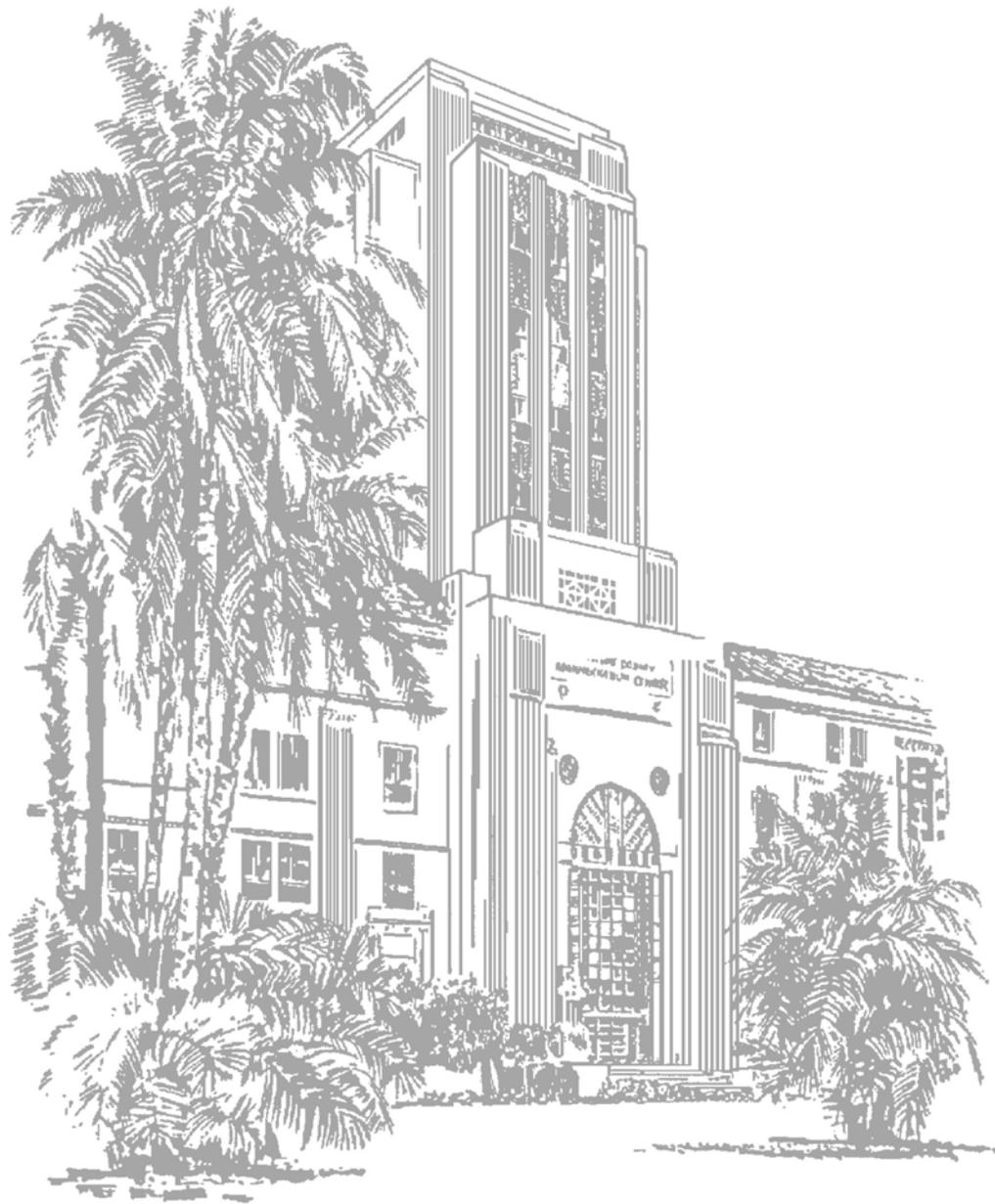
	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Animal Services	\$ 10,822,770	\$ 10,792,479	\$ 11,057,081	\$ 11,360,241
Total	\$ 10,822,770	\$ 10,792,479	\$ 11,057,081	\$ 11,360,241

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 8,014,107	\$ 7,685,284	\$ 8,185,162	\$ 8,456,271
Services & Supplies	2,808,663	3,083,447	2,871,919	2,903,970
Capital Assets Equipment	—	23,747	—	—
Total	\$ 10,822,770	\$ 10,792,479	\$ 11,057,081	\$ 11,360,241

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Licenses Permits & Franchises	2,220,900	2,017,588	2,121,900	2,121,900
Fines, Forfeitures & Penalties	9,000	14,862	13,000	13,000
Intergovernmental Revenues	—	177,150	—	—
Charges For Current Services	6,783,576	7,200,986	6,886,475	7,187,536
Miscellaneous Revenues	19,567	29,229	35,100	35,100
General Revenue Allocation	1,789,727	1,352,664	2,000,606	2,002,705
Total	\$ 10,822,770	\$ 10,792,479	\$ 11,057,081	\$ 11,360,241



County Library



Department Description

The County Library provides services at 32 branch libraries and two mobile libraries. Library services include: providing information in print, non-print, and online formats for lifelong learning; providing reading and literacy skills; instruction and facility access to the Internet and other online services; offering diverse programs to inform and enlighten customers of all ages; and providing homework resources for students of all ages.

Mission Statement

To provide resources to meet the informational, recreational, and cultural needs of each branch library community and to actively promote reading and lifelong learning.

2004-05 Accomplishments

Strategic Initiative – Kids

- Maximized jobs and career resources by collaborating with San Diego Workforce Partnership, Inc., in establishing a pilot One-Stop Career Center at the Spring Valley Branch Library. A One-Stop Career Center will open upon completion of the Bonita-Sunnyside Branch Library.
- Implemented the approved Library Program Services Division Strategic Plan, which responds to dynamic community needs and priorities, and positions the County Library to better serve all San Diego County residents who face diverse challenges.
- Began development of a Library Strategic Plan, consistent with the County's Strategic Initiatives and Library Program Services Division Strategic Plan, addressing staffing, hours of operation, and service priorities.

- Promoted enhanced homework centers, which resulted in a 15% increased usage of the centers and improved opportunities for children and teens to succeed in school.
- Expanded homework and research assistance in library branch locations to improve learning opportunities for children and teens.

Strategic Initiative – The Environment

- Completed landscape design of the wetlands conservation garden at the new Bonita-Sunnyside Branch Library, anticipated opening in Fall 2005.
- Collaborated with San Diego Gas & Electric to provide 10 family library programs on energy conservation in Spanish and English.

Strategic Initiative – Safe and Livable Communities

- Increased the budget for materials that reflect the interests of adults, teens, and children from culturally diverse communities most under-represented by the branch libraries' current collection by 72% (from \$67,500 to \$116,205).
- Increased Library-sponsored programs held at community sites through collaboration among branch staff, community organizations, and the Library Program Services Division by 100% (12 programs to 24).



- Completed Americans With Disabilities Act (ADA) remodels and air conditioning upgrades in the El Cajon, San Marcos, and Vista branches.
- Completed construction and opened the new Julian Branch Library funded by Proposition 14 (the Library Bond Act).
- Began construction of a new Campo-Morena Village Branch Library; anticipated opening in Fall 2005.
- Completed construction of Pine Valley and Descanso Branch Library expansions.
- Began construction of the new Bonita-Sunnyside Branch Library; anticipated opening in Fall 2005.
- Began research and marketing efforts to the community by advertising throughout San Diego County on English and Spanish-speaking radio stations.
- Completed ergonomic analysis of all 35 work sites in the Library and began implementing recommendations.

Required Disciplines – Skilled, Competent Workforce

- Designed and implemented Supervisors’ Academy in partnership with Health and Human Services Agency (HHSa).

2005-07 Objectives

Strategic Initiative – Kids

- Increase the 2004 youth summer reading enrollment by 10% (from 8,759 to 9,625) in 2005 by involving parents and caregivers in Library-sponsored literacy activities.
- Upon Board approval, implement library cards for 300 foster children with two pilot agencies.
- Investigate developing a “Homework on Wheels” mobile unit to reach children unable to utilize in-branch homework help services.

Strategic Initiative – The Environment

- Raise awareness of environmental science in the lives of children and families through community partnerships in San Diego County by providing programs and disseminating promotional materials.
- Complete installation of wetlands conservation garden at the new Bonita-Sunnyside Branch Library by Fall 2005.

Strategic Initiative – Safe and Livable Communities

- Complete and begin implementation of the system-wide Library Strategic Plan by August 2005.
- Maximize jobs and career resources by collaborating with San Diego Workforce Partnership, Inc., in establishing a One-Stop Career Center at the new Bonita-Sunnyside Branch Library, by Fall 2005.
- Create a marketing plan that aligns with the Library’s Strategic Plan and addresses community outreach.
- Reduce workplace injuries and workers’ compensation costs by 5%.
- Implement reservation and timeout software on 300 public Internet computers, ensuring that customers can receive access in a fair and efficient manner.
- Provide e-mail notifications to customers when reserve materials are ready to pick up at their branch library, reducing the cost of postage by 5%.
- Complete construction of the Bonita-Sunnyside and Campo-Morena Village branch libraries by Fall 2005.
- Newland Communities will begin construction of a new library. This developer-funded library will include building construction, library materials, fixtures, and furniture for the new 4S Ranch Branch Library, all at no cost to the County. Project completion Summer 2006.
- Incorporate relevant, cultural, ethnic programming as a major component of the opening festivities of new branch libraries.



- Reconfigure the El Cajon branch to utilize a “marketplace” model to provide greater self-service in a customer-friendly, bookstore-like environment.

Changes from 2004-05 Adopted

Staffing

Staffing increase of 2.50 staff years in Fiscal Year 2005-06.

- Increase of 2.00 staff years to provide staffing for the new Bonita-Sunnyside Branch Library.
- Increase of 0.50 staff years to better align clerical staff functions with their classifications at Library Headquarters.

Expenditures

Increase in expenditures of \$2.2 million.

- Salaries and Benefits increase of \$0.9 million due to negotiated labor agreements and increased staffing for the new Bonita-Sunnyside Branch Library and Library Headquarters.
- Services and Supplies increase of \$1.0 million for maintenance costs of new Julian and Bonita-Sunnyside Branch libraries and fluctuations in ongoing costs for office equipment, major maintenance, external overhead costs, library materials, and other miscellaneous accounts.

- Capital Assets Equipment increase of \$0.3 million for the purchase of self-checkout machines for various branches and the purchase of a vehicle for a “Homework on Wheels” mobile unit.

Revenues

Net increase in revenues of \$2.2 million.

- \$2.1 million increase in Taxes Current Property.
- \$0.1 million increase in Taxes Other Than Current Secured for increased redevelopment pass-through revenues.
- \$0.3 million decrease in Intergovernmental Revenues from a decrease in available State grants.
- \$0.2 million increase in Fund Balance. The budgeted \$0.7 million in Fund Balance will be used to purchase minor equipment for the new Campo-Morena Village and Bonita-Sunnyside Branch libraries, self-checkout machines, and ergonomic equipment.

Significant Changes in Fiscal Year 2006-07

Staffing is approved to increase by 5.00 positions in Fiscal Year 2006-07 to provide staffing for a new branch library in the 4S Ranch Community.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Cost Per Hour Open ¹	\$388.48	\$372.97	N/A	N/A
Circulation/Usage ¹	22,643,000	N/A ²	N/A	N/A
Circulation/Electronic Resource Usage ¹	5,617,000	5,287,845	N/A	N/A
% Increase of Library Programs to Meet the Diverse Needs of San Diego County ¹	2.60%	255.68% ³	N/A	N/A
% Increase of Community Partnerships to Respond to Community Needs ¹	6.32%	5.45%	N/A	N/A
Library Hours Open ⁴	74,141	74,228	74,883	80,200
Website Hits ¹	17,026,000	N/A ²	N/A	N/A
Annual Average Circulation per Item ⁵	N/A	2.51	3.0	3.25
Circulation/ Subscription Database Usage per Capita ⁶	N/A	5.5	5.7	5.9
Customer Satisfaction Rating ⁷	N/A	4.7	4.75	4.8
Average Satisfaction of Attendees at Programs Designed to Meet the Diverse Needs of San Diego County ⁸	N/A	N/A	4.5	4.6

¹ These measures are being deleted in order to provide performance measures that are more meaningful as to the impact Library services have on the lives of our residents.

² Data for these measures are unavailable due to a change in software early in the Fiscal Year.

³ Subsequent to setting a target for this measure, management chose to place extra emphasis on cultural programming, which resulted in 450 programs.

⁴ Library Hours Open represents the overall level of accessibility that the community has to the Library branches.

⁵ Annual Average Circulation per Item represents how relevant our materials are to our customers. A higher level of circulation means that the materials are what our customers want in the collection.

⁶ Circulation/Subscription Databases Usage per Capita represents the penetration of Library services in the community. Growth in this measure indicates that more people are using more library resources.

⁷ On a scale of 1 to 5, with 5 being the highest level of satisfaction. Customer Satisfaction indicates how individuals perceive the Library's ability to provide services of value to them.

⁸ On a scale of 1 to 5, with 5 being the highest level of satisfaction. High Satisfaction for targeted programs indicates attendees' individual perception of how well the Library is meeting the needs of its diverse population.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Library Operations and Administration	18.50	19.00	19.00
Library Professional & Technical Support Service	47.50	48.25	48.25
Library Branch Operations	221.50	222.75	227.75
Total	287.50	290.00	295.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Library Operations and Administration	\$ 3,102,906	\$ 2,520,248	\$ 4,145,316	\$ 3,895,902
Library Professional & Technical Support Service	6,618,029	8,845,323	5,558,783	5,660,972
Library Branch Operations	19,081,205	16,286,944	21,314,369	22,005,818
Total	\$ 28,802,140	\$ 27,652,517	\$ 31,018,468	\$ 31,562,692

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 17,319,919	\$ 16,481,205	\$ 18,210,653	\$ 19,048,602
Services & Supplies	11,482,221	10,638,840	12,477,815	12,514,090
Capital Assets Equipment	—	23,207	330,000	—
Operating Transfers Out	—	509,263	—	—
Total	\$ 28,802,140	\$ 27,652,517	\$ 31,018,468	\$ 31,562,692



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	488,000	—	730,000	—
Taxes Current Property	20,784,012	21,954,952	22,856,304	24,088,078
Taxes Other Than Current Secured	583,171	1,075,924	708,722	751,172
Fines, Forfeitures & Penalties	—	(12,320)	—	—
Revenue From Use of Money & Property	187,600	200,291	199,000	199,000
Intergovernmental Revenues	1,001,829	992,979	722,000	722,000
Charges For Current Services	1,613,528	1,344,753	1,658,442	1,658,442
Miscellaneous Revenues	594,000	437,403	594,000	594,000
Other Financing Sources	3,550,000	3,511,176	3,550,000	3,550,000
General Revenue Allocation	—	(1,852,641)	—	—
Total	\$ 28,802,140	\$ 27,652,517	\$ 31,018,468	\$ 31,562,692

General Services



Department Description

The Department of General Services provides support services to all other County departments enabling them to deliver “best in class” services to the public. General Services' support includes Facilities Management and Fleet Management. All services are provided through Internal Service Funds (ISF). An Internal Service Fund operates on a business-like model directly billing customer departments for the cost of services.

Mission Statement

To provide cost effective, efficient, high quality, and timely support services to County departments, groups and agencies.

2004-05 Accomplishments

Strategic Initiative – Kids

- Bonita-Sunnyside Library scheduled to open in December 2005.
- Completed 10% of the Spring Valley Gym and Teen Center construction.
- Campo-Morena Library scheduled to open in November 2005.
- Installed heating, ventilation, and air conditioning control system at Polinsky Children's Center.
- Completed land purchase for Library site in Fallbrook in February 2005; extended option to purchase Alpine Library site due to lack of Proposition 14 bond funds to make purchase.
- Land purchase for Lakeside Sports Complex is delayed, awaiting funding and site identification.
- Completed Hillcrest lease renewal extension with New Alternatives in January 2005, which provides short- and long-term residential treatment programs for children and adolescents.

Strategic Initiative – The Environment

- Completed installation of stormwater management infrastructure improvements at the County Operations Center.
- Due to cost constraints the countywide recycling program to include glass at all County facilities was not expanded.
- Ensured that all new custodial contracts included requirements for Stormwater Best Management Practices.
- Supported Department of Public Works Transportation Improvement Program through acquisition of additional right-of-way on Valley Center Road, Parkside Street, and Kenwood Drive.
- Completed Department of Public Works' requested portions of South Santa Fe Drive right-of-way mapping and document consultation oversight.
- Acquired 732 acres (73% of goal) for open space preservation in support of Multiple Species Conservation Program (MSCP).
- Completed site biological review and began the community planning process to develop the Ramona Intergenerational Community Campus Master Plan.



- Proposed revised Memorandum of Agreement for transfer of County's Camp Lockett property in Campo to the State of California for the Buffalo Soldier's Historic Park.
- Due to pending required National City general plan changes, sale of 15-acre Open Space Easement to the City of National City was delayed.
- Completed Request for Proposals issuance and received responses for Master Operator/Developer for Heritage Park.
- Completed 100% of State required emissions testing/inspections on County vehicles.
- Completed and passed an unannounced State Bureau of Automotive Repair (BAR) inspection of government vehicle emissions testing program.
- Ensured 100% compliance with Stormwater Best Management Practices for vehicle maintenance and refueling facilities.
- Acquired 100% of all vehicles approved for purchase by the Board of Supervisors for use in County work assignments that are the most fuel-efficient and lowest emission vehicles in their class.
- Researched and developed new Board of Supervisors Policy (H-2) for the acquisition of all County vehicles. Policy H-2 limits the acquisition of Sport Utility Vehicles (SUV), sets emission and fuel economy standards for County vehicles purchased, establishes a goal for the acquisition of Alternative Fuel Vehicle (AFV)/Hybrid vehicles, and establishes replacement criteria for County vehicles.
- Continued sale negotiations for 0.53 acres of surplus land to the City of National City for the Plaza Bonita Expansion. Sale is pending a final offer from National City, expect sale closing in June 2006.

- Implemented the Facilities Management Division Strategic Energy Plan as part of the Facilities Asset Management Business Plan to functionally thread energy conservation opportunities through all phases of the facility life cycle.

Strategic Initiative – Safe and Livable Communities

- Completed the Crime Lab renovation, including roof, heating, ventilation, and air conditioning.
- Expanded the Condition Assessment program for County facilities to include Americans with Disabilities Act (ADA) requirements.
- Identified and repaired trip hazards at County facilities.
- Continued to negotiate purchase of the remaining 10,000 square foot parcel to complete the Downtown Block acquisition; purchase delayed until Fiscal Year 2005-06.
- Completed the sale of the 20-acre portion of the Edgemoor property on Hoffman Lane for \$15.9 million. Escrow closed July 2004.
- Completed the sale of 10.3 acres in Rancho San Diego to Wal-Mart for \$2.5 million. Escrow closed July 2004.
- Optioned the sale of 16.06 acres of surplus land in the City of Vista with transaction to close in Summer 2005.
- Executed the lease/build-to-suit contract for the Assessor/Land Use Environment Group San Marcos buildings in February 2005 with occupancy set for January/February 2006.
- Completed 50% of effort to finish master planning/obtain entitlements for the 108 acres of Edgemoor property south of the San Diego River in Santee.
- Completed 45% of effort to finish master planning/obtain entitlements for the 79 acres of Edgemoor property within the floodway of the San Diego River in Santee.



- Continued to monitor the Development and Disposition Agreement within Ryan Companies, which involves the sale or lease, over a ten-year period, of approximately 88 acres of High Tech Overlay Zone land on the Edgemoor property south of the San Diego River in Santee.
- Deferred the sale of 10 acres of the 21-acre mixed-use parcel at Edgemoor to Spring 2006, pending approval of Edgemoor master plan by City of Santee. This property is a portion of the 88-acre High Tech Overlay Zone.
- Deferred the sale of approximately 15 to 20 acres of residential/senior housing land (Edgemoor property) north of the San Diego River to late 2005, pending approval of Edgemoor master plan by City of Santee.
- Executed exclusive negotiation agreement with Pacific Scene toward a Development Agreement for the 41-acre Weld Boulevard site at Gillespie Field in support of Department of Public Works Airports Division.
- Prepared report for Department of Public Works, Inactive Waste Site Management, on sale and lease of potential surplus landfill properties.
- Delayed sale of 0.47 acres of surplus land (triangle) on south side of Mast Boulevard, Lakeside, pending approval from Department of Public Works.
- Sold 0.87 acres of surplus land on Los Coches Road, Lakeside.

Required Discipline – Essential Infrastructure

- Completed the Polinsky Children’s Center Nursery construction.
- Completed 50% of the stormwater grant demonstration project.
- Completed 15% of the Edgemoor Skilled Nursing Facility replacement.
- Completed 95% of the North County Animal Shelter.
- Received Board of Supervisors approval to replace the Countywide fuel management system.

- Initiated Court Facilities Transition negotiations with the State.
- Completed \$3.1 million in capital renewal and \$7.1 million in major maintenance projects.
- Successfully upgraded the Department of General Services computerized facilities maintenance management system to incorporate preventive maintenance and routine maintenance activities.
- Produced the first Major Maintenance Requirements Submittal documenting all major maintenance requirements residing in the facilities maintenance management system.
- Published the first Major Maintenance Implementation Plan as part of the funding process for major maintenance.

Required Discipline – Fiscal Stability

- Completed \$3 million worth of energy savings projects, 50% more than targeted.

2005-07 Objectives

Strategic Initiative – Kids

- Complete land purchase for Lakeside Sports Complex.
- Renegotiate or relocate lease for Health and Human Services Agency/District Attorney Welfare Fraud unit in Kearny Mesa.
- Continue to provide safe and healthy living environments for children through major maintenance projects at County facilities serving children.
- Facilitate implementation of First Five Commission Capital Improvement Program and projects at County Libraries, if funded.
- Complete design of new dorm at San Pasqual Academy.
- Complete Spring Valley Gym and Teen Center, and Bonita-Sunnyside and Campo-Morena Village Libraries.



Strategic Initiative – The Environment

- Complete transfer of first phase of County's Camp Lockett property in Campo to the State of California for the Buffalo Soldiers' Historic Park.
- Complete sale of 15-acre Open Space Easement to the City of National City.
- Complete the Ramona Intergenerational Community Campus Master Plan and environmental assessment.
- Sell 0.53 acres of surplus land to the City of National City for the Plaza Bonita Expansion.
- Select lessor and complete negotiations for 128-Acre organic farming parcel in Tijuana River Valley Regional Park.
- Complete selection of Master Operator/Developer for Heritage Park.
- Complete master planning/obtain entitlements for 79 acres of Edgemoor property within floodway of San Diego River, Santee.
- Review the option of reducing miles driven and overall vehicle fleet through consolidation of mail operations throughout the County.
- Expand and enhance Best Management Practices for stormwater control at all County facilities.
- Seek additional State grant funding for expanding stormwater treatment upgrades at major County facilities.
- Purchase 36,000 square foot building in Scripps Ranch for Air Pollution Control District as replacement for their 31,000 square foot leased space in Kearney Mesa. Project to be completed by December 2005.
- Support Department of Parks and Recreation through acquisition of additional open space for the Multiple Species Conservation Program (MSCP), pending funding and grant availability.

Strategic Initiative – Safe and Livable Communities

- Pending funding availability, purchase the remaining 10,000 square foot parcel to complete the Downtown Block acquisition.
- Support Department of Public Works Inactive Waste Site Management on the identification and sale or lease of surplus landfill properties.
- Purchase completed buildings from developer for Assessor/Land Use Environment Group, San Marcos project, Winter 2005.
- Execute Development Agreement with Pacific Scene for the 41-acre Weld Boulevard site at Gillespie Field.
- Support Sheriff in negotiation of additional leases needed to enhance 800 Mhz system coverage.
- Complete sale/lease of approximately 15 acres of High Tech Overlay Zone land at the Edgemoor property.
- Expand the department's focus and involvement in matters affecting Facility and Campus Security issues as they relate to County operations.
- Complete Edgemoor Healthcare Campus construction.

Required Discipline – Essential Infrastructure

- Acquire right-of-way in support of Department of Public Works' Transportation Improvement Program.
- Implement new automated fuel system including radio-frequency (RF) activation.
- Implement vehicle telematics project that provides Global Positioning System (GPS), trip planning, vehicle diagnostics, remote emissions inspections, and accurate vehicle usage information to better manage the vehicle fleet by: promoting more timely maintenance, assuring proper emissions testing, and increasing safety by being able to identify where vehicles are in case of an emergency.



Required Discipline –Fiscal Stability

- Sell 10 acres of the 21-acre mixed-use parcel at Edgemoor. This sale will provide additional financial resources to assure the construction and ongoing operation of Edgemoor Skilled Nursing Facility with minimal County General Purpose Revenues.

Changes from 2004-05 Adopted

Staffing

Increase in staffing of 4.25 staff years.

- Increase of 3.25 staff years to provide building maintenance for more than 127,000 new square feet at facilities coming online throughout the County during Fiscal Year 2005-2006. Tenants of the buildings will be charged for the cost of this addition.
- Transfer of 1.00 staff year from the Auditor and Controller to provide accounting support.

Expenditures

Increase in expenditures of \$5.3 million:

- Salaries and Benefits increase of \$1.7 million due to negotiated labor agreements and increase in staff.
- Services and Supplies increase of \$2.2 million due to increased costs associated with utilities, fuel, and external department overhead payments (A-87).
- Other Charges increase of \$0.2 million associated with increased vehicle depreciation expenses.

- Operating Transfers increase of \$1.1 million associated with a direct General Fund contribution in support of Countywide general management and statutory/regulatory services provided by the Department of General Services.

Revenues

Net increase in revenues of \$5.2 million in direct relation to the increase in expenditures, as an Internal Service Funds (ISF) department, General Services balances revenues with expenditures.

- Charges for Services increase of \$3.3 million due to increased costs associated with utilities and fuel and increased project management support for Major Maintenance projects.
- Other Financing Sources increase of \$1.1 million in association with the General Revenue Allocation to fund Countywide Capital, Space Planning, Americans with Disabilities Act (ADA) management, and regulatory programs.
- Use of Fund Balance decrease of \$0.3 million. Budget of \$8.1 million will fund the Fleet Services Internal Service Fund (ISF) - Vehicle Acquisition purchases.
- General Revenue Allocation increase of \$1.1 million (\$1.2 million total budget) to fund Countywide Capital, Space Planning, Americans with Disabilities Act (ADA) management, and regulatory programs.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
U.S. Mail pieces processed (in millions) ¹	14.4	13.2	N/A	N/A
% of fleet preventive maintenance completed	97%	99%	97%	97%
% vehicle repair/maintenance completed in 3 days or less	90%	90%	90%	90%
% of facilities equipment preventive maintenance completed ¹	90%	90%	N/A	N/A
% of emergency facilities maintenance requirements responded to within 48 hours	100%	100%	100%	100%
% increase in lease revenue year-to-year ²	N/A	N/A	5%	5%
% of projects completed within estimated budget ²	N/A	N/A	90%	90%

¹ These measures are being deleted in order to provide performance measures that more meaningfully reflect the effectiveness of department services.

² These measures are new effective Fiscal Year 2005-06 to better reflect departmental performance.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Facilities Management Internal Service Fund	263.75	271.00	271.00
Fleet Management Internal Service Fund	62.00	59.00	59.00
Total	325.75	330.00	330.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Facilities Management Internal Service Fund	\$ 81,112,974	\$ 80,142,370	\$ 84,130,221	\$ 85,245,711
Fleet Management Internal Service Fund	35,417,714	27,655,769	36,585,956	36,741,715
General Fund Contribution to GS ISF's	136,780	1,594,920	1,250,000	1,250,000
Total	\$ 116,667,468	\$ 109,393,059	\$ 121,966,177	\$ 123,237,426

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 26,491,593	\$ 25,183,411	\$ 28,214,941	\$ 28,976,911
Services & Supplies	69,886,348	71,677,511	72,077,990	72,750,210
Other Charges	9,648,607	9,871,508	9,857,246	9,694,305
Capital Assets/Land Acquisition	—	(2,110)	—	—
Capital Assets Equipment	9,156,000	(66,442)	9,216,000	9,216,000
Reserves	100,000	—	100,000	100,000
Operating Transfers Out	1,384,920	2,729,181	2,500,000	2,500,000
Total	\$ 116,667,468	\$ 109,393,059	\$ 121,966,177	\$ 123,237,426



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	8,385,234	—	8,093,228	8,093,228
Fines, Forfeitures & Penalties	—	202,229	—	—
Revenue From Use of Money & Property	960,444	1,927,627	960,444	960,444
Intergovernmental Revenues	660,909	1,286,013	671,790	671,790
Charges For Current Services	103,767,909	96,495,162	107,092,647	108,363,896
Miscellaneous Revenues	871,272	1,071,650	898,068	898,068
Other Financing Sources	1,884,920	4,394,822	3,000,000	3,000,000
General Revenue Allocation	136,780	4,015,556	1,250,000	1,250,000
Total	\$ 116,667,468	\$ 109,393,059	\$ 121,966,177	\$ 123,237,426

Housing and Community Development



Department Description

The Department of Housing and Community Development provides housing assistance and community improvements that benefit low- and moderate-income persons. The department provides services to County residents through rental assistance, minor home improvement loans, first-time homebuyer assistance, and public improvement programs. These programs reduce blight, improve neighborhoods, and alleviate substandard housing. They also increase the supply of affordable housing by preserving the housing stock and stimulating private sector production of lower-income housing units.

Mission Statement

Promote safe, affordable housing opportunities and improved communities in the San Diego region.

2004-05 Accomplishments

Strategic Initiative – Kids

- Provided a nurturing environment for community youth by assisting families to secure safe, decent, and affordable housing. Provided housing assistance subsidy to 10,878 households.
- Implemented Youth Employment Preparation Program to provide mentoring and career development opportunities within Community Services Group departments for eight youth participating in Emancipated Foster Youth Tenant-Based Rental Assistance Program.
- Provided Education and Job Training Scholarships to 18 qualified youth and adult residents of Public Housing complexes.
- Enhanced the educational and support program for 70 Family Self-Sufficiency participants.
- Through community collaboration, created a Computer Learning Laboratory with scheduled classes and supervised laboratory practice for 532 adults and youth participating in HCD-funded housing programs.

Strategic Initiative – The Environment

- Encouraged energy efficiency in 103 units of affordable housing developed with assistance from County housing programs.
- Provided affordable housing opportunities for 86 mobile home park and apartment residents in conjunction with approved redevelopment project areas.

Strategic Initiative – Safe and Livable Communities

- Supported Safe and Livable Communities by ensuring that federal assistance was directed towards building communities free of drugs and violence by screening all rental assistance applicants and participants for criminal history and sex offender registration.
- Assisted in the revitalization of lower-income neighborhoods with 41 projects involving new public facilities or improvements to existing facilities.
- Assisted in the development of 103 safe and sanitary affordable housing units for low-income families.

2005-07 Objectives

Strategic Initiative – Kids

- Provide a nurturing environment for community youth by assisting families to secure safe, decent, and affordable housing, through housing assistance subsidies to approximately 10,700 households annually.



- Implement Phase Two of the pilot Youth Employment Preparation Program by expanding mentorship and career development opportunities for up to 10 youth participating in Rental Assistance Programs annually.
- Develop the framework for an Education and Job Training Scholarship Program for participants of the Family Self-Sufficiency Program in 2006-07.
- Continue and enhance the educational and support program by providing information and referral services for a minimum of 55 Family Self-Sufficiency participants annually.
- Provide funding for a minimum of two public improvements that enrich children's lives, such as parks, athletic fields, and libraries.

Strategic Initiative – The Environment

- Encourage energy efficiency in 100 units of affordable housing developed with assistance from County housing programs annually.
- Offer the Energy-Efficient Utility Allowance to all projects meeting the threshold criteria.

Strategic Initiative – Safe and Livable Communities

- Conduct a minimum of 10 Community Revitalization Committee meetings annually.
- Assist in revitalization of lower-income neighborhoods with at least 40 Community Development projects involving new public facilities or improvements to existing facilities annually.
- Ensure assisted housing is directed towards building communities free of drugs and violence by verifying all participants are in compliance with administrative policies and regulations.
- Ensure all assisted housing meets federal housing quality standards by conducting approximately 10,700 inspections annually.

- Assist in the development of 100 safe and sanitary affordable housing units annually by encouraging development proposals using Affordable Housing Funds for gap financing.

Changes from 2004-05 Adopted

Staffing

Deletion of 18.00 vacant staff years to adjust to available ongoing revenue.

Expenditures

Net decrease in expenditures of \$5.4 million.

- Net decrease of \$1.4 million in Salaries and Benefits due to the deletion of 18 vacant positions offset by negotiated salary and benefit increases.
- Decrease of \$2.3 million in Services and Supplies.
 - \$0.4 million decrease in the department's operational Services and Supplies cost due to reduction in costs related to deleted positions and reduced maintenance cost associated with the Rental Assistance software.
 - \$1.9 million decrease in the Multi-Year Projects Services and Supplies estimated project costs due to reductions in grant funding.
- Decrease of \$1.3 million in Other Charges due to decrease in multi-year project estimates due to reductions in grant funding.
 - Net decrease of \$0.4 million net decrease in Operating Transfers Out to bring the budget more in line with projected annual expenditures.

Revenues

Net decrease in revenues of \$5.4 million.

- Intergovernmental Revenues decrease of \$5.2 due to reductions in federal grants.
- Federal revenues, which include reimbursement for non-departmental overhead costs, exceed expenditures budgeted in this department. The resulting negative



General Revenue Allocation partially funds indirect costs in the Community Services Group reducing the actual General Revenue Allocation in that program.

Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Number of families assisted ¹	10,717	10,795	N/A	N/A
Percentage of the maximum number of rental assistance vouchers in use, or the percentage of dollars spent on voucher cost, whichever is lower ²	N/A	N/A	97%	97%
Program participants receiving educational and job training opportunities designed to enhance self sufficiency	80	96	80	80
Number of newly constructed and rehabilitated units that exceed the California's State Energy Code, Title 24 by a minimum of 15% for new units, or by at least 20% better than existing building conditions for existing units	100	103	100	100
Number of Community Development projects completed to enhance low-income neighborhoods and communities	40	41	40	40
Maintain a high level of customer satisfaction	97%	95%	97%	97%

¹ This measure is being eliminated in favor of a new measure that more accurately reflects departmental performance.

² This measure replaces the first measure to more accurately reflect the department's performance.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Housing & Community Development	121.00	103.00	103.00
Total	121.00	103.00	103.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Housing & Community Development	\$ 11,722,449	\$ 9,387,341	\$ 9,910,225	\$ 10,374,752
HCD - Multi-Year Projects	29,350,836	10,389,410	25,720,350	25,720,350
Total	\$ 41,073,285	\$ 19,776,751	\$ 35,630,575	\$ 36,095,102

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 9,323,652	\$ 7,833,424	\$ 7,948,360	\$ 8,411,351
Services & Supplies	22,786,895	6,896,039	20,429,250	20,430,786
Other Charges	4,457,030	2,242,561	3,145,172	3,145,172
Expenditure Transfer & Reimbursements	—	(50,183)	(31,000)	(31,000)
Operating Transfers Out	4,505,708	2,854,910	4,138,793	4,138,793
Total	\$ 41,073,285	\$ 19,776,751	\$ 35,630,575	\$ 36,095,102

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Intergovernmental Revenues	41,302,135	22,803,044	36,072,964	36,537,491
Charges For Current Services	—	31,915	50,000	50,000
Miscellaneous Revenues	372,860	404,996	380,000	380,000
General Revenue Allocation	(601,710)	(3,463,204)	(872,389)	(872,389)
Total	\$ 41,073,285	\$ 19,776,751	\$ 35,630,575	\$ 36,095,102

Purchasing and Contracting



Department Description

The Department of Purchasing and Contracting operates as an Internal Service Fund (ISF), purchasing all goods, materials, and services for the County of San Diego, as provided for in the County Charter. The department is also responsible for the centralized reutilization and disposal of surplus equipment and salvage materials and provides printing, records management, indexing and scanning, and micrographic services to County departments. The department ensures the competitive process is utilized for best price and highest quality while conforming to purchasing regulations and emphasizing excellent customer service practices. An Internal Service Fund operates on a business-like model directly billing customer departments for the cost of services.

Mission Statement

To provide the most effective and efficient delivery of quality goods and services to County departments.

2004-05 Accomplishments

Strategic Initiative – Kids

- Encouraged all Purchasing and Contracting personnel to personally support County or local initiatives and events for kids' causes.
- Expedited all purchase orders and contracts pertaining to support of families.
- Provided dedicated support to First 5 Commission by assigning a senior procurement specialist and awarded 44 contracts valued at \$33.0 million in support of First 5 initiatives, and 33 contracts for Critical Hours and juvenile diversion programs. The First 5 Commission is responsible for allocating San Diego County's Proposition 10 (tobacco tax) funding and is committed to fund programs that promote health and well-being of children during their most critical years of development, from prenatal to ages 5.

Strategic Initiative – The Environment

- Designated a senior procurement specialist to actively support and educate departments on the proper disposal of hazardous materials and electronic waste in accordance with State and federal guidelines.
- Promoted the acquisition of environmentally friendly products for use by County departments.

Strategic Initiative – Safe and Livable Communities

- Supported County procurement efforts in post-Firestorm 2003 related goods and services especially as related to public safety initiatives, and the restoration of local parks and recreational facilities.

Required Discipline – Fiscal Stability

- Documented and tracked procurement savings in the Oracle financial system and other utility software.
- Achieved significant cost savings of over \$25 million for County taxpayers through use of: reverse auctions (definition below) for patrol vehicles, trucks, temporary services, foodstuffs for the jail system, copiers, legal publications, and dead tree removal services following



the wildfires; cooperative agreements (definition below); increased procurement card usage; and other cost saving efforts.

- Expanded use of procurement savings and cost avoidance techniques including alternate sourcing, simplified specifications, product substitution, surplus reutilization, and use of existing competed contracts and cooperative purchase agreements (definition below).

Required Discipline – Customer Satisfaction

- Identified and assigned permanent procurement contracting officers to County departments to provide better acquisition planning and specification development.
- Maintained constant visibility and conducted regular reviews of purchase requirements including immediate notification when milestones or required delivery dates were in jeopardy.
- Conducted two contract training academies.

Required Discipline - Information Management

- Used innovative technologies and purchasing methods such as reverse auctions to reduce acquisition costs.

2005-07 Objectives

Strategic Initiative – The Environment

- Create a website for use by County departments to identify excess property thereby encouraging reutilization rather than disposal of material goods.

Strategic Initiative – Safe and Livable Communities

- Conduct semi-annual briefings to the Fire District Association on new and expedited ways to purchase fire and life safety equipment.

Required Discipline – Fiscal Stability

- Obtain cost savings and reduce acquisition costs through use of reverse auctions, procurement card usage, and other methods for appropriate goods and services.

Savings goal for Fiscal Year 2005-06 is \$6.0 million and goal for Fiscal Year 2006-07 is \$5.5 million; newly identified savings diminish in future years as the use of innovative procurement methods is maximized.

- Conduct audits of 30% of procurement cardholders' accounts annually, approximately 210 procurement cardholders, to ensure proper procedures are being followed.
- Ensure zero percent of vendor protests will be successful which frees the County from increased administrative costs due to potential re-bidding of proposals.
- Realize cost savings through use of cooperative agreements with other government agencies. Savings goal for Fiscal Year 2005-06 is \$1.25 million and goal for Fiscal Year 2006-07 is \$1.0 million

Required Discipline – Customer Satisfaction

- Maintain a customer service satisfaction rating of 4.3 on a scale of 1-5 as evidence of the department's focus on quality customer service.

Required Discipline - Information Management

- Place 20% of active contracts in Fiscal Year 2005-06 and 30% in Fiscal Year 2006-07 on Documentum, a document management system that allows customers to view contracts online, and acts as the system of record.
- Review 20% of Board of Supervisors' policies that are relevant to Purchasing and Contracting annually and revise if necessary.

Changes from 2004-05 Adopted

Staffing

There are no changes in staffing.

Expenditures

Net increase in expenditures of \$0.01 million.

- Salaries and Benefits increase of \$0.3 million due to negotiated labor agreements.



- Services and Supplies decrease of \$0.4 million due to decreases in temporary contract help, software, interdepartmental costs, and fluctuations in other ongoing costs.
- Other Charges increase of \$0.1 million to cover costs for equipment leases.

Revenues

Net increase in revenues of \$0.01 million in direct relation to the increase in expenditures; as an Internal Service Fund (ISF), Purchasing and Contracting is required to balance revenues with expenditures.

- Charges for Current Services increase of \$0.3 million in direct relation to the increase in expenditures.
- Miscellaneous Revenues decrease of 0.3 million in direct relation to the increase in expenditures.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Realize cost savings through use of cooperative agreements ¹	\$1.5 million	\$2.4 million	\$1.25 million	\$1.0 million
Realize cost savings through reverse auctions, increased procurement card usage, and other sources ²	\$7.3 million	\$23.2 million	\$6.0 million	\$5.5 million
Place active contracts on Documentum ³	N/A	N/A	20%	30%
Increase number of awards of multi-year contracts for goods and services vs. one-year term contracts ⁴	10%	1,049%	N/A	N/A
Increase purchases utilizing cooperative purchasing agreements ⁵	10%	120%	10%	10%
Maintain customer service satisfaction rating of 4.3 (scale 1-5)	4.3	4.67	4.3	4.3

¹ Cooperative Agreements allow linkage to contracts already competitively bid by other government agencies, saving the County costs normally incurred to compete goods and services and taking advantage of quantity discounts available through existing government contracts. Newly identified savings diminish in future years as the use of cooperative agreements is maximized.

² Reverse auctions use web-based technology whereby bidders compete against one another to provide goods or services at the lowest cost to the County. Newly identified savings diminish in future years as use of reverse auctions and procurement card usage is maximized.

³ Documentum is a document management system that allows electronic viewing of current contract documents.

⁴ Nearly 100% of contracts are multi-year contracts – goal achieved.

⁵ Initial focused efforts identified numerous opportunities to use Cooperative Agreements. Future opportunities will be more limited as the use of cooperative agreements is maximized.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Purchasing ISF Record Mgmt & Print Services	30.00	30.00	30.00
Purchasing & Contracting Operations	45.00	45.00	45.00
Total	75.00	75.00	75.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Purchasing ISF Record Mgmt & Print Services	2,983,845	2,892,436	3,142,474	3,209,210
Purchasing & Contracting Operations	6,193,585	5,473,054	6,045,975	6,147,862
Total	\$ 9,177,430	\$ 8,365,490	\$ 9,188,449	\$ 9,357,072

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 5,963,860	\$ 5,638,286	\$ 6,273,820	\$ 6,472,230
Services & Supplies	3,103,501	2,582,006	2,739,117	2,709,330
Other Charges	110,069	171,709	175,512	175,512
Expenditure Transfer & Reimbursements	—	(26,511)	—	—
Total	\$ 9,177,430	\$ 8,365,490	\$ 9,188,449	\$ 9,357,072

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Revenue From Use of Money & Property	77,838	57,190	50,000	50,220
Intergovernmental Revenues	24,000	57,576	59,378	59,378
Charges For Current Services	8,622,726	7,874,145	8,976,927	9,140,184
Miscellaneous Revenues	452,866	144,828	102,144	102,144
Other Financing Sources	—	(318)	—	5,146
General Revenue Allocation	—	232,069	—	—
Total	\$ 9,177,430	\$ 8,365,490	\$ 9,188,449	\$ 9,357,072



County of San Diego Redevelopment Agency



Department Description

The County of San Diego Redevelopment Agency has two project areas, the Upper San Diego River Improvement Project Area and the Gillespie Field Project Area, focused on the promotion of private sector investment and development. The Upper San Diego River Improvement Project Area (USD RIP) is a redevelopment project covering approximately 532 acres located along both sides of the San Diego River and along Highway 67 in the Lakeside community. The Gillespie Field Redevelopment Project Area is an area of approximately 746 acres located at Gillespie Field Airport in the City of El Cajon, adjacent to the unincorporated area.

Mission Statements

Upper San Diego River Improvement Project

To eliminate blight, provide employment opportunities, encourage private sector investment, and enhance development opportunities in the project area.

Gillespie Field Redevelopment Project

To eliminate or alleviate conditions of blight in the Gillespie Field Redevelopment Project Area and to encourage economic development in East County.

2004-05 Accomplishments

Upper San Diego River Improvement Project

Strategic Initiative – Kids

- Developed final plans and text for the Riverway Trail Master Plan to provide recreational amenities for youth and the community.
- Provided housing opportunities to 65 low-income families by operating a Tenant-Based Rental Assistance Program.

- Preserved affordability of 34 at-risk units, whose rental restrictions are expiring, with the purchase of affordability covenants for a period of 55 years. The units are reserved for 17 low-income families and 17 very low-income families.

Strategic Initiative – The Environment

- Developed a matrix that shows opportunities and constraints for each segment of the Riverway Trail.
- Developed a cost analysis for the implementation of the Riverway Trail Alignment.
- The wetland delineation task was not initiated in Fiscal Year 2004-05 because the County is still working with various landowners to implement and/or dedicate the land for various trail segments on a case-by-case basis.
- The environmental documentation for the Riverway Trail Master Plan is an ongoing process and will be completed on a project by project basis for each property that is required to dedicate a trail segment.

Strategic Initiative – Safe and Livable Communities

- Received input from community stakeholders and the State and federal resource agencies (California Department of Fish and Game, United States Fish and Wildlife Service, Army Corps of Engineers) to determine permitting and phasing of the Riverway Trail Plan.



- Increased safe and decent housing opportunities for low-income residents by continuing Local Rent Subsidy Program for Redevelopment Area to assist a minimum of 65 families.

Gillespie Field Redevelopment Project

Strategic Initiative – Kids

- Contributed \$791,011 property tax increment revenues to four school districts.
- Created Aviation Outreach Program with community schools. Airport Engineer visited area high schools to discuss career development in aviation.
- Hosted Challenge Air event at Gillespie Field providing free airplane rides to approximately 100 disabled children.

Strategic Initiative – The Environment

- Worked with Airport Land Use Commission (ALUC) toward their completion of the Airport Land Use Compatibility Plan for Gillespie Field by June 2005. ALUC still working on the documents.
- Submitted application in July 2004 for Federal Aviation Administration (FAA) grant funding for preparation of an Environmental Impact Report (EIR) for Gillespie Field including aviation and non-aviation areas. The partial grant application has been approved by the FAA and a 2005 project level EIR grant offer was accepted in August 2005.

Strategic Initiative – Safe and Livable Communities

- Developed draft minimum standard requirements for those providing aeronautical services to ensure the safety of users and the surrounding community and submitted to FAA for final approval. FAA is currently reviewing.

- Submitted application in July 2004 for FAA grant funding for preparation of a Master Plan including compatible land uses for Gillespie Field. The grant has been approved by the FAA and a grant offer was accepted in August 2005.

2005-07 Objectives

Upper San Diego River Improvement Project

Strategic Initiative – Kids

- Meet inclusionary housing obligations required by California Redevelopment Law by making 13 more units available at affordable costs to low- and moderate-income households.
- Distribute the Riverway Trail Master Plan for public review and implement/construct trail segments in conjunction with development permits to provide recreational amenities for youth and the community.

Strategic Initiative – The Environment

- Prepare wetland delineation for the trail segments adjacent to the river, where necessary.
- Prepare wetland delineation for the trail segments adjacent to the river, where necessary. The wetland delineation task was not initiated by Fiscal Year 2004–05 because the County is still working with various landowners to implement and/or dedicate the land for various trail segments on a case-by-case basis.

Strategic Initiative – Safe and Livable Communities

- Continue to provide safe and decent housing opportunities for low-income residents by continuing Local Rent Subsidy Program for Redevelopment Area to assist a minimum of 65 families.



- Continue to work with community stakeholders and the State and federal resource agencies (California Department of Fish and Game, United States Fish and Wildlife Service, Army Corps of Engineers) to determine permitting and phasing of the Riverway Trail Plan.

Gillespie Field Redevelopment Project

Strategic Initiative – Kids

- Continue to contribute tax increment revenues to four school districts.
- Contribute to State Education Revenue Augmentation Fund (ERAF).

Strategic Initiative – The Environment

- Initiate a mitigation plan to address any areas of concern identified in the Phase II Hazardous Materials Assessment Report for Site Two.
- Submit application for FAA grant for median erosion control.
- Clean Site Two leasehold premises of above-ground debris.

Strategic Initiative – Safe and Livable Communities

- Contribute 20% of tax increment for low- and moderate-income housing.
- Submit application for FAA grant to acquire land for safety areas at ends of three runways at Gillespie Field.

Changes from 2004-05 Adopted

Upper San Diego River Improvement Project

Expenditures

Decrease in expenditures of \$2.0 million.

- Services and Supplies decrease of \$0.8 million due to the projected completion of planning efforts in the area.
- Other Charges decrease of \$1.1 million due to the planned pay off of General Fund debt.

Revenues

Net decrease in revenues of \$2.0 million due to a reduction in expected tax increment revenue.

- Projected revenue is directly tied to the remaining debt obligation as the property tax increment received by the Redevelopment Agency is based on outstanding debt obligation and available resources. Over the past several years the Agency has paid off debt to the County Flood Control District (100% pay off), Lakeside Sanitation District (100% pay off) and a portion of the debt to the General Fund. This decrease in debt equals a decrease in revenue. Over the next several Fiscal Years the Agency expects to complete pay off of the General Fund debt. At that point the Upper San Diego River portion of the Redevelopment Agency ceases to collect revenue.

Gillespie Field Redevelopment Project

Expenditures

Decrease in expenditures of \$1.0 million due to repayment of Airport Enterprise Fund loan from anticipated new bond issue rather than Special Fund.

Revenues

Revenue decrease of \$1.0 million due to repayment of Airport Enterprise fund from bond issue rather than utilizing fund balance and Special Revenue Fund transfers.



Upper San Diego River Improvement Project

Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Estimated property tax increment	\$1,238,400	\$675,080 ¹	\$484,219 ¹	\$484,219 ¹
Percent of tax increment utilized for project administration	7%	7%	7%	7%
Project acres managed and maintained ²	532	532	N/A	N/A

¹ The decrease in revenue is due to the decrease in debt.

² This measure is being eliminated in favor of measures that more accurately reflect agency performance.

Gillespie Field Redevelopment Project

Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Estimated property tax increment	\$2,328,143	\$1,933,415	\$2,357,767	\$2,386,178
Percent of tax increment utilized for project administration	7%	8%	8%	8%
Project acres managed and maintained ¹	746	746	N/A	N/A
Contracts Managed	111	108	112	112
Newly developed land leases executed (in net acres)	0	0	4	4

¹ This measure is being eliminated in favor of measures that more accurately reflect agency performance.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Total	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Upper San Diego River Redevelopment Project Area	\$ 2,769,148	\$ 792,326	\$ 799,399	\$ 736,028
Gillespie Field Redevelopment Project Area	6,951,376	3,200,570	5,915,740	5,795,494
Total	\$ 9,720,524	\$ 3,992,896	\$ 6,715,139	\$ 6,531,522

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Services & Supplies	4,789,062	1,249,245	3,409,914	3,546,106
Other Charges	4,205,833	2,221,972	2,573,672	2,385,643
Operating Transfers Out	725,629	521,678	731,553	599,773
Total	\$ 9,720,524	\$ 3,992,896	\$ 6,715,139	\$ 6,531,522

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	1,780,200	—	190,934	—
Taxes Other Than Current Secured	5,219,335	2,607,967	4,700,322	4,661,102
Revenue From Use of Money & Property	66,250	108,261	83,463	97,403
Miscellaneous Revenues	1,929,110	956,719	1,146,330	1,173,244
Other Financing Sources	725,629	521,678	594,090	599,773
General Revenue Allocation	—	(201,729)	—	—
Total	\$ 9,720,524	\$ 3,992,896	\$ 6,715,139	\$ 6,531,522



Registrar of Voters



Department Description

The Registrar of Voters is entrusted with providing the means for all eligible citizens of San Diego County to exercise their right to actively participate in the democratic process. The department works to ensure widespread, ongoing opportunities to register and vote in fair and accurate elections for all federal, State, and local offices and measures. The Registrar of Voters is also responsible for providing access to the information needed to utilize the initiative, referendum, and recall petition processes.

Mission Statement

Under the jurisdiction and direction of the Board of Supervisors, and with the assistance of the California Secretary of State, conduct voter registration and voting processes with the highest level of professional election standards, accountability, security, and integrity, thereby earning and maintaining public confidence in the electoral process.

2004-05 Accomplishments

Strategic Initiative – Kids

- Recruited 1,116 student poll workers for the November 2004 Presidential General Election.
- Provided 25 local schools with polling booths and mock voting materials.
- Provided 31 local high schools and 70 History and Civics classes with voter registration cards for eligible students.

Strategic Initiative – The Environment

- Included two filler pages advertising environmental issues, Clean Water Project and West Nile virus, in the Sample Ballot Pamphlet for the November 2004 General Election.

- Recycled printed elections materials from the November 2004 General Election and Special Elections for the City of San Diego, City of Santee, City of Oceanside, and Rainbow and Ramona Municipal Water District
- Provided quarterly information to staff on energy conservation.

Strategic Initiative – Safe and Livable Communities

- Successfully conducted the November 2004 Presidential General Election and Special Elections for the City of San Diego, City of Santee, City of Oceanside, and Rainbow and Ramona Municipal Water Districts.
- Maintained and protected confidential voter information through existing protocol and procedures.
- Maintained the accuracy and integrity of the voter file by identifying and removing or updating voter registration records in accordance with State and federal law.

2005-07 Objectives

Strategic Initiative – Kids

- Expand the Student Poll Worker Program for high school seniors by 5% to 1,172 students for the 2006 General Election.
- Expand the minority-language outreach program by educating parents of voting rights and services via bilingual students.



- Continue to support high school voter registration programs for eligible students.

Strategic Initiative – The Environment

- Enhance the distribution of information related to County environmental issues by reserving for Land Use and Environment Group the highest priority and most widely distributed “filler” pages in the Sample Ballot and Voter Information Pamphlets.
- Continue to recycle printed elections materials.
- Continue to support the County’s energy conservation efforts by issuing quarterly reminders to all staff and increasing energy monitoring.

Strategic Initiative – Safe and Livable Communities

- Successfully conduct the June 2006 Gubernatorial Primary and November 2006 Gubernatorial General Elections.
- Provide the ability for vision- and/or hearing-impaired people to vote unassisted at their polling place beginning with the June 2006 Primary.
- Maintain the accuracy and integrity of the voter registration file by identifying and removing or updating voter registration records in accordance with State and federal law.

Changes from 2004-05 Adopted

Staffing

Net increase of 3.00 staff years.

- 3.00 staff years added to provide language services and voter outreach to the Spanish, Filipino, and Vietnamese communities.
- 1.00 staff year transferred to the Community Services Group Executive Office and 1.00 staff year added to manage the new Election Services Division.

Expenditures

Increase in expenditures of \$4.7 million.

- Salaries and Benefits increase of \$1.8 million due to negotiated labor agreements, the net addition of 3.00 permanent staff years, and the addition of temporary election workers for the implementation of the touch screen voting system and voter verifiable paper trail for the June 2006 Primary Election.
- Services and Supplies increase of \$2.9 million to provide multi-language ballots and sample ballots, bilingual poll workers, technical systems support at each polling location, increased field assistance on Election Day, and enhanced poll worker training and polling place communications for the June 2006 Primary Election.

Revenues

Net increase in revenues of \$4.7 million.

- Intergovernmental Revenues increase of \$1.7 million for an anticipated grant from the California Secretary of State for activities related to the federal Help America Vote Act.
- Charges for Current Services decrease of \$1.3 million due to fewer billable jurisdictions requesting department election services in the Gubernatorial Primary Election as compared to the Presidential General Election.
- Decrease of \$0.3 million (total budget of \$0.5 million) in Reserve Designations and increase of \$0.2 million (total budget of \$0.6 million) in Fund Balance, due to the temporary suspension of State SB90 funding for Mandated Activities, primarily Absentee Voting.
- General Revenue Allocation increase of \$4.2 million related to the implementation of and support for the electronic voting system anticipated to be used for the June 2006 Primary, and the requirement to provide additional minority language services, including Ballots, Sample Ballot Pamphlets, and bilingual poll workers.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Registered Voters ¹	1,400,000	1,513,300	NA	N/A
Cost per Contest per Registered Voter ²	\$0.23	\$0.13	\$0.25	\$0.15
Removal and Updates to Voter Rolls ¹	500,000	510,343	N/A	N/A
Overall Customer Satisfaction Rating ³	4.6	4.5	4.65	4.7
Fixed points of distribution for voter registration forms and information.	400	358	425	450
Precincts tallied by 11:30 p.m. Election Night	N/A	53%	70%	73%
% of Total Absentee Ballots tallied by the Monday after Election Day	N/A	74%	80%	82%

¹ These measures are being eliminated in favor of new measures that more accurately reflect departmental performance.

² The variance between 2004-05 Adopted and 2004-05 Actual is due to the large number of contests on the ballot for the November 2004 Election. Cost per contest per registered voter for 2005-06 Proposed is increased due to small number of contests on the ballot for the June 2006 Primary Election.

³ Scale of 1-5, with 5 being "excellent."



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Registrar of Voters	50.00	53.00	53.00
Total	50.00	53.00	53.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Registrar of Voters	\$ 9,294,418	\$ 12,323,731	\$ 14,013,054	\$ 14,307,012
Total	\$ 9,294,418	\$ 12,323,731	\$ 14,013,054	\$ 14,307,012

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 4,631,945	\$ 5,948,215	\$ 6,467,875	\$ 6,598,017
Services & Supplies	4,637,473	6,362,092	7,505,179	7,708,995
Capital Assets Equipment	25,000	13,423	40,000	—
Total	\$ 9,294,418	\$ 12,323,731	\$ 14,013,054	\$ 14,307,012

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Reserve/Designation Decreases	\$ 748,035	\$ —	\$ 451,965	\$ —
Fund Balance	417,810	—	633,490	—
Fines, Forfeitures & Penalties	—	650	—	—
Intergovernmental Revenues	—	971,844	1,747,442	1,648,217
Charges For Current Services	2,700,000	3,902,725	1,423,500	2,825,000
Miscellaneous Revenues	165,000	279,904	225,000	226,000
General Revenue Allocation	5,263,573	7,168,608	9,531,657	9,607,795
Total	\$ 9,294,418	\$ 12,323,731	\$ 14,013,054	\$ 14,307,012

Finance and General Government Group

Finance and General
Government Group

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**Finance and General Government Group
Summary & Executive Office**
.....
- Board of Supervisors**
.....
- Assessor / Recorder / County Clerk**
.....
- Treasurer - Tax Collector**
.....
- Chief Administrative Office**
.....
- Auditor and Controller**
.....
- County Technology Office**
.....
- Civil Service Commission**
.....
- Clerk of the Board of Supervisors**
.....
- County Counsel**
.....
- Grand Jury**
.....
- Human Resources**
.....
- Media and Public Relations**
.....
- CAC Major Maintenance**
.....

Finance and General Government Group & Executive Office



Group Description

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

Mission Statement

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

2004-05 Accomplishments

Strategic Initiative – Kids

- Completed 99% of all advisory assignments for Health and Human Services Agency (HHSA) in support of its goal to improve services provided to children.
- Reviewed 100% of all juvenile dependency petitions prior to filing by HHSA in Juvenile Court to identify legal issues associated with factors that place children at risk.
- Continued to collect revenue supporting health services for children, including services aiding in the prevention of fetal and infant deaths.
- Continued to collect the marriage license fees funding Domestic Violence programs.

Strategic Initiative – The Environment

- Provided timely completion of 100% of all advisory assignments involving departments pursuing code enforcement matters.
- Handled 100% of all civil cases for departments pursuing code enforcement matters.
- Favorably settled 100% of all resolved court cases involving civil code enforcement matters.

Strategic Initiative – Safe and Livable Communities

- Achieved timely completion of 100% of the advisory assignments for the departments of Agriculture, Weights, and Measures and Animal Services in support of their goals to protect the public from harmful pests and animals.
- Achieved timely completion of 99% of the advisory assignments for the departments of Environmental Health and Air Pollution Control in support of their goals to protect communities from hazardous pollutants and public nuisances.
- Provided 60 training programs Countywide to train department staff to perform their duties safely, and to avoid creating risks for members of the public. Such trainings included the following:



- Provided eight Risk Roundtable training sessions for various County departments.
- Participated in 21 Settlement Committee sessions involving rendering of advice, guidance, and recommendations on how to perform duties more safely in order to avoid risks to the public.

Required Discipline – Fiscal Stability

- Provided accounting, budget, and payroll services to County departments to provide the essential infrastructure for fiscal discipline and stability across the organization.
- Monitored fiscal performance and stability of the County through participation in the Quarterly review process for all County groups.
- Provided leadership in the development of mitigation strategies to maintain core public services as economic challenges are faced by the County due to State revenue reductions.
- Monitored the limitation of the use of one-time resources for one-time expenditures to maintain a structurally balanced budget and strong credit ratings.
- Provided capital finance management services to County departments to maintain a favorable standing in the capital market and prudent management of the County's debt portfolio.
- Managed and maintained a favorable credit quality rating and volatility rating for the San Diego County Treasurer's Pooled Money Fund by protecting the pool investments against losses through the execution of prudent and conservative investment policies.
- Provided resources for the provision of services to the public through the collection of revenue from the assessment of property, processing Documentary Transfer Taxes, associated property taxes, and Recording and County Clerk fees.

- Provided fair and uniform assessment of all property within San Diego County to ensure full valuation and compliance with property tax laws.
- Achieved a pre-trial dismissal of 74% of all resolved cases won by the County through an aggressive pre-trial motion practice to dismiss lawsuits against the County in the early stages of the litigation in order to avoid the high cost of attorney time, expert witnesses, discovery, trial costs, and other miscellaneous litigation costs.
- Provided 157 training sessions for County departments to assist with the goal of avoiding or mitigating risks of liability associated with program operation and performance of duties.
- Collected 98% of secured taxes and 99% of unsecured taxes.

Required Discipline – Accountability/Transparency

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

Required Discipline – Skilled, Competent Workforce

- Worked with the Federal Mediation and Conciliation Service and Service Employees International Union (SEIU), Local 2028 to enhance existing Labor/Management Committees.
- Benchmarked turnover rates with comparable organizations to determine the County's success in the retention of a skilled and competent workforce. Developed appropriate retention strategies as necessary.
- Conducted process analyses of recruitment, selection and compensation activities to improve efficiency and effectiveness of core human resources processes.



- Provided over 150 separate training programs to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate legal risk.
- Provided over 40 specialized training, risk roundtables, settlement committee discussions, and post-litigation debriefings to specifically address risk management issues for various County departments.
- Issued 10 County Counsel Special Bulletins to inform County officials of new developments involving court rulings and new legislation.
- Provided 105 training sessions for HHS social workers and other staff to assist them in the performance of their duties in accordance with State law.

Required Discipline – Information Management

- Completed the procurement process and awarded a contract to replace the existing System Managed Accounts Receivable System (SMART). The replacement of the current system will significantly reduce annual maintenance costs and will improve overall collection activities.
- Awarded a contract to replace the existing Property Tax System.
- Continued with implementation of remaining phases of the Enterprise Resource Planning (ERP) project.
- Implemented an automated Recording System to increase productivity and enhance efficiency within Assessor/Recorder/County Clerk and make information readily accessible to the public.
- Recorded, maintained and provided access to information regarding actions taken by the Board of Supervisors and other official County records and actions.

- Began development of a replacement for the Clerk of the Board Assessment Appeals (CBAA) software system as a part of the new property tax administration system project in collaboration with the Assessor, Tax Collector and Auditor and Controller.
- Implemented a web-based open enrollment process available to County employees for the selection of and update of health benefits.
- Converted hardcopy records and reports to electronic images.
- Purchased and implemented a Countywide Integrated Electronic Payment system to streamline payment processing and access by the public.

Required Discipline –Customer Satisfaction

- Achieved a customer satisfaction survey result of a minimum of 95%.
- Recorded, archived, and made available all vital records to the public.

2005-07 Objectives

Required Discipline – Fiscal Stability

- Provide superior financial services for the County of San Diego that ensures financial integrity, promotes accountability in government, and maintains the public trust.
- Deliver the highest quality legal services to our clients as efficiently and economically as possible to facilitate the achievement of County government’s goal to better serve the residents of San Diego County.

Required Discipline –Customer Satisfaction

- Create, maintain and provide County official records, and fair and uniform assessments of all properties in San Diego County so that all citizens and customers may benefit from superior government services.



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

Required Discipline – Information Management

- Provide Information Technology support to County departments so that they may continue to provide superior services to the citizens of San Diego County.

Required Discipline – Skilled, Competent Workforce

- Provide and retain a skilled and competent workforce to County of San Diego Departments so that they may continue to deliver superior services to San Diego County residents.

Required Discipline – Accountability/Transparency

- Maintain taxpayer confidence in San Diego County government by providing clear, timely, and accurate communication on the County's performance.

Executive Office Changes from 2004-05 Adopted

Staffing

Decrease of 3.00 staff years due to the transfer of 2.00 staff years to the Department of Human Resources to support the Countywide staff training and development program for

the Enterprise Resource Planning (ERP) System and the transfer of 1.00 staff year to Auditor and Controller to maintain the new timekeeping system.

Expenditures

Net decrease in expenditures of \$1.1 million.

- Net increase in Salaries and Benefits of \$1.3 million due to negotiated salary and benefit increases offset by the reduction of 3.00 staff years.
- Decrease of \$2.2 million in Services and Supplies costs due to a decrease in one-time information technology costs as a result of further implementation of the ERP and the related decline in the maintenance and support of the legacy systems.
- Management Reserves of \$1.8 million to be used for one-time projects related to the implementation or licensing of the ERP.

Revenues

Net decrease in revenues of \$1.1 million.

- Decrease in use of Fund Balance of \$3.8 million. Budgeted Fund Balance will be used to fund one-time information technology projects.
- Increase of \$2.7 million in General Revenue Allocation for the ongoing needs of the Group.



Staffing by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Finance & Genl Govt Exec Offices	24.00	21.00	21.00
Board of Supervisors	59.00	59.00	59.00
Assessor / Recorder / County Clerk	462.00	462.00	462.00
Treasurer - Tax Collector	123.00	123.00	123.00
Chief Administrative Office	15.50	15.50	15.50
Auditor and Controller	256.00	252.00	252.00
County Technology Office	17.00	15.00	15.00
Civil Service Commission	4.00	4.00	4.00
Clerk of the Board of Supervisors	37.00	37.00	37.00
County Counsel	135.00	138.00	138.00
Grand Jury	1.00	1.00	1.00
Human Resources	112.00	118.00	118.00
Media and Public Relations	22.00	22.00	22.00
Total	1,267.50	1,267.50	1,267.50

Expenditures by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Finance & Genl Govt Exec Offices	17,503,894	16,185,688	16,389,307	14,394,281
Board of Supervisors	6,179,860	5,935,225	6,072,107	6,052,974
Assessor / Recorder / County Clerk	45,540,080	45,972,411	46,214,380	47,577,535
Treasurer - Tax Collector	14,493,592	13,927,841	15,307,637	15,284,923
Chief Administrative Office	3,986,672	3,864,225	4,311,912	4,233,661



Expenditures by Department

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Auditor and Controller	25,628,882	25,377,959	28,015,277	26,796,282
County Technology Office	116,577,235	110,340,002	122,593,014	107,273,030
Civil Service Commission	412,766	468,749	563,318	555,870
Clerk of the Board of Supervisors	5,594,619	4,878,249	6,446,254	6,400,226
County Counsel	19,071,831	18,626,189	19,691,493	20,126,489
Grand Jury	511,630	470,683	570,283	573,013
Human Resources	18,234,661	16,769,287	19,527,623	19,494,717
Media and Public Relations	2,369,952	2,531,868	2,602,205	2,586,093
CAC Major Maintenance	375,000	903,525	834,949	225,000
Total	\$ 276,480,674	\$ 266,251,909	\$ 289,139,759	\$ 271,574,094



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Executive Offices	24.00	21.00	21.00
Total	24.00	21.00	21.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Executive Offices	\$ 17,503,894	\$ 16,185,688	\$ 16,389,307	\$ 14,394,281
Total	\$ 17,503,894	\$ 16,185,688	\$ 16,389,307	\$ 14,394,281

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 2,371,295	\$ 2,223,660	\$ 3,670,971	\$ 3,614,490
Services & Supplies	13,132,599	11,398,598	10,918,336	8,979,791
Other Charges	—	2,563,430	—	—
Management Reserves	2,000,000	—	1,800,000	1,800,000
Total	\$ 17,503,894	\$ 16,185,688	\$ 16,389,307	\$ 14,394,281

Budget by Categories of Revenue

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Reserve/Designation Decreases	3,238,200	—	3,238,200	2,201,400
Fund Balance	5,820,000	5,820,000	2,000,000	2,836,800
Intergovernmental Revenues	—	34,634,455	—	—
Charges For Current Services	—	322	—	—
Miscellaneous Revenues	—	171,580	—	—
General Revenue Allocation	8,445,694	(24,440,669)	11,151,107	9,356,081
Total	\$ 17,503,894	\$ 16,185,688	\$ 16,389,307	\$ 14,394,281



Board of Supervisors



Department Description

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

Board General Office

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

District 1

Supervisor Greg Cox represents more than 611,000 residents of the First Supervisorial District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from Crown Point on Mission Bay in the north to the U.S./Mexico international border. At the heart of the district lies San Diego Bay, a 23-square mile resource for commerce, ecology and recreation. The First Supervisorial District includes the incorporated cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, Crown Point, Grant Hill, La Playa, Lincoln Park, Logan Heights, Loma Portal, Memorial, Midway, Mission Beach, Mount Hope, Mountain View, Nestor, Ocean Beach, Otay, Palm City, Point Loma, San Ysidro, Shelltown, Sherman Heights, Southcrest, Stockton, Sunset Cliffs, and part of Downtown San Diego. The district also includes the unincorporated communities of Bonita, Sunnyside, Lincoln Acres, and East Otay Mesa.

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

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

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

District 2

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



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

District 3

Chairwoman Pam Slater-Price represents more than 600,000 residents in a district encompassing an expansive area that includes large parts of coastal and inland North County and most of suburban San Diego, as well as vital institutions such as the University of California San Diego (UCSD) and the technology/medical/scientific hub that has grown up around it in Sorrento Valley, Mira Mesa, and La Jolla.

The supervisor represents diverse communities and constituencies in Escondido and Mira Mesa, respectively; the eclectic community of Pacific Beach; semi-rural areas in Encinitas and Escondido; distinct beach communities along Highway 101; the bedroom communities of Scripps Ranch, Mira Mesa, and Sabre Springs; older San Diego neighborhoods like Navajo and San Carlos; and La Jolla.

The services provided by the County in her district are various and crucial. The County provides law enforcement services for the cities of Del Mar, Solana Beach, and Encinitas, and there are often issues relating to those services that the supervisor is asked to address. Constituents frequently contact the office to ask for assistance with health and welfare services. An increasing number of residents

throughout the district call the office with requests to assist them with cases before the Department of Child Support Services. There are also four County libraries within the Third District.

In addition, the district has a unique blend of urban, suburban, semi-rural, and open space areas. Maintaining the balance between these areas requires that the supervisor be actively engaged in issues relating to growth and habitat preservation. This includes participation in numerous boards, commissions and Joint Power Agreements (JPAs) charged with managing open space areas. Supervisor Slater-Price has also taken a leadership role in helping to bring the cities within her district together in order to resolve issues relating to traffic and beach erosion. Finally, as the representative of communities directly threatened by wildfires, she has a strong interest in public safety and environmental issues dealing with fire abatement and service response.

With the onset of significant fiscal problems at both the State and federal levels, an increasing number of non-profits and business organizations are turning to the supervisor for help with funding. In response, the supervisor has become involved in various health, charitable, community, and service organizations that provide vital services to constituents in her district and to residents throughout the county. She has also taken a leadership role in issues that affect the county as a whole, such as military base closures.

Given the scope of the supervisor's duties, her office budget reflects staffing needs commensurate with demand. District Three includes a wide variety of commercial, educational, environmental, socio-economic, and political interests that require professional and timely attention. The district office as currently constituted enables Chairwoman Slater-Price to provide her constituents with access to appropriate County functions such as law enforcement, health and human services, child support services, environmental protection, economic development, and libraries.



District 4

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

District 5

Supervisor Bill Horn has represented the Fifth District since his election to the Board of Supervisors in 1994. The district covers the northern most area of San Diego County and stretches from the wave-swept sands of the Oceanside coast, to the pine-topped hills of the Palomar Mountain Range and beyond to the expanses of the Borrego Desert.

The district, with nearly 1,800 square miles, is a vast resource of nature, industry, resorts, golf courses, fine restaurants, and agriculture. Nearly 587,000 people reside in the Fifth District. Efficient and friendly service is a top priority for Supervisor Horn. His staff assists with research, development and analysis of the County budget, operations and policies in addition to responding to the needs of constituents and supporting Supervisor Horn in his contact with the public. Supervisor Horn is proud of the district's improved health care, public safety and strong relationships with faith-based groups.

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista and San Marcos, as well as Marine Corps Base Camp Pendleton. The district includes the unincorporated communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, DeLuz, Del Dios, Eagles Nest, Eden Valley, Elfin Forest, Fairbanks Ranch, Fallbrook, Gopher Canyon, Harmony Grove, Hidden Meadows, Jesmond Dene, La Costa, La Jolla Amago, Lake Henshaw, Lake San Marcos, Lake Sutherland, Lake Wohlford, Lilac, Morettis, Live Oak Park, Oak Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley, Rainbow, Ranchita, Rancho Monserate, Rancho Santa Fe, Rancho Santa Margarita, Rock Springs, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, Vista Acres, Warner Springs and Winterwarm. The district is also home to the Indian Reservations of La Jolla, Los Coyotes, Mesa Grande, Pala, Pauma/Yuima, Rincon, and San Pasqual. Also within the district boundaries are vast areas of National Forest, State Park lands, and the United States Naval Weapons Station at Fallbrook. Supervisor Horn is an avocado rancher, so agriculture remains close to his heart. Agriculture is a major industry (the fourth most important in the county) in the Fifth District, with many hills and valleys covered with groves of avocado and citrus trees. Decorative flowers, grown commercially, paint the hills of Carlsbad each year with a rainbow of colors. Elsewhere, cattlemen tend their herds in the oak-studded, inland valleys and farmers plant



and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the Borrego desert.

Tourism and industrial development are thriving in the Fifth District. The Biotechnology industry is represented in Oceanside, Carlsbad, Vista and San Marcos. Many of the

major golf club makers are also part of the business success of the Fifth District. Supervisor Horn is committed to property rights, public safety, balanced growth, traffic relief and properly using our natural resources.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Board of Supervisors District 1	10.00	10.00	10.00
Board of Supervisors District 2	11.00	11.00	11.00
Board of Supervisors District 3	11.00	11.00	11.00
Board of Supervisors District 4	12.00	12.00	12.00
Board of Supervisors District 5	13.00	13.00	13.00
Board of Supervisors General Offices	2.00	2.00	2.00
Total	59.00	59.00	59.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Board of Supervisors District 1	\$ 1,027,346	\$ 1,012,312	\$ 1,027,346	\$ 1,027,346
Board of Supervisors District 2	1,054,121	1,004,694	1,054,121	1,054,121
Board of Supervisors District 3	1,015,560	1,068,091	1,015,560	1,015,560
Board of Supervisors District 4	1,027,346	963,441	1,027,346	1,027,346
Board of Supervisors District 5	1,114,642	1,075,080	1,114,642	1,114,642
Board of Supervisors General Offices	940,845	811,603	833,092	813,959
Total	\$ 6,179,860	\$ 5,935,225	\$ 6,072,107	\$ 6,052,974

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 5,343,775	\$ 5,138,373	\$ 5,281,455	\$ 5,284,857
Services & Supplies	836,085	796,851	790,652	768,117
Total	\$ 6,179,860	\$ 5,935,225	\$ 6,072,107	\$ 6,052,974



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Charges For Current Services	—	2,562	—	—
Miscellaneous Revenues	—	12	—	—
General Revenue Allocation	6,179,860	5,932,651	6,072,107	6,052,974
Total	\$ 6,179,860	\$ 5,935,225	\$ 6,072,107	\$ 6,052,974

Assessor/Recorder/County Clerk



Department Description

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

Mission Statement

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

2004-05 Accomplishments

Strategic Initiative – Kids

- Collected revenue to support children's health services, such as the prevention of fetal and infant deaths.
- Recorded judgments to collect funds from parents, delinquent with their child support payments.
- Helped the County's abused and neglected children by donating money collected from wedding photo fees to the Polinsky Children's Center.
- Supported the Battered Children's Fund by collecting fees funding the program.

Strategic Initiative – The Environment

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

Strategic Initiative – Safe and Livable Communities

- Supported County Criminal Justice services by collecting fees funding the programs.
- Collected the fees funding the District Attorney's efforts to combat real estate fraud.
- Collected the marriage license fees funding Domestic Violence programs.

Required Discipline – Fiscal Stability

- Ensured that the County remained fiscally sound by accurately assessing property, processing Documentary Transfer Taxes, and collecting associated property taxes and recording fees.
- Maintained fair and full valuation of all property within San Diego County.

Required Discipline – Customer Satisfaction

- Continued high customer service with over 94% positive Customer Survey results.

Required Discipline-Information Management

- Implemented an automated Recording System to enhance efficiency.



2005-07 Objectives

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

- Record property ownership that enables access to public ownership information in a timely manner to facilitate the buying, selling, and financing of property.
- Locate, identify, and appraise all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules, and regulations.
- Record births, deaths, marriages, and Fictitious Business Name statements, which enable the public and businesses to establish identity in order to conduct their affairs in a timely manner.

Required Discipline – Fiscal Stability

- Collect, distribute, and account for all mandated fees and transfer taxes so County departments, federal and State agencies, cities, and special districts can fulfill their legally mandated responsibilities.

Changes from 2004-05 Adopted

Staffing

There are no changes in staffing.

Expenditures

Net increase in expenditures of \$0.7 million.

- Salaries and Benefits increase of \$1.2 million due to negotiated labor agreements.
- Services and Supplies decrease of \$0.6 million due to fewer maintenance projects and reduced information technology costs as a result of newer, more efficient systems.
- No change in Management Reserves. The budgeted \$0.2 million will be used for one-time projects.

Revenues

Net increase in revenues of \$0.7 million.

- Charges for Current Services increase of \$2.1 million in Property Tax Administration revenue to fund one-time projects.
- General Revenue Allocation decrease of \$1.5 million.
- No change in use of Fund Balance. The budgeted \$0.2 million will be used for one-time projects.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Appraisals Performed ¹	125,000	166,629	N/A	N/A
Business Audits Performed ¹	1,000	1,000	N/A	N/A
Number of Documents Recorded/Examined ¹	1,300,000	1,367,005	N/A	N/A
Recorded Documents and Vital Records copied ¹	295,000	305,159	N/A	N/A
Fictitious Business Name Filings ¹	35,000	47,600	N/A	N/A
% of ownership records indexed within two business days. ²	N/A	N/A	95%	95%
% rating achieved on the State Board of Equalization Valuation Survey samples. ²	N/A	N/A	95%	95%
% of mandated assessments completed by close of annual tax roll. ²	N/A	N/A	100%	100%
% Vital Records certificates and licenses indexed within 48 hours of receipt of the electronic files. ²	N/A	N/A	95%	95%

¹ These measures will be discontinued as of Fiscal Year 2005-2006 as they do not reflect outcome-based performance.

² These measures are new as of Fiscal Year 2005-06 to better reflect outcome-based performance.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Property Valuation ID	294.50	294.50	294.50
Recorder / County Clerk	131.00	131.00	131.00
Public Information Services	19.50	19.50	19.50
Management Support	17.00	17.00	17.00
Total	462.00	462.00	462.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Property Valuation ID	\$ 28,543,514	\$ 27,276,477	\$ 28,716,095	\$ 29,558,583
Recorder / County Clerk	12,436,187	14,609,743	12,295,561	12,671,236
Public Information Services	1,525,522	1,769,450	1,559,655	1,603,741
Management Support	3,034,857	2,316,740	3,643,069	3,743,975
Total	\$ 45,540,080	\$ 45,972,411	\$ 46,214,380	\$ 47,577,535

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 33,915,509	\$ 33,739,561	\$ 35,147,596	\$ 36,462,851
Services & Supplies	11,424,571	12,051,472	10,866,784	10,914,684
Capital Assets Equipment	—	181,376	—	—
Management Reserves	200,000	—	200,000	200,000
Total	\$ 45,540,080	\$ 45,972,411	\$ 46,214,380	\$ 47,577,535



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	200,000	200,000	200,000	—
Licenses Permits & Franchises	440,000	467,096	440,000	440,000
Revenue From Use of Money & Property	140,000	193,454	140,000	140,000
Charges For Current Services	38,538,807	39,381,766	40,707,137	38,572,392
Miscellaneous Revenues	30,000	25,758	30,000	30,000
Other Financing Sources	—	(17)	—	—
General Revenue Allocation	6,191,273	5,704,354	4,697,243	8,395,143
Total	\$ 45,540,080	\$ 45,972,411	\$ 46,214,380	\$ 47,577,535



Treasurer-Tax Collector



Department Description

The Treasurer-Tax Collector (TTC) provides investment, banking, and other financial services to public agencies located within the County of San Diego and collects all local property taxes. The office manages an estimated \$4.0 billion in investment funds, bills and collects \$2.9 billion in property taxes annually, establishes and maintains all banking relationships for the County, administers the County's Deferred Compensation Plans, and serves as paying agent and fiscal agent for various local agency bond issues. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the San Diego County Employees Retirement Association (SDCERA) Board.

Mission Statement

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

2004-05 Accomplishments

Strategic Initiative – Kids

- Implemented the Deferred Compensation business plan to expand and improve education, information and services for employees and their families.
- Conducted three Financial & Investment Educational Symposiums for more than 1,000 attendees, to expand and improve education, information and services for employees and their families.
- Worked toward development of financial literacy program for kids in elementary schools throughout the County. This initiative is in coordination with the banking services contract for the County. Completion pending final implementation of new Countywide banking services.

Strategic Initiative – The Environment

- Worked towards converting hardcopy records and reports to electronic images to conserve natural resources but evaluation indicated this project would not be cost effective due to the significant cost of conversion.
- Worked towards purchase and implementation of a Countywide Integrated Electronic Payment system to streamline payment processing and conserve natural resources. This initiative is in coordination with the banking services contract for the County. Completion pending final implementation of new Countywide banking services.

Required Discipline – Fiscal Stability

- Collected 98% of secured taxes and 99% of unsecured taxes.
- Reviewed and evaluated custody services and deferred compensation plan management services. The evaluation of custody services is on-hold pending final implementation of new Countywide banking services. Dramatic changes have been made to a portion of the deferred compensation plan management services resulting in significant savings to the County and plan participants. Evaluation will continue in Fiscal Year 2005-06.



Required Discipline – Information Management

- Continued development of Integrated Property System with the Assessor/Recorder/Clerk, Auditor & Controller, and Chief Technology Office.

Required Discipline - Continuous Improvement

- Collaborated with the Enterprise Resource Planning team to automate the wire transfer process.
- Streamlined banking processes by partnering with primary banking services provider to automate and consolidate existing processes.

Required Discipline - Customer Satisfaction

- Redesigned tax bills to improve their readability and clarity.
- Redesigned and enhanced the departmental website to increase customer satisfaction, including a Spanish version of the website.
- Enhanced the Interactive Voice Response (IVR) system to improve customer satisfaction, including a Spanish version of the IVR.
- Implemented the Treasurer’s Monthly Management package including an online Treasurer’s Monthly Management Report and Pooled Money Fund Portfolio Newsletter for full disclosure and education.
- Implemented departmentwide communication procedures to be followed by managers and employees to ensure smooth operations.

2005-07 Objectives

Required Discipline – Fiscal Stability

- Manage banking services for public entities and County departments to provide accurate recording of all funds on deposit and to facilitate daily reconciliation of funds in order to safeguard public funds and maintain public trust.

- Invest public monies held in the Treasury to maximize cash resources, without sacrificing the safety of principle or liquidity in order to continue to fund the delivery of superior services throughout the San Diego County region.
- Provide broad-based financial and consulting services to public agencies within the San Diego County region so they can make informed decisions that minimize taxpayer cost when issuing debt, and to ensure correct and timely payments to bond holders.
- Issue bills and notice to San Diego County taxpayers in order to collect the resources necessary to pay for publicly funded services.
- Receive and process payments in order to deposit funds in a timely manner in order to optimize investment opportunities on behalf of San Diego taxpayers.

Required Discipline – Information Management

- Coordinate an eCommerce initiative for the County of San Diego that will standardize processing of credit card and check payments through a web-based system, in order to minimize cost to the County.
- Continue to implement the Countywide Integrated Electronic Payment system to streamline payment processing and conserve natural resources.
- Continue participation in the development of an Integrated Property Tax System with the Assessor/Recorder/Clerk, Auditor & Controller, and Chief Technology Office.

Changes from 2004-05 Adopted

Staffing

There are no changes in staffing.

Expenditures

Increase in expenditures of \$0.8 million.



- Salaries and Benefits increase of \$0.5 million due to negotiated labor agreements and the reclassification of 11 positions in midyear Fiscal Year 2004-05 to create an Investment Accounting unit to support of the new automated wire transfer process.
- Services and Supplies increase of \$0.3 million due to planned information technology projects related to the new Countywide banking services, the implementation of toll-free calling services for County residents, and the automation of a bond tracking system.
- No change in Management Reserves. The budgeted \$0.2 million will be used for one-time operational needs.

Revenues

Net increase in revenues of \$0.8 million.

- Charges for Current Services increase of \$0.2 million due to an anticipated increase in property tax administration revenue.
- No change in Fund Balance. The budgeted \$0.2 million will be used for one-time operational needs.
- General Revenue Allocation increase of \$0.6 million to fund increased expenditures noted above.

Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Secured Taxes Collected (% of total)	98%	99%	98%	98%
Unsecured Taxes Collected (% of total)	99%	99%	97%	99%
Rate of Return on Investment Pool (%)	1.75%	2.25%	3.00%	3.25%
On-time and accurate payments to bond holders ¹	N/A	N/A	100%	100%
Customer Satisfaction Ratings (1-5, 5 being highest)	4.8	4.73	4.8	4.8

¹ This measure is new as of Fiscal Year 2005-06 to better reflect outcome-based performance.



Treasurer-Tax Collector

Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Treasury	30.00	30.00	30.00
Tax Collection	82.00	82.00	82.00
Administration - Treasurer / Tax Collector	11.00	11.00	11.00
Total	123.00	123.00	123.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Treasury	\$ 5,250,726	\$ 4,807,259	\$ 5,506,160	\$ 5,517,106
Tax Collection	7,806,332	7,804,456	8,247,275	8,315,891
Administration - Treasurer / Tax Collector	1,436,534	1,316,126	1,554,202	1,451,926
Total	\$ 14,493,592	\$ 13,927,841	\$ 15,307,637	\$ 15,284,923

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 8,812,330	\$ 8,075,674	\$ 9,328,326	\$ 9,592,733
Services & Supplies	5,481,262	5,852,166	5,779,311	5,492,190
Management Reserves	200,000	—	200,000	200,000
Total	\$ 14,493,592	\$ 13,927,841	\$ 15,307,637	\$ 15,284,923

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	200,000	200,000	200,000	200,000
Fines, Forfeitures & Penalties	800,000	864,732	799,000	799,000
Charges For Current Services	8,478,837	9,618,462	8,707,620	8,757,620
Miscellaneous Revenues	100,700	136,507	100,700	100,700
General Revenue Allocation	4,914,055	3,108,140	5,500,317	5,427,603
Total	\$ 14,493,592	\$ 13,927,841	\$ 15,307,637	\$ 15,284,923

Chief Administrative Office



Department Description

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

Mission Statement

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

2004-05 Accomplishments:

Throughout Fiscal Year 2004-2005, the Chief Administrative Officer used the principals and disciplines of the County's General Management System (GMS) to achieve and maintain operational excellence despite challenging circumstances. The Chief Administrative Officer and County management team:

- Achieved program needs outlined in the County's Strategic Plan, focusing on improving opportunities for children, protecting the environment and promoting safe and livable communities.
- Continued to manage operations using strict fiscal disciplines – such as maintenance of a structurally-balanced budget, limiting use of one-time funding to one-time projects, maintenance of prudent reserves and investing in preventive maintenance – earning the County of San Diego the highest credit ratings in the state.
- Managed organizational resources to maintain service levels and respond to changing needs without increasing staff years.
- Reversed the local and Statewide trend of double-digit workers' compensation increases, reducing County workers' compensation costs by 12% or \$3 million in Fiscal Year 2004-2005 through the Work Safe/Stay Healthy program.
- Improved professional development opportunities to ensure that the organization has a skilled, capable and diverse workforce – ready to meet future challenges and provide the public with consistent, quality public services.
- Sustained the County's commitment to accountability and transparency by maintaining the highest standards of accuracy in County financial reports and audits, responding to all Public Record Act requests, and maintaining the County's Office of Internal Affairs as an independent unit to investigate and report on allegations of improper government activity or discrimination.
- Vigorously advocated for the interests of San Diego County residents and businesses at the local, State, and federal level, obtaining State and federal funds for Homeland Security, fire fuel reduction, public safety, and programs for seniors and youth. Also, successfully fought proposed funding cuts for Probation and Child Support Services, as well as the imposition of new fees in unincorporated areas and the erosion of local control of land use matters.
- Achieved local, State and national recognition for government excellence. In Fiscal Year 2004-2005, San Diego County received numerous awards including:



- A record 41 Achievement Awards from the National Association of Counties (NACo). The County of San Diego received the highest number awards given to any county;
- One of the three National Association of Counties (NACo) 2005 Acts of Caring Awards given nationwide went to San Diego County's Health and Human Services Agency for its "Volunteering to Fill Health Care Gaps" program, a collaboration with public and private dental health providers to meet the dental health needs of children in low-income families;
- A tie for second place on a list of the nation's most digital savvy counties, according to the 2005 Digital Counties Survey, which examined how county governments use information technology to deliver services to citizens. The nationwide survey was conducted jointly by the Center for Digital Government and National Association of Counties (NACo); and,
- The 2005 Crumline Award, a prestigious national award dating back to 1955 and given annually to local environmental health jurisdictions who demonstrate excellence and continual improvement in a comprehensive food protection program was awarded to the Food and Housing Division of the Department of Environmental Health.

Strategic Initiatives & Required Disciplines

Specific accomplishments relating to the County's three Strategic Initiatives and the Required Disciplines are summarized under each County Department which reports to the CAO through the County's five Business Groups: The Public Safety Group, Community Services Group, Land Use and Environment Group, Finance and General Government Group and the Health and Human Services Agency.

2005-07 Objectives

Strategic Initiatives & Required Disciplines:

Specific goals relating to the County's three Strategic Initiatives and the Required Disciplines are summarized under each County Department that reports to the CAO through the County's five Business Groups – the Public Safety Group, Community Services Group, Land Use and Environment Group, Finance and General Government Group, and the Health and Human Services Agency.

In addition, the Chief Administrative Office will continue to manage County operations using the fiscal disciplines outlined in the County's General Management System and will focus on improving business processes to provide more services with fewer dollars at a faster speed with a higher level of quality.

The Chief Administrative Office will also oversee the timely completion of public facilities throughout the region, will oversee the successful award of a follow-on contract for Countywide Information Technology services and will oversee labor negotiations with 24 bargaining units, in addition to efficiently and effectively implementing all policy decisions made by the Board of Supervisors.

Changes from 2004-05 Adopted

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

Staffing

There are no changes in staffing.

Expenditures

Expenditures increase by a net \$0.3 million.



- Increase of \$0.2 million in Salaries and Benefits due to negotiated labor agreements and the full funding of five partially funded existing positions without an increase to current staff years.
- Increase in Services and Supplies of a net \$0.1 million due to cost of living adjustments in negotiated contracts and increases in Internal Service Fund accounts offset by the transfer of the San Dieguito River Valley Membership to the Land Use & Environment Group.

Revenues

Increase in revenues of \$0.3 million.

- Net increase in Charges for Current Services of \$0.01 million associated with increased reimbursement based on the cost allocation plan (A-87 charges).
- Increase in General Revenue Allocation of \$0.3 million to fund increases noted above.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Executive Office	7.50	7.50	7.50
Office of Intergovernmental Affairs	4.00	4.00	4.00
Internal Affairs	4.00	4.00	4.00
Total	15.50	15.50	15.50

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Executive Office	\$ 1,606,021	\$ 1,523,309	\$ 1,655,227	\$ 1,674,866
Office of Intergovernmental Affairs	1,266,543	1,242,795	1,433,240	1,414,679
County Memberships and Audit	615,201	602,076	661,201	615,201
Internal Affairs	498,907	496,044	562,244	528,915
Total	\$ 3,986,672	\$ 3,864,225	\$ 4,311,912	\$ 4,233,661

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 2,159,813	\$ 2,079,264	\$ 2,377,284	\$ 2,455,079
Services & Supplies	1,806,859	1,784,960	1,914,628	1,758,582
Management Reserves	20,000	—	20,000	20,000
Total	\$ 3,986,672	\$ 3,864,225	\$ 4,311,912	\$ 4,233,661

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	20,000	20,000	20,000	20,000
Intergovernmental Revenues	—	247	—	—
Charges For Current Services	49,826	42,970	57,023	57,023
Miscellaneous Revenues	—	377	—	—
General Revenue Allocation	3,916,846	3,800,631	4,234,889	4,156,638
Total	\$ 3,986,672	\$ 3,864,225	\$ 4,311,912	\$ 4,233,661

Auditor and Controller



Department Description

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

Mission Statement

To provide superior financial services for the County of San Diego that ensures financial integrity, promotes accountability in government, and maintains the public trust.

2004-05 Accomplishments

Required Discipline - Regional Leadership

- Supported Community charitable causes that support and care for children. The department exceeded prior year collections for San Pasqual Academy, raising over \$8,000 for the Academy and Auditor and Controller personnel also continued to contribute to the County Employees Charitable Organization (CECO)
- Auditor and Controller was designated County lead organizer for the 2004-05 March of Dimes charitable contribution campaign, raising \$53,250.

Required Discipline - Fiscal Stability

- Continued to provide value-added financial information and services to meet the operational, regulatory, and business requirements of our customers. Significant accomplishments included the following:
 - Completed the County's Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ending June 30, 2004;
 - Distributed over \$100 million of tax increment revenue to redevelopment agencies and over \$1.4 billion in property taxes to school districts and taxing agencies; and
 - Completed and submitted the Fiscal Year 2004-05 line-item budget required by the State of California.
- Through prudent fiscal management and adherence to the General Management System (GMS) principles, the County has continued to maintain its strong bond ratings of AA- (Fitch and S&P) and A1 (Moody's).



- Facilitated the development of the two-year Operational Plan for Fiscal Years 2005-06 and 2006-07.

Required Discipline - Accountability /Transparency

- Completed 100% of all mandatory audits and issued periodic audit advisories on emergent topics.

Required Discipline - Skilled, Competent Workforce

- Developed and updated annual employee development plans. These individual plans outline the core competency training and development objectives for the fiscal year. The department has exceeded their fiscal year 2004-05 goal of completing 80% of identified curriculum.
- Developed courses as part of the Dynamic Management Seminars led by the Department of Human Resources that includes training County managers in areas of budgeting and debt management.

Required Disciplines - Continuous Improvement and Information Management

- Completed the procurement process and awarded a contract to replace the existing System Managed Accounts Receivable System (SMART). The replacement of the current system will significantly reduce annual maintenance costs and will improve overall collection activities.
- Participated in the procurement process that ultimately awarded a contract to replace the existing Property Tax System, in coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, and County Technology Office. The new Integrated Property Tax System will significantly improve the ability of the County to provide for the accurate assessment, collection, and apportionment of property taxes.
- Continued as an executive sponsor of the Enterprise Resource Planning (ERP) system implementation. The first and second phases of the timekeeping function were

implemented, and included approximately 7,000 employees. The final completion date for the final phase will be in Fiscal Year 2005-06.

- Initiated a business process re-engineering effort related to the purchasing and accounts payable functions throughout the County in conjunction with the Finance and General Government Group Executive Office. This effort is expected to create greater efficiencies within these functions, and will be completed in Fiscal Year 2005-06.
- Completed the procurement process and awarded a multi-year contract to Macias, Gini, and Company Limited Liability Partnership (LLP) to perform annual audit services of the County's financial statements, the County's Comprehensive Annual Financial Report (CAFR) and the San Diego County Investment Pool CAFR.
- Completed the procurement process and awarded a contract for an Accounts Payable audit of payments for Fiscal Years 2002 through 2005 to recover erroneous or duplicate payments.

2005-07 Objectives

Required Discipline - Regional Leadership

- Identify current and future revenue, cost and cash flow trends in order to facilitate the allocation of limited resources to San Diego County groups and departments to achieve the most effective use of taxpayer dollars.

Required Discipline - Fiscal Stability

- Provide timely and accurate accounting, payment and collection services for County departments and external agencies that are compliant to County policies, procedures, laws and regulations.
- Through prudent fiscal management and adherence to the GMS principles, maintain the County's strong bond ratings of AA- (Fitch and S&P) and A1 (Moody's).



Required Discipline - Accountability /Transparency

- Provide timely federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers to ensure accountability and transparency for San Diego County financial transactions.
- Provide audit services, including State mandated and operational/performance audits, that ensure the integrity of management control systems, consistent performance across the enterprise, and a better use of resources.

Changes from 2004-05 Adopted

Staffing

Net staffing decrease of 4.00 staff years.

- Increase of 1.00 staff year as a result of fully funding two positions for operational needs, which had previously been partially funded.
- Transfer of 2.00 staff years to the Department of Planning and Land Use (DPLU) for the Developer Deposit Program. This is part of the implementation of the Oracle Projects and Grants and Accounts Receivable modules. This program spans over several departments within the Land Use and Environmental Group (LUEG) as well as managing cashiering services for departments outside of LUEG.
- Transfer of 2.00 staff years to the Department of Public Works to assist with rents and leases, accounts payable and accounts receivable functions.

- Transfer of 1.00 staff year to the Department of General Services to perform accounts receivable functions.

Expenditures

Increase in expenditures of \$2.4 million.

- Increase of a net \$1.2 million in Salaries and Benefits due to negotiated labor agreements and fully funding two positions that had previously been partially funded offset by the reduction of salaries and benefits related to the transfer of 5.00 staff years to other departments.
- Increase of \$1.1 million in Services & Supplies primarily due to \$0.7 million rebudgeted for the SMART replacement system and new information technology projects needed to enhance existing accounting and reporting functionality and processes.
- No change in Management Reserves. The budgeted \$0.2 million will be used for one-time projects.

Revenues

Revenues decrease by a net of \$2.4 million.

- Decrease of \$0.8 million in Intergovernmental Revenues, Charges for Current Services, Miscellaneous Revenues and Other Financing Sources. These changes reflect a reduction in reimbursements (reduced A-87 charges) and conservative projections correcting areas of revenue shortfalls in previous fiscal years.
- Increase of \$0.7 million in use of Fund Balance to reflect the SMART replacement system rebudget.
- Net increase of \$2.5 million in General Revenue Allocation to offset expenditure increases and revenue decreases discussed above.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Complete 100% of Mandated Audits ¹	100%	100%	N/A	N/A
Implement Enterprise Resource Planning (ERP) Systems ¹	Continue Phase 5B – 6 Implementation	Continued Phase 5B-6 Implementation	N/A	N/A
Achieve An Accuracy Rate of 100% for Property Tax Bills, Roll and Tax Apportionments ¹	100%	100%	N/A	N/A
Maintain County Bond Rating ¹	AA-	AA-	N/A	N/A
Planning – Percent difference between projected and actual General Purpose Revenues ²	N/A	N/A	3%	2.5%
Planning – Project General Fund Cash Flows within 2% of Arbitrage limits ²	N/A	N/A	2%	1%
Processing – Percent of County payments processed within 8 days of receipt of invoice in Accounts Payable ²	N/A	N/A	90%	92%
Reporting – Percent of reports/disclosures submitted on time ²	N/A	N/A	95%	95%
Auditing – Percent of audit recommendations implemented in current fiscal year ²	N/A	N/A	90%	92%

¹ These measures will be discontinued as of Fiscal Year 2005-2006 as they do not reflect outcome-based measures.

² These measures are new as of Fiscal Year 2005-06 to better reflect outcome-based measures.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Audits	15.00	15.00	15.00
Office of Financial Planning	11.00	12.00	12.00
Accounting and Fiscal Control	102.00	97.00	97.00
Revenue and Recovery	106.00	105.50	105.50
Administration	22.00	22.50	22.50
Total	256.00	252.00	252.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Audits	\$ 1,833,187	\$ 1,606,220	\$ 2,079,815	\$ 2,061,627
Office of Financial Planning	1,607,311	1,867,970	1,982,158	1,909,210
Accounting and Fiscal Control	9,259,882	9,382,234	9,155,670	9,301,458
Revenue and Recovery	9,369,900	8,958,699	10,369,703	9,506,752
Administration	3,558,602	3,562,834	4,427,931	4,017,235
Total	\$ 25,628,882	\$ 25,377,959	\$ 28,015,277	\$ 26,796,282

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 18,536,932	\$ 18,526,804	\$ 19,774,873	\$ 20,207,033
Services & Supplies	6,871,950	6,851,155	8,020,404	6,389,249
Other Charges	20,000	—	—	—
Capital Assets Equipment	—	—	20,000	—
Management Reserves	200,000	—	200,000	200,000
Total	\$ 25,628,882	\$ 25,377,959	\$ 28,015,277	\$ 26,796,282



Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	200,000	200,000	900,000	200,000
Fines, Forfeitures & Penalties	—	(132)	—	—
Intergovernmental Revenues	80,000	45,548	—	—
Charges For Current Services	6,667,920	6,141,481	6,236,205	6,316,988
Miscellaneous Revenues	626,776	512,295	335,500	335,500
Other Financing Sources	25,000	—	—	—
General Revenue Allocation	18,029,186	18,478,767	20,543,572	19,943,794
Total	\$ 25,628,882	\$ 25,377,959	\$ 28,015,277	\$ 26,796,282

County Technology Office



Department Description

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

Mission Statement

To provide Information Technology support to County Departments so that they may continue to provide superior services to the citizens of San Diego County.

2004-05 Accomplishments

Strategic Initiatives – Kids

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

Required Discipline - Fiscal Stability

- Reduced IT Application Maintenance Costs by developing a process, utilizing Information Technology Investment Management (ITIM), to ensure application investments target reductions in maintenance and support costs.

Required Discipline - Customer Satisfaction

- Increased CTO customer satisfaction results on surveys from 90% to 95% response.

Required Discipline - Regional Leadership

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

Required Discipline - Accountability/Transparency

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

Required Discipline - Essential Infrastructure

- Maintained the essential IT infrastructure required by County departments.

Required Discipline - Information Management

- Assisted County departments in identifying commercial-off-the-shelf (COTS) software that meets their needs.
- Continued to manage the implementation of the Enterprise Resource Planning (ERP) systems and the Integrated Property Tax System.

2005-07 Objectives

Required Discipline - Information Management

- Provide enterprise and department planning which enables County departments to leverage common technologies, conform to County IT standards, and implement best-value solutions (for delivery of services).
- Manage the final deployment for the remaining modules of the ERP system and the development of the Integrated Property Tax System.

Required Discipline - Essential Infrastructure

- Provide technology management services that enable County departments to successfully implement projects on time, within budget, and that work as planned.
- Provide the IT infrastructure and applications service model to support departmental needs.



Required Discipline - Customer Satisfaction

- Provide technology (IT) support that allows County departments to deliver uninterrupted services to their customers.

Required Discipline - Fiscal Stability

- Oversee the County's Technology Outsourcing Contract in order to ensure fair, responsible use of taxpayer resources and to attain the best value for the County's investment.

Changes from 2004-05 Adopted

Staffing

Net decrease of 2.00 staff years to align staffing with current workload.

Expenditures

Expenditures increase of \$6.0 million.

- Net increase of \$0.03 million in Salaries and Benefits due to negotiated labor agreements offset by the reduction of 2.00 staff years.
- Net increase of \$5.7 million in Services and Supplies is primarily due to the payment of development and implementation costs of the Integrated Property Tax System, and costs related to the solicitation, negotiation and contracting of a new multi-year information technology outsourcing agreement due to the ending of the contract term of the existing outsourcing contract. The increase is also due to the payment of amounts due for the ERP system implementation, contractual cost of

living adjustments, and an increase in planned applications development projects in various departments.

- Increase of \$0.3 million in Management Reserves for a total of \$0.5 million for the funding of unplanned enterprise information technology initiatives that may be required during the fiscal year.

Revenues

Revenues increase of \$6.0 million.

- Increase in Charges for Current Services of \$2.8 million reflects the contractual cost of living adjustments and planned applications development projects in various departments.
- Increase in Other Financing Sources of \$2.5 million is due to the planned use of bond proceeds for the payment of the ERP system.
- Decrease of \$0.8 million in use of Fund Balance. The remaining \$3.9 million will primarily be used to fund development and implementation costs of the Integrated Property Tax System, and costs related to the solicitation, negotiation and contracting of a new multi-year information technology outsourcing agreement.
- Increase of \$1.6 million in General Revenue Allocation is due to an increase in resources allocated for recurring costs related to information technology systems maintenance and support costs managed by the department, and other professional services costs in the department.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Number of Groups trained in the use of applications investment tracking ¹	2	2	N/A	N/A
Number of days contract disputes remain open ¹	20	17	N/A	N/A
Number of desktops refreshed ^{1,3}	3,000	2,752	N/A	N/A
Number of IT Guiding Principles implemented ¹	5	5	N/A	N/A
Number of days for CTO workorder authorization ¹	5	5	N/A	N/A
Number of servers refreshed ^{1,3}	85	92	N/A	N/A
Number of County departments receiving IT Planning Support Services ²	N/A	N/A	20	25
% Of projects implemented on time ²	N/A	N/A	95%	95%
% Of projects implemented within budget ²	N/A	N/A	95%	95%
% Of Customers who report satisfaction with Contactor Support Services ²	N/A	N/A	90%	95%
% Of Contract Disputes resolved within Contract Specified Timeframes ²	N/A	N/A	95%	95%

¹ These measures will be discontinued as of Fiscal Year 2005-2006 as they do not reflect outcome-based performance.

² These measures are new as of Fiscal Year 2005-06 to better reflect outcome-based performance.

³ Number of items to be refreshed is a contractual obligation for a percentage of desktops/servers to be refreshed in County environment at the beginning of each year. "Refresh" essentially means to replace aging hardware and to update software to a more recent version.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
CTO Office	17.00	15.00	15.00
Total	17.00	15.00	15.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
CTO Office	\$ 4,811,698	\$ 6,204,468	\$ 8,645,060	\$ 4,540,812
Information Technology Internal Service Fund	111,765,537	104,135,534	113,947,954	102,732,218
Total	\$ 116,577,235	\$ 110,340,002	\$ 122,593,014	\$ 107,273,030

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 2,490,207	\$ 2,165,242	\$ 2,522,866	\$ 2,592,502
Services & Supplies	113,887,028	108,174,760	119,570,148	104,480,528
Management Reserves	200,000	—	500,000	200,000
Total	\$ 116,577,235	\$ 110,340,002	\$ 122,593,014	\$ 107,273,030

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	4,700,000	4,700,000	3,900,000	574,956
Intergovernmental Revenues	10,647,500	9,421,868	10,562,000	10,562,000
Charges For Current Services	90,530,981	93,204,379	93,296,848	91,029,112
Miscellaneous Revenues	3,500	396	4,000	4,000
Other Financing Sources	8,136,450	1,614,500	10,638,000	1,690,000
General Revenue Allocation	2,558,804	1,398,859	4,192,166	3,412,962
Total	\$ 116,577,235	\$ 110,340,002	\$ 122,593,014	\$ 107,273,030

Civil Service Commission



Department Description

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

Mission Statement

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

2004-05 Accomplishments

Required Discipline – Customer Satisfaction

- Provided our customers with prompt hearings that were fair, efficient, and resulted in legally sound decisions.
- Received positive ratings in 98% of customer satisfaction surveys.
- Identified opportunities to increase customer satisfaction through the use of improved customer surveys.
- Worked with the Department of Human Resources and County Counsel to make administrative updates to the Civil Service Rules.
- Improved and updated the Commission website by including Commission meeting agendas and expanding the meeting minutes online by an additional two years.
- Started the process of automating current and past Commission meeting minutes and case findings into an easily searchable database.
- Explored and implemented more effective and efficient ways of providing consistently excellent services to our customers through the use of technology and an improved customer focus.

Required Discipline – Accountability/Transparency

- Decisions made by the Commission took into consideration fairness, due process, and County liability.
- Updated format of Commission agendas, minutes, case findings, document registry, and hearing introductory statement.

Required Discipline –Skilled, Competent Workforce

- Commission staff successfully completed training relating to: Kronos timekeeping system; Oracle Financials system; County Counsel legal workshops; Ralph M. Brown Act open meeting law implementation; universal waste workshop; performance measures workshop; and various professional human resources seminars.
- Seamlessly transitioned to new Executive Officer of the Civil Service Commission, the first such transition in over 23 years.

Required Discipline – Fiscal Stability

- Continuously monitored office operations and identified and utilized cost-saving measures.
- Partnered with County Counsel and the Assessor/Recorder/County Clerk to share costs and maximize efficient use of resources.

2005-07 Objectives

Required Discipline – Customer Satisfaction

- Maintain a positive customer satisfaction rating of 95% or above.



- Provide our customers with prompt hearings that are fair, impartial, and efficient, resulting in legally sound decisions.
- Expand the Commission's website and the use of technology to be more effective and efficient in providing consistently excellent services to our customers.
- Work with the Department of Human Resources, Labor Relations and County Counsel in ongoing updates of the Civil Service Rules.
- Complete the automation of current and past Commission meeting minutes and case findings into an easily searchable database.

Required Discipline – Accountability/Transparency

- Maintain the number of Commission decisions overturned by the Court below 10% of all decisions.
- Ensure all decisions made by the Commission will take into consideration fairness, due process, and County liability. The decisions will be thoroughly reviewed by Commissioners, staff and County Counsel.

Required Discipline –Skilled, Competent Workforce

- Increase the number of personnel disputes resolved without the need for a full evidentiary hearing by 5%.

Changes from 2004-05 Adopted

Staffing

There are no changes in staffing.

Expenditures

Increase in expenditures of \$0.15 million.

- Increase in Salaries and Benefits of \$0.08 million due to the full-time funding of the Executive Officer position, which was previously frozen, and negotiated salaries and benefits costs.
- Increase of \$0.06 million in Services and Supplies expenditure is primarily due to increased funding of professional and specialized services and minor equipment for continuation of automation and technology goals.
- No change in Management Reserves. The budgeted \$0.01 million will be used towards automation and technology goals.

Revenues

Increase in revenues of \$0.15 million due to an increase in the General Revenue Allocation for the changes listed above.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Positive Customer Satisfaction Rating	95%	98%	95%	95%
% Increase in Number of Personnel Disputes Resolved without Need of Evidentiary Hearing ¹	N/A	N/A	5%	5%
% Commission Decisions Litigated ¹	5%	0%	N/A	N/A
% Commission Decisions Overturned by Court	< 10%	0%	< 10%	< 10%

¹ The “% Commission Decisions Litigated” measure will be replaced by “% Increase in Number of Personnel Disputes Resolved without Need of Evidentiary Hearing”, effective Fiscal Year 2005-06 to better reflect outcome-based performance.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Civil Service Commission	4.00	4.00	4.00
Total	4.00	4.00	4.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Civil Service Commission	\$ 412,766	\$ 468,749	\$ 563,318	\$ 555,870
Total	\$ 412,766	\$ 468,749	\$ 563,318	\$ 555,870

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 353,956	\$ 394,240	\$ 439,898	\$ 458,157
Services & Supplies	48,810	74,509	113,420	97,713
Management Reserves	10,000	—	10,000	—
Total	\$ 412,766	\$ 468,749	\$ 563,318	\$ 555,870

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	10,000	10,000	10,000	—
Intergovernmental Revenues	—	1,375	—	—
Charges For Current Services	31,031	27,684	38,929	38,929
Miscellaneous Revenues	—	394	—	—
General Revenue Allocation	371,735	429,296	514,389	516,941
Total	\$ 412,766	\$ 468,749	\$ 563,318	\$ 555,870

Clerk of the Board of Supervisors



Department Description

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

Mission Statement

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

2004-05 Accomplishments

Strategic Initiative – Kids

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

Required Discipline – Information Management

- Recorded, maintained, and provided access to information regarding actions taken by the Board of Supervisors and other official County records and actions.
- Began development of a replacement for the Clerk of the Board Assessment Appeals (CBAA) software system as a part of the new property tax administration system project in collaboration with the Assessor, Tax Collector and Auditor and Controller.

Required Discipline – Customer Satisfaction

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

Required Discipline – Fiscal Stability

- Reduced workers' compensation incident rates through staff safety training, use of the departmental safety committee, use of ergonomic equipment and participation in the County's Work Safe Stay-Healthy Program.

Required Discipline – Continuous Improvement

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



2005-07 Objectives

Required Discipline – Information Management

- Assist the County in maintaining a fair and equitable property tax system by providing an accurate quality review process of property tax assessment appeal applications received and prompt entry into the computer database.

Required Discipline – Customer Satisfaction

- Improve customer service quality as demonstrated by increased scores on the Clerk of the Board internal customer satisfaction surveys.
- Provide rapid public access to Board of Supervisors actions through timely approval of draft Board of Supervisor meeting Statements of Proceedings

Required Discipline – Fiscal Stability

- Reduce long-term equipment replacement costs at the County Administration Center through on-schedule completion of preventive maintenance work orders on major mechanical equipment.

Required Discipline – Continuous Improvement

- Review and monitor the request process for Board of Supervisor records to assure timely response.

Changes from 2004-05 Adopted

Staffing

There are no changes in staffing.

Expenditures

Increase in expenditures of \$0.8 million.

- Increase of \$0.2 million in Salaries & Benefits expenditures due to negotiated labor agreements.
- Increase of \$0.6 million in Service & Supplies due to increases in facility utility and contracted services costs.
- No change in Management Reserves. The budgeted \$0.2 million will be used for one-time projects.

Revenues

Increase in revenues of \$0.8 million.

- Increase of \$0.2 million in Charges for Current Services due to anticipated increases in property tax administration fees, passport business, and notary public business.
- No change in use of Fund Balance. The budgeted \$0.2 million will be used for one-time projects.
- Increase of \$0.6 million in General Revenue Allocation to fund expenditure increases discussed above.



Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Average score on internal customer surveys	4.5 (out of 5)	4.9 (out of 5)	4.7 (out of 5)	4.7 (out of 5)
Percent of draft Board of Supervisor Statement of Proceedings approved within 24 hours of each Board Meeting	100%	100%	100%	100%
Percent of property tax assessment appeal applications quality reviewed and entered into the computer system within 7 days of receipt during the filing period	90%	90%	90%	90%
Percent of County Administration Center Facilities Services preventive maintenance work orders completed as scheduled	90%	91%	90%	90%
Percent of record requests responded to within 10 days of receipt	100%	100%	100%	100%



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Legislative Services	10.00	11.00	11.00
CAC Facilities Services	11.00	10.00	10.00
Public Services	11.00	11.00	11.00
Executive Services	5.00	5.00	5.00
Total	37.00	37.00	37.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Legislative Services	\$ 794,355	\$ 648,739	\$ 932,279	\$ 972,701
CAC Facilities Services	3,065,188	2,827,403	3,686,418	3,550,189
Assessment Appeals	—	2,131	—	—
Public Services	786,938	734,555	861,740	898,267
Executive Services	948,138	665,420	965,817	979,069
Total	\$ 5,594,619	\$ 4,878,249	\$ 6,446,254	\$ 6,400,226

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 2,648,627	\$ 2,411,552	\$ 2,841,243	\$ 2,968,715
Services & Supplies	2,770,992	2,466,697	3,430,011	3,256,511
Expenditure Transfer & Reimbursements	(25,000)	—	(25,000)	(25,000)
Management Reserves	200,000	—	200,000	200,000
Total	\$ 5,594,619	\$ 4,878,249	\$ 6,446,254	\$ 6,400,226

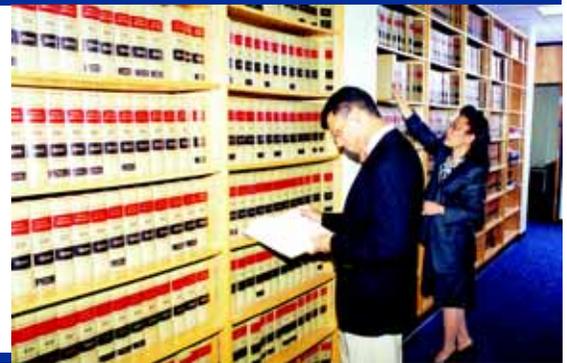


Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	200,000	200,000	200,000	200,000
Revenue From Use of Money & Property	—	59,409	20,000	20,000
Charges For Current Services	136,619	391,855	345,750	345,750
Miscellaneous Revenues	40,170	44,267	40,170	40,170
General Revenue Allocation	5,217,830	4,182,718	5,840,334	5,794,306
Total	\$ 5,594,619	\$ 4,878,249	\$ 6,446,254	\$ 6,400,226



County Counsel



Department Description

The San Diego County Charter provides that the County Counsel serves as the civil legal advisor for the County and represents the County in all civil actions by and against the County, its officers, boards, commissions, and employees. County Counsel serves as the attorney for the County through the Board of Supervisors, County officers, employees, departments, boards, and commissions. The legal services provided to the County include the County Counsel's representation of the County Health and Human Services Agency (HHSA) in juvenile dependency matters in Juvenile Court. County Counsel also, on a case-by-case basis provides legal services to certain school districts and special districts, which are provided on a fee basis. The County Counsel also oversees the County's Claims Division, which administers claims filed against the County by members of the public, as well as employee lost property claims.

Mission Statement

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

2004-05 Accomplishments

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

- Prevailed in 98% (101 out of 103) of all resolved court cases filed against the County.
- Achieved timely completion of 100% (28 out of 28) of all advisory assignments for the Board of Supervisors.
- Achieved timely completion of 98% (1,686 out of 1,716) of all advisory assignments for all County departments.
- Completed 100% (11 out of 11) of all reviews of draft Environmental Impact Reports within 30 days.

- Provided over 150 separate training programs to County departments on selected legal subjects to assist County staff to better administer their programs and mitigate legal risk.
- Provided over 40 specialized training, risk roundtables, settlement committee discussions, and post-litigation debriefings to specifically address risk management issues for various County departments.
- Issued 10 County Counsel Special Bulletins to inform County officials of new developments involving court rulings and new legislation.

Strategic Initiative – Kids

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

- Achieved timely completion of 99% (207 out of 208) of all advisory assignments for HHSA in support of its goal to improve services provided to children.



- Reviewed 100% (2,763 out of 2,763) of all juvenile dependency petitions prior to filing by HHSA in Juvenile Court to identify legal issues associated with factors that place children at risk.
- Represented HHSA Child Welfare Services in 100% (2,039 out of 2,039) of all Juvenile Dependency Court proceedings to support HHSA goal of protecting children and preserving families.
- Prevailed in 99% of all juvenile dependency petitions for which a jurisdictional trial is held.
- Represented HHSA Child Welfare Services in 100% (272 out of 272) of all appeals/writs filed in the Court of Appeal.
- Prevailed in 88% (242 out of 272) of all appeals/writs filed in the Court of Appeal.
- Provided 105 training sessions for HHSA social workers and other staff to assist them in the performance of their duties in accordance with State law.

Strategic Initiative – The Environment

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

- Achieved timely completion of 100% (16 out of 16) of all advisory assignments involving departments pursuing code enforcement matters.
- Handled 100% (8 out of 8) of all civil cases for departments pursuing code enforcement matters.
- Favorably settled 100% (8 out of 8) of court cases involving civil code enforcement matters.
- Achieved timely completion of 98% (191 out of 194) of all legal assignments in support of the overall County’s land use and environment goals.

- Handled 100% (5 out of 5) of all cases in support of the overall County’s land use and environmental duties.
- Prevailed in 100% (5 out of 5) of all resolved court cases involving land use and environmental issues.
- Achieved timely completion of 89% (17 out of 19) of all advisory assignments associated with the County’s implementation of the regional Clean Water Strategic Plan, and with full compliance with State and federal requirements governing stormwater programs.

Strategic Initiative – Safe and Livable Communities

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

- Achieved timely completion of 100% (32 out of 32) of the advisory assignments for the departments of Agriculture, Weights, and Measures and Animal Services in support of their goals to protect the public from harmful pests and animals.
- Achieved timely completion of 99% (87 out of 88) of the advisory assignments for the departments of Environmental Health and Air Pollution Control in support of their goals to protect communities from hazardous pollutants and public nuisances.
- Achieved timely completion of 98% (58 out of 59) of the advisory assignments for the Sheriff’s Department and District Attorney Office in support of their goal to facilitate safe and livable communities.
- Provided 60 training programs Countywide to train department staff to perform their duties safely, and to avoid creating risks for members of the public. Such trainings included the following:
 - Provided eight Risk Roundtable training sessions for various County departments.



- Participated in 21 Settlement Committee sessions involving rendering of advice, guidance, and recommendations on how to perform duties more safely in order to avoid risks to the public.

Required Discipline – Fiscal Stability

- Defended 100% (574 out of 574) of lawsuits filed against the County, and therefore avoided the high cost of retaining outside counsel.
- Achieved a pre-trial dismissal of 74% (78 out of 101) of all resolved cases won by the County through an aggressive pre-trial motion practice to dismiss lawsuits against the County in the early stages of the litigation in order to avoid the high cost of attorney time, expert witnesses, discovery, trial costs, and other miscellaneous litigation costs.
- Provided 157 training sessions for County departments to assist with the goal of avoiding or mitigating risks of liability associated with program operation and performance of duties.

Required Discipline – Regional Leadership

- County Counsel served his annual term as President of the County Counsels’ Association of California through the end of September 2004.
- County Counsel served as the County Counsels’ Association representative to the California State Association of Counties (CSAC) Board of Directors and Executive Committee.
- County Counsel also served as a member on the following committees of the County Counsels’ Association: Litigation Overview Committee, Cost Shift Committee, and as chairman of the Orientation Committee.
- County Counsel served as a member of the City/County Attorneys Association of San Diego County, which includes cooperative and collaborative activities among the city attorneys’ staff and County Counsel staff.

2005-07 Objectives

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

County Counsel will provide quality, accurate, effective, and timely legal advice to all County departments so that they may fulfill their mission and objectives in accordance with the law, reduce the risk of liability, and use taxpayer dollars efficiently and effectively.

- County Counsel will strive to accomplish the following in furtherance of this objective:
 - Complete timely 100% of all advisory assignments for the Board of Supervisors and CAO.
 - Complete timely over 95% of all advisory assignments for all County departments.
 - Complete timely 100% of all draft Environmental Impact Reviews within 30 days.

County Counsel will aggressively represent the County in litigation in order to protect the County from liability, as well as advance the overall interests of the County of San Diego and the public it serves.

- County Counsel will strive to accomplish the following in furtherance of this objective:
 - Take to court over 70% of all cases filed against the County to fight these lawsuits, as opposed to making settlement payments to plaintiffs.
 - Prevail in court in over 90% of all lawsuits filed against the County.
 - Obtain over 90% court ordered pre-trial dismissals of all resolved cases won by the County through an aggressive pre-trial motion practice to dismiss lawsuits in the early stages of the litigation to avoid the high cost of attorney time, expert witnesses, discovery, trial costs, and other litigation costs.
 - Handle 100% of the defense of all lawsuits filed against the County, unless a conflict of interest requires outside counsel to handle a case.



- Review 100% of all juvenile dependency petitions prior to filing by HHSA in Juvenile Court to identify legal issues associated with factors that place children at risk.
- Represent HHSA Child Welfare Services in 100% of all Juvenile Dependency Court proceedings to support HHSA goal of protecting children and preserving families.
- Prevail in court in over 95% of all juvenile dependency petitions in contested jurisdictional trials.
- Represent HHSA Child Welfare Services in 100% of all appeals/writs filed in the Court of Appeal.
- Prevail in over 90% of all appeals/writs filed in the Court of Appeal.

County Counsel will provide education and risk mitigation training to County officers and employees so that they may enhance the quality of their job performance, reduce the risks of liability, and ensure that they are performing their responsibilities in accordance with the law.

- County Counsel will strive to accomplish the following in furtherance of this objective:
 - Provide over 150 education/training programs in Fiscal Year 2005-06 to the County on selected legal subjects.
 - Provide over 40 specialized training sessions, risk roundtables, settlement committee discussions, and post-litigation debriefings during Fiscal Year 2005-06 to specifically address risk management issues.
 - Issue 12 or more County Counsel Special Bulletins during 2005-06 to inform County officials of new developments involving court rulings and new legislation.

Required Discipline – Regional Leadership

County Counsel will strive to accomplish the following objectives by taking a leadership role in the region:

- County Counsel will serve as an officer on the Board of Directors of the County Counsels’ Association of California through the end of September 2005.
- County Counsel will serve as the County Counsels’ Association representative to the CSAC Board of Directors and Executive Committee.
- County Counsel also will serve as a member on the following committees of the County Counsels’ Association: Litigation Overview Committee, Cost Shift Committee, and as chairman of the Orientation Committee.
- County Counsel attorneys will participate as presenters in 12 Mandatory Continuing Legal Education (MCLE) training sessions provided to members of legal professional organizations, such as the County Counsels’ Association of California.
- County Counsel will continue to serve as a member of the City/County Attorneys Association of San Diego County, which includes cooperative and collaborative activities among the city attorneys’ staff and County Counsel staff.
- County Counsel attorneys will be involved in activities of the San Diego County Bar Association.

Changes from 2004-05 Adopted

Staffing

Staffing increase of 3.00 staff years to provide more effective legal support services to the Public Administrator/Public Guardian program. The staff years are transferred from the Health and Human Services Agency, Aging and Independence Services and Administrative Services programs.

Expenditures

Net increase in expenditures of \$0.6 million.



- Increase of \$0.7 million in Salaries & Benefits due to negotiated labor agreements and 3.00 staff years transferred from the Health and Human Services Agency (HHSA).
- Increase of \$0.1 million in Expenditure Transfer & Reimbursements due to increases in costs applied reimbursements for positions providing exclusive legal services to HHSA.
- No change in Management Reserves. The \$0.2 million is budgeted for one-time expenses.
- Decrease of \$0.2 million in Charges for Current Services due to fewer than anticipated billings associated with legal services relating to land development projects.
- Increase of \$0.1 million in Miscellaneous Revenues due to increases in recovered expenditures for exclusive legal services provided to Department of Environmental Health.
- No change in use of Fund Balance. The \$0.2 million is budgeted for continuing one-time costs.
- Increase of \$0.7 million in General Revenue Allocation to fund expenditures noted above.

Revenues

Net increase in revenues of \$0.6 million.

Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Percent of resolved court cases filed against the County in which County will prevail	90%	98%	90%	90%
Percent of resolved cases that will be decided by court decision or dismissal without settlement	70%	72%	70%	70%
Percent of advisory assignments for Board of Supervisors to be completed by the due date	100%	100%	100%	100%
Percentage of advisory assignments for all departments to be completed by the due date	95%	98%	95%	95%
Percentage of all draft Environmental Impact Reports (EIRs) to be reviewed within 30 days	100%	100%	100%	100%
Percent of Juvenile Dependency petitions in which County Counsel will prevail	95%	99%	95%	95%
Percent of Juvenile Dependency appeals and writs in which County Counsel will prevail	90%	88%	90%	90%



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
County Counsel	135.00	138.00	138.00
Total	135.00	138.00	138.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
County Counsel	\$ 19,071,831	\$ 18,626,189	\$ 19,691,493	\$ 20,126,489
Total	\$ 19,071,831	\$ 18,626,189	\$ 19,691,493	\$ 20,126,489

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 17,807,844	\$ 17,618,585	\$ 18,543,162	\$ 18,965,516
Services & Supplies	1,255,678	1,203,012	1,278,796	1,301,338
Capital Assets Equipment	—	8,620	—	—
Expenditure Transfer & Reimbursements	(191,691)	(204,028)	(330,465)	(340,365)
Management Reserves	200,000	—	200,000	200,000
Total	\$ 19,071,831	\$ 18,626,189	\$ 19,691,493	\$ 20,126,489

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	200,000	200,000	200,000	200,000
Charges For Current Services	8,236,887	8,520,918	7,982,286	8,151,318
Miscellaneous Revenues	209,340	744,847	339,796	350,351
General Revenue Allocation	10,425,604	9,160,424	11,169,411	11,424,820
Total	\$ 19,071,831	\$ 18,626,189	\$ 19,691,493	\$ 20,126,489

San Diego County Grand Jury



Department Description

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

Mission Statement

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

2004-05 Accomplishments

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

- Assembled a well-qualified and widely representative civil panel to ensure that all significant complaints, issues, and other matters of public concern are brought before the Grand Jury.
- Submitted Final Report to the Presiding Judge of the Superior Court, the Board of Supervisors, and/or other responsible agencies, when applicable, as required by law (Penal Code §933).
- Reviewed and investigated 71 citizens complaints, issues and other County matters of civil concern brought before the Grand Jury.

- Conducted timely hearings to determine whether there was sufficient evidence to bring an indictment charging a person with a public offense in response to criminal complaints filed by the District Attorney.
- Returned 69 criminal indictments, and prepared other reports and declarations as required by law (Penal Code §939.8, et seq).

2005-07 Objectives

Strategic Initiative – Kids, Environment and Safe and Livable Communities

- Review, prioritize, and investigate all significant citizens complaints, issues and other County matters of civil concern brought before the Grand Jury.

Changes from 2004-05 Adopted

Staffing

There are no changes in staffing.

Expenditures

Increase in expenditures of \$0.06 million.



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- Increase of \$0.03 million in Salaries and Benefits due to negotiated labor agreements and costs for temporary help.
 - Increase of \$0.03 million in Services and Supplies due to an increase in utilities, information technology, and other Jury panel costs.

Revenues

Increase of \$0.06 million in General Revenue Allocations to fund cost increases noted above.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Grand Jury	1.00	1.00	1.00
Total	1.00	1.00	1.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Grand Jury	\$ 511,630	\$ 470,683	\$ 570,283	\$ 573,013
Total	\$ 511,630	\$ 470,683	\$ 570,283	\$ 573,013

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 98,947	\$ 102,086	\$ 127,336	\$ 129,260
Services & Supplies	392,683	368,596	422,947	423,753
Management Reserves	20,000	—	20,000	20,000
Total	\$ 511,630	\$ 470,683	\$ 570,283	\$ 573,013

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	20,000	20,000	20,000	20,000
Miscellaneous Revenues	—	122	—	—
General Revenue Allocation	491,630	450,561	550,283	553,013
Total	\$ 511,630	\$ 470,683	\$ 570,283	\$ 573,013



Human Resources



Department Description

The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. The DHR serves as the in-house human resource consultant to the Chief Administrative Officer, executive staff, and County departments. Activities are diverse, including classification, compensation, recruitment, and selection for all County jobs.

Additional responsibilities include: administration of employee benefits programs; risk management activities including workers' compensation program and property and casualty insurances; employee training programs; negotiation of labor contracts; and administration of employee incentive and career development programs.

Mission Statement

Provide and retain a skilled and competent workforce for County of San Diego departments so that they may deliver superior services to residents and visitors.

2004-05 Accomplishments

Required Discipline – Fiscal Stability

- Reversed workers' compensation costs trend after successive years of dramatic increases, and reduced costs by 6.2% (\$1.4 million) through injury prevention efforts and best management practices.
- Increased financial strength through funding dental and life insurance reserves at 100%.
- Negotiated health plan renewals with cost increases that were below the industry norm.

Required Discipline – Skilled, Competent Workforce

- Provided wellness information packets to all 17,000 employees.
- Enhanced knowledge and skills of 282 employees through various training academy programs (115 participants for Supervisory Academy, 108 participants

for Administrative Support Academy, and 59 participants for Dynamic Management Seminar) and trained 1,681 employees on the Oracle financial system and all employees on the new timekeeping system.

- Utilized Federal Mediation and Conciliation Services (FMCS) to improve Labor-Management Committees in the Health & Human Services Agency (HHSA), Probation Department, and General Services Department.
- Incorporated customer service skills and abilities as essential job functions in 100% (13) of new class specifications.
- Developed brochure emphasizing the General Management System (GMS) principles in 100% (106 recruitments) of management and executive recruitments.
- Continued to succeed in keeping a skilled and competent workforce as evidenced by a turnover rate of 10% (1,714 terminations/17,157 regular employees), which is below industry standards based on International Public Management Association for Human Resources (IPMA-HR) national data.



- Increased Departmental Personnel Officers' skills through: four Human Resources Roundtables training presentations to 156 participants; job shadow program for twelve participants; Departmental Personnel Officers' Certificate Program for 25 participants; and seven Interviewing and Selection Classes with 210 participants.
- Facilitated and increased workplace safety as evidenced by a 12.8% reduction in injuries (253 fewer injuries) through safety education and awareness.
- Increased Departmental Personnel Officers' skills through the 40-hour Discipline Case Advocacy Institute (27 participants).

Required Discipline – Information Management

- Increased departments' ability to manage employee-related information through upgrade of the Human Resources Information Management system.
- Increased departments' staff expertise by presenting 10 training sessions on system upgrades of the Human Resources Information Management System.
- Cycle time for processing of job applications was reduced by 40% through implementation of job application software technology.
- File room imaging development and Sigma job applicant tracking system upgrade were both successfully completed.

Required Discipline – Continuous Improvement

- Individual employees held leadership positions in the National Public Employer Labor Relations Associations and in statewide organizations: California State Association of Counties (CSAC) Excess Insurance Authority, California Public Employee Labor Relations Association, and the International Public Management Association for Human Resources (IPMA-HR) and its local chapter.

- Expanded health benefits program capabilities by contracting with a vendor that has debit card technology.
- Conducted process improvement analysis of the Human Resources Services Division (Recruitment/Selection & Classification functions) to improve efficiency and effectiveness through technology and best business practices.
- Improved hiring and classification processes through consolidation of separate applications for Sheriff's Cadet (Law Enforcement Option) and Sheriff's Cadet (Detentions Option); redesigned the Administrative Analyst examination; eliminated need to file multiple applications for nursing positions within a class series, and redesigned the Position Information Questionnaire.
- Updated review process of employees with permanent work restrictions resulting in a 60% accommodation rate for peace officers (29 peace officers) and a 91% rate (50) for all others.

2005-07 Objectives

Required Discipline – Skilled, Competent Workforce

- Provide County departments with qualified applicants for employment so that they can build a workforce that can deliver superior services to residents of San Diego County.
- Market County employment opportunities in order to attract and build a diverse, qualified pool of candidates so that departments may continue to deliver superior services to residents of San Diego County.
- Deliver competitive and sustainable pay and benefit options to San Diego County departments so they can employ qualified individuals and make the best use of taxpayer dollars.



- Deliver legally mandated training and documentation to ensure employees and volunteers follow fair labor and safety practices which support the delivery of efficient, quality services to San Diego County residents.
- Provide professional development opportunities that allow San Diego County employees to excel in their current jobs so that they can continue to deliver quality services to San Diego County residents.
- Deliver career planning that supports the County's workforce needs and maximizes employee potential, which will promote continuity of knowledge, reduce turnover, and increase cross-organizational career opportunities, in order to continue to support the delivery of quality services to the community.
- Provide timely and innovative program guidance, direction and tools to the leadership of San Diego County departments so that they can foster employee commitment, loyalty and motivation as well as promote performance excellence in a fair and consistent manner.
- Provide effective communications, prompt conflict resolutions, and labor negotiations on behalf of elected officials, County leadership, and employees in order to maintain a stable and competitive workforce, minimize exposure, promote good workforce relations, and create an environment that supports excellence.

Required Discipline –Fiscal Stability

- Negotiate fiscally prudent successor agreements with twenty (20) bargaining units and six (6) employee organizations.

Required Discipline – Information Management

- Increase departments' ability to manage employees' training needs by initiating the implementation of a Learning Management System.
- Train all key users on reports/queries capabilities on PeopleSoft 8.8 human resources application in order to expand data analysis skills and management reports.

- Develop an online application review capability to reduce departmental time and expense when reviewing applications for candidates on eligible lists.

Changes from 2004-05 Adopted

Staffing

Staffing increase of 6.00 staff years.

- Restoration of 4.00 staff years in the training and development division that were partially funded in Fiscal Year 2004-05
- Increase of 2.00 staff years transferred from the Finance and General Government Group Executive Office to support the Enterprise Resource Planning System training program.

Expenditures

Increase in expenditures of \$1.3 million.

- Increase of \$0.8 million in Salaries and Benefits due to the addition of 6.00 staff years and negotiated labor agreements.
- Increase of \$0.5 million in Services and Supplies due to information technology expenditures including software licensing and deployment.
- No change in Management Reserves. The \$0.2 million budgeted will be used for workforce and succession training needs.

Revenues

Net increase in revenues of \$1.3 million.

- Increase of \$0.2 million in Charges for Current Services associated with increased reimbursement based on the cost allocation plan (A-87 charges).
- Increase of \$0.1 million in Miscellaneous Revenues due to anticipated increase costs in Workers' Compensation Internal Service Fund (ISF) programs;



- Decrease of \$0.3 million in Fund Balance due to decreased funding for one-time expenditures. Remaining Fund Balance of \$0.2 million will be used for workforce and succession training needs.

- Increase of \$1.3 million in General Revenue Allocation to offset expenditure increases.

Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
% of recruitments promulgated within established guidelines ¹	89%	93%	N/A	N/A
% of classification activity requests completed within prescribed timeframe	85%	91%	85%	85%
Overall satisfaction rating with training programs offered by Employee Development Division	95%	100%	95%	95%
Ratio of workers' compensation cases closed per number of cases open ¹	1:1	1:1	N/A	N/A
% of grievances filed for arbitration that are resolved without going to hearing	80%	90%	80%	80%
% of recruitment plan/service agreements/timelines are met ²	N/A	N/A	89%	89%
Overall satisfaction rating with employment lists (1 to 5 scale) ²	N/A	N/A	4	4
% of key users who have been trained on reports/queries ²	N/A	N/A	100%	100%
% reduction on Workers' Compensation costs compared to prior year ²	N/A	6.2%	5%	5%

¹ These measures will be discontinued as of Fiscal Year 2005-2006 as they do not reflect outcome – based performance.

² These measures are new as of Fiscal Year 2005-06 to better reflect outcome-based performance.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Department of Human Resources	112.00	118.00	118.00
Total	112.00	118.00	118.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Department of Human Resources	\$ 18,234,661	\$ 16,769,287	\$ 19,527,623	\$ 19,494,717
Total	\$ 18,234,661	\$ 16,769,287	\$ 19,527,623	\$ 19,494,717

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 10,249,166	\$ 10,130,933	\$ 11,034,208	\$ 11,274,569
Services & Supplies	7,785,495	6,632,497	8,293,415	8,020,148
Capital Assets Equipment	—	5,855	—	—
Management Reserves	200,000	—	200,000	200,000
Total	\$ 18,234,661	\$ 16,769,287	\$ 19,527,623	\$ 19,494,717

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	586,836	586,836	200,000	200,000
Charges For Current Services	837,143	838,708	1,063,460	1,063,460
Miscellaneous Revenues	5,751,402	5,854,891	5,885,476	5,991,163
General Revenue Allocation	11,059,280	9,488,852	12,378,687	12,240,094
Total	\$ 18,234,661	\$ 16,769,287	\$ 19,527,623	\$ 19,494,717



Media and Public Relations



Department Description

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

Mission Statement

To build taxpayer confidence in San Diego County government by providing clear, timely, and accurate communication on the County's performance.

2004-05 Accomplishments

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

- CTN Strategic Initiative Video Programs: Produced and aired over 140 programs, segments and Public Service Announcements (PSAs) highlighting County Strategic Initiative programs and services.
- Media Outreach: Placed over 250 stories about County Strategic Initiative programs and services.
- Emergency Communications: Deployed the technology and procedures to provide accurate and timely emergency response and recovery information to the public and media during major natural or man-made disasters. Met at least 80% of DMPR benchmarks for each emergency response drill.

Required Discipline – Fiscal Stability

- Cable Franchise Administration: Maximized franchise revenues by monitoring compliance, conducted a financial review of one small operator resulting in \$9,000 in additional revenues and began renewal negotiations with four operators.

Required Discipline – Information Management

- Media Training: Conducted eight group and/or one-on-one media trainings for other departments.

Required Discipline – Continuous Improvement

- Emergency Communications:
 - Developed a set of performance measurements to evaluate department's level of response to public and media information needs during disasters or emergency incidents.
 - Implemented technology and procedures to ensure that Public Information Officer (PIO) staffing at the Emergency Operations Center (EOC) is sufficient to adequately respond to media inquiries and emergency communications needs during any EOC activation.



- Installed a video link between the EOC and CTN facilities to allow news conferences and other emergency information originating from the EOC to be cablecast live to CTN viewers throughout the County.

2005-07 Objectives

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

- Educate San Diego County residents, decision-makers and media on the scope, role, and benefits of County government so that they may get the most out of government services and improve the overall quality of life in San Diego County.
 - Produce and air 90 programs, segments or PSAs highlighting County Strategic Initiative programs and services in each of the Fiscal Years 2005-06 and 2006-07.
- Provide timely, accurate and appropriate information to the media and internal customers so that a relationship of trust and cooperation can be maintained to ensure that the questions and concerns of the public are addressed.
 - Provide at least nine media trainings to County departments in each of the Fiscal Years 2005-06 and 2006-07, so that departments may enhance the quality of their job performance and ensure that information provided to the public and media is accurate and appropriate.
- Enable taxpayers, the public and County employees to understand, make use of and trust County government by collecting, and promoting County performance stories.
 - Place at least 100 stories about the County's Strategic Initiatives or performance stories in each of the Fiscal Years 2005-06 and 2006-07.

- Provide multiple means of connecting experts to the media, to ensure that the public has the information that it needs to take appropriate action in order to minimize loss, accelerate recovery, and maintain confidence in County government through their computers, television, radio, or newspaper. In the event of a major natural or man-made disaster, provide accurate and timely emergency response and recovery information to the public and media.
 - Meet at least 85% of DMPR benchmarks for each emergency response drill in Fiscal Year 2005-06, and meet at least 90% of DMPR benchmarks for drills in Fiscal Year 2006-07.

Changes from 2004-05 Adopted

Staffing

There are no changes in staffing.

Expenditures

Increase in expenditures of \$0.23 million.

- Increase of \$0.16 million in Salaries and Benefits due to negotiated labor agreements.
- Increase of \$0.02 million in Services and Supplies for one-time costs of cable television renewal consultants.
- Increase of \$0.05 million in Capital Assets Equipment for planned upgrades to CTN production equipment.

Revenues

Net increase in revenues of \$0.23 million.

- Increase of \$0.15 million in Charges for Current Services due to anticipated revenue from cost recovery video campaigns and shift of revenues from Miscellaneous Revenues.
- Decrease of \$0.05 in Miscellaneous Revenues as the revenues are now recorded in Charges for Current Services.



- Increase of \$0.11 million in use of Fund Balance for anticipated one-time expenses for Services and Supplies and Capital Assets Equipment.

Performance Measures	2004-05 Adopted	2004-05 Actual	2005-06 Adopted	2006-07 Approved
Number of media trainings conducted by DMPPR staff for other departments.	8	8	9	9
Number of new programs, segments and PSAs produced by CTN highlighting one or more Strategic Plan Initiatives or performance stories.	85	140	90	90
Percentage difference between estimated and actual cable television franchise fees.	Within 5%	Within 5%	N/A	N/A
Media placements coordinated by DMPPR staff.	50	250	100	100
Benchmarks met for each emergency drill or training. ¹	NA	NA	85%	90%

¹ This measure is new as of Fiscal Year 2005-06 to better reflect outcome-based performance.



Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Media and Public Relations	22.00	22.00	22.00
Total	22.00	22.00	22.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Media and Public Relations	\$ 2,369,952	\$ 2,531,868	\$ 2,602,205	\$ 2,586,093
Total	\$ 2,369,952	\$ 2,531,868	\$ 2,602,205	\$ 2,586,093

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 1,938,843	\$ 1,991,101	\$ 2,099,603	\$ 2,181,028
Services & Supplies	431,109	425,997	452,602	405,065
Capital Assets Equipment	—	114,769	50,000	—
Total	\$ 2,369,952	\$ 2,531,868	\$ 2,602,205	\$ 2,586,093

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	—	—	110,000	—
Licenses Permits & Franchises	2,323,223	2,215,774	2,347,205	2,441,093
Revenue From Use of Money & Property	—	51,035	—	—
Charges For Current Services	—	222,596	145,000	145,000
Miscellaneous Revenues	46,729	3,479	—	—
General Revenue Allocation	—	38,984	—	—
Total	\$ 2,369,952	\$ 2,531,868	\$ 2,602,205	\$ 2,586,093

County Administration Center Major Maintenance



Department Description

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

Mission Statement

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

2004-05 Accomplishments

Required Discipline – Essential Infrastructure

- Replaced the south entrance doors.
- Cleaned the marble walls in first and second floor lobby areas.
- Replaced north basement hallway floor.
- Completed the elevator replacement project.
- Completed the northeast basement asbestos abatement and renovation project.
- Completed construction of a wheelchair accessible washroom on the basement level.
- Sealed and painted the north and south parking lots.
- Refurbished exterior metal railings at north and south entrances.
- Replaced washroom exhaust fans and cleaned ductwork.

2005-07 Objectives

Required Discipline – Essential Infrastructure

- Replace carpet in public conference rooms and hallway.

- Resurface flat roofs.
- Resurface exterior balcony floors north and south.
- Replace air conditioning unit for 9th Floor telephone switch room.
- Complete American with Disabilities Act (ADA) upgrade in the South Board Chambers conference room.
- Clean and refinish metal door and window trim at main entrances.
- Initiate an energy conservation project for Heating, Ventilation, and Air Conditioning (HVAC) central plant equipment and controls.
- Prepare a 20-year Major Maintenance Reserve study for the building.

Changes from 2004-05 Adopted

Expenditures

Increase of \$0.5 million in Services and Supplies expenditures due to increased planned major maintenance projects.

Revenues

Increase of \$0.5 million in use of Fund Balance to fund major maintenance projects described above.



County Administration Center Major Maintenance

Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Total	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
CAC Major Maintenance	\$ 375,000	\$ 903,525	\$ 834,949	\$ 225,000
Total	\$ 375,000	\$ 903,525	\$ 834,949	\$ 225,000

Budget by Categories of Expenditures

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Services & Supplies	375,000	903,525	834,949	225,000
Total	\$ 375,000	\$ 903,525	\$ 834,949	\$ 225,000

Budget by Categories of Revenues

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fund Balance	358,154	358,154	820,000	210,051
Revenue From Use of Money & Property	16,846	5,640	14,949	14,949
Miscellaneous Revenues	—	1,320	—	—
General Revenue Allocation	—	538,411	—	—
Total	\$ 375,000	\$ 903,525	\$ 834,949	\$ 225,000

Capital Program

Capital Program

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Justice Facility Construction Fund

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County Health Complex Fund

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Library Projects COF

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Edgemoor Development Fund

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Lease Payments

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Outstanding Capital Projects By Group/Agency

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Capital Program Introduction



Capital Program Introduction

The Capital Program consists of the following five funds:

- **County Health Complex Fund** contains budgeted amounts for capital projects related to the Rosecrans Health Complex.
- **Criminal Justice Facilities Fund** contains budgeted amounts for capital projects related to Criminal and Justice related facilities.
- **Library Project Fund** was established in Fiscal Year 1999-2000 and contains budgeted amounts for the acquisition and construction of libraries throughout San Diego County.
- **Capital Outlay Fund** includes land acquisitions and capital projects that do not fall into the previous three program categories.
- **Edgemoor Development Fund** was established in 1979 for the use, development, and disposition of the 326-acre Edgemoor site property. The County intends to use revenue from leases and sale of land to assist in the planning process for the Edgemoor property and the financing of needed public facilities. Amounts budgeted in this fund support this goal. The County issued Certificates of Participation (COPs) in January 2005, of which the repayment will be supported by these funds and the reimbursement authorized by Senate Bill 1128.

The Community Services Group, Department of General Services, annually prepares a Capital Improvement Needs Assessment (CINA) in accordance with Board of Supervisors Policy G-16, Capital Facilities and Space Planning. The CINA includes a comprehensive listing of all proposed capital projects, leases, major maintenance, and

public works projects over the next five years. Any long-term financing obligations required for implementation of the CINA must first be approved by the Debt Advisory Committee and then by the Board of Supervisors, as required by Board of Supervisors Policy B-65, Long-Term Financial Obligation Management Policy. Any expenditures involving the Capital Outlay Fund must comply with guidelines set forth in the Board of Supervisors Policy B-37, Use of the Capital Outlay Fund.

Using the CINA as the starting point for the capital program, new capital projects are budgeted in the year they are initiated. Any amounts remaining at the end of the fiscal year are encumbered and automatically rolled over into the next fiscal year until the project is completed. In accordance with Board of Supervisors Policy B-65, the Chief Financial Officer periodically reports unspent capital project funds to the Board through quarterly or year-end budget reports.

In some instances in the tables that follow, the adjusted actuals for the most recently completed fiscal year will exceed the adopted budget for that year. This results from the inclusion of expenditures related to mid-year budget amendments or to encumbrances of prior year appropriations. The adopted budget does not include appropriations for these projects, but the appropriations are part of the "amended budget" and are thus considered "budgeted." Amendments to the Adopted Budget require Board of Supervisors' approval.

The tables beginning on page 379 provide information for the five Capital Program funds and for Lease Payments¹, followed by a list of the County's current outstanding Capital Projects.

¹ Lease Payments that were previously budgeted in the Capital Program funds are now being budgeted in the General Fund in Finance-Other. In order to consolidate all Capital activity, Lease Payments are displayed at the end of the Capital Program section for informational purposes.

Operating Impact of Capital Program

The County of San Diego also considers each capital project in terms of its potential impact on the operating budget. Typical areas of impact include additional staffing, one-time costs not budgeted in the Capital Program, ongoing operations and maintenance costs, and debt service payments. The following capital projects are scheduled for completion during Fiscal Years 2005-07, and may therefore have some type of impact on the Fiscal Year 2005-07 Operational Plan.



Campo-Morena Village Library

The Campo-Morena Village Library, a 2,500-square-foot facility that opened in November 2005, replaced a 490-square-foot leased library facility that did not meet Americans with Disabilities Act of 1990 (ADA) standards and was also deemed by the County Board of Supervisors to be inadequate for the community. The Campo-Morena Village facility is cash financed primarily by Community Development Block Grant funding and the District 2 Community Project budget. As a result, no County debt service payments will be required. No additional staffing needs are projected for the replacement facility. The annual operating costs, including utilities and computer technology, are comparable to the previous facility's levels.

The new library opened with the previous library's materials collection.



Bonita-Sunnyside Library and Museum

The Bonita-Sunnyside Library and Museum facility consists of two buildings totaling 14,400 square feet. The new library, which opened in December 2005, replaced a 3,018-square-foot leased library facility in Bonita. The library was identified as a high priority in 1999 when the Board of Supervisors approved a Five-Year Library Facility Capital Improvement Plan. The museum, previously located in the Bonita Museum and Cultural Center, was added to the project by Board approval in 2003. The project is being cash financed primarily through use of General Fund fund balance, the District 1 Community Projects budget, City of Chula Vista funds, and donations by the Bonita-Sunnyside Fire Protection District and the Bonita Historical Society.

The new, larger library facility opened with existing staffing plus the 2.00 staff years adopted for Fiscal Year 2005-06. Annual operating costs are projected to increase slightly due to computer technology upgrades and utility requirements for the larger facility. Materials for the library collection came from the previous facility and will be supplemented with additional materials purchased through the County Library's annual operating budget.



North County Animal Shelter

The newly completed North County Animal Shelter held its grand opening in November 2005. The new 25,548 square foot facility replaced the existing shelter on the same site in the city of Carlsbad. The design, construction, and completion of the new shelter have been cash financed through the County's District 3 Community Projects budget, County of San Diego Community Services Group reserves, and private donations, thereby eliminating the need for County debt service payments on the project. County personnel from the existing shelter will staff the new shelter, resulting in no projected additional staffing needs. Annual utility costs are projected to reach \$60,000, which is \$20,000 more per year than the previous shelter.



Spring Valley Gym and Teen Center

The Spring Valley Gym and Teen Center, scheduled to open in Summer 2006, will be located on the grounds of the La Presa Middle School in the Spring Valley School District, on property adjacent to the Spring Valley Library. The projects are financed through several funding sources, including Community Development Block Grants, Parkland Dedication Ordinance funds, Proposition 12 Roberti-Z'berg-Harris grant funds, District 4 Community Project funds, and a community donation from the La Mesa/Spring Valley School District. The financing mechanisms for these project will result in no County debt service payments.

The new facility, pictured at the lower left, will require one additional permanent employee and three seasonal employees at an annual cost of \$124,000. One-time purchases include \$60,000 in furniture and fixtures, as well as \$30,000 in new recreational supplies. Utility costs are expected to reach \$30,000 per year, which will be shared between the County of San Diego and the La Mesa/Spring Valley School District at a 75%/25% ratio.





Edgemoor Healthcare Campus

The Edgemoor Healthcare Campus will be a County-owned and operated facility located in the East County city of Santee (Supervisorial District 2). The two-story, 180,300 square foot complex will be constructed on approximately 12.5 acres of the County's 326-acre Edgemoor property and is expected to accommodate 192 beds. The new facility will replace an existing skilled nursing facility currently located on another portion of the Edgemoor property. Construction began in February 2005, and the facility is expected to be ready for occupancy by Spring 2007.

The total estimated cost of the project is approximately \$83.8 million, \$79.0 million of which is financed through certificates of participation (COPs). The remaining cost of the project will be financed by the sale or lease of surplus property surrounding Edgemoor. The County expects to receive partial reimbursement from the State of California under Section 14105.26 of the California Welfare and Institutions Code, which is designed through Senate Bill 1128 to provide reimbursement for the construction of certain facilities that serve Medicaid patients. The County will make the first COP-related debt service payment of \$4.5 million in Fiscal Year 2007-08, followed by 22 annual payments of approximately \$6.25 million. No additional staff will be required to operate the new facility.



Assessor-Recorder-County Clerk (ARCC)/Land Use & Environment Group (LUEG) San Marcos Buildings

The County will construct two 20,400 square foot office buildings in centrally located San Marcos to house operations for the Assessor-Recorder-County Clerk, the Department of Environmental Health, and the Department of Planning and Land Use. The project received final Board approval in February 2005, and is expected to be completed by March 2006.

The \$9.2 million project is being cash financed with proceeds from the General Fund, the Recorder-Modernization Trust Fund, and the Property Tax Administration Trust Fund. Annual operating costs for each building are projected to reach \$81,450 in Fiscal Year 2005-06 and \$108,600 in Fiscal Year 2006-07. No additional staff will be required to commence operations in the new buildings. Based on Fiscal Year 2004-05 lease costs for current office facilities, the County expects to save \$540,000 in annual lease costs by moving to a County-owned facility. The eventual combined value of the land and completed facilities is estimated to be \$11 million.

Major Project Highlights

In addition to the capital projects that will be completed in Fiscal Year 2005-07, the following major capital projects are



either slated to begin or to significantly progress during the same time period.



Multiple Species Conservation Program Land Acquisition

The County's Multiple Species Conservation Program (MSCP) is the result of six years of intense planning and review by a diverse group of private conservationists and property owners as well as a number of public agencies, including the United States Fish and Wildlife Service and the California Department of Fish and Game (Wildlife Agencies). The County of San Diego entered into an Implementing Agreement with the Wildlife Agencies for the MSCP on March 17, 1998.

The goals of the MSCP are to maintain and enhance biological diversity in the region, to maintain viable populations of endangered, threatened, and key sensitive species and their habitats, and to promote regional economic viability through streamlining the land use permit process - a significant benefit to landowners - as well.

The first properties acquired under the County-approved portion of the MSCP were the Ham and Yunis properties in the Lakeside Archipelago area in January 1999. The two properties totaled nearly 60 acres. County-approved MSCP properties now total more than 3,500 acres in various parts of the county. Of the \$28 million spent on the acquisitions, \$17.3 million came from federal and State grants. The remaining \$10.7 million came from the County's General Fund. The Fiscal Year 2005-06 Proposed Capital Program includes \$2.8 million for potential land acquisitions.



Rosecrans Public Health Laboratory Upgrade

The Public Health Services division of the Health & Human Services Agency (HHSA) has obtained Board approval to remodel and expand the County's Public Health Laboratory. The improvements will bring the laboratory into compliance with new federal requirements for bioterrorism-related Biosafety Level 3 governmental monitoring and surveillance. The existing 10,000 square foot laboratory, located in San Diego, will be remodeled and expanded 3,200 square feet within the existing HHSA complex. A 2,000 square foot storage mezzanine has also been planned for addition above the existing laboratory space. The heating, ventilation, and air conditioning (HVAC) system will also be upgraded to meet federal requirements.

The laboratory upgrade will cost approximately \$4.3 million, including \$2.2 million for construction, \$1.5 million for HVAC replacement, and \$600,000 for project design, planning, and management. The primary funding source for this project is the Tobacco Settlement Trust Fund. The project will take 20-24 months to complete once construction commences.



Capital Program Summary

Budget by Fund

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Capital Outlay Fund	\$ 829,300	\$ 27,599,743	\$ 4,177,000	\$ 2,800,000
Justice Facility Construction	2,000,000	4,253,396	—	—
County Health Complex	—	7,713	—	—
Edgemoor Development	5,360,000	321,979	2,860,000	2,860,000
Library Projects	—	4,078,615	—	—
Total	\$ 8,189,300	\$ 36,261,445	\$ 7,037,000	\$ 5,660,000

Budget by Category of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Services & Supplies	\$ 5,360,000	\$ 321,979	\$ 2,860,000	\$ 2,860,000
Capital Assets/Land Acquisition	2,829,300	35,081,215	4,177,000	2,800,000
Operating Transfers Out	—	858,252	—	—
Total	\$ 8,189,300	\$ 36,261,445	\$ 7,037,000	\$ 5,660,000

Budget by Category of Revenue

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Revenue From Use of Money & Property	\$ 287,823	\$ 831,070	\$ 419,000	\$ 469,000
Intergovernmental Revenues	813,300	8,967,918	1,027,000	—
Charges For Current Services	16,000	365,355	—	—
Miscellaneous Revenues	—	2,649	—	—
Other Financing Sources	7,000,000	41,785,748	3,354,000	3,503,000
Fund Balance	72,177	—	2,237,000	1,688,000
Total	\$ 8,189,300	\$ 51,952,739	\$ 7,037,000	\$ 5,660,000

Capital Program Summary



Revenue Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Interest On Deposits & Investments	\$ 20,000	\$ 565,835	\$ 150,000	\$ 200,000
Rents & Concessions	267,823	265,235	269,000	269,000
St. Aid - Tobacco Tax Settlement	—	7,713	—	—
Recreation Areas	191,500	215,095	—	—
State Construction Other	—	131,369	—	—
State Coastal Protection Bonds Prop 12	135,000	2,067,755	—	—
State Coastal Prot Bonds Prop 40	—	19,667	—	—
St. Aid - Other State Grants	25,000	4,721,028	—	—
Fed. Aid HUD CDBG	370,000	945,730	1,027,000	—
Federal Other Federal Grants	91,800	466,516	—	—
Aid From Other Government Agencies	—	393,045	—	—
Charges In Parkland Dedication Funds	16,000	—	—	—
Property Tax System Administration Fee	—	353,188	—	—
Recording Fee Modernization	—	12,167	—	—
Donations From Private Party	—	926	—	—
Other Miscellaneous	—	187	—	—
Other Sales Taxable	—	1,536	—	—
Operating Transfer From General Fund	2,000,000	14,230,463	3,150,000	2,800,000
Operating Transfer From APCD Funds	—	57,419	—	—



Revenue Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Operating Transfer From Inactive Waste	—	110,000	—	—
Operating Transfer From Parkland Dedication	—	589,270	—	—
Operating Transfer From Other / Spec. Dist.	—	450,248	—	—
Operating Transfer From Library Fund	—	59,015	—	—
Operating Transfer From Inmate Welf. Fund	—	4,326	—	—
Operating Transfer From Prop 172 Fund	—	168,069	—	—
Reimb. From SANCAL (Bond Proceeds)	—	8,633,498	—	—
Sale Of Fixed Assets	5,000,000	17,483,438	204,000	703,000
Fund Balance - All Other Funds	72,177	—	2,237,000	1,688,000
Total	\$ 8,189,300	\$ 51,952,739	\$ 7,037,000	\$ 5,660,000

Capital Outlay Fund

Capital Outlay Fund

Budget by Category of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Capital Assets/Land Acquisition	\$ 829,300	\$ 27,599,743	\$ 4,177,000	\$ 2,800,000
Total	\$ 829,300	\$ 27,599,743	\$ 4,177,000	\$ 2,800,000

Capital Projects Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Capital Assets/Land Acquisition				
KN3415 Guajome Park Playground	\$ 91,800	\$ 24,499	\$ —	\$ —
KA1562 North County Open Space *	191,500	405,757	—	—
KA2973 Trail Easement Acq	—	1,539	—	—
KN0787 Cottonwood Park Phase 3 *	16,000	12,459	—	—
KN3106 Sweetwater Summit Camp	135,000	112,320	—	—
KK0880 Spring Valley Teen Center	370,000	213,089	—	—
KN5486 Collier Park Playground	25,000	46,307	—	—
KN6313 Live Oak Park Pavilion	—	—	110,000	—
KN6314 Lindo Lake Park Restroom	—	—	235,000	—
KN6315 Lindo Lake Park Playground Fencing	—	—	16,000	—
KN6316 Lincoln Acres Park Tot Lot	—	—	68,000	—
KN6317 Collier Park ADA Walkways	—	—	85,000	—
KN6318 Spring Valley Park Picnic/Access	—	—	153,000	—
KN6319 Julian Jess Martin Parking/Access	—	—	190,000	—



Capital Projects Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
KN5493 Felicita Park ADA Ramp	—	14,905	50,000	—
KN1886 Julian Memorial Park Improv	—	—	50,000	—
KN1979 Fallbrook Sport Park	—	—	30,000	—
KN6323 J Mar II Ball Improv	—	—	40,000	—
KK6327 Fire and Safety Helicopter	—	—	40,000	—
KK6328 SHF Modular Bldg at Fallbrook	—	—	310,000	—
KA9500 MSCP Acquisitions	—	43,191	2,800,000	2,800,000
KA0550 Otay Valley Park Acquisition	—	3,086,921	—	—
KA0551 Escondido Creek Acquisition *	—	495,794	—	—
KA1971 San Elijo Acquisition	—	14,759	—	—
KA4478 Valley Park Project	—	857	—	—
KA5321 Stowe Trail Acquisition	—	7,467	—	—
KA3420 Bonsall Park River Site Acq	—	5,056	—	—
KA3442 San Maria Creek Acq. Phase I	—	41,384	—	—
KA3443 San Maria Creek Acq. Phase II *	—	979,411	—	—
KA4454 Fallbrook C Burnsite Land Acq.	—	110,000	—	—
KK1662 ARCC LUEG Bldgs SM *	—	715,355	—	—
KN2968 Cactus Park Sportfield	—	715	—	—
KN0550 Otay Valley Regional Park	—	697,898	—	—
KN2985 Otay Valley Park Irrigation	—	18,520	—	—
KN1561 Julian Jesse Martin Comm. Ctr.	—	2,600	—	—



Capital Projects Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
KN2630 Tijuana River Valley Park Fence	—	2,335	—	—
KN6019 Heritage Park Carousel	—	68,707	—	—
KN2678 Regional Camp Park Electrical	—	132	—	—
KK1709 North County Animal Shelter	—	4,371,756	—	—
KN7022 Otay Lake Park Restrooms	—	6,880	—	—
KN2752 Otay Valley Park Fence Support	—	9,238	—	—
KN0754 Lamar Park Development *	—	38,949	—	—
KN0783 Julian Skateboard Park	—	50,288	—	—
KN7915 Guajome Restoration	—	2,420	—	—
KN8017 Guajome Adobe Improvements	—	5,212	—	—
KK0865 Spring Valley Teen Gym *	—	161,002	—	—
KK0866 Edgemoor Hospital Remodel	—	8,209,162	—	—
KN0867 Agua Caliente Park Restrooms	—	38,613	—	—
KK6100 Underground Tanks	—	63,032	—	—
KN0870 Pine Valley Basketball & Tennis Ct	—	21,162	—	—
KN0873 Tijuana River Valley Sport Park	—	154,431	—	—
KN0877 Volcan Mt. Preservation Trail Imp. *	—	15,432	—	—
KN0878 William Heise Park Trail Imp. *	—	7,297	—	—
KN0884 Lakeside Teen Center	—	9,271	—	—
KN1886 Julian Memorial Park Improvements	—	16,117	—	—



Capital Projects Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
KN9554 Wilderness Gardens Pk Well Ren.	—	3,725	—	—
KN9016 Rainbow Park Phase 1	—	20,651	—	—
KN2918 Verna House Restoration	—	10,415	—	—
KN9020 Tijuana River / Effie Mae Farm	—	39,921	—	—
KN9032 Collier Park Facility Design	—	530	—	—
KK9035 Campo Sewer System	—	43,722	—	—
KK1953 Valley Center Museum	—	8,821	—	—
KN1954 Dos Picos Picnic Area	—	36,103	—	—
KN2955 Agua Caliente Park	—	54,214	—	—
KN2960 Lake Morena Equipment	—	260,171	—	—
KN1979 Fallbrook Sport Park	—	91,048	—	—
KK2992 San Pasqual Gym	—	127,719	—	—
KK2993 San Pasqual Girls' Dorm *	—	345,678	—	—
KN2995 Otay Valley Park Interceptor Ct	—	60,712	—	—
KN2996 Tijuana River Trail Crossing	—	34,503	—	—
KK3436 CAC Elevator Upgrade	—	356,805	—	—
KK3458 Bonita History Museum	—	932,389	—	—
KK4463 HHSO Office Parking Structure	—	174,187	—	—
KN3401 Jess Martin Park Sportsfield	—	144	—	—
KN3406 Sweetwater Pk SR 125 Mitigation	—	131,325	—	—
KN3409 Potrero Park Playgrounds	—	13,993	—	—
KN3411 Borrego Springs Park Master Plan	—	11,459	—	—



Capital Projects Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
KN3412 East County Sports Complex	—	23,940	—	—
KN3413 Fallbrook Comm Park Playground *	—	225,427	—	—
KN3414 Felicita Park Improvements *	—	749,455	—	—
KN3416 Nancy Jane Park Swings	—	2,316	—	—
KN3417 San Dgto Upper Picnic Impr/Play *	—	459,835	—	—
KN3418 South Lane Park Improvements	—	496	—	—
KK3421 CAC Waterfront Park	—	76,341	—	—
KK3422 Polinsky Center Nursery *	—	1,341,401	—	—
KN3428 Lincoln Acres Center Park	—	23,316	—	—
KK3430 San Pasqual Health Well	—	91,036	—	—
KN3432 San Luis Rey River Park *	—	394,136	—	—
KN3441 Tijuana River Valley Habitat Trail	—	501,916	—	—
KN3442 San Maria Restoration	—	156,470	—	—
KN4450 Lakeside Teen Center Phase II *	—	241,659	—	—
KN4464 San Elijo Nature Center *	—	64,412	—	—
KN4472 Collier Park Restroom	—	4,385	—	—
KN4481 San Dieguito Recycle Water	—	25,089	—	—
KN4482 Spring Vly Park Basketball Ct Imp	—	10,812	—	—
KN5491Flbrk Ctr Int Rmdl	—	12,151	—	—



Capital Projects Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
KN5492 Linc Acre Ply Impv	—	50,148	—	—
KN5494 Lndo Lk Pk ADA Rmp	—	25,000	—	—
KN5498 SV Comm Ctr Expnsn	—	2,107	—	—
KK5320 APC District OFC	—	57,419	—	—
Total	\$ 829,300	\$ 27,599,743	\$ 4,177,000	\$ 2,800,000

Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
General Fund				
KA1562 North County Open Space	\$ 191,500	\$ 103,846	\$ —	\$ —
KK6327 Fire and Safety Helicopter	—	—	40,000	—
KK6328 SHF Modular Bldg at Fallbrook	—	—	310,000	—
KA9500 MSCP Acquisitions	—	43,191	2,800,000	2,800,000
KA0551 Escondido Creek Acquisition	—	146,538	—	—
KA4478 Valley Park Project	—	857	—	—
KA5321 Stowe Trail Acquisition	—	7,467	—	—
KA3443 San Maria Creek Acq. Phase II *	—	618,293	—	—
KK1662 ARCC LUEG Bldgs SM *	—	350,000	—	—
KN2968 Cactus Park Sportfield	—	715	—	—
KN2985 Otay Valley Park Irrigation	—	18,520	—	—
KN1561 Julian Jesse Martin Comm. Ctr.	—	2,600	—	—
KN2630 Tijuana River Valley Park Fence	—	2,335	—	—
KN2678 Regional Camp Park Electrical	—	132	—	—

Capital Outlay Fund



Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
KK1709 North County Animal Shelter	—	4,371,756	—	—
KN7022 Otay Lake Park Restrooms	—	6,880	—	—
KN2752 Otay Valley Park Fence Support	—	9,238	—	—
KN0754 Lamar Park Development *	—	12,815	—	—
KN0783 Julian Skateboard Park	—	50,288	—	—
KN0787 Cottonwood Park Phase 3	—	12,459	—	—
KN0867 Agua Caliente Park Restrooms	—	38,613	—	—
KK6100 Underground Tanks	—	63,032	—	—
KN0870 Pine Valley Basketball & Tennis Ct	—	21,162	—	—
KN0873 Tijuana River Valley Sport Park	—	154,431	—	—
KN0877 Volcan Mt. Preservation Trail Imp. *	—	4,259	—	—
KN0878 William Heise Park Trail Imp. *	—	2,036	—	—
KN0884 Lakeside Teen Center	—	9,271	—	—
KN1886 Julian Memorial Park Improvements	—	16,117	—	—
KN9554 Wilderness Gardens Pk Well Ren.	—	3,725	—	—
KN9016 Rainbow Park Phase 1	—	20,651	—	—
KN2918 Verna House Restoration	—	10,415	—	—
KN9020 Tijuana River / Effie Mae Farm	—	39,921	—	—
KN9032 Collier Park Facility Design	—	530	—	—
KK9035 Campo Sewer System	—	43,722	—	—



Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
KK1953 Valley Center Museum	—	8,821	—	—
KN1979 Fallbrook Sport Park	—	91,048	—	—
KK2992 San Pasqual Gym	—	127,719	—	—
KK2993 San Pasqual Girls' Dorm *	—	22,542	—	—
KN2995 Otay Valley Park Interceptor Ct	—	60,712	—	—
KK3436 CAC Elevator Upgrade	—	356,805	—	—
KK3458 Bonita History Museum	—	932,389	—	—
KK4463 HHSO Office Parking Structure	—	174,187	—	—
KN3401 Jess Martin Park Sportsfield	—	144	—	—
KK3421 CAC Waterfront Park	—	76,341	—	—
KK3422 Polinsky Center Nursery *	—	968,603	—	—
KK3430 San Pasqual Health Well	—	91,036	—	—
KN3432 San Luis Rey River Park *	—	344,136	—	—
KN4464 San Elijo Nature Center *	—	48,414	—	—
KN4481 San Dieguito Recycle Water	—	25,089	—	—
Total - General Fund	\$ 191,500	\$ 9,513,799	\$ 3,150,000	\$ 2,800,000
Air Pollution Control District				
KK5320 APC District OFC	\$ —	\$ 57,419	\$ —	\$ —
Total - Air Pollution Control District	\$ —	\$ 57,419	\$ —	\$ —
Parkland Dedication Fund				

Capital Outlay Fund



Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
KN0787 Cottonwood Park Phase 3 *	\$ 16,000	\$ —	\$ —	\$ —
KN3415 Guajome Playground	91,800	—	—	—
KN3413 Fallbrook Comm Park Playground *	—	89,444	—	—
KN3414 Felicita Park Improvements *	—	213,063	—	—
KN3417 San Dgto Upper Picnic Impr/Play *	—	126,949	—	—
KN4450 Lakeside Teen Center Phase II *	—	149,058	—	—
KN4482 Spring Vly Park Basketball Ct Imp	—	10,812	—	—
Total - Parkland Dedication Fund	\$ 107,800	\$ 589,327	\$ —	\$ —
Inactive Waste Site Mgt Fund				
KA4454 Fallbrook C Burnsite Land Acq.	\$ —	\$ 110,000	\$ —	\$ —
Total - Inactive Waste Site Mgt Fund	\$ —	\$ 110,000	\$ —	\$ —
Recorder Modernization Fund				
KK1662 ARCC LUEG Bldgs SM *	\$ —	\$ 12,167	\$ —	\$ —
Total - Recorder Modernization Fund	\$ —	\$ 12,167	\$ —	\$ —
Prop. Tax System Admin. Fund				
KK1662 ARCC LUEG Bldgs SM *	\$ —	\$ 353,188	\$ —	\$ —
Total - Prop. Tax System Admin. Fund	\$ —	\$ 353,188	\$ —	\$ —



Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
SANCAL Reimbursement Funds				
KK0866 Edgemoor Hospital Remodel	\$ —	\$ 8,209,162	\$ —	\$ —
Total - SANCAL Reimbursement Funds	\$ —	\$ 8,209,162	\$ —	\$ —
Comm. Dev. Block Grants				
KN6313 Live Oak Park Pavilion	\$ —	\$ —	\$ 110,000	\$ —
KN6314 Lindo Lake Park Restroom	—	—	235,000	—
KN6315 Lindo Lake Park Playground Fencing	—	—	16,000	—
KN6316 Lincoln Acres Park Tot Lot	—	—	68,000	—
KN6317 Collier Park ADA Walkways	—	—	85,000	—
KN1886 Julian Memorial Park Improv	—	—	50,000	—
KN1979 Fallbrook Sport Park	—	—	30,000	—
KN6323 J Mar II Ball Improv	—	—	40,000	—
KN6318 Spring Valley Park Picnic/Access	—	—	153,000	—
KN6319 Julian Jess Martin Parking/Access	—	—	190,000	—
KN5493 Felicita Park ADA Ramp	—	14,905	50,000	—
KK0880 Spring Valley Teen Center	370,000	213,089	—	—
KN3411 Borrego Springs Park Master Plan	—	11,459	—	—
KN3413 Fallbrook Comm Park Playground *	—	135,983	—	—
KN3428 Lincoln Acres Center Park	—	23,316	—	—
KN4450 Lakeside Teen Center Phase II *	—	67,601	—	—

Capital Outlay Fund



Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
KN4472 Collier Park Restroom	—	4,385	—	—
KN5491 Flbrk Ctr Int Rmdl	—	12,151	—	—
KN5492 Linc Acre Ply Impv	—	50,148	—	—
KN5494 Lndo Lk Pk ADA Rmp	—	25,000	—	—
Total - Comm. Dev. Block Grants	\$ 370,000	\$ 558,037	\$ 1,027,000	\$ —
Other Federal Grants				
KA2973 Trail Easement Acq	\$ —	\$ 1,539	\$ —	\$ —
KA0551 Escondido Creek Acquisition	—	349,256	—	—
KN0877 Volcan Mt. Preservation Trail Imp. *	—	11,173	—	—
KN0878 William Heise Park Trail Imp. *	—	5,261	—	—
KN3414 Felicita Park Improvements *	—	74,788	—	—
KN3415 Guajome Park Playground	—	24,499	—	—
Total - Other Federal Grants	\$ —	\$ 466,516	\$ —	\$ —
State Grants				
KN5486 Collier Park Playground	\$ 25,000	\$ 46,307	\$ —	\$ —
KA1562 North County Open Space	—	301,911	—	—
KA0550 Otay Valley Park Acquisition	—	3,086,921	—	—
KA1971 San Elijo Acquisition	—	14,759	—	—
KA3420 Bonsall Park River Site Acq	—	5,056	—	—
KA3442 San Maria Creek Acq. Phase I	—	41,384	—	—
KA3443 San Maria Creek Acq. Phase II	—	358,492	—	—



Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
KN0550 Otay Valley Regional Park	—	697,898	—	—
KN6019 Heritage Park Carousel	—	68,707	—	—
KN0754 Lamar Park Development *	—	26,134	—	—
KK0865 Spring Valley Teen Gym *	—	140,755	—	—
KN3106 Sweetwater Summit Camp	135,000	112,320	—	—
KN1954 Dos Picos Picnic Area	—	36,103	—	—
KN2955 Agua Caliente Park	—	54,214	—	—
KN2960 Lake Morena Equipment	—	260,171	—	—
KN2996 Tijuana River Trail Crossing	—	34,503	—	—
KN3406 Sweetwater Pk SR 125 Mitigation	—	131,325	—	—
KN3409 Potrero Park Playgrounds	—	13,993	—	—
KN3412 East County Sports Complex	—	23,940	—	—
KN3414 Felicita Park Improvements *	—	461,604	—	—
KN3416 Nancy Jane Park Swings	—	2,316	—	—
KN3417 San Dgto Upper Picnic Impr/Play *	—	332,886	—	—
KN3418 South Lane Park Improvements	—	496	—	—
KN3432 San Luis Rey River Park *	—	50,000	—	—
KN3441 Tijuana River Valley Habitat Trail	—	501,916	—	—
KN3442 San Maria Restoration	—	156,470	—	—
KN4450 Lakeside Teen Center Phase II *	—	25,000	—	—

Capital Outlay Fund



Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
KN4464 San Elijo Nature Center *	—	15,998	—	—
KN5498 SV Comm Ctr Expsn	—	2,107	—	—
Total - State Grants	\$ 160,000	\$ 7,003,686	\$ —	\$ —
Other Misc. Gov't Sources				
KK0865 Spring Valley Teen Gym *	\$ —	\$ 20,247	\$ —	\$ —
KK3422 Polinsky Center Nursery *	—	372,798	—	—
Total - Other Misc. Gov't Sources	\$ —	\$ 393,045	\$ —	\$ —
Rev. from Sale of Fixed Assets				
KA3443 San Maria Creek Acq. Phase II *	\$ —	\$ 2,626	\$ —	\$ —
KN7915 Guajome Restoration	—	2,420	—	—
KN8017 Guajome Adobe Improvements	—	5,212	—	—
KK2993 San Pasqual Girls' Dorm *	—	323,136	—	—
Total - Rev. from Sale of Fixed Assets	\$ —	\$ 333,394	\$ —	\$ —
* Multiple sources				
Total Capital Outlay Funding Sources	\$ 829,300	\$ 27,599,740	\$ 4,177,000	\$ 2,800,000

Justice Facility Construction Fund

Justice Facility Construction Fund

Budget by Category of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Capital Assets/Land Acquisition	\$ 2,000,000	\$ 3,395,144	\$ —	\$ —
Operating Transfers Out	—	858,252	—	—
Total	\$ 2,000,000	\$ 4,253,396	\$ —	\$ —

Capital Projects Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Capital Assets/Land Acquisition				
KA5485 Rancho San Diego Sheriff Station	\$ 2,000,000	\$ 5,325	\$ —	\$ —
KK1712 East Mesa Warehouse	—	4,326	—	—
KK6116 Sheriff - Firearms Facility	—	480	—	—
KK4901 Downtown Courthouse Remodel	—	424,337	—	—
KK1717 East Mesa Juvenile Access Road	—	25,025	—	—
KK0781 East Mesa Juvenile Facility	—	1,246,414	—	—
KK8032 Las Colinas Women's Det. Fac.	—	17,015	—	—
KK9013 Rancho Del Campo	—	2,541	—	—
KK9017 Descanso Detention Facility	—	67,419	—	—
KK2994 Sheriff Crime Lab Remodel	—	22,351	—	—
KK3439 Vista Detention Con PMLS *	—	1,528,580	—	—

Justice Facility Construction Fund



Capital Projects Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
KK3424 Juvenile Court Expense	—	37,587	—	—
KK5497 Medical Exam Bldg	—	13,745	—	—
Total - Capital Assets/Land Acquisition	\$ 2,000,000	\$ 3,395,144	\$ —	\$ —
Total - Justice Facility Construction Fund	\$ 2,000,000	\$ 4,253,396	\$ —	\$ —

Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
General Fund				
KA5485 Rancho San Diego Sheriff Station	\$ 2,000,000	\$ 5,325	\$ —	\$ —
KK6116 Sheriff - Firearms Facility	—	480	—	—
KK1717 East Mesa Juvenile Access Road	—	25,025	—	—
KK8032 Las Colinas Women's Det. Fac.	—	17,015	—	—
KK9013 Rancho Del Campo	—	2,541	—	—
KK9017 Descanso Detention Facility	—	67,419	—	—
KK3439 Vista Detention Con PNLs *	—	1,360,510	—	—
JFC 54628 KK2994 Sheriff Crime Lab Remodel	—	22,351	—	—
KK3424 Juvenile Court Expense	—	37,587	—	—
KK5497 Medical Exam Bldg	—	13,745	—	—
Total - General Fund	\$ 2,000,000	\$ 1,551,998	\$ —	\$ —
Inmate Welfare Fund				
KK1712 East Mesa Warehouse	\$ —	\$ 4,326	\$ —	\$ —



Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Total - Inmate Welfare Fund	\$ —	\$ 4,326	\$ —	\$ —
Proposition 172 Fund				
KK3439 Vista Detention Con PNLS *	\$ —	\$ 168,070	\$ —	\$ —
Total - Proposition 172 Fund	\$ —	\$ 168,070	\$ —	\$ —
SANCAL Reimbursement Funds				
KK4901 Downtown Courthouse Remodel	\$ —	\$ 424,337	\$ —	\$ —
Total - SANCAL Reimbursement Funds	\$ —	\$ 424,337	\$ —	\$ —
State Grants				
KK0781 East Mesa Juvenile Facility	\$ —	\$ 1,246,414	\$ —	\$ —
Total - State Grants	\$ —	\$ 1,246,414	\$ —	\$ —
Total Justice Facility Construction Funding Sources	\$ 2,000,000	\$ 3,395,145	\$ —	\$ —

County Health Complex Fund

County Health Complex Fund

Budget by Category of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Capital Assets/Land Acquisition	\$ —	\$ 7,713	\$ —	\$ —
Total	\$ —	\$ 7,713	\$ —	\$ —

Capital Projects Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Capital Assets/Land Acquisition				
KK4459 Public Health Lab Remodel	\$ —	\$ 7,713	\$ —	\$ —
Total - County Health Complex Fund	\$ —	\$ 7,713	\$ —	\$ —

Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
State Aid Tobacco Tax				
KK4459 Public Health Lab Remodel	\$ —	\$ 7,713	\$ —	\$ —
Total - State Aid Tobacco Tax	\$ —	\$ 7,713	\$ —	\$ —
Total County Health Complex Funding Sources	\$ —	\$ 7,713	\$ —	\$ —

Library Projects COF

Library Projects COF

Budget by Category of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Capital Assets/Land Acquisition	\$ —	\$ 4,078,615	\$ —	\$ —
Total	\$ —	\$ 4,078,615	\$ —	\$ —

Capital Projects Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Capital Assets/Land Acquisition				
KA4479 Fallbrook Lib LAN Expansion *	\$ —	\$ 95,001	\$ —	\$ —
KA2987 Ramona Comm. Camp Acq.	—	13,166	—	—
KA2983 Alpine Library Land Acquisition	—	12,000	—	—
KL2981 Julian Shared Use Library *	—	393,100	—	—
KL2983 Alpine Library	—	76	—	—
KL1600 Campo Library Design Costs *	—	490,293	—	—



Capital Projects Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
KL9540 Bonita Library Construction	—	2,335,834	—	—
KL9542 Cardiff Library Construction	—	91,576	—	—
KL7020 Spring Valley Branch Library	—	311,068	—	—
KL9022 Rancho San Diego Library	—	174,527	—	—
KL9023 Valley Center Library	—	38,547	—	—
KL1974 Fallbrook Library	—	926	—	—
KL3460 Descano Library Expansion	—	72,880	—	—
KL3440 Pine Valley Library Expansion	—	42,719	—	—
KL2987 Ramona Library	—	6,902	—	—
Total - Library Projects COF	\$ —	\$ 4,078,615	\$ —	\$ —



Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
General Fund				
KA4479 Fallbrook Lib LAN Expansion *	\$ —	\$ 4,001	\$ —	\$ —
KA2987 Ramona Comm. Camp Acq.	—	13,166	—	—
KA2983 Alpine Library Land Acquisition	—	12,000	—	—
KL2983 Alpine Library	—	76	—	—
KL9540 Bonita Library Construction	—	2,335,834	—	—
KL7020 Spring Valley Branch Library	—	311,068	—	—
KL9022 Rancho San Diego Library	—	174,527	—	—
KL9023 Valley Center Library	—	38,547	—	—
KL3460 Descano Library Expansion	—	72,880	—	—
KL3440 Pine Valley Library Expansion	—	42,719	—	—
KL2987 Ramona Library	—	6,902	—	—
Total - General Fund	\$ —	\$ 3,011,720	\$ —	\$ —
County Library Fund				
KA4479 Fallbrook Lib LAN Expansion *	\$ —	\$ 91,000	\$ —	\$ —
KL2981 Julian Shared Use Library *	—	223,853	—	—
KL1600 Campo Library Design Costs *	—	102,835	—	—
KL9542 Cardiff Library Construction	—	91,576	—	—
Total - County Library Fund	\$ —	\$ 509,264	\$ —	\$ —
Comm. Dev. Block Grant				
KL1600 Campo Library Design Costs *	\$ —	\$ 387,458	\$ —	\$ —

Library Projects COF



Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Total - Comm. Dev. Block Grant	\$ —	\$ 387,458	\$ —	\$ —
State Grants				
KL2981 Julian Shared Use Library *	\$ —	\$ 169,247	\$ —	\$ —
Total - State Grants	\$ —	\$ 169,247	\$ —	\$ —
Donations				
KL1974 Fallbrook Library	\$ —	\$ 926	\$ —	\$ —
Total - Donations	\$ —	\$ 926	\$ —	\$ —
Total Library Project COF Funding Sources	\$ —	\$ 4,078,616	\$ —	\$ —

Edgemoor Development Fund

Edgemoor Development Fund

Budget by Category of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Services & Supplies	\$ 5,360,000	\$ 321,979	\$ 2,860,000	\$ 2,860,000
Total	\$ 5,360,000	\$ 321,979	\$ 2,860,000	\$ 2,860,000

Expenditure Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Routine Maintenance of Structures	\$ 15,000	\$ —	\$ 15,000	\$ 15,000
Professional & Specialized Services	5,225,000	190,126	2,725,000	2,725,000
Inter-Departmental Costs	—	10,646	—	—
Consultant Contracts	—	19,590	—	—
Out-Of-County Travel & Transp - Lodging	2,500	—	2,500	2,500
Non-Travel & In-County Travel	—	45	—	—
Purchasing ISF - Non Merchandise	7,500	2,248	7,500	7,500
Fac. Mgt. Real Property ISF Costs	110,000	99,324	110,000	110,000
Total Expenditures	\$ 5,360,000	\$ 321,979	\$ 2,860,000	\$ 2,860,000

Funding Source Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Interest On Deposits & Investments	\$ 20,000	\$ 395,878	\$ 150,000	\$ 200,000
Rents & Concessions	267,823	271,498	269,000	269,000
Sale Of Fixed Assets	5,000,000	15,900,000	204,000	703,000
Fund Balance	72,177	—	2,237,000	1,688,000
Total Edgemoor Development Funding Sources	\$ 5,360,000	\$ 16,567,376	\$ 2,860,000	\$ 2,860,000

Lease Payments

Lease Payments

Budget by Category of Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Lease Payments	\$ 46,779,800	\$ 45,282,973	\$ 46,577,150	\$ 42,861,841
Total	\$ 46,779,800	\$ 45,282,973	\$ 46,577,150	\$ 42,861,841

Capital Budget Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
1993 Master Refunding - South County	\$ 3,826,051	\$ 3,820,681	\$ 3,826,147	\$ 3,836,047
1993 Master Refunding - East County	5,089,374	5,084,374	5,089,503	5,102,677
1993 Master Refunding - Topaz	471,748	466,748	471,760	472,969
1996 Regional Communication System	5,940,481	5,691,508	—	—
2001 MTS Tower	3,168,291	2,967,917	3,079,704	3,085,546
2002 Motorola	3,486,135	3,479,033	3,486,135	3,488,185
1993 Master Refunding - Health Complex	2,562,638	2,555,211	2,562,703	2,569,324
1993 Master Refunding - East Mesa	741,348	720,997	741,366	—
1993 Master Refunding - Juvenile Hall	438,284	431,284	438,295	439,412
1993 Master Refunding - Clairemont Hospital	1,844,257	1,837,257	1,844,304	1,849,065



Capital Budget Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
1993 Master Refunding – East Mesa Land	2,407,421	2,413,772	2,407,482	2,413,702
1993 Master Refunding – SD Muni Building	767,666	760,666	767,685	769,658
1993 Master Refunding – Housing	—	—	411,181	—
1996 North & East County Regional Center Project	2,946,058	2,855,319	2,788,223	2,947,740
1996 Ohio Street Lease Purchase	170,128	153,101	170,094	10,000
1997 Central Jail	5,526,285	5,214,585	5,379,193	5,523,105
1998 Hall of Justice	5,515,397	5,028,147	5,516,197	5,512,398
1999 East Mesa Refunding	1,878,238	1,802,374	1,851,066	1,847,375
2005 Regional Communications System	—	—	5,746,112	2,994,638
Total - Lease Payments	\$ 46,779,800	\$ 45,282,973	\$ 46,577,150	\$ 42,861,841

Revenue Detail

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
AB189	\$ 2,905,950	\$ 2,891,950	\$ 3,415,980	\$ 3,419,068
Aid from Redevelopment Agency	800,000	800,000	800,000	800,000
Rent	1,880,034	1,195,938	1,274,186	1,283,240
General Revenue Allocation	41,193,816	39,771,486	40,052,848	36,736,578
Charges in Other Funds	—	623,599	622,955	622,955
Use of Fund Balance	—	—	411,181	—
Total	\$ 46,779,800	\$ 45,282,973	\$ 46,577,150	\$ 42,861,841

Lease Payments



Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
General Fund				
1993 Master Refunding- South County	\$ 3,826,051	\$ 3,820,681	\$ 3,826,147	\$ 3,836,049
1993 Master Refunding –East County	5,089,374	5,084,374	5,089,503	5,102,677
1993 Master Refunding – Topaz	471,748	466,748	471,760	472,969
1996 Regional Communication System	5,940,481	5,691,508	—	—
2001 MTS Tower	2,504,717	2,385,237	2,409,092	2,414,935
2002 Motorola	2,864,329	2,855,434	2,863,180	2,865,230
1993 Master Refunding – Health Complex	2,562,638	2,555,211	2,562,703	2,569,324
1993 Master Refunding - East Mesa	741,348	720,997	741,366	—
1993 Master Refunding – Clairemont Hospital	1,844,257	1,837,257	1,844,304	1,849,065
1993 Master Refunding – East Mesa Land	2,407,421	2,413,772	2,407,482	2,413,702
1993 Master Refunding – Housing	—	—	411,181	—
1996 North & East County Regional Center Project	2,946,058	2,855,319	2,788,223	2,947,740
1996 Ohio Street Lease Purchase	170,128	153,101	170,094	10,000
1997 Central Jail	5,526,285	5,214,585	5,379,193	5,523,105
1998 Hall of Justice	2,420,743	1,914,889	1,902,623	1,889,769
1999 East Mesa Refunding	1,878,238	1,802,375	1,851,066	1,847,375
2005 Regional Communications System	—	—	5,746,112	2,994,638
Total - General Fund	\$ 41,193,816	\$ 39,771,487	\$ 40,464,029	\$ 36,736,578
Charges to Other Districts				
2002 Motorola	\$ 621,806	\$ 623,599	\$ 622,955	\$ 622,955
Total -Charges to Other Districts	\$ 621,806	\$ 623,599	\$ 622,955	\$ 622,955



Funding Source

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Rent Received				
1998 Hall of Justice	\$ 594,654	\$ 613,258	\$ 603,575	\$ 612,628
2001 MTS Tower	663,574	582,680	670,612	670,612
Total - Rent Received	\$ 1,258,228	\$ 1,195,938	\$ 1,274,186	\$ 1,283,240
AB189				
1993 Master Refunding – Juvenile Hall	\$ 438,284	\$ 431,283	\$ 438,295	\$ 439,412
1993 Master Refunding – SD Muni Building	767,666	760,666	767,685	769,656
1998 Hall of Justice	1,700,000	1,700,000	2,210,000	2,210,000
Total - AB189	\$ 2,905,950	\$ 2,891,949	\$ 3,415,980	\$ 3,419,068
Aid from Redevelopment				
1998 Hall of Justice	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
Total - Aid from Redevelopment	\$ 800,000	\$ 800,000	\$ 800,000	\$ 800,000
Total Lease Payment Funding Sources	\$ 46,779,800	\$ 45,282,973	\$ 46,577,150	\$ 42,861,841

Outstanding Capital Projects By Group/Agency

Outstanding Capital Projects By Group/Agency

Public Safety Group

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 6/30/05
KK4901 - 4651 DWNTWN CRTHS REMODEL	54335	93/94	\$ 2,158,514	\$ 141,254
KK6116 - 4647 FIREARMS TRAINING	54331	95/96	6,213,614	8,514
KK6100 - 4869 UNGROUND STORAGE TNK	54529	95/96	3,161,848	24,497
KK8030 - 4830 DOWNTOWN COURT HOUSE	54494	97/98	727,805	3,354
KK8032 - 4832 LAS COLINAS WOM D F	54496	97/98	1,600,000	486,807
KK9017 - 4917 DESCANSO DET FACILTY	54565	98/99	1,171,151	88,296
KK9035 - 4935 CAMPO SEWER SYSTEM	54583	98/99	180,000	12,661
KK0687 - 4687 PINE VALLEY SUBST RP	54370	99/00	1,200,000	1,189,522
KK0781 - 4781 E MESA JV DET FACLTY	54451	99/00	52,093,748	1,932,413
KK1712 - 4712 EAST MESA WAREHOUSE	54204	00/01	906,167	757,457
KK1717 - 4717 E MESA JUV FAC AC RD	54397	00/01	2,330,189	427,187
KK2994 - 4994 SHRF CRIME LAB RMDL	54628	01/02	2,596,618	8,573
KK3439 - 4439 VISTA DET CONTCOL PN	54634	02/03	2,647,483	993,983
KA5485 - 4485 RANCHO SD SHF STATION	54050	04/05	2,000,000	1,994,675
KK5497 - 4497 MEDICAL EXAM BLDG	54684	04/05	2,000,000	1,986,255
KK5485 - 4301 RANCHO SD STATION	54728	04/05	5,000,000	5,000,000
KK5302 - 4302 ALPINE STATION	54729	04/05	4,250,000	4,250,000
Total - Public Safety Group			\$ 90,237,137	\$ 19,305,448

Health and Human Services Agency

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 6/30/05
KK0866 - 4866 EDGEMOOR RECONSTRUCT	54526	99/00	\$ 83,785,556	\$ 70,106,649
KK2992 - 4992 SAN PASQUAL GYM	54626	01/02	2,063,000	8,678
KK2993 - 4993 SAN PASQUAL GIRL DRM	54627	01/02	2,025,000	1,291,082
KK3422 - 4422 POLINSKY CTR NURSERY	54681	02/03	2,420,334	282,663
KK3430 - 4430 SAN PASQ HLTH WELLNS	54687	02/03	500,000	11
KK4463 - 4463 HHSA OFC/PRKING STRC	54639	03/04	1,300,000	56,082
KK4459 - 4459 PUBLIC HLTH LAB RMDL HV	54638	04/05	4,300,000	4,292,287
Total - Health and Human Services Agency			\$ 96,393,890	\$ 76,037,453



Outstanding Capital Projects By Group/Agency

Land Use & Environment Group

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 6/30/05
KN6019 - 4619 HERITAGE PK CAROUSEL	54303	95/96	\$ 715,000	\$ 621,434
KN7022 - 4741 OTAY LAKE PARK RESTO	54414	96/97	2,486,774	133,847
KN7915 - 4790 GUAJOME RESTOR	54457	96/97	1,889,085	197,271
KA8950 - 4540 WASTESITE LAND ACQ	54023	97/98	8,238,400	6,250,786
KN8013 - 4813 JESS MARTIN PARK	54477	97/98	70,150	1,357
KN8015 - 4815 GUAJOME SPORTSFIELD	54479	97/98	265,000	211,198
KN8045 - 4845 OAKOASIS LOG HSE RST	54509	97/98	100,000	30,913
KA9500 - 4545 MULT SPECIES CON PRG	54028	98/99	21,853,953	6,066,307
KK9555 - 4909 ENV HLTH-FIRE ALM HW	54557	98/99	95,750	95,750
KN9016 - 4916 RAINBOW PARK PHASE I	54564	98/99	1,467,000	27,161
KN9020 - 4920 TJR/VEFFIE MAE FARM	54568	98/99	126,629	3,946
KN9031 - 4931 SWTWTR-MORRISON POND	54579	98/99	237,750	10,463
KN9032 - 4932 COLLIER PK FAC DSGN	54580	98/99	490,000	375,356
KA0549 - 4549 VLCN MTPRSER VI ACQ	54032	99/00	744,081	196,923
KA0550 - 4550 OTY VLY REG PK II AQ	54033	99/00	9,403,766	2,314,008
KA0551 - 4551 ESCONDIDO CREEK ACQ	54034	99/00	2,260,000	6,469
KN0550 - 4982 OTAY VLY REG PK	54238	99/00	1,955,000	1,044,497
KN0754 - 4754 LAMAR PARK DEVELOP	54427	99/00	1,057,755	6,164
KN0783 - 4783 JULIAN SKATEBOARD PK	54452	99/00	387,167	5,567
KK0865 - 4865 SPRING VLY GYM	54525	99/00	2,520,392	2,039,093
KN0867 - 4867 AGUA CALIENTE PK RST	54527	99/00	447,577	17,813
KN0873 - 4873 TJ RVR VLY SPORTS PK	54533	99/00	2,768,950	566,633
KN0878 - 4878 WH HEISE PK TRAIL IM	54538	99/00	19,853	1,273
KK0880 - 4880 SPRING VLY TEEN CTR	54540	99/00	679,608	357,745
KN0884 - 4884 LAKESIDE TEEN CENTER	54544	99/00	571,000	14,338
KA1557 - 4557 BANCROFT PARK ACQ	54013	00/01	473,000	471,718
KA1562 - 4562 NORTH CTY OPEN ACQ	54014	00/01	606,856	23,808
KA1971 - 4971 SAN ELIJO ACQUISITNS	54045	00/01	2,450,000	505,912
KN1561 - 4561 JUL JESS MAR COM CTR	54252	00/01	121,682	1,227
KN1886 - 4886 JULIAN MEM PK IMPRV	54546	00/01	50,000	27,202
KN1954 - 4954 DOS PICOS PK PICNIC	54602	00/01	625,801	253,819
KN1979 - 4964 FALLBROOK SPORTS PK	54612	00/01	755,442	43,124



Outstanding Capital Projects By Group/Agency

Land Use & Environment Group

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 6/30/05
KN1976 - 4976 SAN ELIJO ADA PK-TRL	54618	00/01	146,000	122,858
KN1978 - 4978 LOS PENASG ADA PK-TR	54620	00/01	30,000	9,584
KA2564 - 4564 OTAY RIVER VLY PK AC	54015	01/02	1,250,000	1,250,000
KA2973 - 4973 TRAIL EASEMENT ACQ	54017	01/02	62,611	43,583
KN2968 - 4968 CACTUS PK SPORTSFLD	54232	01/02	190,150	103,832
KN2985 - 4985 OTAY VLY PK TREE-IRR	54241	01/02	50,000	2,536
KN2582 - 4582 LIVE OAK PK PAR/BSKT	54267	01/02	91,383	13,301
KN2630 - 4588 TJ RVR FL REG PK FEN	54272	01/02	150,000	34,896
KN2669 - 4669 SWTR PK EQUES CENTER	54352	01/02	120,000	118,560
KN2680 - 4680 SWTR PK POND RESTOR	54363	01/02	50,000	36,308
KN2752 - 4752 OTAY VLY PK FEN/SUP	54425	01/02	131,000	107,064
KN2955 - 4955 AGU CALIENTE PK IMP	54603	01/02	1,007,000	934,093
KN2960 - 4960 LAKE MORENA PK EQUIP	54608	01/02	416,190	106,805
KN2962 - 4962 STELTZER PK PLYGRND	54610	01/02	295,000	26,295
KN2995 - 4995 OTAY VLY PK INTRP CT	54629	01/02	100,000	37,938
KN2996 - 4996 TJ RVR TRL CROSSING	54630	01/02	450,000	362,549
KA3420 - 4420 BONSALL PK RVR ACQ	54122	02/03	333,859	318,861
KA3438 - 4438 VOLCAN MTN WEST ACQ	54130	02/03	2,200,000	2,200,000
KA3442 - 4442 SANTA MARIA CRK ACQ I	54131	02/03	700,000	656,149
KA3443 - 4444 SANTA MARIA CRK ACQ II	54132	02/03	1,008,079	27,160
KN3106 - 4872 SWTWTR LAKEVIEW	54532	02/03	2,685,991	628,705
KN3401 - 4401 JESS MARTIN PK SPORT	54660	02/03	100,000	99,856
KN3406 - 4406 SWTWTR PK SR125 MIT	54665	02/03	410,000	151,109
KN3407 - 4407 LINDO LAKE WELL	54666	02/03	34,730	33,604
KN3408 - 4408 LOS PENASQ TRL RESTR	54667	02/03	75,000	74,723
KN3409 - 4409 POTRERO PK PLYGRNDS	54668	02/03	312,506	287,339
KN3411 - 4411 BORREGO SPR PK MPLAN	54671	02/03	78,000	29,983
KN3412 - 4412 E COUNTY SPORTS COMP	54672	02/03	944,500	920,560
KN3413 - 4413 FALLBRK COMM PK PLYG	54673	02/03	282,350	27,717
KN3414 - 4414 FELICITA PK IMPRV	54674	02/03	896,483	53,633
KN3415 - 4415 GUAJOME PK PLY/RS/DK	54675	02/03	648,800	605,853
KN3416 - 4416 NANCY JANE PK SWINGS	54676	02/03	133,333	128,563



Outstanding Capital Projects By Group/Agency

Land Use & Environment Group

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 6/30/05
KN3417 - 4417 SAN DIEGUITO UP PIC	54677	02/03	575,000	23,051
KN3418 - 4418 SOUTH LANE PK IMPRV	54678	02/03	93,333	92,271
KN3419 - 4419 SWTWTR BKWY TRL LONS	54679	02/03	1,100,000	1,100,000
KN3432 - 4432 SAN LUIS REY RRR P&D	54689	02/03	1,581,179	1,187,043
KN3441 - 4441 TJ RVR VLY HAB TRL P	54691	02/03	1,175,000	486,186
KN3442 - 4443 SANTA MARIA RESTORTN	54692	02/03	800,000	642,782
KN3443 - 4445 SAN MAR CRK REST TRL	54693	02/03	40,000	40,000
KN3446 - 4446 RM COLL PK BSKTBL CT	54694	02/03	195,000	195,000
KA4478 - 4478 VALLEY PARK PROJECT	54047	03/04	500,000	493,994
KA4480 - 4480 1-122 ALLOT D5 ACQS	54049	03/04	789,600	789,600
KA4453 - 4453 FLBRK B BURNSITE PUR	54134	03/04	90,000	90,000
KA4456 - 4456 JACUM II BURNSITE PUR	54137	03/04	50,000	50,000
KA4457 - 4457 DESCANSO BURNSTE PUR	54138	03/04	30,000	30,000
KN4450 - 4450 LKSD TEEN CTR PHS II	54695	03/04	335,000	35,942
KN4451 - 4451 FELICITA PRKG LOT RS	54696	03/04	100,000	100,000
KN4452 - 4452 SIMON PRES/TRL CONST	54697	03/04	75,000	75,000
KN4464 - 4464 SAN ELIJO NAT CTR EX	54701	03/04	575,000	510,588
KN4481 - 4481 SAN DIEGTO RECYC WTR	54713	03/04	94,880	69,791
KN4484 - 4484 LKSDE SPORTS PARK	54715	03/04	798,313	798,313
KA5321 - 4321 STOWE TRAIL ACQ	54051	04/05	365,000	357,533
KA5495 - 4495 I-122 ALLOT DIST 3 ACQS	54140	04/05	109,500	109,500
KN5303 - 4303 PINE VLY BALLFLD IMP	54640	04/05	450,000	450,000
KN5496 - 4496 JESS MARTIN WELL IMPRV	54683	04/05	330,000	330,000
KN5486 - 4486 COLLIER PARK PLYGROUND	54716	04/05	126,917	80,610
KN5491 - 4491 FLBRK COMM CTR INT RMDL	54722	04/05	60,000	47,849
KN5492 - 4492 LINC ACRE PARK PLY IMPRV	54723	04/05	114,000	63,852
KN5493 - 4493 FELICITA PK ADA RMP DSN	54724	04/05	25,000	10,095
KN5498 - 4498 SV COMM CTR EXPANSN	54726	04/05	1,007,000	1,004,893
KN5499 - 4499 LKSD RMA OS RESTORTN	54727	04/05	115,000	115,000
KK5320 - 4320 APC DISTRICT OFFICE	54738	04/05	7,565,600	7,508,181
Total - Land Use And Environment Group			\$ 100,581,709	\$ 48,364,211



Outstanding Capital Projects By Group/Agency

Community Services Group

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 6/30/05
KL7020 - 4882 SPRING VLY LIBRARY	54542	96/97	\$ 3,458,970	\$ 6,723
KA8030 - 4548 DWNTOWN COURTHSE ACQ	54031	97/98	13,801,230	3,650,418
KA9542 - 4851 CARDIFF LIB LAND ACQ	54042	98/99	989,000	5,691
KL9540 - 4753 BONITA LIBR-CONSTR	54426	98/99	4,457,450	1,588,718
KL9543 - 4756 ENCINITAS LIBR-CONST	54429	98/99	250,000	250,000
KL9542 - 4778 CARDIFF LIBRARY	54448	98/99	2,091,077	5,374
KL9022 - 4922 RANCHO SD LIBRARY	54570	98/99	5,154,800	89,050
KL9023 - 4923 VALLEY CTR LIBRARY	54571	98/99	4,421,280	49,735
KL1600 - 4567 CAMPO LIBRARY DESIGN	54254	00/01	989,783	364,006
KK1709 - 4709 NO COUNTY ANIM SHELTER	54392	00/01	6,575,339	599,038
KK1953 - 4953 VALLEY CTR MUSEUM	54601	00/01	255,000	21,519
KL1974 - 4974 FALLBROOK LIBRARY	54616	00/01	463,000	200,091
KA2987 - 4987 RAMONA COMM CAMPUS	54120	01/02	2,905,000	86,353
KA2983 - 4435 ALPINE LIB LAND ACQ	54128	01/02	34,867	10,067
KL2981 - 4981 JULIAN SH USE LIB	54237	01/02	3,085,516	169,503
KL2983 - 4983 ALPINE LIBRARY	54239	01/02	881,585	669,526
KL2987 - 4465 RAMONA LIBRARY	54700	01/02	476,036	409,087
KK3458 - 4458 BONITA HIST MUSEUM	54635	02/03	1,250,000	264,307
KL3460 - 4460 DESCANSO LIB EXPANSN	54637	02/03	176,000	129
KK3421 - 4421 CAC WATERFRONT PARK	54680	02/03	2,900,000	425,683
KL3440 - 4440 PINE VLY LIB EXPANSN	54690	02/03	193,000	1,760
KA4479 - 4479 FALLBRK LIB LAND EXP	54048	03/04	191,000	95,999
Total - Community Services Group			\$ 54,999,933	\$ 8,962,776

Finance & General Government Group

Project Name	Account	Project Established	Total Appropriations	Remaining Balance as of 6/30/05
KK1662 - 4662 ARCC LUEG BLDG SAN MAR	54203	00/01	\$ 9,244,118	\$ 8,519,646
KK3436 - 4436 CAC ELEVATOR UPGRADE	54633	02/03	600,000	69,234
Total - Finance and General Government Group			\$ 9,844,118	\$ 8,588,879



Outstanding Capital Projects By Group/Agency

Total Outstanding Capital Projects

Project Name	Total Appropriations	Remaining Balance as of 6/30/05
Total - Outstanding Capital Projects	\$ 352,056,787	\$ 161,258,768



Finance-Other

Finance-Other

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Finance-Other

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Finance-Other



Description

This group of programs includes miscellaneous funds and programs that are predominantly Countywide in nature, have no staffing associated with them, or exist for proper budgetary accounting purposes. Responsibility for these funds and programs rests primarily with departments in the Finance and General Government Group.

The following provides a brief description of the purpose of these organizational units along with supporting and explanatory information:

Cash Borrowing

These appropriations fund the cost of financing the County's short-term cash borrowing program. During the course of the fiscal year, the County will experience temporary shortfalls in its cash flow due to the timing of expenditure and receipt of revenue. To meet these cash flow needs the County issues Tax and Revenue Anticipation Notes (TRANS). In addition, the County borrows cash to support the Teeter Plan. Under this plan the County has agreements with a number of taxing entities in the region whereby the County apportions to those entities the total amount of property tax due even though some taxpayers may not pay timely. In return, the County receives all the delinquent taxes and the penalties and interest due. Property tax revenues have historically been subject to delinquency rates of between 1.5 to 4.5 percent.

Community Enhancement

Community Enhancement funds are appropriated to fund cultural activities, museums, visitor and convention bureaus, economic development councils, and other similar institutions which promote and generate tourism and/or economic development at the regional and community levels throughout San Diego County. Per Board of Supervisors Policy B-58, Funding of the Community Enhancement Program, the amount of funding proposed by the CAO for Community Enhancement approximately

equals the amount of Transient Occupancy Tax (TOT) revenues estimated to be collected each year. Applications for funding are submitted to the Board of Supervisors by March 1 preceding the new fiscal year, with approval of projects given through the budget adoption process. The amount for Fiscal Year 2005-06 is the same as Fiscal Year 2004-05, and the appropriations for Fiscal Year 2006-07 are based on an anticipated 3.0 percent growth in TOT revenues.

Community Projects

The Community Projects program provides grants to community organizations for furtherance of public purposes at the regional and community levels throughout San Diego County. The funding level is reviewed each year by the Chief Administrative Officer and is contingent on the availability of fund balance. Recommendations for grant awards are made throughout the year by individual Board members subject to approval by the Board as a whole.

Contributions to the County Library System

These General Fund appropriations are provided to augment the County Library Fund. The amounts for Fiscal Years 2005-06 and 2006-07 are the same as the Fiscal Year 2004-05 Adopted budget.

Contingency Reserve—General Fund

A Contingency Reserve of \$15.6 million is appropriated for Fiscal Years 2005-06 and 2006-07. These appropriations are a source of funding for unanticipated needs or events that may occur during the fiscal year.



Examples of potential needs include emergency repairs, one-time projects, or Countywide appropriation and revenue shortfalls.

Contributions to Capital Outlay Fund

These appropriations represent the General Fund cost for Capital development or land acquisition projects. For Fiscal Years 2005-06 and 2006-07 appropriations are for land acquisition for the Multiple Species Conservation Program (MSCP) and for the creation of a permanent base for the Sheriff's helicopter at the Fallbrook Community Airport. See the Capital Program for more information on these projects as well as a list of open capital projects.

Lease Payments-Bonds

The appropriations for this program are related to the annual lease payment due on the County's outstanding Certificates of Participation. Previously, the appropriations included the General Fund contribution for lease purchase payments that were in turn paid out of the Capital Outlay Program. To simplify budgeting and accounting beginning in Fiscal Year 2004-05, lease payments are paid directly from the General Fund instead of the Capital Outlay Program. Lease purchase payments show a net decrease in Fiscal Year 2005-06 due to the scheduled completion of payments offset by the transfer of responsibility for the \$0.4 million annual payment on the Housing Authority building from the Housing Authority to the General Fund. The Housing Authority made a lump sum transfer of funds in Fiscal Year 2004-05 to cover its remaining payments. See the Capital Program for the detail on the lease purchase payments.

Contribution to Capital/Debt Reduction

Appropriations in Fiscal Years 2005-06 and 2006-07 are for pending capital and/or debt reduction opportunities.

Countywide General Expenses

The primary objective of these appropriations is to fund Countywide projects and other Countywide needs. The major components of the Countywide General Expenses are:

- Payment on Enterprise Resource Planning System Bonds,
- Reserve for periods of recession and economic slowdown,
- Contribution to the Information Technology (IT) Internal Service Fund to support the Countywide component of the IT outsourcing contract, and
- Contribution to the Employee Benefits Internal Service Fund to support workers' compensation costs based on the transfer settlement between the County and the State for pre-calendar year 2000 workers' compensation cases for Court employees.

Countywide Shared Major Maintenance

In Fiscal Years 2005-06 and 2006-07, appropriations totaling \$2.0 million are provided for major maintenance projects at County facilities that are shared by departments from multiple groups. Appropriations for major maintenance projects are otherwise budgeted by the department/group that directly benefits from the improvements.

Employee Benefits Internal Service Fund (ISF)

In Fiscal Year 1994-1995, the County established an Employee Benefits Internal Service Fund (ISF) to report all of its employee-risk management activities. This fund accounts for claim payments and administrative costs of the County's self-insured Workers' Compensation program, Unemployment, and Medical and Dental benefit reserves.



The rates charged to individual departments for workers' compensation costs are based 70% on the last five years' actual claims experience and 30% based on rates determined by the Workers' Compensation Insurance Rating Bureau (WCIRB) of California. A reserve for Workers' Compensation Claims liability has been established with a current level of \$34.0 million. For Fiscal Year 2005-06, \$3.4 million is scheduled to be added to the Workers' Compensation Reserve and in Fiscal Year 2006-07 an additional \$4.2 million is scheduled to be added, increasing it to \$37.4 million in Fiscal Year 2005-06 and \$41.6 million in Fiscal Year 2006-07. As a result of the County's Work Safe, Stay Healthy program, claims expenses have somewhat declined, enabling the County to redirect resources to building a prudent reserve as required of a self-insured program and determined by an actuarial analysis.

Unemployment insurance rates are determined based on historical costs and apportioned based on departmental staff hours.

The Medical and Dental reserves are held as required of a self-insured program.

Local Agency Formation Commission Administration

These appropriations are allocated to the San Diego Local Agency Formation Commission (LAFCo) in accordance with provisions in State Law (Government Code Section 56381). LAFCo is an independent government agency with countywide authority. LAFCo performs studies and renders jurisdictional decisions affecting the boundaries and government structure of cities and special districts. Through Fiscal Year 2000-01, LAFCo was funded exclusively by the County and user fees. Beginning with Fiscal Year 2001-02, funding for LAFCo is shared by the County, the 18 cities, and 65 independent special districts in San Diego County.

Public Liability Insurance Internal Service Fund (ISF)

In Fiscal Year 1994-1995, the County established the Public Liability Insurance Internal Service Fund (ISF) to report all of its public-risk management activities. The County is self-insured through this ISF for premise liability at medical facilities, medical malpractice, errors and omissions, false arrest, forgery, and general liability. The cost of insurance to General Fund departments, other funds, and special districts is distributed based on a weighted risk factor: 90% allocated based on the last five years' loss experience, and 10% based on staff hours of exposure. The County contracts with an actuary to annually assess the long-term liability of the fund to determine an adequate level of reserves. The most current analysis estimates a long-term liability of \$17.5 million, thus the current reserve of \$19.5 million is deemed adequate for this fund. Due to relatively low levels of claims expense over the past few years compared to budget, the Public Liability Insurance ISF's fund balance (over and above the reserve) has grown and will be used in the amounts of \$9 million in Fiscal Year 2005-06 and \$9.0 million in Fiscal Year 2006-07 in lieu of charges to departments. Departments will collectively pay \$2.0 million annually of the anticipated costs.

Pension Obligation Bonds

The San Diego County Employees Retirement Association (SDCERA) is a public employees retirement system that was established by the County of San Diego on July 1, 1939, and is administered by the Board of Retirement to provide service retirement, disability, death and survivor benefits for its members. The Retirement Fund is supported by member contributions, County contributions and investment income from the Retirement Association assets. The County's contribution consists of a normal component and an Unfunded Actuarial Accrued Liability (UAAL) component. On three occasions the County has found it financially advantageous to refinance a portion of the UAAL by issuing Pension Obligation Bonds. The County of San



Diego issued \$430.4 million of taxable Pension Obligation Bonds (POBs) in February 1994, \$737.3 million of POBs in October 2002 (of which \$550.0 million was paid to the Retirement Fund and \$187.3 million was used to refinance a portion of the 1994 Taxable Bonds and pay costs of issuance) and \$454.1 million of POBs in June 2004. During Fiscal Year 2004-05, the remaining balance on the 1994 POBs was economically defeased by using one-time resources to purchase a guaranteed investment contract (GIC) that will be used to make the final three years' payments.

The appropriations for Fiscal Years 2005-06 and 2006-07 support bond principal and interest payments as well as administrative expenses for the 2002 and the 2004 POBs.

They also provide for the annual payment for the 1994 POBs that, although economically defeased, must, for accounting reasons, still be reflected as annual expenditures in the County's budget until completely redeemed in Fiscal Year 2007-08.

Debt Service Local Boards

This cost represents the debt service cost for Majestic Pines, which was issued in January 1973 for the construction of a water distribution system. The debt will be paid off in January 2012. The cost is offset by a special assessment on property located within the service area.



Expenditures

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Cash Borrowing Program	\$ 7,625,000	\$ 12,962,697	\$ 12,700,000	\$ 12,700,000
Community Enhancement	3,000,000	3,006,899	3,000,000	3,090,000
Community Projects	10,000,000	5,216,077	10,000,000	10,000,000
Contribution to County Library	3,550,000	3,511,176	3,550,000	3,550,000
Contingency Reserve General Fund	15,600,000	—	15,600,000	15,600,000
Contributions to Capital Outlay Fund	2,000,000	14,207,650	3,150,000	2,800,000
Contribution to Capital/Debt Reduction	—	—	3,672,952	24,455,205
Lease Payments-Bonds	46,779,800	45,282,973	46,577,150	42,861,841
Countywide General Expense	76,700,945	81,616,377	43,154,886	54,510,540
Countywide Shared Major Maintenance	—	—	2,000,000	2,000,000
Local Agency Formation Commission Administration	225,647	225,647	243,000	252,720
Employee Benefits Fund (ISF)	35,401,399	32,013,963	35,650,654	36,755,049
Public Liability Insurance (ISF)	10,500,000	10,954,301	11,000,000	11,000,000
Pension Obligation Bonds	126,553,344	66,689,885	110,514,605	116,460,563
Debt Service Local Boards	29,750	28,250	31,375	27,750
Total	\$ 337,965,885	\$ 275,715,895	\$ 300,844,622	\$ 336,063,668



Appendices

Appendices

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Appendix A: Budget by Group/Agency

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Appendix B: Budget Summary and Changes in Fund Balance

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Appendix C: General Fund Budget Summary

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Appendix D: Health & Human Services - Regional Operations

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Appendix E: Glossary of Operational Plan Terms

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Appendix A: Budget by Group/Agency



Public Safety Group

Expenditures

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 630,532,967	\$ 668,475,818	\$ 655,588,102	\$ 700,071,324	\$ 720,927,528
Services & Supplies	165,364,010	170,087,121	173,735,625	174,247,640	163,404,037
Other Charges	99,039,068	100,351,436	96,565,024	118,408,107	103,473,390
Capital Assets Equipment	3,152,415	27,840,245	17,527,514	2,256,714	315,616
Expenditure Transfer & Reimbursements	(14,553,601)	(15,666,844)	(15,566,698)	(16,659,891)	(17,182,610)
Operating Transfers Out	197,810,275	206,932,512	215,223,019	223,999,395	232,232,880
Management Reserves	—	569,393	—	1,569,393	—
Total	\$1,081,345,134	\$1,158,589,681	\$1,143,072,585	\$1,203,892,682	\$1,203,170,841

Revenues

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Licenses Permits & Franchises	\$ 363,044	\$ 358,500	\$ 346,110	\$ 362,347	\$ 362,347
Fines, Forfeitures & Penalties	19,607,729	22,034,414	26,585,798	29,016,583	24,155,765
Revenue From Use of Money & Property	9,903,655	10,281,840	10,269,763	9,335,122	8,217,245
Intergovernmental Revenues	379,163,035	377,529,636	393,736,147	398,142,359	388,281,951
Charges For Current Services	117,846,187	108,649,487	117,167,784	119,386,213	124,051,849
Miscellaneous Revenues	7,320,584	10,316,322	9,734,736	5,735,200	5,639,563
Other Financing Sources	200,276,071	212,457,954	220,125,914	229,524,837	237,758,323
Fund Balance	43,703,362	37,412,795	37,412,795	13,921,804	3,335,581
General Revenue Allocation	303,161,467	379,548,733	327,693,538	398,468,217	411,368,217
Total	\$1,081,345,134	\$1,158,589,681	\$1,143,072,585	\$1,203,892,682	\$1,203,170,841

Staffing - Staff Years

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Staff Years	N/A	7,470.50	N/A	7,478.50	7,492.50



Appendix A: Budget by Group/Agency

Health and Human Services Agency

Expenditures

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 374,523,636	\$ 396,526,449	\$ 385,613,737	\$ 414,638,428	\$ 418,360,286
Services & Supplies	621,161,084	624,040,699	597,841,875	658,709,019	654,122,437
Other Charges	351,352,115	413,354,919	343,969,352	415,207,971	418,247,844
Capital Assets Equipment	430,662	243,137	247,989	796,508	873,508
Expenditure Transfer & Reimbursements	(216,140)	(230,207)	(168,386)	(354,135)	(354,135)
Operating Transfers Out	294,315,199	314,599,090	306,764,572	327,218,798	340,806,273
Management Reserves	—	2,500,000	—	5,000,000	5,000,000
Total	\$1,641,566,556	\$1,751,034,087	\$1,634,269,139	\$1,821,216,589	\$1,837,056,213

Revenues

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Taxes Current Property	\$ 1,022,664	\$ 915,675	\$ 1,045,830	\$ 1,103,156	\$ 1,285,757
Taxes Other Than Current Secured	20,175	17,206	25,920	29,080	30,480
Licenses Permits & Franchises	1,005,546	1,217,627	808,371	858,323	858,323
Fines, Forfeitures & Penalties	2,670,943	4,544,830	4,746,533	4,658,704	4,659,115
Revenue From Use of Money & Property	5,515,515	807,745	8,496,732	924,238	782,854
Intergovernmental Revenues	1,211,029,497	1,286,134,857	1,228,618,448	1,358,013,208	1,364,409,516
Charges For Current Services	36,805,253	38,049,226	36,878,469	39,650,457	39,817,040
Miscellaneous Revenues	14,326,990	12,419,145	10,449,971	10,818,496	10,420,171
Other Financing Sources	281,964,628	299,154,776	294,727,440	308,109,411	321,734,753
Fund Balance	62,220,387	48,893,894	48,893,894	36,927,410	32,934,098
General Revenue Allocation	24,984,958	58,879,106	(422,469)	60,124,106	60,124,106
Total	\$1,641,566,556	\$1,751,034,087	\$1,634,269,139	\$1,821,216,589	\$1,837,056,213



Appendix A: Budget by Group/Agency

Staffing - Staff Years

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Staff Years	N/A	5,620.62	N/A	5,549.92	5,549.92



Appendix A: Budget by Group/Agency

Land Use and Environment Group

Expenditures

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 122,270,653	\$ 133,363,337	\$ 128,189,122	\$ 139,096,490	\$ 143,442,556
Services & Supplies	125,212,251	156,092,863	131,353,786	156,472,795	129,526,270
Other Charges	13,091,653	13,869,800	11,869,040	4,808,275	7,448,317
Capital Assets/Land Acquisition	(6,639,514)	8,546,162	1,263,632	14,146,210	12,078,895
Capital Assets Equipment	483,385	4,179,579	383,166	3,247,306	3,069,436
Expenditure Transfer & Reimbursements	(47,435)	—	(51,585)	—	—
Reserves	—	35,000	—	—	—
Reserve/Designation Increase	—	—	—	877,700	446,820
Operating Transfers Out	10,780,571	6,249,838	6,704,785	6,288,530	6,535,010
Management Reserves	—	2,441,609	—	3,341,609	341,609
Total	\$ 265,151,564	\$ 324,778,188	\$ 279,711,945	\$ 328,278,915	\$ 302,888,913

Revenues

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Taxes Current Property	\$ 5,141,977	\$ 4,710,258	\$ 5,354,016	\$ 4,912,755	\$ 4,922,855
Taxes Other Than Current Secured	12,097,317	21,439,472	17,635,437	9,786,500	21,899,570
Licenses Permits & Franchises	31,109,055	31,432,264	32,303,571	32,114,718	33,701,502
Fines, Forfeitures & Penalties	2,868,398	1,446,490	3,457,689	1,740,762	1,726,708



Appendix A: Budget by Group/Agency

Revenues

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Revenue From Use of Money & Property	14,703,193	15,949,383	18,362,692	15,973,779	15,962,404
Intergovernmental Revenues	74,173,380	83,560,660	75,529,623	98,333,444	72,146,548
Charges For Current Services	61,882,925	69,028,106	69,729,547	73,376,969	74,043,274
Miscellaneous Revenues	14,589,492	16,281,306	23,204,979	16,733,030	15,645,192
Other Financing Sources	11,494,735	8,146,584	8,656,674	7,771,225	8,002,705
Residual Equity Transfers In	855,487	—	—	—	—
Reserve/Designation Decreases	5,243,364	1,723,495	1,723,495	1,560,500	1,584,250
Fund Balance	28,273,006	37,768,143	37,768,143	31,530,914	19,296,450
General Revenue Allocation	2,719,235	33,292,027	(14,013,921)	34,444,319	33,957,455
Total	\$ 265,151,564	\$ 324,778,188	\$ 279,711,945	\$ 328,278,915	\$ 302,888,913

Staffing - Staff Years

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Staff Years	N/A	1,492.00	N/A	1,497.00	1,497.00



Appendix A: Budget by Group/Agency

Community Services Group

Expenditures

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 70,043,859	\$ 72,840,450	\$ 69,848,789	\$ 76,627,395	\$ 79,387,231
Services & Supplies	115,776,377	121,354,907	103,621,854	123,228,387	124,452,086
Other Charges	14,593,087	18,421,539	14,507,752	15,751,602	15,400,632
Capital Assets/Land Acquisition	—	—	(2,111)	—	—
Capital Assets Equipment	(14,344)	9,181,000	(6,064)	9,586,000	9,216,000
Expenditure Transfer & Reimbursements	(40,695)	—	(76,695)	(31,000)	(31,000)
Reserves	—	100,000	—	100,000	100,000
Operating Transfers Out	6,989,023	6,616,257	6,615,034	7,370,346	7,238,566
Management Reserves	—	2,691,242	—	3,849,603	648,190
Total	\$ 207,347,306	\$ 231,205,395	\$ 194,508,559	\$ 236,482,333	\$ 236,411,705

Revenues

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Taxes Current Property	\$ 19,590,710	\$ 20,784,012	\$ 21,954,952	\$ 22,856,304	\$ 24,088,078
Taxes Other Than Current Secured	3,974,905	5,802,506	3,683,892	5,409,044	5,412,274
Licenses Permits & Franchises	2,125,635	2,220,900	2,017,588	2,121,900	2,121,900



Appendix A: Budget by Group/Agency

Revenues

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Fines, Forfeitures & Penalties	68,338	9,000	205,422	13,000	13,000
Revenue From Use of Money & Property	1,634,435	1,292,132	2,293,372	1,292,907	1,307,067
Intergovernmental Revenues	23,613,695	42,988,873	26,288,609	39,273,574	39,638,876
Charges For Current Services	108,824,791	123,776,303	117,138,622	126,452,122	129,589,189
Miscellaneous Revenues	20,943,424	4,404,675	3,324,732	3,380,642	3,408,556
Other Financing Sources	10,790,163	6,160,549	8,427,359	7,144,090	7,154,919
Reserve/Designation Decreases	16,722	748,035	748,035	451,965	—
Fund Balance	17,969,284	14,464,184	14,464,184	13,678,559	9,112,620
General Revenue Allocation	(2,204,796)	8,554,226	(6,038,208)	14,408,226	14,565,226
Total	\$ 207,347,306	\$ 231,205,395	\$ 194,508,559	\$ 236,482,333	\$ 236,411,705

Staffing - Staff Years

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Staff Years	N/A	986.25	N/A	979.00	984.00



Appendix A: Budget by Group/Agency

Finance and General Government Group

Expenditures

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 100,076,688	\$ 106,727,244	\$ 104,597,080	\$ 113,188,821	\$ 116,186,790
Services & Supplies	171,784,881	166,500,121	158,984,804	172,686,403	152,512,669
Other Charges	4,647	20,000	2,563,431	—	—
Capital Assets Equipment	691,329	—	310,622	70,000	—
Expenditure Transfer & Reimbursements	(176,515)	(216,691)	(204,028)	(355,465)	(365,365)
Management Reserves	—	3,450,000	—	3,550,000	3,240,000
Total	\$ 272,381,031	\$ 276,480,674	\$ 266,251,909	\$ 289,139,759	\$ 271,574,094

Revenues

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Taxes Other Than Current Secured	\$ 225	\$ —	\$ —	\$ —	\$ —
Licenses Permits & Franchises	2,608,925	2,763,223	2,682,871	2,787,205	2,881,093
Fines, Forfeitures & Penalties	661,410	800,000	864,600	799,000	799,000
Revenue From Use of Money & Property	157,578	156,846	309,540	174,949	174,949
Intergovernmental Revenues	10,229,214	10,727,500	44,103,495	10,562,000	10,562,000
Charges For Current Services	153,243,888	153,508,051	158,393,709	158,580,258	154,477,592
Miscellaneous Revenues	6,221,618	6,808,617	7,496,251	6,735,642	6,851,884
Other Financing Sources	1,738,684	8,161,450	1,614,483	10,638,000	1,690,000
Residual Equity Transfers In	2,285,507	—	642,754	—	—
Reserve/Designation Decreases	3,238,200	3,238,200	3,238,200	3,238,200	2,201,400
Fund Balance	12,620,924	12,514,990	12,514,990	8,780,000	4,661,807
General Revenue Allocation	79,374,858	77,801,797	34,391,016	86,844,505	87,274,369
Total	\$ 272,381,031	\$ 276,480,674	\$ 266,251,909	\$ 289,139,759	\$ 271,574,094



Staffing - Staff Years

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Staff Years	N/A	1,267.50	N/A	1,267.50	1,267.50



Capital Program

Expenditures

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Services & Supplies	\$ 183,620	\$ 5,360,000	\$ 321,979	\$ 2,860,000	\$ 2,860,000
Other Charges *	49,231,052	—	—	—	—
Capital Assets/Land Acquisition	52,611,749	2,829,300	35,081,215	4,177,000	2,800,000
Operating Transfers Out	—	—	858,252	—	—
Total	\$ 102,026,420	\$ 8,189,300	\$ 36,261,445	\$ 7,037,000	\$ 5,660,000

Revenues

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Taxes Other Than Current Secured	\$ 442,285	\$ —	\$ —	\$ —	\$ —
Fines, Forfeitures & Penalties	3,377,079	—	—	—	—
Revenue From Use of Money & Property	1,674,565	287,823	831,070	419,000	469,000
Intergovernmental Revenues	32,066,401	813,300	8,967,918	1,027,000	—
Charges For Current Services	631,428	16,000	365,355	—	—
Miscellaneous Revenues	582,421	—	2,649	—	—
Other Financing Sources	68,194,039	7,000,000	41,785,748	3,354,000	3,503,000
Fund Balance	—	72,177	—	2,237,000	1,688,000
Total	\$ 106,968,218	\$ 8,189,300	\$ 51,952,739	\$ 7,037,000	\$ 5,660,000

* Represents the final fiscal year in which Lease Payments appeared in the Capital Program budget.



Finance-Other

Expenditures

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Salaries & Benefits	\$ 21,881,494	\$ 26,117,635	\$ 24,622,715	\$ 24,200,000	\$ 24,200,000
Services & Supplies	13,504,323	21,436,209	14,287,582	51,535,009	64,819,542
Other Charges	539,998,945	217,113,541	171,109,270	197,468,988	219,023,456
Reserves	—	15,600,000	—	15,600,000	15,600,000
Reserve/Designation Increase	—	4,600,000	—	3,402,625	4,200,000
Operating Transfers Out	72,971,833	53,098,500	65,696,326	8,638,000	8,220,670
Total	\$ 648,356,595	\$ 337,965,885	\$ 275,715,893	\$ 300,844,622	\$ 336,063,668

Revenues

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Taxes Current Property	\$ 25,645	\$ 29,250	\$ 30,939	\$ 31,375	\$ 26,750
Taxes Other Than Current Secured	185	—	683	—	—
Fines, Forfeitures & Penalties	—	2,905,950	2,891,950	3,415,980	3,419,068
Revenue From Use of Money & Property	56,855	1,880,034	1,433,620	1,274,186	1,283,240
Intergovernmental Revenues	6,903,891	7,887,864	34,723,031	6,642,100	6,805,364
Charges For Current Services	93,755,455	96,432,879	95,875,331	100,644,417	104,361,422
Miscellaneous Revenues	5,672,334	—	8,060,445	17,778,492	17,744,475
Other Financing Sources	458,225,831	45,934,000	48,094,499	300,000	200,000
Reserve/Designation Decreases	—	500	500	—	1,000
Fund Balance	81,093,650	83,534,000	83,534,000	44,018,403	46,527,306
General Revenue Allocation	2,622,749	99,361,408	1,070,895	126,739,669	155,695,043
Total	\$ 648,356,595	\$ 337,965,885	\$ 275,715,893	\$ 300,844,622	\$ 336,063,668



Appendix B: Budget Summary and Changes in Fund Balance



Appropriations by Fund Type

County Funds by Type

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
General Fund	\$3,082,257,701	\$2,869,567,681	\$2,727,662,069	\$2,943,885,514	\$2,935,751,286
Air Pollution Control District	24,687,136	22,477,834	24,988,954	23,673,245	24,083,966
County Proprietary Enterprise Funds	3,399,990	17,132,149	11,007,029	20,723,284	18,373,203
County Proprietary Internal Service Funds	284,739,263	295,364,639	273,053,836	302,618,235	293,946,766
County Service Areas	7,322,838	9,333,414	7,903,246	10,841,146	11,383,823
Debt Service - County Family of Funds	59,625,035	126,553,344	66,689,885	110,514,605	116,460,563
Miscellaneous Local Agencies	4,418,203	9,750,274	4,021,147	6,746,514	6,559,272
Miscellaneous Special Districts	7,410,834	8,866,284	9,088,573	9,371,263	7,352,093
Permanent Road Divisions	1,279,490	6,962,094	1,290,430	6,613,294	6,613,294
Sanitation Districts	16,610,537	26,578,351	21,714,561	24,036,452	26,063,087
Special Revenue Funds	726,423,581	695,657,146	682,371,748	727,868,348	746,238,081
Total	\$4,218,174,608	\$4,088,243,210	\$3,829,791,477	\$4,186,891,900	\$4,192,825,434



Appendix B: Budget Summary and Changes in Fund Balance

Appropriations by Group and Fund

Public Safety Group

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Public Safety Group General Fund	\$ 879,455,228	\$ 944,105,313	\$ 921,485,911	\$ 972,204,717	\$ 963,294,391
Sheriff Asset Forfeiture Program	922,265	1,100,000	105,710	1,100,000	1,100,000
District Atty Asset Forfeiture Program Fed	293,816	386,916	584,123	327,500	227,500
District Atty Asset Forfeiture State	75,875	—	15,000	200,000	200,000
Probation Asset Forfeiture Program	40,992	35,000	38,246	50,000	50,000
Sheriffs Inmate Welfare	4,884,337	5,277,000	4,706,184	4,559,081	4,514,081
Probation Inmate Welfare	217,534	225,000	189,987	225,000	225,000
Public Safety Prop 172 Spec. Rev	191,637,069	201,966,912	210,347,039	220,517,932	228,851,417
CSA 135 Regional 800 MHZ Radio System	622,954	622,954	624,512	622,954	622,954
CSA 135 Del Mar 800 MHZ Zone B	52,624	57,049	54,751	57,049	57,049
CSA 135 Poway 800 MHZ Zone F	129,888	129,888	143,731	140,000	140,000
CSA 135 Solana Beach 800 MHZ Zone H	38,364	38,449	38,020	38,449	38,449
Jail Stores Internal Service Fund	2,974,188	4,645,200	4,739,370	3,850,000	3,850,000
Total	\$1,081,345,134	\$1,158,589,681	\$1,143,072,585	\$1,203,892,682	\$1,203,170,841



Appendix B: Budget Summary and Changes in Fund Balance

Health and Human Services Agency

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Health and Human Services Agency General Fund	\$1,350,005,390	\$1,432,507,365	\$1,330,756,666	\$1,481,762,546	\$1,490,522,842
Tobacco Securitization Special Revenue	24,082,731	27,300,000	23,277,659	27,300,000	27,300,000
Social Services Realignment	87,754,079	100,020,358	97,468,047	117,681,440	122,376,629
Mental Health Realignment	82,729,326	86,888,757	84,997,017	89,720,336	90,158,480
Health Realignment	93,002,540	99,569,949	93,172,199	98,478,707	99,898,175
CSA 17 San Dieguito Ambulance	1,598,576	1,804,104	1,709,375	2,189,911	2,371,586
CSA 69 Heartland Paramedic	2,393,914	2,943,554	2,888,176	4,083,649	4,428,501
Total	\$1,641,566,556	\$1,751,034,087	\$1,634,269,139	\$1,821,216,589	\$1,837,056,213

Land Use & Environment Group

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Land Use and Environment Group General Fund	\$ 102,768,252	\$ 127,504,649	\$ 113,495,386	\$ 130,556,913	\$ 102,605,321
Road Fund	86,978,500	88,875,094	79,145,743	85,993,769	90,542,048
Air Pollution Control Dist Operations	15,907,576	18,287,989	16,618,222	18,975,975	19,157,497
APCD Air Quality Improvement Trust	6,902,873	4,189,845	6,967,482	4,697,270	4,926,469
Air Quality State Moyer Program	491,151	—	854,206	—	—
Air Quality Power Genl Mitigation	970,528	—	395,225	—	—
Air Quality School Bus Program	415,008	—	153,818	—	—
San Diego Co Lighting Maint Dist 1	1,962,769	1,792,000	1,509,633	1,537,115	1,537,115
Inactive Waste Site Management	11,112,889	14,293,921	9,795,673	14,257,927	14,297,302
Hillsborough Landfill Maintenance	166,779	299,714	141,246	330,165	330,165
Duck Pond Landfill Cleanup	15,059	61,500	21,352	17,000	17,000



Appendix B: Budget Summary and Changes in Fund Balance

Land Use & Environment Group

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Parkland Ded Area 4 Lincoln Acres	254	1,500	1,500	1,000	1,000
Parkland Ded Area 15 Sweetwater	5,248	2,500	2,500	5,000	5,000
Parkland Ded Area 16 Otay	—	400	316	500	500
Parkland Ded Area 19 Jamul	—	2,000	—	1,000	1,000
Parkland Ded Area 20 Spring Valley	88,935	5,000	14,671	4,000	4,000
Parkland Ded Area 25 Lakeside	70,000	2,000	453,318	5,000	5,000
Parkland Ded Area 26 Crest	—	1,000	827	3,000	3,000
Parkland Ded Area 27 Alpine	2,950	2,000	2,700	4,000	4,000
Parkland Ded Area 28 Ramona	4,677	3,000	86,830	5,000	5,000
Parkland Ded Area 29 Escondido	2,316	1,000	213,836	3,000	3,000
Parkland Ded Area 30 San Marcos	—	2,000	—	1,000	1,000
Parkland Ded Area 31 San Diego	5,000	2,000	128,562	3,500	3,500
Parkland Ded Area 32 Carlsbad	—	2,000	—	1,000	1,000
Parkland Ded Area 35 Fallbrook	71,028	2,000	92,696	4,000	4,000
Parkland Ded Area 36 Bonsall	2,605	3,000	2,314	2,000	2,000
Parkland Ded Area 37 Vista	331	3,000	331	1,000	1,000
Parkland Ded Area 38 Valley Center	26,271	3,000	2,637	8,000	8,000
Parkland Ded Area 39 Pauma Valley	—	3,000	—	1,000	1,000
Parkland Ded Area 40 Palomar Julian	6,715	3,000	8,536	3,000	3,000
Parkland Ded Area 41 Mountain Empire	1,223	3,000	2,432	3,000	3,000
Parkland Ded Area 42 Anza Borrego	1,011	2,000	1,158	2,000	2,000



Appendix B: Budget Summary and Changes in Fund Balance

Land Use & Environment Group

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Parkland Ded Area 43 Central Mountain	28,099	3,000	331	2,000	2,000
Parkland Ded Area 44 Oceanside	—	2,000	—	1,000	1,000
Parkland Ded Area 45 Valle de Oro	112,889	4,000	2,117	3,000	3,000
Parkland Dedication Fund Interest	—	15,000	—	—	—
PRD 6 Pauma Valley	14,030	178,396	10,884	197,032	197,032
PRD 8 Magee Road Pala	11,203	209,552	111,911	222,443	222,443
PRD 9 Santa Fe Zone B	5,191	76,749	11,964	89,529	89,529
PRD 10 Davis Drive	3,362	16,647	1,749	16,647	16,647
PRD 11 Bernardo Road Zone A	3,444	24,689	6,570	30,519	30,519
PRD 11 Bernardo Road Zone C	2,643	38,938	1,623	38,410	38,410
PRD 11 Bernardo Road Zone D	2,023	18,506	1,508	20,897	20,897
PRD 12 Lomair	43,467	158,976	4,798	165,665	165,665
PRD 13 Pala Mesa Zone A	19,853	209,977	45,670	236,907	236,907
PRD 13 Stewart Canyon Zone B	4,081	59,691	8,927	66,097	66,097
PRD 14 Rancho Diego	2,778	9,163	1,488	8,616	8,616
PRD 16 Wynola	50,736	86,942	9,636	101,670	101,670
PRD 18 Harrison Park	36,700	224,017	6,356	223,465	223,465
PRD 20 Daily Road	35,424	366,782	67,770	335,011	335,011
PRD 21 Pauma Heights	81,027	506,458	408,867	143,416	143,416
PRD 22 West Dougherty St	2,386	18,927	1,511	18,181	18,181
PRD 23 Rock Terrace Road	2,921	8,081	2,405	7,476	7,476
PRD 24 Mt Whitney Road	3,052	39,376	3,744	43,041	43,041
CSA 26 Rancho San Diego	223,783	232,500	176,577	230,500	230,500
CSA 26 Cottonwood Village Zone A	159,311	181,420	91,529	175,345	175,345
CSA 26 Monte Vista Zone B	126,759	412,475	109,414	449,162	449,162

Appendix B: Budget Summary and Changes in Fund Balance



Land Use & Environment Group

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
PRD 30 Royal Oaks Carroll	2,774	35,463	1,530	35,486	35,486
PRD 38 Gay Rio Terrace	5,133	38,212	5,505	43,261	43,261
PRD 39 Sunbeam Lane	2,274	9,646	1,420	9,366	9,366
PRD 45 Rincon Springs Rd	10,041	116,478	2,492	138,256	138,256
PRD 46 Rocoso Road	3,229	30,785	10,764	26,934	26,934
PRD 49 Sunset Knolls Road	19,505	29,572	4,742	25,911	25,911
PRD 50 Knoll Park Lane	2,737	82,494	1,695	85,657	85,657
PRD 53 Knoll Park Lane Extension	4,475	157,632	4,137	170,676	170,676
PRD 54 Mount Helix	18,567	48,491	20,138	54,770	54,770
PRD 55 Rainbow Crest Rd	21,294	261,212	2,925	306,845	306,845
PRD 60 River Drive	28,410	43,458	6,226	45,466	45,466
PRD 61 Green Meadow Way	22,098	156,298	6,173	166,328	166,328
PRD 63 Hillview Road	4,963	348,347	4,982	397,284	397,284
PRD 64 Lila Lane	2,899	6,452	3,256	9,508	9,508
PRD 70 El Camino Corto	5,201	38,881	5,116	35,572	35,572
PRD 75 Gay Rio Dr Zone A	5,189	149,716	5,332	151,432	151,432
PRD 75 Gay Rio Dr Zone B	5,197	198,558	5,588	228,453	228,453
PRD 76 Kingsford Court	3,105	20,124	2,523	20,918	20,918
PRD 77 Montiel Truck Trail	6,719	115,223	5,317	121,684	121,684
PRD 78 Gardena Way	4,998	103,634	4,183	105,349	105,349
PRD 80 Harris Truck Trail	42,736	146,229	3,072	143,405	143,405
CSA 81 Fallbrook Local Park	110,435	180,625	112,537	177,785	177,785
CSA 83 San Dieguito Local Park	321,326	542,493	440,499	445,745	451,295
CSA 83A Zone A4S Ranch Park 95155	102,842	244,000	134,149	266,000	266,000
CSA 86 Watson Place	5,270	6,627	4,642	1,277	1,277
PRD 88 East Fifth St	2,572	44,420	1,625	46,212	46,212
PRD 90 South Cordoba	3,858	46,207	3,340	47,204	47,204
PRD 94 Roble Grande Road	6,231	326,914	5,463	343,689	343,689
PRD 95 Valle Del Sol	6,494	152,799	3,040	177,239	177,239



Appendix B: Budget Summary and Changes in Fund Balance

Land Use & Environment Group

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
PRD 99 Via Allondra Via Del Corvo	5,710	46,212	5,571	44,600	44,600
PRD 100 Viejas Lane View	4,579	20,751	3,761	20,356	20,356
PRD 101 Johnson Lake Rd	3,911	98,858	3,662	103,248	103,248
PRD 101 Hi Ridge Rd Zone A	3,065	30,333	3,526	29,635	29,635
PRD 102 Mountain Meadow	27,636	66,445	21,082	160,611	160,611
PRD 103 Alto Drive	7,305	122,394	7,578	132,400	132,400
PRD 104 Artesian Rd	128,287	77,240	6,874	92,272	92,272
PRD 104 Artesian Trail Zone A	—	—	—	—	—
PRD 105 Alta Loma Dr	4,699	35,799	5,105	45,660	45,660
PRD 105 Alta Loma Dr Zone A	4,395	42,558	4,940	44,750	44,750
PRD 106 Garrison Way Et Al	5,727	46,257	4,971	52,449	52,449
CSA 107 Elfin Forest Fire District	237,312	275,903	216,375	277,465	277,465
CSA 107 Elfin Forest Fire Mitigation Fee	1,923	6,312	6,312	7,653	7,653
CSA 109 Mt Laguna Fire Medical	43,455	50,620	48,067	42,601	42,601
CSA 109 Mt Laguna Fire Mitigation Fee	1,493	457	—	—	—
CSA 110 Mount Palomar Fire Medical	34,588	118,446	33,743	179,372	179,372
CSA 110 Mt Palomar Fire Mitigation Fee	—	5,243	—	7,763	7,763
CSA 111 Boulevard Fire District	44,763	56,629	37,594	58,588	58,588
CSA 111 Boulevard Fire Mitigation Fee	—	9,611	—	19,084	19,084
CSA 112 Campo Fire District	19,920	52,866	30,738	55,792	55,792
CSA 112 Campo Fire Mitigation Fee	—	21,766	10,000	29,091	29,091
CSA 113 San Pasqual Fire District	68,589	110,803	83,675	96,193	96,193



Appendix B: Budget Summary and Changes in Fund Balance

Land Use & Environment Group

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
CSA 113 San Pasqual Fire Mitigation Fee	—	1,366	—	8,584	8,584
CSA 115 Pepper Drive Fire District	301,053	213,244	213,158	253,244	253,244
PRD 117 Legend Rock	9,956	303,267	4,112	63,955	63,955
CSA 122 Otay Mesa East	19,480	79,966	11,847	50,537	50,537
PRD 123 Mizpah Lane	22,000	15,250	4,047	16,847	16,847
PRD 125 Wrightwood Road	7,164	36,820	2,184	39,244	39,244
PRD 126 Sandhurst Way	2,897	24,536	2,025	25,630	25,630
PRD 127 Singing Trails Drive	4,236	26,560	2,565	24,859	24,859
CSA 128 San Miguel Park Dist	647,090	847,458	656,532	788,350	798,950
PRD 129 Birch Street	2,478	4,768	6,297	—	—
PRD 130 Wilkes Road	7,543	73,702	6,349	98,521	98,521
PRD 130 Sierra Rojo Zone A	—	—	(229)	—	—
PRD 131 Marlynn Court	—	—	(229)	—	—
PRD 133 Ranch Creek Road	2,949	36,915	3,309	42,790	42,790
PRD 134 Kenora Lane	5,797	40,785	5,027	40,502	40,502
CSA 136 Sundance Detention Basin	17,127	86,586	27,292	89,003	89,003
San Diego Co Flood Control Dist	4,694,140	5,319,084	6,537,745	5,825,817	3,705,817
Stormwater Maint ZN349781	—	—	—	8,628	8,628
PRD 1001 Capra Way	10,687	6,420	5,166	—	—
PRD 1002 Sunny Acres	6,785	9,216	5,958	6,945	6,945
PRD 1003 Alamo Way	11,225	17,260	9,786	15,070	15,070
PRD 1004 Butterfly Lane	10,188	13,797	9,163	10,692	10,692
PRD 1005 Eden Valley Lane	32,250	29,872	19,689	22,253	22,253
PRD 1007 Tumble Creek	47,418	91,934	3,268	26,449	26,449
PRD 1008 Canter	24,577	41,908	22,693	38,968	38,968
PRD 1009 Golf Drive	14,811	11,650	8,136	7,598	7,598
PRD 1010 Alpine High	158,761	424,329	133,545	280,741	280,741
PRD 1011 La Cuesta	46,088	51,192	47,370	57,303	57,303
PRD 1012 Millar Road	73,181	131,598	73,930	123,152	123,152



Appendix B: Budget Summary and Changes in Fund Balance

Land Use & Environment Group

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
PRD 1013 Singing Trails	18,167	24,356	21,232	43,867	43,867
Survey Monument Preservation Fund	182,829	125,000	54,105	100,000	100,000
Special Aviation	1,213,360	71,708	46,050	178,300	65,700
Special Aviation Debt Service	332,510	336,189	336,188	339,168	341,449
Co Fish and Game Propogation	8,194	39,500	77,323	47,000	47,000
Airport Enterprise Fund	(1,453,659)	11,878,855	6,210,476	15,313,785	12,892,159
Liquid Waste Enterprise Fund	4,853,649	5,253,294	4,796,553	5,409,499	5,481,044
Wintergardens Sewer Maintenance Dist	753,925	1,650,200	1,020,839	1,248,630	1,339,750
East Otay Mesa Sewer Maint Dist	—	105,000	—	105,000	105,000
Campo Hills Water Treatment System	—	—	20,356	362,280	371,990
Campo Water and Sewer Service Area	—	—	—	283,793	283,793
Alpine Sanitation Maint and Oper	1,284,965	1,635,109	3,900,498	1,466,860	1,572,300
Julian Sanitation Maint and Oper	464,240	226,632	233,088	234,132	237,267
Lakeside Sanitation Maint and Oper	3,570,152	7,816,340	7,438,087	8,377,650	6,438,970
Pine Valley Sanitation Maint and Oper	101,176	94,550	91,173	100,550	100,550
DPW Equipment Internal Svc Fund	4,042,229	2,036,543	3,224,085	3,577,566	3,577,566
DPW ISF Equipment Acq Road Fund	1,818,397	4,345,693	1,591,896	4,049,333	4,049,333
DPW ISF Equipment Acq Inactive Waste	41,810	98,320	45,992	95,705	95,705



Appendix B: Budget Summary and Changes in Fund Balance

Land Use & Environment Group

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
DPW ISF Equipment Acq Airport Ent	47,710	676,754	58,028	122,751	122,751
DPW ISF Equipment Acq Genl Fund	3,834	—	3,834	3,834	3,834
DPW ISF Equipment Acq Liquid Waste	115,156	187,075	123,203	415,812	415,812
Spring Valley Sanitation Maint and Oper	11,190,004	16,805,720	10,051,715	13,857,260	17,714,000
Total	\$ 265,151,564	\$ 324,778,188	\$ 279,711,945	\$ 328,278,915	\$ 302,888,913

Community Services Group

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Community Services Group General Fund	\$ 36,878,188	\$ 37,623,777	\$ 36,310,105	\$ 43,123,750	\$ 41,252,643
HCD Special Revenue Fund	10,014,170	29,350,836	10,389,410	25,720,350	25,720,350
County Library	25,997,075	28,802,140	27,652,517	31,018,468	31,562,692
Co Redev Agy Gillespie Fld Special DS	1,197,419	3,003,513	524,350	2,387,767	2,416,178
Co Redev Agy Gillespie Fld Tax Alloc DS	421,752	424,350	424,347	426,118	427,165
Co Redev Agy Gillespie Fld Reserve DS	8,374	20,000	8,022	15,000	15,000
Co Redev Agy Gillespie Fld Principal DS	130,000	140,000	140,000	150,000	160,000
Co Redev Agy Gillespie Fld Interest DS	291,845	284,350	284,350	276,118	267,165
Co Redev Agy Gillespie Fld Capital	1,379,703	2,579,163	1,696,103	2,168,584	2,012,150
Co Redev Agy Upper SD River Capital	721,960	2,354,859	631,670	675,600	612,688
Co Redev Agy Gillespie Housing Capital	97,243	500,000	123,399	492,153	497,836
Co Redev Agy Upper SD River Housg Cap	145,906	414,289	160,656	123,799	123,340



Appendix B: Budget Summary and Changes in Fund Balance

Community Services Group

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Purchasing ISF-Document Services	7,772,578	9,177,430	8,365,491	9,188,449	9,357,072
Fleet Services Internal Service Fund	10,143,247	8,349,391	8,044,473	8,599,066	8,739,213
Fleet ISF Equipment Acq General	8,862,310	17,830,401	8,698,553	18,044,942	18,049,580
Fleet ISF Materials Supply Inventory	7,394,582	8,979,922	10,531,069	9,543,107	9,554,081
Fleet ISF Accident Repair	131,135	92,000	160,213	155,680	155,680
Fleet ISF Accidents Sheriff	221,970	166,000	221,461	243,161	243,161
Facilities Management Internal Svc Fund	65,591,473	66,112,974	64,555,351	69,130,221	70,245,711
Major Maintenance Internal Svc Fund	13,391,591	15,000,000	15,587,019	15,000,000	15,000,000
Total	\$ 207,347,306	\$ 231,205,395	\$ 194,508,559	\$ 236,482,333	\$ 236,411,705

Finance and General Government Group

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Finance and General Government Group General Fund	\$ 155,808,823	\$ 162,345,185	\$ 159,584,506	\$ 172,589,600	\$ 166,255,783
CATV Cable TV Media Public Relations	2,305,677	2,369,952	2,531,869	2,602,205	2,586,093
Information Technology Internal Svc Fund	114,266,531	111,765,537	104,135,535	113,947,954	102,732,218
Total	\$ 272,381,031	\$ 276,480,674	\$ 266,251,909	\$ 289,139,759	\$ 271,574,094



Appendix B: Budget Summary and Changes in Fund Balance

Capital

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Capital Outlay Fund	\$ 56,708,936	\$ 829,300	\$ 27,599,743	\$ 4,177,000	\$ 2,800,000
County Health Complex COF	2,553,433	—	7,713	—	—
Justice Facility Const COF	36,612,219	2,000,000	4,253,396	—	—
Library Projects Capital Outlay Fund	5,968,213	—	4,078,615	—	—
Edgemoor Development Fund	183,620	5,360,000	321,979	2,860,000	2,860,000
Total	\$ 102,026,420	\$ 8,189,300	\$ 36,261,445	\$ 7,037,000	\$ 5,660,000

Finance Other

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Finance Other General Fund	\$ 557,341,820	\$ 165,481,392	\$ 166,029,496	\$ 143,647,988	\$ 171,820,306
Pension Obligation Bonds	59,625,035	126,553,344	66,689,885	110,514,605	116,460,563
Employee Benefits Internal Svc Fund	27,526,191	35,401,399	32,013,963	35,650,654	36,755,049
Public Liability Insurance Internal Svc Fd	3,839,549	10,500,000	10,954,301	11,000,000	11,000,000
CSA 4 Majestic Pines Debt Service	24,000	29,750	28,250	31,375	27,750
Total	\$ 648,356,595	\$ 337,965,885	\$ 275,715,894	\$ 300,844,622	\$ 336,063,668



Appendix B: Budget Summary and Changes in Fund Balance

Changes in Unreserved, Undesignated Fund Balance (by Fund Group)

Ending Fund Balances (in millions)

	General Fund	Special Revenue Funds	Debt Service Fund	Enterprise Funds	Internal Service Funds ¹	Special Districts
Fiscal Year 2003-2004 Ending Fund Balance	\$ 215.4	\$ 430.5	\$ 15.0	\$ 60.6	\$ (31.0)	\$ 67.1
Fiscal Year 2004-2005 Ending Fund Balance²	\$ 257.4	\$ 456.9	\$ 66.6	\$ 22.6	\$ (1.7)	\$ 66.3

Fiscal Year 2005-2006 (in millions)

	General Fund	Special Revenue Funds	Debt Service Fund	Enterprise Funds	Internal Service Funds ¹	Special Districts
Beginning Fund Balance	\$ 257.4	\$ 456.9	\$ 66.6	\$ 22.6	\$ (1.7)	\$ 66.3
Add:						
Budgeted Revenue	\$ 2,883.7	\$ 690.5	\$ 86.3	\$ 19.2	\$ 282.9	\$ 61.4
Reserve Designation Decrease	3.7	—	—	—	—	1.6
Total Available Funding	\$ 3,144.8	\$ 1,147.4	\$ 152.9	\$ 41.8	\$ 281.2	\$ 129.3
Less:						
Budgeted Expenditures	\$ (2,943.9)	\$ (727.9)	\$ (110.5)	\$ (20.7)	\$ (299.2)	\$ (73.7)
Reserve Designation Increase	—	—	—	—	(3.4)	(0.9)
Projected Ending Fund Balance	\$ 200.9	\$ 419.5	\$ 42.4	\$ 21.1	\$ (21.4)	\$ 54.7

¹ The negative unreserved, undesignated fund balance figures for the Internal Service Fund (ISF) category are due primarily to projected claims expense in the Public Liability Insurance and Employee Benefits ISFs. The County operates a Risk Management Program, whereby it is self-insured for premises liability, medical malpractice, false arrest, general liability and workers' compensation. Actuarial valuations estimated that as of June 30, 2005, claims of \$103.6 were probable and the estimate of the claims liability was recorded in the Public Liability Insurance and Employee Benefits Internal Service Funds (ISFs). In addition, the Public Liability Insurance and Employee Benefits ISFs had combined reserves of \$53.5 million as of June 30, 2005. The County is incrementally increasing the reserves in these funds to meet the estimated liabilities.

² Pending completion of audit for Comprehensive Annual Financial Report (CAFR).



Appendix B: Budget Summary and Changes in Fund Balance

Fiscal Year 2006-2007 (in millions)

	General Fund	Special Revenue Funds	Debt Service Fund	Enterprise Funds	Internal Service Funds ¹	Special Districts
Beginning Fund Balance	\$ 200.9	\$ 419.5	\$ 42.4	\$ 21.1	\$ (21.4)	\$ 54.7
Add:						
Budgeted Revenue	\$ 2,909.2	\$ 714.9	\$ 88.9	\$ 18.0	\$ 274.2	\$ 59.7
Reserve Designation Decrease	2.2	—	—	—	—	1.6
Total Available Funding	\$ 3,112.3	\$ 1,134.4	\$ 131.3	\$ 39.1	\$ 252.8	\$ 116.0
Less:						
Budgeted Expenditures	\$ (2,935.8)	\$ (746.2)	\$ (116.5)	\$ (18.4)	\$ (289.7)	\$ (75.0)
Reserve Designation Increase	—	—	—	—	(4.2)	(0.4)
Projected Ending Fund Balance	\$ 176.5	\$ 388.2	\$ 14.8	\$ 20.7	\$ (41.1)	\$ 40.6

Appendix C: General Fund Budget Summary



Expenditures and Financing Sources

Expenditures by Department

	Fiscal Year 2003-04 Adjusted Actuals	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Public Safety Group					
Executive Office	\$ 6,268,810	\$ 10,290,500	\$ 12,560,630	\$ 7,006,948	\$ 7,760,110
District Attorney	100,944,435	106,596,602	106,774,103	109,254,899	110,273,428
Sheriff	413,490,508	463,351,378	450,124,060	480,412,670	487,968,981
Alternate Public Defender	12,924,032	13,265,745	12,333,696	13,636,708	14,260,853
Child Support Services	58,342,007	55,884,159	52,175,948	56,505,214	53,767,855
Citizens' Law Enforcement Review Board	503,862	507,280	456,204	497,922	506,972
Emergency Services	7,315,135	21,980,736	10,432,052	24,442,981	5,502,634
Medical Examiner	6,373,797	6,691,917	6,635,731	7,037,130	7,192,202
Probation Department	143,725,179	145,363,692	139,705,639	143,476,182	145,822,687
Public Defender	44,716,916	44,536,543	44,609,846	46,432,574	47,637,180
Contribution for Trial Courts	76,555,584	67,537,321	75,674,386	74,302,049	74,302,049
Defense Attorney / Contract Administration	8,294,963	8,099,440	10,003,616	9,199,440	8,299,440
Total - Public Safety Group	\$ 879,455,228	\$ 944,105,313	\$ 921,485,911	\$ 972,204,717	\$ 963,294,391
Health & Human Services Agency					
Regional Operations	\$ 374,191,187	\$ 467,224,464	\$ 410,618,312	\$ 467,085,888	\$ 470,158,214
Regional Program Support	134,534,842	91,080,554	95,145,352	95,868,144	95,810,122
Aging and Independence Services	241,964,156	245,282,918	250,306,738	272,432,096	278,893,444
Behavioral Health Services	252,140,495	261,219,332	232,635,502	259,452,476	255,798,603
Child Welfare Services	214,911,269	230,268,230	218,306,483	236,972,740	247,497,200
Public Health Services	76,959,490	73,366,752	68,466,576	74,618,654	73,785,521
Administrative Support	55,303,950	64,065,115	55,277,702	75,332,548	68,579,738
Total - Health & Human Services Agency	\$1,350,005,390	\$1,432,507,365	\$1,330,756,666	\$1,481,762,546	\$1,490,522,842

Appendix C: General Fund Budget Summary



Expenditures by Department

	Fiscal Year 2003-04 Adjusted Actuals	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Land Use and Environment Group					
Executive Office	\$ 2,399,907	\$ 5,625,592	\$ 2,741,846	\$ 6,833,373	\$ 3,888,405
San Diego Geographic Information Source (SanGIS)	511,254	689,334	575,777	720,142	747,389
Trade and Business Development	313,352	—	32,934	—	—
Agriculture, Weights and Measures	12,320,367	11,998,501	12,742,586	13,636,969	13,637,137
Air Pollution Control District	199,933	—	—	—	—
Environmental Health	26,985,749	30,053,095	29,025,302	31,948,228	31,910,907
Farm and Home Advisor	685,296	1,004,785	611,863	992,979	702,422
Parks and Recreation	20,370,881	22,866,672	18,795,608	22,218,191	19,585,231
Planning and Land Use	24,432,147	40,095,486	25,860,498	30,341,308	26,352,648
Public Works	14,549,367	15,171,184	23,108,972	23,865,723	5,781,182
Total - Land Use and Environment Group	\$ 102,768,252	\$ 127,504,649	\$ 113,495,386	\$ 130,556,913	\$ 102,605,321
Community Services Group					
Executive Office	1,918,107	5,647,360	2,211,632	6,893,390	3,960,638
Animal Services	11,038,379	10,822,770	10,792,479	11,057,081	11,360,241
General Services	3,097,863	136,780	1,594,920	1,250,000	1,250,000
Housing & Community Development	9,586,230	11,722,449	9,387,342	9,910,225	10,374,752
Purchasing and Contracting	813,220	—	—	—	—
Registrar of Voters	10,424,389	9,294,418	12,323,731	14,013,054	14,307,012
Total - Community Services Group	\$ 36,878,188	\$ 37,623,777	\$ 36,310,105	\$ 43,123,750	\$ 41,252,643



Appendix C: General Fund Budget Summary

Expenditures by Department

	Fiscal Year 2003-04 Adjusted Actuals	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Finance & General Government					
Executive Office	11,091,972	17,503,894	16,185,689	16,389,307	14,394,281
Board of Supervisors	5,748,465	6,179,860	5,935,225	6,072,107	6,052,974
Assessor / Recorder / County Clerk	46,845,580	45,540,080	45,972,411	46,214,380	47,577,535
Treasurer - Tax Collector	13,465,965	14,493,592	13,927,842	15,307,637	15,284,923
Chief Administrative Office	3,683,896	3,986,672	3,864,226	4,311,912	4,233,661
Auditor and Controller	28,641,322	25,628,882	25,377,960	28,015,277	26,796,282
County Technology Office	5,293,233	4,811,698	6,204,468	8,645,060	4,540,812
Civil Service Commission	344,079	412,766	468,749	563,318	555,870
Clerk of the Board of Supervisors	5,012,235	5,594,619	4,878,250	6,446,254	6,400,226
County Counsel	17,311,397	19,071,831	18,626,190	19,691,493	20,126,489
Grand Jury	485,824	511,630	470,683	570,283	573,013
Human Resources	17,258,956	18,234,661	16,769,287	19,527,623	19,494,717
CAC Major Maintenance	625,900	375,000	903,526	834,949	225,000
Cash Borrowing Program	5,438,431	7,625,000	12,962,697	12,700,000	12,700,000
Total - Finance & General Government	\$ 155,808,823	\$ 162,345,185	\$ 159,584,506	\$ 172,589,600	\$ 166,255,783
Finance-Other					
Community Enhancement	\$ 3,021,251	\$ 3,000,000	\$ 3,006,899	\$ 3,000,000	\$ 3,090,000
Community Projects	6,369,697	10,000,000	5,216,077	10,000,000	10,000,000
Contribution to County Library	3,360,000	3,550,000	3,511,176	3,550,000	3,550,000
Contingency Reserve General Fund	—	15,600,000	—	15,600,000	15,600,000
Contributions to Capital Outlay Funds	75,866,790	48,779,800	59,490,623	53,400,102	70,117,046
Countywide General Expense	463,085,957	76,700,945	81,616,376	45,154,886	56,510,540
Local Agency Formation Commission Administration	199,694	225,647	225,647	243,000	252,720
Total - Finance-Other	\$ 577,341,820	\$ 165,481,392	\$ 166,029,496	\$ 143,647,988	\$ 171,820,306



Appendix C: General Fund Budget Summary

Expenditures by Department

	Fiscal Year 2003-04 Adjusted Actuals	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Total - All Groups/ Agencies	\$ 3,082,257,702	\$ 2,869,567,681	\$ 2,727,662,067	\$ 2,943,885,514	\$ 2,935,751,286

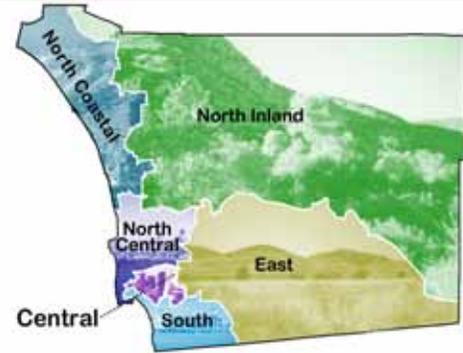
Financing Sources by Category

	Fiscal Year 2003-04 Adjusted Actuals ¹	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2004-05 Adjusted Actuals ¹	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Approved Budget
Taxes Current Property	\$ 360,769,316	\$ 561,625,756	\$ 384,199,668	\$ 400,483,230	\$ 427,825,171
Taxes Other Than Current Secured	76,855,277	56,150,000	290,336,316	272,986,635	286,651,233
Licenses Permits & Franchises	31,223,916	31,875,883	31,918,394	32,080,936	33,494,529
Fines, Forfeitures & Penalties	40,364,910	44,186,103	51,892,603	52,236,253	48,195,637
Revenue From Use of Money & Property	17,479,886	20,066,715	30,357,609	25,779,786	24,503,159
Intergovernmental Revenues	1,293,115,089	1,238,442,845	1,203,649,532	1,285,347,691	1,246,043,385
Charges For Current Services	238,168,532	243,640,575	255,495,954	254,049,599	260,280,115
Miscellaneous Revenues	32,080,074	28,186,338	38,265,062	21,748,168	21,367,361
Other Financing Sources	938,755,273	512,198,050	517,332,455	538,986,643	560,845,471
Total Revenues	\$ 3,028,812,273	\$ 2,736,372,265	\$ 2,803,447,593	\$ 2,883,698,941	\$ 2,909,206,061
Fund Balance & Reserve/ Designation Decreases ²	53,445,429	133,195,416	(75,785,526)	60,186,573	26,545,225
Total Financing Sources	\$ 3,082,257,702	\$ 2,869,567,681	\$ 2,727,662,067	\$ 2,943,885,514	\$ 2,935,751,286

¹ All actual expenditures and revenues are shown on a budgetary basis and may not agree with audited financial statements.

² In the Adopted and Approved Budget columns, Fund Balance & Reserve/Designation Decreases reflects the planned use of undesignated, unreserved fund balance. In the Adjusted Actuals columns, Fund Balance & Reserve/Designation Decreases is the net difference between total expenditures and total revenues and therefore reflects changes to reserved and unreserved fund balance.

Appendix D: Health & Human Services - Regional Operations



Health & Human Services - Regional Operations

This appendix provides a different view of the same information found in the Regional Operations section of the Health and Human Services Agency Operational Plan. Arriving at the same totals, these charts summarize the staffing and budget for the six Regional Operations divisions based on the type of program or administrative service rather than by location of services.

Staffing by Program

	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Regional Administration	47.00	49.00	49.00
Public Health Services	176.50	180.00	180.00
Family Resource Centers/ Assistance Payments	1,442.50	1,453.00	1,453.00
Child Welfare Services	609.00	610.00	610.00
Welfare to Work/Employment Administration	116.00	109.00	109.00
California Children Services (North Central Region)	148.75	151.75	151.75
Child Care (East Region)	107.00	103.00	103.00
Community Action Partnership (Central)	14.00	14.00	14.00
Office of Violence Prevention (South)	3.00	4.00	4.00
Total	2,663.75	2,673.75	2,673.75

Budget by Program

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
Alcohol & Other Drug Services *	\$ 454,724	\$ -	\$ -	\$ -	\$ -
Regional Administration	6,189,139	6,056,625	5,605,052	6,011,380	6,033,227
Public Health Services	14,575,479	16,510,010	15,124,220	17,451,046	17,577,174
Family Resource Centers/ Assistance Payments	204,821,140	286,727,811	254,755,906	294,599,681	294,943,435
Child Welfare Services	51,311,256	52,090,636	50,961,629	53,359,959	55,979,030
Welfare to Work/ Employment Administration	26,004,227	25,088,107	22,861,572	24,317,805	24,351,365



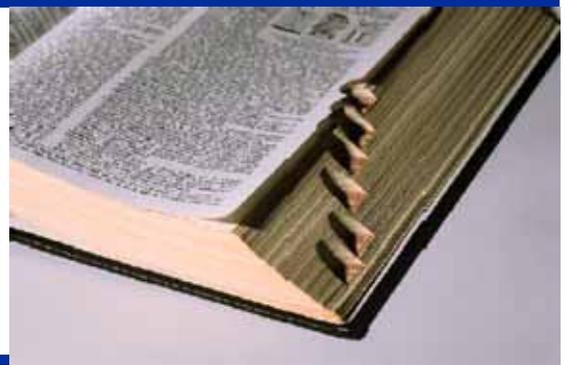
Appendix D: Health & Human Services - Regional Operations

Budget by Program

	Fiscal Year 2003-2004 Adjusted Actuals	Fiscal Year 2004-2005 Adopted Budget	Fiscal Year 2004-2005 Adjusted Actuals	Fiscal Year 2005-2006 Adopted Budget	Fiscal Year 2006-2007 Approved Budget
California Children Services (South Region)	12,152,094	15,364,765	14,514,795	16,585,750	16,838,716
Child Care (East Region)	45,031,700	53,495,524	35,559,714	44,446,509	44,446,509
Community Action Partnership (Central)	11,748,735	9,477,879	9,685,258	8,308,058	7,983,058
Office of Violence Prevention (South)	1,902,694	2,413,107	1,550,166	2,005,700	2,005,700
Total	\$ 374,191,188	\$ 467,224,464	\$ 410,618,312	\$ 467,085,888	\$ 470,158,214

* Beginning with the Fiscal Year 2004-05 Adopted Budget, the Agency's Operational Plan presentation was modified to promote accountability and transparency. The Fiscal Year 2003-04 Adjusted Actuals column reports Alcohol and Other Drug Services in Regional Operations. Beginning with Fiscal Year 2004-05, Alcohol and Other Drug Services was moved to the Behavioral Health program with no impact to service delivery.

Appendix E: Glossary of Operational Plan Terms



ACAO: Assistant Chief Administrative Officer of the County. See description of CAO, Chief Administrative Officer

Account: A separate financial reporting unit for budgeting or accounting purposes. All budgetary transactions, whether revenue or expenditure related, are recorded in accounts. (called Object in the online Budgeting, Reporting, Analysis, Support System (BRASS)).

Activity: A departmental effort that contributes to the accomplishment of specific, identified program objectives.

Actuarial Accrued Liability: Computed differently under different funding methods, the actuarial accrued liability generally represents the portion of the present value of fully projected benefits attributable to service credit that has been earned (or accrued) as of the valuation date.

Actuary: A person professionally trained in the technical aspects of pensions, insurance and related fields. The actuary estimates how much money must be contributed to an insurance or pension fund in order to provide future benefits.

ADA: Americans with Disabilities Act.

Adopted Budget: An annual spending plan that is adopted by the Board of Supervisors, pursuant to Government Code, that balances revenues and expenditures.

Adopted Operational Plan: The version of the Operational Plan that is formally approved and implemented by the Board of Supervisors after the proposed Operational Plan has gone through a process of public hearings, Change Letters for adjustments, and deliberations.

Affordability Covenant: A property title agreement that places resale or rental restrictions on a housing unit.

Agency/Groups: The Agency/Groups represent the five highest organizational units to which all County departments report. They include the Community Services Group (CSG), Finance and General Government Group (FGG), Health and Human Services Agency (HHS), Land Use and Environment Group (LUEG), and Public Safety Group (PSG).

Americans with Disabilities Act (ADA): A federal law that, among other provisions, requires modification of public buildings to ensure access for people with disabilities.

APCD: Air Pollution Control District. A department within the Land Use and Environment Group.

Appropriation: Legal authorization to make expenditures or enter into new obligations for specific purposes; money set aside for a specific purpose.

Assessed Valuation: The value of real estate for tax purposes. In San Diego, the assessed valuation of real estate is 100% of its full market value.

Asset: A resource owned or held by a government which has monetary value.

Balance Sheet: The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with generally accepted accounting principles (GAAP).

Balanced Scorecard (BSC): Performance Measurement method based on linked financial and non-financial measurements in four perspectives: customer service, internal process, learning and growth (employee), and financial.

Balanced Operational Plan: An Operational Plan budget in which current revenues equal current expenditures. A balanced annual budget is required by the State of California per Government Code Section 29000 et. al.

Board of Supervisors (BOS): The five-member, elected governing body of the County.



Appendix E: Glossary of Operational Plan Terms

Bond: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. Sometimes, however, all or a substantial portion of the interest is included in the face value of the bond. The sale of bonds is one mechanism used to obtain long-term financing.

BOS: See Board of Supervisors.

BPR: See Business Process Reengineering.

Budget: A plan of financial activity for a specified period of time indicating all planned revenues and expenses for the budget period.

Business Process Reengineering (BPR): An approach for transforming the County into a customer-oriented, quality-focused, technology-enabled, and efficient service provider. The purpose is to implement new and more effective processes rather than re-implementing the same processes using new tools. One goal is to generate budgetary savings to permit reinvestment in higher priority needs and services.

CAC: County Administration Center. The County facility located at 1600 Pacific Highway, San Diego.

CAFR: See Comprehensive Annual Financial Report.

California State Association of Counties: An organization that represents county government before the California Legislature, administrative agencies and the federal government.

CalWORKs: California Work Opportunities and Responsibilities to Kids Program. A welfare program that gives cash aid and services to eligible needy California families.

CAO: Chief Administrative Officer of the County. Lines of authority flow from the Board of Supervisors to the CAO and Assistant CAO (ACAO) and then to the Deputy CAO of each Group who is referred to as the Group General Manager. These senior managers appoint Department Heads from whom authority flows down to the line staff in the departments. The CAO, ACAO, General Managers, and Department Heads form the Executive Team who provide policy based program and financial decision-making support to the Board and oversee the operation of 40 departments that provide a myriad of services to the region from health and human services to criminal justice programs, land use planning, public works, parks, libraries, animal control and voter registration services. They also manage the allocation of personnel, capital and budgetary resources within the County organization.

Capital Assets Equipment: Equipment includes movable personal property of a relatively permanent nature (useful life of one year or longer) and of significant value, such as furniture, machines, tools, weapons, and vehicles. An item costing \$5,000 or more is budgeted in the appropriate capital asset account and capitalized. When an individual item costs less than \$5,000 (including weapons and modular equipment) it is budgeted in the minor equipment account.

Capital Assets/Land Acquisition: These accounts include expenditures for the acquisition of land and buildings and improvements. Structures and improvements represent physical property of a permanent nature. Structures, improvement, and betterments of \$50,000 or more are budgeted in the appropriate capital asset account and capitalized. Those expenses under \$50,000 are not capitalized and are budgeted in the appropriate services and supplies account.



Capital Budget: A spending plan for improvements to or acquisition of land, facilities, and infrastructure. The capital budget balances revenues and expenditures, specifies the sources of revenues, and lists each project or acquisition.

Capital Improvement Needs Assessment (CINA): An annually updated five-year list of requested capital projects, developed by the Department of General Services in compliance with Board of Supervisors Policies G-16 and B-37.

Capital Improvements Plan (CIP): An annually updated five-year list of approved and funded capital projects.

Capital Outlay Fund (COF): This fund is used exclusively to finance the acquisition, construction and completion of permanent public improvements including public buildings and for the costs of acquiring land and permanent improvements. Revenues are obtained from the sale of fixed assets, from lease or rental of county-owned facilities, and from other funds such as grants and contributions when allocated by the Board of Supervisors to the fund.

Cash Flow: The analysis and reporting of net cash balance projections. The Auditor and Controller prepares cash flow reports that project the inflow, outflow, and net balance of cash on a monthly, quarterly, and annual basis.

CDBG: See Community Development Block Grant.

CFO: Chief Financial Officer of the County.

Charges For Current Services: These accounts include assessment and tax collection fees, special assessments, auditing and accounting fees, communications services, election services, legal services, personnel services, planning and engineering services, purchasing fees, agricultural services, civil process fees, estate fees, humane

services, law enforcement services, recording fees, road and street services, health fees, mental health services, sanitation services, adoption fees, institutional care and services, educational services, library services, park and recreation fees, services and interfund revenue.

CINA: See Capital Improvement Needs Assessment.

CIP: See Capital Improvement Plan.

Civil Service Commission: A department in the Finance and General Government Group, whose mission is to protect the merit basis of the personnel system.

CLERB: Citizens' Law Enforcement Review Board. A department within the Public Safety Group that was established by Charter amendment for the purpose of receiving and investigating complaints of misconduct by peace officers and custodial officers employed by the County in the Sheriff's or Probation Department. The Review Board is also able to investigate, without complaint, the death of any person while in the custody of the Sheriff's or Probation Department.

COF: See Capital Outlay Fund.

COLA: See Cost Of Living Adjustment.

Community Development Block Grant: A federal grant administered by the County for housing and development activities that: (1) benefit lower income persons; (2) prevent/eliminate slums and blight; or (3) meet urgent community development needs.

Comprehensive Annual Financial Report (CAFR): Represents the annual audited financial statements of the County, including governmental and proprietary type activities. The CAFR has three major sections: introductory, financial, and statistical. The introductory section furnishes the general information on the



government structure, services, and environment. The financial section contains all basic financial statements and footnotes, and the statistical section provides trend data and nonfinancial data useful in interpreting the basic financial statements.

Contingency Reserve: Appropriations set aside to meet unforeseen economic and operational circumstances.

Cost of Living Adjustment: An annual adjustment in wages to offset a change (usually a loss) in consumer purchasing power.

Credit Rating: A rating determined by a rating agency that indicates the agency's opinion of the likelihood that a borrower such as the county will be able to repay its debt. The rating agencies include Standard & Poor's, Fitch, and Moody's.

CSAC: See California State Association of Counties.

CSC: See Civil Service Commission.

CTN: County Television Network-the County's television station which broadcasts Board meetings and programs of community interest.

Current Assets: Assets which are available or can be made readily available to finance current operations or to pay current liabilities.

Current Liabilities: Liabilities that are expected to be liquidated with current financial resources.

CWS: Child Welfare Services. The CWS Program in the Health and Human Services Agency provides services to protect children and preserve families. In addition to child protective services, CWS administers a temporary emergency shelter for children, a residential education campus for foster children, foster care programs, and adoptions program.

DA: District Attorney. An elected official in the Public Safety Group. The Office of the District Attorney is defined by Government Code 26500 as the public prosecutor whose responsibility it is to attend the courts and conduct all prosecutions for public offenses on behalf of the People.

DCAO: Deputy Chief Administrative Officer Or Group General Manager. See CAO, Chief Administrative Officer for a description.

Debt Service: Annual principal and interest payments that local government owes on borrowed money.

Debt Service Funds: Fund established to account for the accumulation of resources for, and the payment of, principal and interest on general long-term debt.

Debt Service Fund Requirements: The resources which must be provided for a Debt Service Fund so that all principal and interest payments can be made in full and on schedule.

Debt Service Requirements: The amount of money required to pay interest on outstanding debt, serial maturities of principal for serial bonds and required contributions to accumulate monies for future retirement of term bonds.

Department: The basic organizational unit of government which is functionally unique in its delivery of services.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence.

DIBBS: See Do It Better By Suggestion.



Do It Better By Suggestion: DIBBS is administered through the Department of Human Resources. It recognizes and rewards employees by providing cash awards and certificates of appreciation for submitting suggestions for reducing costs, increasing revenues and improving operations through tangible savings, productivity savings and/or intangible benefits to the County.

DPW: Department of Public Works. A department in the Land Use and Environment Group that is responsible for maintenance and improvement of County maintained roads; traffic engineering; land development engineering and review; construction inspection and materials testing; design engineering and construction project management; surveying and map processing; mapping and cartographic services; watershed quality and flood protection activities; environmental support; airport operations, maintenance, and lease management; transportation studies; recycling and solid waste planning; inactive landfill maintenance and engineering; wastewater operations and maintenance services; and management of special districts.

Employee Benefits: The portion of an employee compensation package that is in addition to wages. Included are the employer's share of costs for Social Security and the various pension, medical, and life insurance plans.

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Enterprise Fund: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. It includes not only services financed primarily by user charges but also any activity which has significant potential for user-charge financing and which the governing body decides should be treated as a commercial enterprise.

Enterprise Resource Planning (ERP)/Enterprise Systems (ES): New applications to replace, enhance, and integrate existing Financial and Human Resources systems.

Entitlement Program: A program in which funding is allocated according to eligibility criteria; all persons or governments that meet the criteria specified by federal or State laws may receive the benefit.

EPA: Environmental Protection Agency.

ERP: See Enterprise Resource Planning.

Estimated Revenue: The amount of revenue expected to accrue or to be collected during a fiscal year.

Expenditure: Decreases in net financial resources. Expenditures include current operating expenses that require the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Expenditure Transfers & Reimbursements: These accounts, which are shown as decreases in expenditures, are transfers of costs between budget units in the same governmental type fund. For example, one general fund department provides a service to another general fund department. The receiving department has revenue that is not available to the providing department to offset the cost. The cost of the service is transferred to the revenue earning department with an equal reduction in cost to the department providing the service.

Fines, Forfeitures & Penalties: These accounts include vehicle code fines, other court fines, forfeitures and penalties, and penalties and costs on delinquent taxes.

Firestorm 2003: A devastating wildfire that occurred in San Diego County in October 2003 that financially affected every department and has resulted in continued programs and services to either recover from the damage or implement plans to avert another fire-related disaster.



Fiscal Year (FY): A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The County of San Diego's fiscal year is July 1 through June 30.

Fund: A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: The difference between fund assets and fund liabilities of governmental and similar trust funds. Fund Balance amounts expected at year end may be used in the budget by Group or department for the upcoming year as a funding source for one-time projects/services. Expected fund balance is most often used for projects not completed and re-budgeted in the new year.

FY: See Fiscal Year (July 1 - June 30).

GAAP: See Generally Accepted Accounting Principles.

GASB: See Governmental Accounting Standards Board.

General Fund: The fund used to account for all financial resources, except those required to be accounted for in another fund. The general fund is the County's primary operating fund.

General Management System (GMS): The County's complete guide for planning, implementing, monitoring, and rewarding all functions and processes that affect the delivery of services to our customers. It links planning, execution, value management, goal attainment, and compensation.

General Manager: A Deputy Chief Administrative Officer responsible for oversight of an Agency or Group. See CAO, Chief Administrative Officer for additional description.

General Obligation Bonds: Bonds backed by the full faith and credit of government.

General Purpose Revenues: Locally generated revenues derived from property taxes, sales taxes, vehicle license fees, court fines, real property transfer tax, and miscellaneous other sources. Since they are locally generated, General Purpose Revenues are also affected by local economic conditions. General Purpose Revenues are controlled by the Board of Supervisors and may be used for any purpose that is a legal expenditure of County funds. They generally reflect the degree of flexibility the County has to finance programs and projects.

General Revenue Allocation: Each year, based on the principles of the GMS, the CAO, in conjunction with the General Managers and Chief Financial Officer (CFO), determines how much General Purpose Revenue will be allocated to each Group/Agency for the two years of the Operational Plan. The allocations are based on decisions made relative to the five-year Strategic Plan and Financial Forecast and are subject to Board approval. (May also be referred to as net county cost.)

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statement of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

Geographic Information System (GIS): A regional data warehouse providing electronic geographic data and maps to County and city departments and other users.

GFOA: See Government Finance Officers Association.



GIS: See Geographic Information System.

GM: See General Manager.

GMS: See General Management System.

Governmental Accounting Standards Board (GASB): The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

Government Finance Officers Association (GFOA): A nonprofit professional association serving government finance professionals throughout North America.

Grant: Contributions or gifts of cash or other assets from another government or agency to be used or expended for a specified purpose, activity or facility.

Group: An organizational unit of the County, headed by a General Manager, incorporating several Departments. See Agency/Group for a listing of the Groups.

HCD: See Housing and Community Development.

Health and Human Services Agency: The Agency includes six regions reported in Regional Operations, Public Health Services, Aging and Independence Services, Child Welfare Services, and Behavioral Health Services which includes Children's Mental Health Services, and Adult and Older Adult Mental Health Services, and Alcohol and Other Drug Services.

HHSA: See Health and Human Services Agency.

Housing and Community Development: A department in the Community Services Group that runs service programs to improve neighborhoods by assisting low-income residents, increasing the supply of affordable, safe housing and rehabilitating both business and residential properties in San Diego County.

Housing and Urban Development, Department of (HUD): A federal department that administers grants addressing the needs of housing for low income families.

HUD: See Housing and Urban Development, Department of

IAR: Information, Assessment and Referral.

Information Technology: A term that encompasses all forms of technology used to create, store, exchange and use information in its various forms including business data, conversations, still images and multimedia presentations.

Interfund Transfers: The movement of monies between funds of the same governmental entity.

Intergovernmental Revenues: These accounts include: State revenues for aviation, highways user tax, motor vehicle in-lieu tax, other in-lieu taxes, public assistance administration, health administration, California Children's Services, cerebral palsy, mental health, tuberculosis, health, agriculture, civil defense, construction, corrections, county fairs, disaster relief, veterans' affairs. Homeowner's property tax relief, Proposition 172 Public Safety Funds, Citizens Option for Public Safety (COPS), and other amounts received from the State. Federal revenues for public assistance administration, public assistance programs, health administration, construction, disaster relief, forest reserve, grazing fees, in-lieu taxes, other governmental agencies, and other amounts received from the Federal agencies.

Internal Service Fund (ISF): A fund used to account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis.

ISF: See Internal Service Fund.

IT: See Information Technology.

Joint Powers Agreement: A contractual agreement between a city, county, and/or special district in which services are agreed to be performed, or the county agrees to cooperate with or lend its powers to the other entity.

JPA: See Joint Powers Agreement.



Appendix E: Glossary of Operational Plan Terms

Kids Health Assurance Network (KHAN): A community collaborative established to insure that every child in San Diego has a medical home, primary care provider and health care coverage, which is administered by the Health and Human Services Agency.

Lease: A contract granting use or occupation of property during a specified time for a specified payment.

Licenses Permits & Franchises: These accounts include animal licenses, business licenses, permits, and franchises.

Line-Item Budget: A budget format prescribed by the State Controller. The County's line-item budget shows activities grouped by organizational units, such as departments. The term line-item refers to account and sub-account detail typically provided for revenue by source (e.g., property taxes), and objects of expenditure such as Salaries and Benefits, Services and Supplies, Capital assets, etc.

Local Agencies: Groups responsible for providing services in a community.

LUEG: Land Use and Environment Group.

Managed Competition: A system in which County departments compete with private sector to deliver services that is intended to help re-direct overhead expense to front-line services.

Mandate: A requirement from the State or federal governments that the County perform a task, perform a task in a particular way, or perform a task to meet a particular standard.

Management Reserves: Management Reserves is an expenditure category unique to the County of San Diego. Management Reserves are intended to be used to handle unforeseen expenses that arise during the budget year or as a means to set aside funds for a planned future year use. The level of Management Reserves is generally dependent upon fund balance realized by a Group/Agency or

department, but may be budgeted for General Fund departments based on ongoing General Purpose Revenue allocation or comparable revenue source in the case of special funds. No expenditures can be made from Management Reserves; instead appropriations must first be transferred to a sub-account under one of the other expenditures categories (e.g. Salaries and Benefits, Services and Supplies, etc.).

Miscellaneous Revenues: These accounts include other sales, tobacco settlement, and other monetary donations from private agencies, persons, or other sources.

Mission: The general assignment of the organization. What we are striving to do over a continuous period of time. The County's mission is "to provide the residents of San Diego County with superior County services in terms of quality, timeliness, and value in order to improve the region's quality of life."

MSCP: See Multiple Species Conservation Program.

Multiple Species Conservation Program: This program will preserve a network of habitat and open space, protecting bio-diversity and enhancing the region's quality of life. The County is one of several entities participating in the MSCP.

NACo: See National Association of Counties.

National Association of Counties: An organization that represents the interests of counties across the nation on Capitol Hill and throughout the federal bureaucracy.

Objects (Line Items): A sub-classification (or roll-up account) of expenditures and revenues based on type of goods or services (Salaries and Benefits, Services and Supplies, Other Charges, Capital Assets, etc.) or by type of revenue (Fines, Forfeitures and Penalties, Taxes Current Property, Intergovernmental Revenue, etc.).

Obligor: The person responsible for paying a debt or obligation.



Operating Statement: A financial statement disclosing the financial results of operations of an entity during an accounting period in conformity with generally accepted accounting principles (GAAP).

Operating Transfers Out: Operating transfers result when one fund provides a service on behalf of another fund. The requesting fund budgets the amount required by the other fund to provide the service in the account "Operating Transfers Out". The fund providing the service budgets the estimated expenditures for the service and the corresponding funding in one of the Other Financing Sources revenue accounts. Operating Transfers are not used when a service is to be provided by an ISF. In that case, the Department requesting the service budgets the expenditure in the services and supplies account corresponding to the type of ISF service requested. The ISF Department providing the service budgets the appropriate expense account.

Operational Plan Adjustment: A revision of the Adopted Operational Plan approved by the Board of Supervisors as required by State Law. A recommendation to increase appropriations requires a four-fifths vote by the Board of Supervisors. Budget modifications occur throughout the fiscal year as spending priorities and funding changes.

Operational Plan Calendar: A timetable of tasks to be completed during the financial planning cycle.

Operational Plan Document: The County's two-year financial plan commonly known as a program budget. The Operational Plan is prepared to facilitate the Board of Supervisors decision-making process, and to report the decisions made. Operational Plan documents are available to the public on the County's website.

Ordinance: A regulation, an authoritative rule, a statute.

Other Charges: These accounts include support and care of other persons (such as assistance payments), judgments and damages, contributions to non-County governmental agencies, and inter fund expenditures.

Other Financing Sources: These accounts include capital assets, long-term debt proceeds, and other financing sources not listed in the other categories. No similar category exists in business accounting.

Parkland Dedication Ordinance (PLDO): A mechanism for funding local parks.

Performance Management (PM): System that utilizes key performance indicators in the Balanced Scorecard format.

Performance Measures: Indicators of the amount of work accomplished, the efficiency with which tasks were completed, and/or the effectiveness of a program, often expressed as the extent to which objectives were accomplished. Performance measures in this Operational Plan focus primarily on outcome measures (planned results).

PLDO: See Parkland Dedication Ordinance.

PM: See Performance Management. Also Particulate Matter as referenced in Performance Measures.

Program: Group activities, operations or organizational units directed to attaining specific purposes or objectives.

Program Revenues: Revenues generated by programs and/or dedicated to offset a program's costs.

Proprietary Funds: Classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Public Hearings: Board of Supervisors meetings open to the public that provide citizens an opportunity to express their views on the merits of the County's proposals and services.

Real Property Transfer Tax (RPTT): A tax assessed on property when ownership is transferred.

Rebudget: To include funds for a project or services budgeted in the previous year but not spent within that year.



Request for Proposal (RFP): An official request for proposals to be submitted to the County to perform specified services.

Required Disciplines: The key organizational disciplines set out in the County's Strategic Plan intended to ensure that the County maintain a high level of operational excellence in order to accomplish the Strategic Initiative goals. The required disciplines include fiscal stability; customer satisfaction; regional leadership; skilled, competent workforce; essential infrastructure; information management; accountability/transparency; continuous improvement.

Reserves: Funding for nonrecurring, unanticipated expenditures. These accounts are used for contingency reserves. Each fund may have one contingency reserve.

Reserve/Designation: Fund balance that is set aside for a particular purpose or as a general reserve. Reserves/Designations are sometimes reduced in the budget to add to available operating balance to support designated one-time expenses. While Reserve/Designation increases appear as expenditure accounts in the Operational Plan, they appear as set-asides of fund balance in the County's financial system.

Residual Equity Transfers: Nonrecurring or nonroutine transfers of equity between funds.

Revenue From Use of Money & Property: These accounts include investment income, rents and concessions, and royalties.

RFP: See Request for Proposal.

RPTT: See Real Property Transfer Tax.

Salaries and Benefits: These accounts include Salaries and Wages, Retirement, Employee Group Insurance, Worker's Compensation Insurance, and Other Benefits.

SANCAL: San Diego County Capital Asset Leasing Corporation. A non-profit corporation governed by a five-member Board of Directors which is appointed by the County Board of Supervisors. SANCAL's purpose is to finance the acquisition of County buildings and equipment.

SanGIS: San Diego Geographic Information System. A joint powers agreement program in the Land Use & Environment Group.

SDCERA: San Diego County Employees Retirement Association.

Securitization: A process whereby the owner of the receivable sells the right to that income stream to a third party in exchange for an up-front payment.

Services and Supplies: These accounts include personal, business, office, agricultural, and information technology expenses, minor equipment, and maintenance.

Special District: An area in which a government is set up to perform a specific function, such as street lighting or waterworks. A special district might be composed of cities, townships, or counties, or any part or combination of these.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Staff Year: In concept, one person working full-time for one year; the hours per year that a full-time employee is expected to work. A normal fiscal year equals 2,088 staff hours (occasionally 2,080 or 2,096 staff hours). Two workers, each working half that number of hours, together equal one staff year. County salaries and benefits costs are based on the number of staff-years required to provide a service.

Strategic: Dealing with creation of overall plans and sets of tactics to determine how best to achieve the general goal of an entity.



Strategic Initiatives: Major Projects that move the County and partners toward achievement of part of a particular goal. The County's three initiatives are: Kids (Improve opportunities for children), The Environment (Promote natural resource management strategies that ensure environmental preservation, quality of life, and economic development), and Safe and Livable Communities (Promote safe and livable communities).

Tactics: The techniques, maneuvers, and procedures used to attain strategic goals, objectives, intents, etc.

TANF: Temporary Assistance to Needy Families.

Tax and Revenue Anticipation Notes (TRANs): Short-term, interest-bearing notes issued by the County in anticipation of tax revenues to be received at a later date. The note is retired from the tax revenues to which it is related.

Teeter Borrowing Program: Short-term obligation notes, secured by future collections of delinquent property taxes, used to provide taxing agencies the amount of their property taxes without regard to such delinquencies.

Temporary Assistance to Needy Families (TANF): The principal federal Welfare program; formerly Aid to Families with Dependent Children (AFDC). California administers TANF in the CalWORKs Program.

TOT: See Transient Occupancy Tax.

Total Appropriations and Total Revenues: The consolidation of all revenues and expenditures for all funds. The purpose is to report accurately the full amount of governmental revenues and expenditures for the Operational Plan period.

TRANs: See Tax and Revenue Anticipation Notes.

Transient Occupancy Tax (TOT): A tax levied by the County on rental receipts for temporary lodging in a hotel or other similar facility.

Trust Fund: Fund used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

Unfunded Actuarial Accrued Liability (UAAL): The excess, if any, of the actuarial accrued liability over the actuarial value of assets. In other words, the present value of benefits earned to date that are not covered by plan assets. Commonly used in pension fund discussions. See also Actuarial Accrued Liability.

Unreserved/Undesignated Fund Balance: The portion of governmental fund balance that is not committed, reserved, or designated for specific purposes such as paying existing contracts, purchase orders, debt service, or a variety of other liabilities. May serve as a useful measure of a government's net resources available for spending at the end of a fiscal year.

Upper San Diego River Improvement Project Area: A redevelopment project covering approximately 532 acres located along both sides of the San Diego River and along Highway 67 in the Lakeside community.

USDA: United States Department of Agriculture.

USDRIIP: See Upper San Diego River Improvement Project.

Vision: The image that an organization aspires to be. A picture of future desired outcomes. The County's vision is "A County government that has earned the respect and support of its residents."

