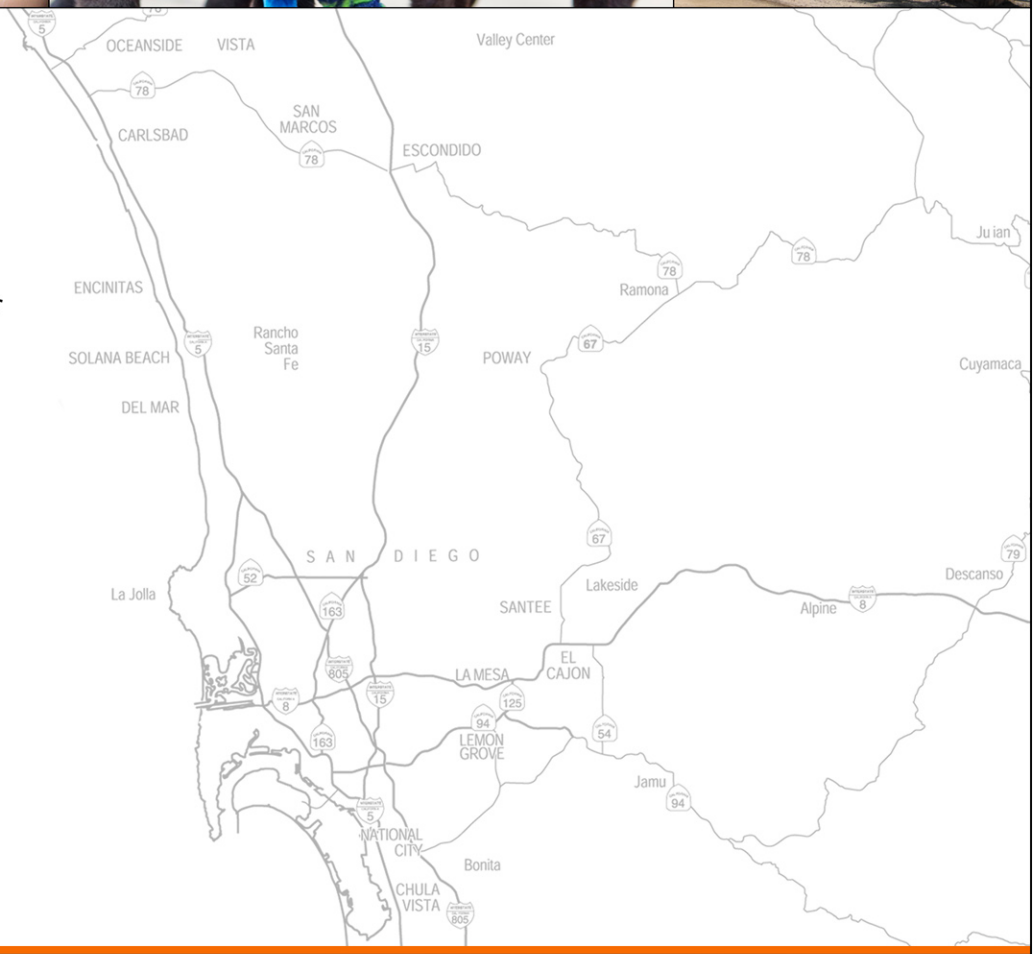
COUNTY OF SAN DIEGO

Adopted Operational Plan | Fiscal Years 2011-2012 & 2012-2013



Walter F. Ekard
Chief Administrative Officer

Donald F. Steuer
Chief Financial Officer

Board of Supervisors

Greg Cox, District 1
Dianne Jacob, District 2
Pam Slater-Price, District 3
Ron Roberts, District 4
Bill Horn, District 5

COUNTY OF SAN DIEGO - STATE OF CALIFORNIA

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

San Diego County

California

For the Fiscal Year Beginning

July 1, 2010

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **San Diego County, California** for its annual budget for the fiscal year beginning **July 1, 2010.** 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.

Published October 2011
Office of Financial Planning
Ebony Shelton, Director

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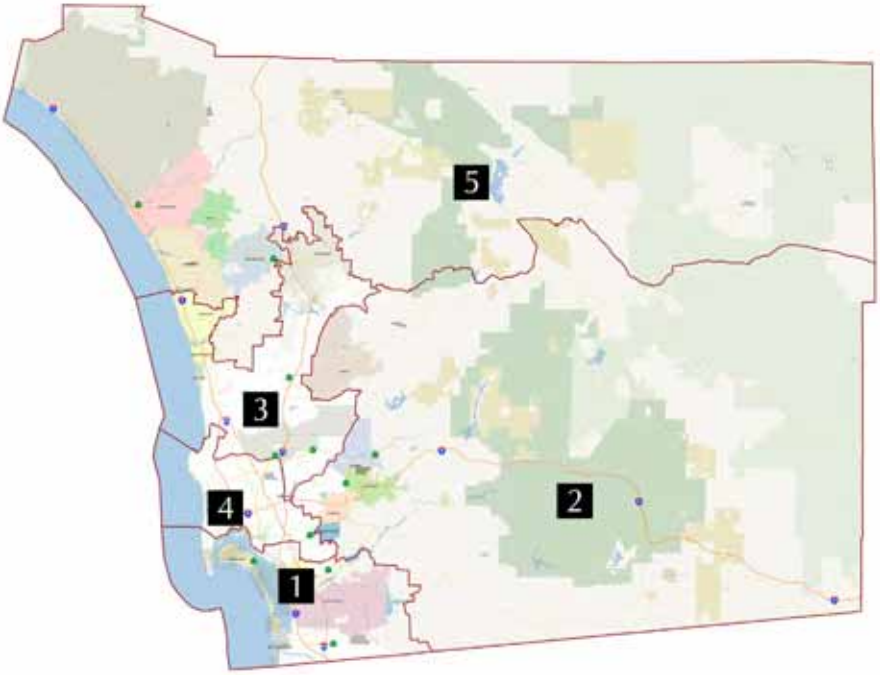
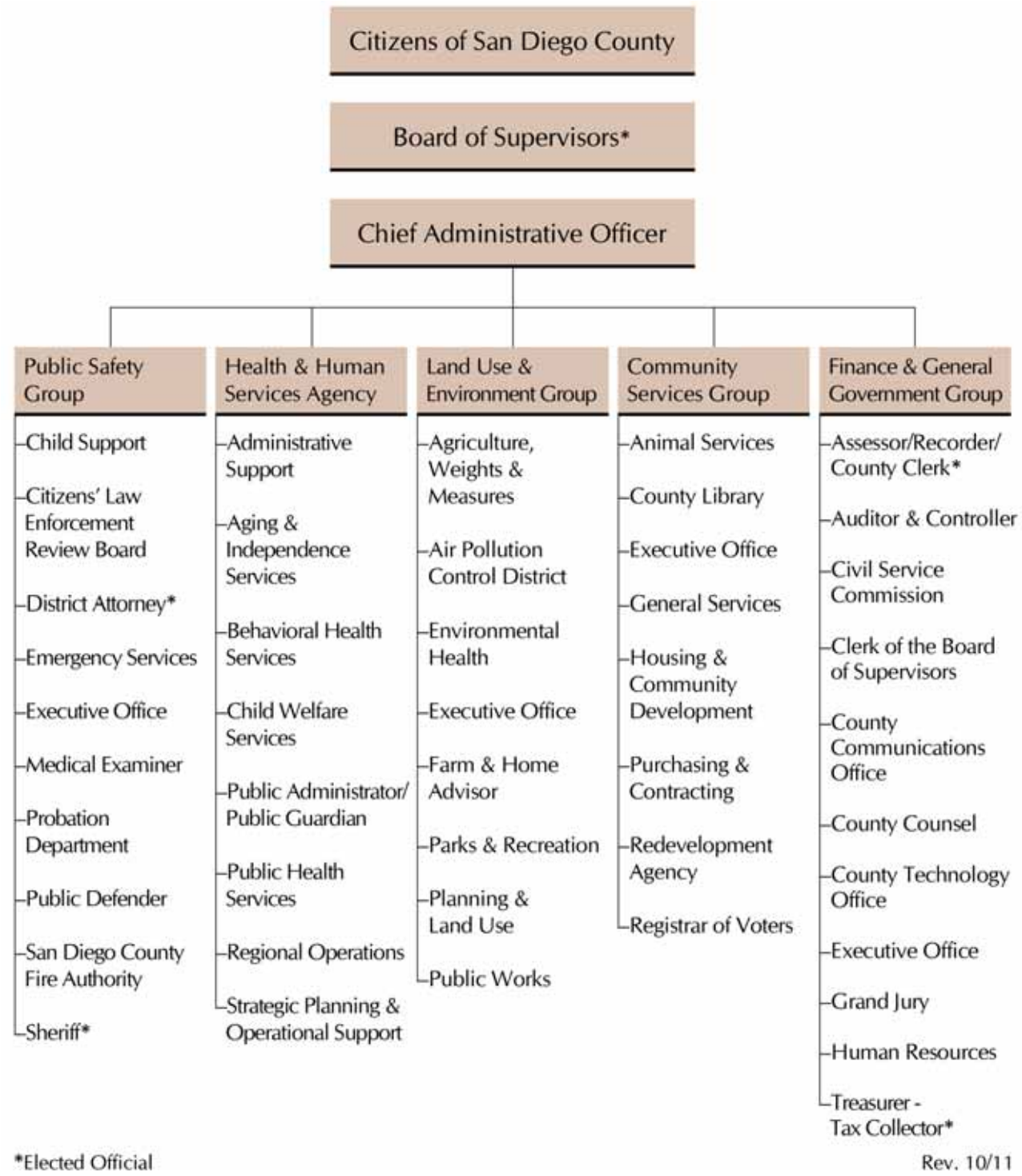
District Five



Note: This map reflects the Supervisorial District boundaries as adopted by the Board of Supervisors on September 27, 2011.

Organizational Chart



*Elected Official

Rev. 10/11

Message from the Chief Administrative Officer

The New Reality

The Adopted Operational Plan contained in this document reflects the new realities facing government agencies everywhere, including the County of San Diego.

The first reality is that the County continues to receive less revenue than it has received in past years and that is likely to be the case for the foreseeable future. Because we are an organization committed to living within our means, the Fiscal Years 2011-13 Operational Plan shows a reduction again in both spending and workforce from the previous year. The Adopted Budget for Fiscal Year 2011-12 contains $4.86 billion, which is 2.0% lower than the Fiscal Year 2010-11 budget. This Operational Plan also includes a total of 15,687 positions or 155 fewer than were budgeted in Fiscal Year 2010-11, making this the third consecutive year the County of San Diego has reduced the size of its workforce.

Another reality reflected in this Operational Plan is that, when the economy falters, residents' need for services increases. That is the case now and can be seen in the performance measures and narratives of County departments. As County residents struggle with the recession, applications for nutrition and housing assistance have surged, more pets that need veterinary care are surrendered at County shelters and more residents and families turn to County libraries for affordable computer access, job information and enrichment.

And last but not least, a third reality for California counties which is not reflected in this Operational Plan is that the new administration in Sacramento seeks to redefine counties' relationship with State government - which could streamline programs and reduce bureaucracy if done well but creates a significant challenge for county governments who are already stretching limited resources and must manage programs and provide services within this increasingly uncertain environment.

To meet these challenges during Fiscal Years 2011-13, the Chief Administrative Office will work with the Board of Supervisors to ensure that County government in San Diego remains fiscally sound, operationally strong and able to meet the core needs of County residents within available revenues. We will continue to use the County's General Management System (GMS) to implement the Board's priorities as well as to maintain the County's established management disciplines and commitment to innovation, continuous improvement, excellence and customer service.

In the year ahead, we will continue to closely monitor changing economic conditions and the uncertainties surrounding key State revenue sources and will work with other California counties to protect local revenues and interests as the new State administration works to redefine State/County roles, responsibilities and revenues. We will also continue to examine ways to provide services through alternate delivery methods that include consolidation, reengineering and expanded partnerships with other entities that serve similar customers or have similar missions and goals.

This Operational Plan preserves essential public safety and nonpublic safety services, continues the multi-year investment in the County's capital infrastructure and addresses increases in contributions to the retirement fund.

As we have done in past years, we'll focus on emergency preparedness, fire protection and public safety; protect public health; promote healthier communities and living habits; conduct elections; maintain a strong, vibrant public library system; expand and protect park and open space resources and continue to promote sustainability and conservation. We will also complete Phase 1B of the County Operations Center and Annex redevelopment project and will start work on a new Sheriff's station in Rancho San Diego, replacement of the Las Colinas Women's Detention Facility, and the County Administration Center Waterfront Park.

To provide essential services despite reduced revenues, we will continue to reevaluate how we do business and improve efficiency - whether through innovation, new technology or new work methods. For example, we're equipping more employees to work in the field, closer to the customers they serve. As mobile workers using GPS and Web-based tools, they can be more productive and responsive to customers than ever. And employees who work in traditional offices are also using technology to provide better service to customers without increasing costs or staffing, such as the Department of Planning and Land Use using the Web to let customers know anticipated wait times at building counters throughout the day.

During the past year, the County achieved many significant objectives that we will build on as we move forward. Among the highlights, we developed and adopted a comprehensive Health Strategy Agenda that will be used by the entire County enterprise to improve the health and wellness of county residents. We enrolled an additional 21,863 children and seniors in the CalFresh nutrition assistance program (formerly known as food stamps). We opened two new libraries in Fallbrook and Ramona and began work on a new library for Lincoln Acres, and offered 89,296 hours of service to library patrons throughout the region. We completed Phase 1A of the County Operations Center and Annex redevelopment project - bringing the $188.5 million project in on time and within budget, and started construction on Phase 1B. And we led a multi-jurisdictional effort to successfully secure and remove an extremely dangerous residential structure contaminated with explosives and hazardous chemicals, overseeing a team of law enforcement, emergency management, air quality, transportation, hazardous material and other experts.

The expertise and commitment of our employees, coupled with the pragmatic and seasoned leadership of the Board of Supervisors, have helped our organization remain strong and stable during difficult times and they are our greatest asset now, as we face the challenges of the future.

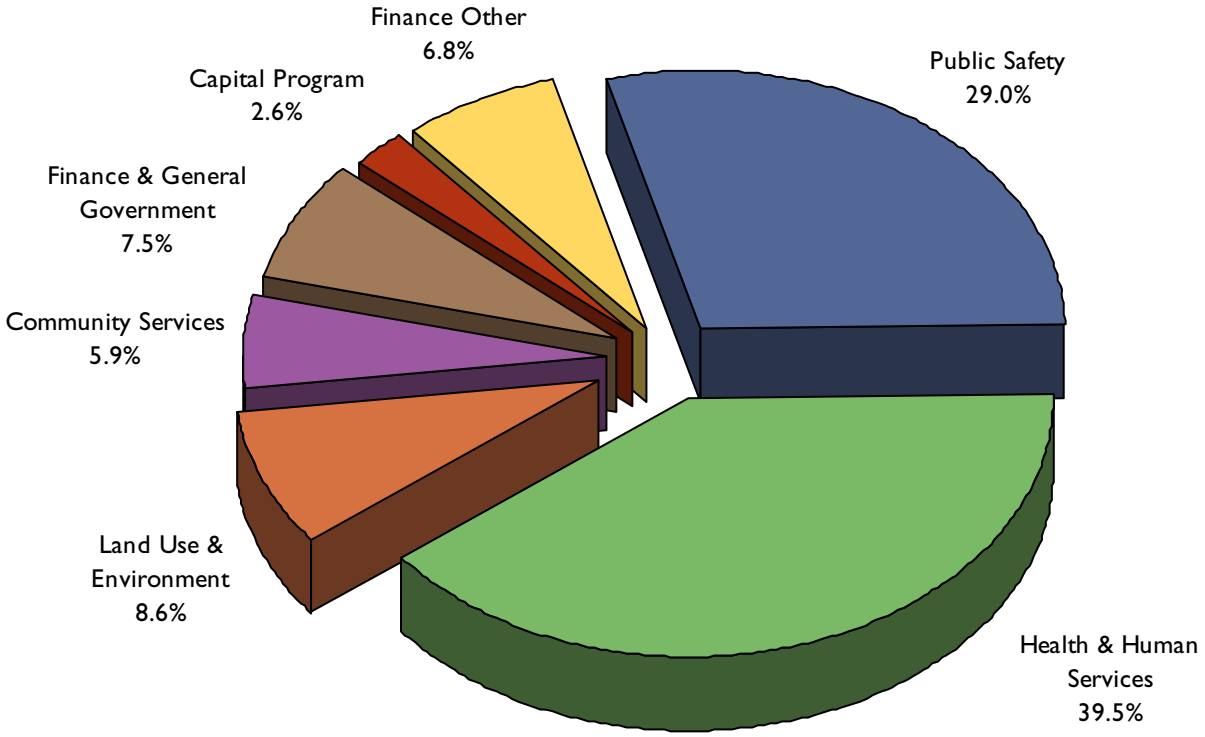
I invite you to read more about the County's accomplishments, objectives and programmatic changes in the individual group and department sections that begin on page 107.

Walter F. Ekard, Chief Administrative Officer

2011-12 Adopted Budget at a Glance

Adopted Budget by Functional Area — All Funds

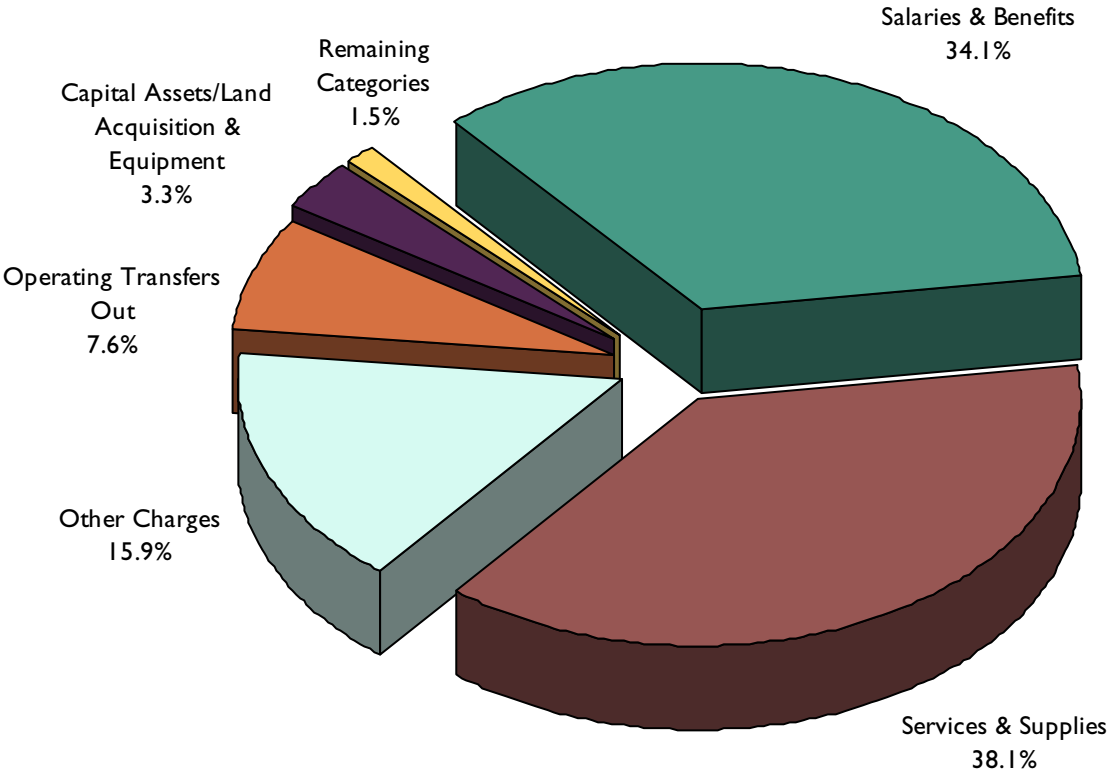
Total Budget: $4,859,635,164



Budget by Functional Area - All Funds		Budget in Millions	Percentage of Total Budget
Public Safety	$	1,410.3	29.0%
Health & Human Services		1,919.9	39.5%
Land Use & Environment		419.0	8.6%
Community Services		289.1	5.9%
Finance & General Government		363.2	7.5%
Capital Program		127.2	2.6%
Finance Other		331.0	6.8%
Total	$	4,859.6	100.0%

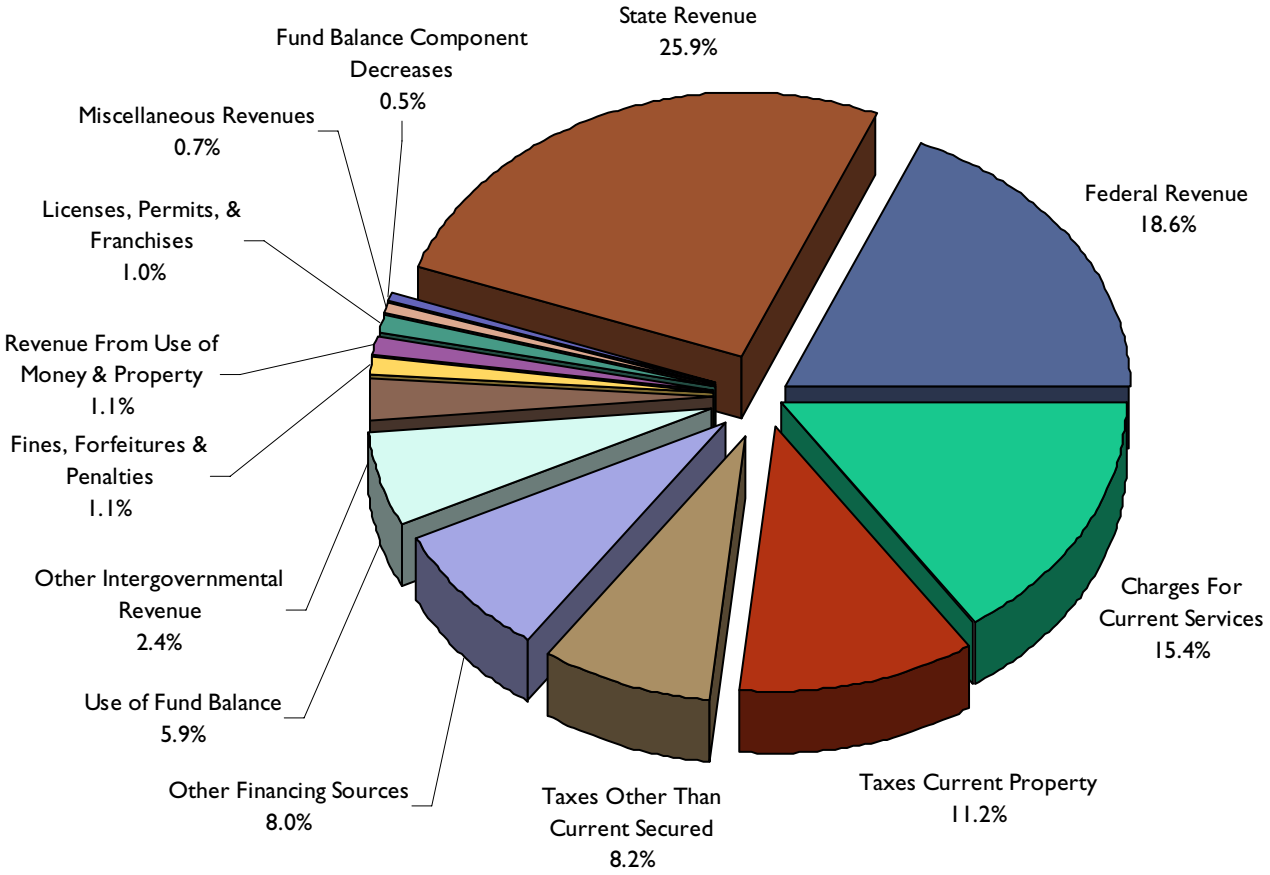
Note: In the chart and table, the sum of individual percentages may not total 100.0% due to rounding.

Adopted Budget by Category of Expenditure — All Funds



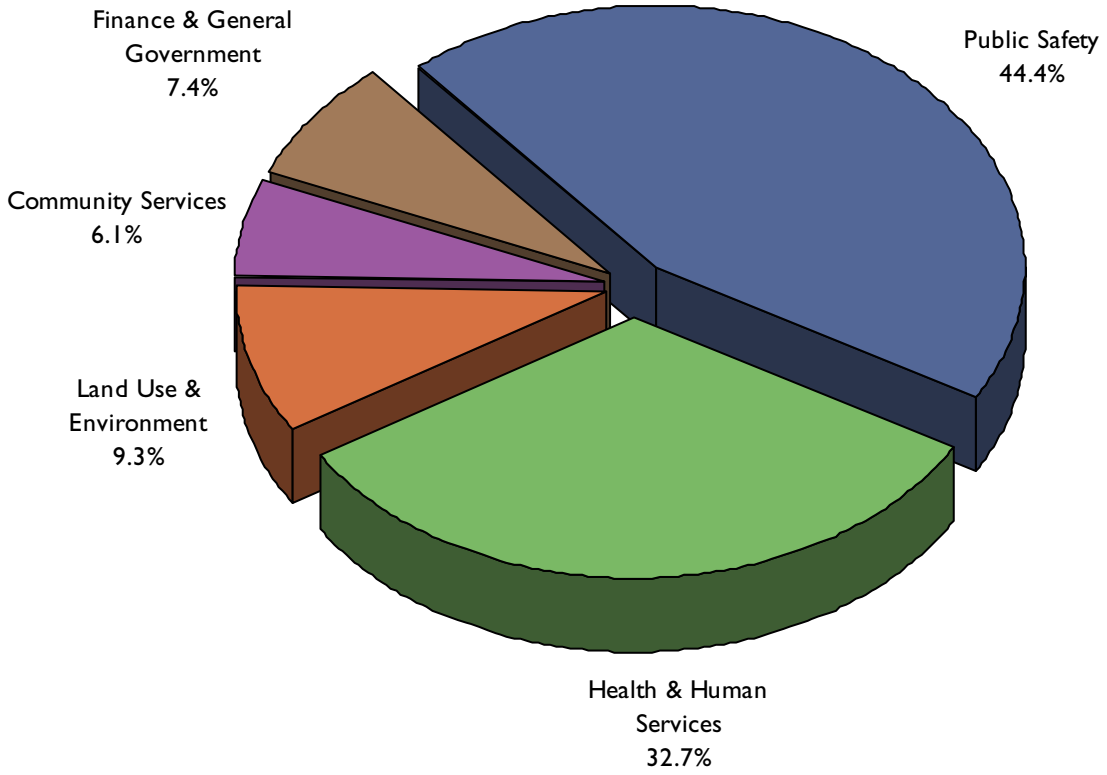
Budget by Category of Expenditure - All Funds		
	Budget in Millions	Percentage of Total Budget
Salaries & Benefits	$ 1,655.5	34.1%
Services & Supplies	1,851.5	38.1%
Other Charges	770.9	15.9%
Operating Transfers Out	369.3	7.6%
Capital Assets / Land Acquisition	137.8	2.8%
Capital Assets Equipment	22.5	0.5%
Remaining Categories:		
Fund Balance Component Increases	18.4	0.4%
Management Reserves	32.3	0.7%
Contingency Reserves	21.8	0.4%
Expenditure Transfer & Reimbursements	(20.2)	(0.4%)
Total	$ 4,859.6	100.0%

Adopted Budget by Category of Revenue — All Funds



Budget by Category of Revenue - All Funds		
	Budget in Millions	Percentage of Total Budget
State Revenue	$ 1,257.2	25.9%
Federal Revenue	905.7	18.6%
Charges For Current Services	750.7	15.4%
Taxes Current Property	543.0	11.2%
Taxes Other Than Current Secured	396.5	8.2%
Other Financing Sources	386.5	8.0%
Use of Fund Balance	286.7	5.9%
Other Intergovernmental Revenue	117.9	2.4%
Fines, Forfeitures & Penalties	54.3	1.1%
Revenue From Use of Money & Property	54.0	1.1%
Licenses, Permits & Franchises	49.9	1.0%
Miscellaneous Revenues	35.0	0.7%
Fund Balance Component Decreases	22.2	0.5%
Total	$ 4,859.6	100.0%

Adopted Staffing by Group/Agency — All Funds



Staffing by Group/Agency - All Funds		
	Staff Years *	Percentage of Total Staffing
Public Safety	6,971.00	44.4%
Health & Human Services	5,130.25	32.7%
Land Use & Environment	1,456.00	9.3%
Community Services	963.50	6.1%
Finance & General Government	1,166.50	7.4%
Total	15,687.25	100.0%

* A staff year in the Operational Plan context equates to one permanent employee working full-time for one year.

Mission and Vision

MISSION

To efficiently provide public services that build strong and sustainable communities

VISION

A county that is safe, healthy and thriving

STRATEGIC INITIATIVES

Kids

Improve opportunities for children and families

Environment

Manage the region's natural resources to protect quality of life and support economic development

Safe and Livable Communities

Promote safe and livable communities

San Diego County Facts and Figures

FOUNDED:	February 18, 1850
SIZE:	4,261 square miles
COASTLINE:	75 miles
ELEVATION:	Lowest - Sea Level Highest - 6,535 ft Hot Springs Mountain

POPULATION[1]:	***2000***	***2010***
	2,813,833	3,095,313

[1] Second most populous county in California and fifth most populous in the U.S.

Source: U.S. Census Bureau, Population Division. Release Date: March 2011

INCORPORATED CITIES:	18

CIVILIAN LABOR FORCE:	***2010***	***2011***
	1,558.200	1,560,786

Source: California Employment Development Department, Historical Data for Unemployment Rate and Labor Force, 2010 Annual Average and 2011 January to July average.

UNEMPLOYMENT RATE:	***2010***	***2011***
	10.5%	10.2%

Source: California Employment Development Department, Historical Data for Unemployment Rate and Labor Force, 2010 Annual Average and 2011 January to July average.

EMPLOYMENT MIX: (Industry)[1]	***2011 Employees***	***Percent of Total***
Government	219,700	17.6%
Professional & Business Services	217,200	17.4%
Trade, Transportation & Utilities	198,700	15.9%
Leisure and Hospitality	165,500	13.2%
Educational & Health Services	151,600	12.1%
Manufacturing	92,400	7.4%
Financial Activities	68,800	5.5%
Construction	54,500	4.4%
Other Services	46,500	3.7%
Information	24,900	2.0%
Farming	9,700	0.8%
Mining & Logging	400	<0.1%
Total	1,249,900	100.0%

[1]Industry employment is by place of work; excludes self-employed individuals, unpaid family workers, and household domestic workers.

Source: California Employment Development Department, Labor Market Information Division (July 2011 Benchmark, Preliminary)

TEN LARGEST EMPLOYERS:	***2010 Employees***
Federal Government	44,000
State of California	42,300
University of California, San Diego	26,823
County of San Diego	15,842 [1]
Sharp Healthcare	14,832
San Diego Unified School District	14,485
Scripps Health	13,823
Qualcomm Inc.	11,847
City of San Diego	10,470
Kaiser Permanente	7,404

Source: San Diego Business Journal, October, 2010
[1]County of San Diego, July, 2010 - Adopted Budget- Total Staff Years -

MEDIAN HOME PRICE [1]:	June 2009	June 2010	June 2011
[1] Median price of all existing homes sold in June of each year *Source: California Association of Realtors/DataQuick Information System*	$315,000	$340,000	$330,000

2010 MEDIAN HOUSEHOLD INCOME: (not adjusted for inflation) $59,923

Source: U.S. Census Bureau

FISCAL YEAR 2011-12 ASSESSED VALUATIONS: $393.0 billion

Source: San Diego County Assessor/Recorder/County Clerk (Gross less regular exemptions)

2010 TOTAL HOUSING UNITS: 1,149,426

Source: San Diego Regional Association of Governments, as of August 2010

2011 CONSUMER PRICE INDEX: 252.451

Source: U.S. Department of Labor, Bureau of Labor Statistics June 2011

MILITARY INSTALLATIONS:	CITY
United States Coast Guard Sector San Diego	San Diego
Marine Corps Air Station Miramar	San Diego
Marine Corps Base Camp Pendleton	Oceanside
Marine Corps Recruit Depot San Diego	San Diego
Naval Air Station North Island	Coronado
Naval Amphibious Base Coronado	Coronado
Naval Base Point Loma (including SPAWAR)	San Diego
Naval Medical Center San Diego	San Diego
Naval Station San Diego	San Diego

Source: U.S. Department of Defense Base Structure Report 2008
San Diego Military Economic Impact Study, 2007

LAND USE: (in descending order)	2010 Acres[1]
Parkland	1,071,262
Vacant or Undeveloped Land	865,114
Residential	352,496
Public/Government	152,347
Agriculture	118,623
Other Transportation	105,014
Commercial/Industrial	62,138
Total	2,726,994

[1]The acres available for land use may vary year to year due to survey updates that include tide level changes.

Source: San Diego Association of Governments, 2010

AGRICULTURAL PRODUCTION:	2010 Value	2010 Acres
Nursery & Flower Crops (e.g., indoor plants, trees & shrubs, bedding plants, cut flowers, etc.)	$1,107,558,336	12,606
Fruit & Nut Crops (e.g., avocados, citrus, berries, etc.)	$261,399,642	36,239
Vegetable Crops (e.g., tomatoes, herbs, mushrooms, etc.)	$169,803,464	6,303
Livestock & Poultry Products (e.g., chicken eggs, milk, etc.)	$85,124,763	—
Livestock & Poultry (e.g., cattle, calves, chicken, hogs & pigs)	$20,472,006	—
Field Crops (e.g., pastures, ranges, hay, etc.)	$5,117,287	247,943
Apiary (e.g., honey, pollination, bees & queen bees, etc.)	$2,168,007	—
Timber Products (e.g., firewood and timber)	$778,527	—

Source: County of San Diego, Department of Agriculture, Weights & Measures - 2010 Crop Statistics & Annual Report

TOURIST ATTRACTIONS:

Anza-Borrego State Park
ARCO Olympic Training Center, Chula Vista
Balboa Park and Museums, San Diego
Birch Aquarium at Scripps, La Jolla
Hotel Del Coronado, Coronado
Legoland California, Carlsbad
Petco Park, San Diego
Point Loma and Cabrillo National Monument, San Diego
Qualcomm Stadium, San Diego
San Diego Zoo Safari Park, Escondido
San Diego Zoo, San Diego
Sea World San Diego, San Diego
Torrey Pines Golf Course, La Jolla
Torrey Pines State Reserve, San Diego
USS Midway Museum, San Diego

Source: San Diego Convention and Visitors Bureau

TOTAL VISITORS 2011: 30,200,000

Source: San Diego Convention and Visitors Bureau
Quarterly Travel Forecast Report, 2011 San DIego Visitor Forecast

San Diego County Profile and Economic Indicators

History & Geography

San Diego County became one 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 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 4,261 square miles, approximately the size of the state of Connecticut, extending 75 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. It is the southwesternmost county in the contiguous 48 states.

For thousands of years, American Indians have lived in this area. The four tribal groupings that make up the indigenous Indians of San Diego County are the Kumeyaay (also referred to as Diegueño or Mission Indians), the Luiseño, the Cupeño and the Cahuilla. San Diego County has the largest number of Indian reservations (19) of any county in the United States. However, the reservations are very small, with total land holdings of an estimated 193 square miles.

The Spanish explorer Juan Rodriguez Cabrillo arrived by sea in the region on September 28, 1542. Although he named the area San Miguel, it was renamed 60 years later by Spaniard Sebastian Vizcaino. He chose the name San Diego in honor of his flagship and, it is said, his favorite saint, San Diego de Alcala.

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 for the coastal regions, so the county is highly reliant on imported water.

County Population

San Diego County is the southernmost major metropolitan area in the State. In March 2011, the U.S. Census Bureau estimated the County's population for 2010 to be 3,095,313, an increase of 10.0% from the 2000 figure of 2,813,833. The State of California Department of Finance released population data incorporating the 2010 Census counts as the benchmark, and the County's population for January 1, 2011 was estimated to be 3,118,876. San Diego County is the second largest county by population in California and the fifth largest county by population in the country, as measured by the U.S. Census Bureau.

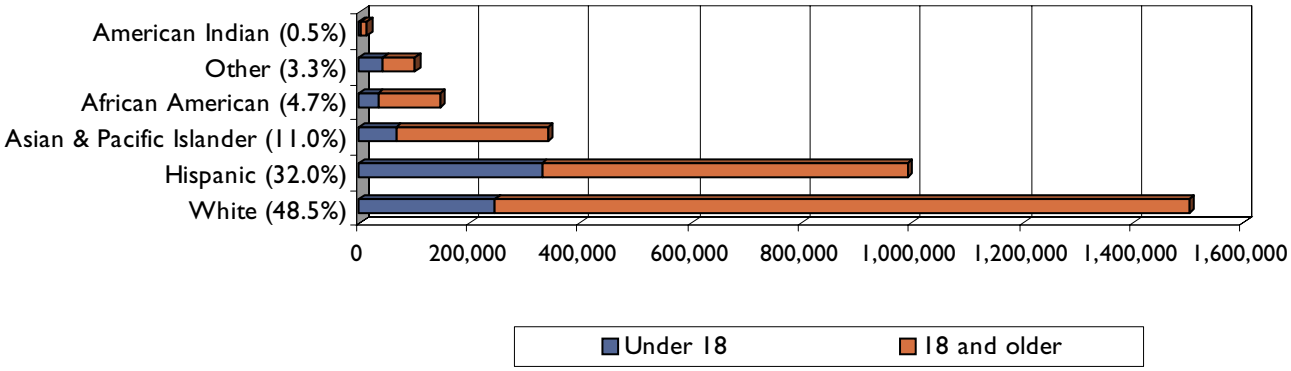
San Diego County Population

	2000	2010	% Change	Year Incorporated
Carlsbad	78,247	105,328	34.61	1952
Chula Vista	173,556	243,916	40.54	1911
Coronado	24,100	18,912	(21.53)	1890
Del Mar	4,389	4,161	(5.19)	1959
El Cajon	94,869	99,478	4.86	1912
Encinitas	58,014	59,518	2.59	1986
Escondido	133,559	143,911	7.75	1888
Imperial Beach	26,992	26,324	(2.47)	1956
La Mesa	54,749	57,065	4.23	1912
Lemon Grove	24,918	25,320	1.61	1977
National City	54,260	58,582	7.97	1887
Oceanside	161,029	167,086	3.76	1888
Poway	48,044	47,811	(0.48)	1980
San Diego	1,223,400	1,307,402	6.87	1850
San Marcos	54,977	83,781	52.39	1963
Santee	52,975	53,413	0.83	1980
Solana Beach	12,979	12,867	(0.86)	1986
Vista	89,857	93,834	4.43	1963
Unincorporated	442,919	486,604	9.86	
Total	2,813,833	3,095,313	10.00	

Source: U.S. Census 2000 and 2010

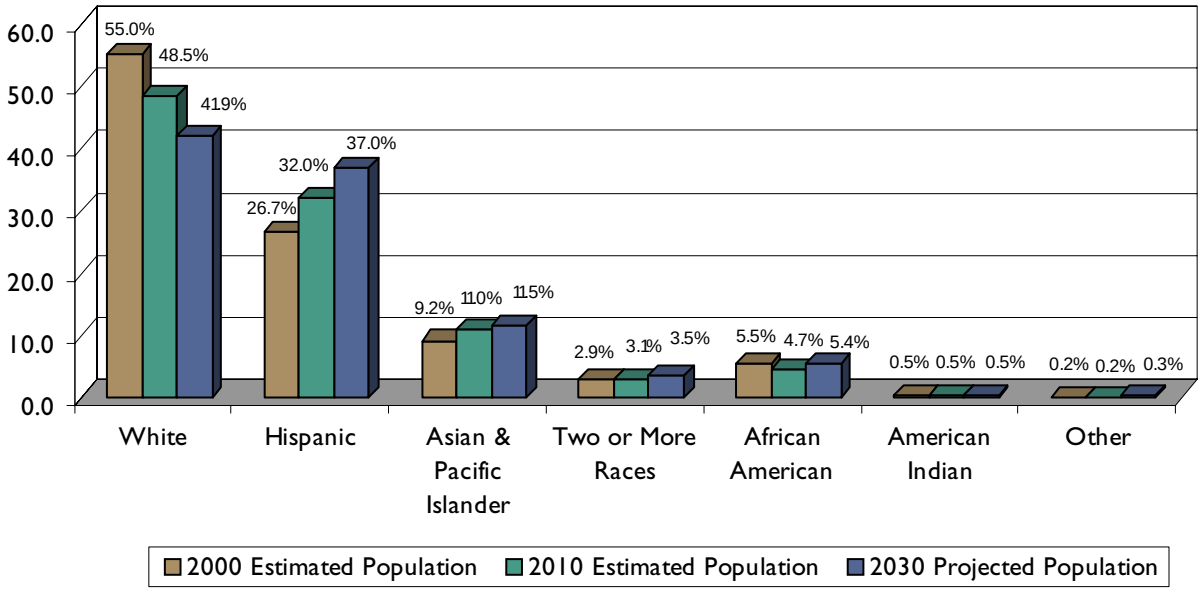
Annual population growth has averaged 1.0% over the past 10 years. Natural increase is the primary source of population growth. Another contributor to the change in population is net migration (both foreign and domestic) which has varied dramatically in the past 10 years.

2010 San Diego County Population Distribution by Ethnicity and Age
Total: 3,095,313



Source: U.S. Census 2010

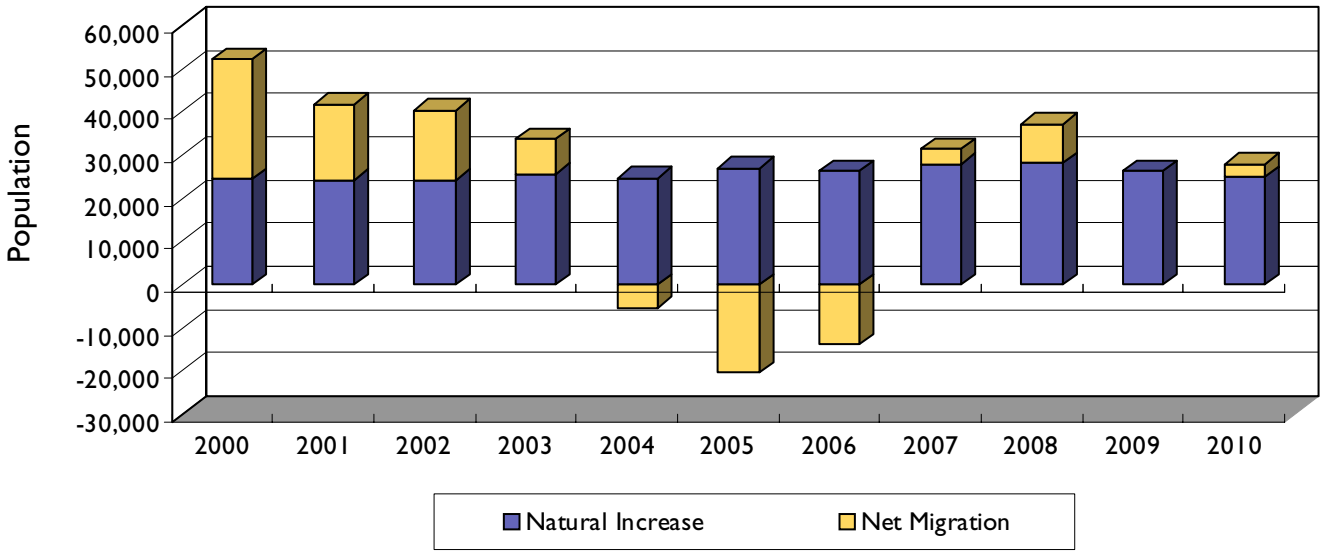
San Diego County Population Distribution by Race/Ethnicity
2000 and 2010 Estimated vs. 2030 Projection
Percentage of Total Population



Note: Percentages represent the share of each group compared to the total population.
Source: San Diego Association of Governments (SANDAG) Data Warehouse (2010); SANDAG 2050 Regional Growth Forecast (Feb 2010) - 2030 Projection

The regional population for 2030 is forecasted to be 3.9 million according to the San Diego Association of Governments (SANDAG) based on its 2050 Regional Growth Forecast released in February 2010, a 38% increase from calendar year 2000. San Diego County's racial and ethnic composition is as diverse as its geography. SANDAG projects that in 2030, San Diego's population breakdown will be: 41.9% White; 37.0% Hispanic; 11.4% Asian and Pacific Islander; 5.4% African American; and 4.3% all other groups. A significant growth in the Hispanic population is seen in this projection.

San Diego County Population Change : 2000 - 2010



Note: Natural Increase consists of Births minus Deaths. Net Migration is a measure of people moving into and away from San Diego County, both foreign and domestic. San Diego County Population Change data is on a fiscal year basis beginning July 1st. Source: California Department of Finance. This report presents revised state and county population estimates benchmarked to 2000 and 2010 decennial census data.

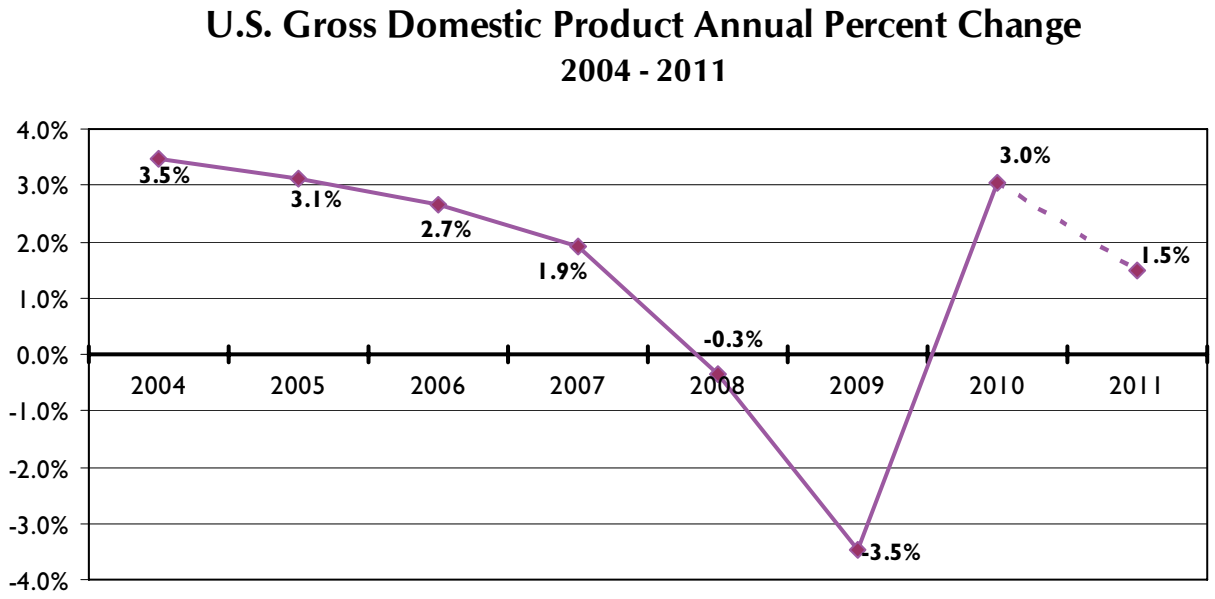
Economic Indicators

U.S. Economy

The U.S. economy suffered through a very deep recession beginning in December 2007 and ending in June 2009 according to the National Bureau of Economic Research (NBER), approximately 18 months from when it began, making it the longest recession since 1929.

On July 29, 2011, the Bureau of Economic Analysis (BEA) released revised data for 2008 through 2010 that indicated that the recent recession was deeper than previously thought and that the level of real gross domestic product (GDP) had not yet attained its pre-recession peak by the second quarter of 2011. In 2010, real (GDP) increased by 3.0% in contrast to a decrease of 3.5% in 2009. (See the chart on the following page for a historical comparison.)

According to the second estimate released by the BEA, the U.S. economy increased at an annual rate of 1.0% in the second quarter of 2011. The increase in real GDP primarily reflected positive contributions from nonresidential fixed investment, exports, personal consumption expenditures (PCE), and federal government spending, partly offset by negative contributions from state and local government spending and private inventory investment. Imports, which are a subtraction in the calculation of GDP, increased. The acceleration in real GDP in the second quarter primarily reflected a deceleration in imports, an upturn in federal government spending, and an acceleration in nonresidential fixed investment, that were partly offset by a deceleration in PCE and in exports and a downturn in private inventory investment. Real GDP growth is expected to continue in 2011 and 2012.



Notes: Gross Domestic Product (GDP) percent change measured by calendar year, based on chained 2005 dollars. The annual GDP percent change is projected for calendar year 2011.
Source: Bureau of Economic Analysis, U.S. Department of Commerce "revised data" - July 29, 2011; UCLA Anderson Forecast - September 2011

Minutes from the Federal Open Market Committee meeting on August 9, 2011, indicated that the pace of the economic recovery remained slow in recent months and that labor market conditions continued to be weak. Overall, consumer price inflation moderated in recent months, and measures of long-run inflation expectations remained stable. Private nonfarm employment rose at a considerably slower pace in June and July than earlier in the year, and employment in state and local governments continued to trend lower. The unemployment rate edged up since the beginning of the year, and long-duration unemployment remained very high. Activity in the housing market continued to be depressed, held down by the large inventory of foreclosed or distressed properties on the market and by weak demand in an environment of uncertainty about future home prices and tight underwriting standards. Manufacturing production was unchanged in June. Supply chain disruptions associated with the earthquake in Japan continued to hinder production at motor vehicle manufacturers and the firms that supply them. However, supply chain disruptions are expected to ease, and motor vehicle assembly schedules called for a substantial step-up in production. Real consumer spending was nearly unchanged in the second quarter of 2011. Motor vehicle purchases have rebounded somewhat in July as supplies improved. Labor earnings rose in the second quarter, but increases in consumer prices offset much of the gain in nominal income.

Some significant risks facing the U.S. economy in 2011 include possible effects of spillovers from the lack of a credible plan for an orderly resolution of the sovereign debt crisis in Europe's periphery (Source: Moody's Economy.com - Global Outlook: Trying Times for the Recovery August 31, 2011), the continued weakness in the housing market, weak labor market conditions, weakness in consumer spending, and uncertainty surrounding the outlook for economic growth (Source: Minutes from the Federal Open Market Committee meeting on August 9, 2011). The Federal Open Market Committee agreed to keep the target range for the federal funds rate at 0 or ¼ percent

and to state that economic conditions warrant exceptionally low levels for the federal funds rate at least through mid-2013.

California Economy

Like the national outlook, California's economy has felt the impact of the worst recession since the Great Depression. California's economic performance was mixed through early 2011, with most industry sectors growing again while a few continued in the doldrums (Source: Los Angeles County Economic Development Corporation - The Kyser Center for Economic Research: 2011-12 Economic Forecast and Industry Outlook, Mid-Year Update). Retail sales continued to recover some of the losses incurred in 2008-2009, while tourism was up across the board. The state's high tech sector is booming, and capital is flowing into the industry once again.

Activity at the state's ports increased at double digit rates in 2010 and early 2011. Some types of state and local government tax revenues turned up in line with renewed growth in incomes and sales. Monthly unemployment in 2010 remained above 12.0% with a December 2010 unemployment rate of 12.3%. In 2011, the average unemployment rate over the first seven months was 12.1% with a July 2011 unemployment rate of 12.4%. Real personal income grew by 1.7%, and taxable sales were estimated to grow by 1.8% in 2010 (final taxable sales figures will not be available until early 2012). Consumer spending continues to be impacted by this economic volatility. (See chart below.) California's economy is starting to recover from the steep 2008-2009 recession. Unemployment is still extremely high, and many business firms are reluctant to hire until they are certain that better times will be long-lasting. Nonfarm employment is projected to grow by 1.1% in 2011 and 0.6% in 2012. In 2011, real personal income is expected to grow by 2.3% and taxable sales are predicted to increase by 1.7%. More improvement is expected in 2012.

San Diego Economy

San Diego's recent relative economic stability has been based on its increasing diversification of economic activity and maturation as a hub for research and development and product manufacturing in telecommunications, biotechnology, military products, electronics and information technology. International trade and implementation of the North American Free Trade Agreement (NAFTA) also serve to strengthen the county's economic base.

San Diego certainly shared the pain of the recession along with the rest of Southern California. Increasing prices in commodities, including gasoline prices, are anticipated to

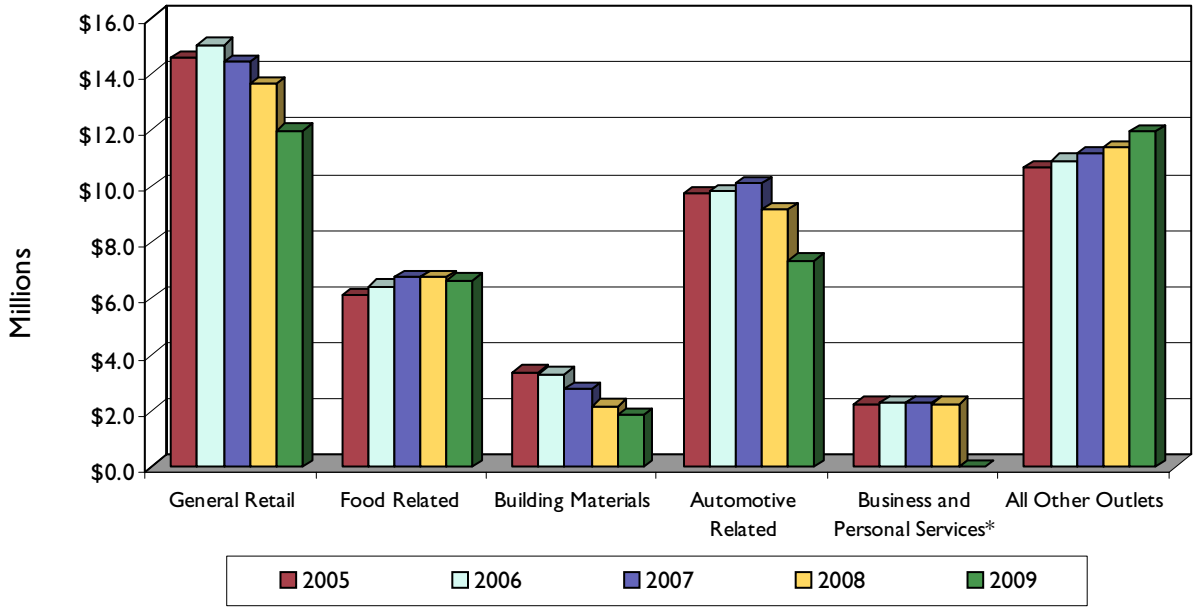
Note: Taxable sales are stated in calendar year 2005 dollars.
Source: UCLA Anderson Forecast, September 2011

place stress on the region. However, tourists are coming back, and many of the county's biggest industries are on the mend (Source: Los Angeles County Economic Development Corporation - The Kyser Center for Economic Research: 2011-12 Economic Forecast and Industry Outlook, Mid-Year Update). Unemployment in the region in 2010 averaged 10.5%, and was lower than the 2010 median of 11.25% for the 10 largest counties in the State. In 2011, the average unemployment rate over the first seven months was 10.2% with a July 2011 unemployment rate of 10.5%.

Another indicator of economic health is county taxable sales. (See the chart below for more detail on taxable sales broken down by select categories.) Taxable sales started to decline overall in the county in 2007 and that trend continued in 2008 and 2009. The annual figures on taxable sales for 2010 are not yet available from the California State Board of Equalization, but sales tax revenues in 2010 have shown a gradual improvement, which suggests that taxable sales in San Diego County, similar to predictions for California as a whole, ended better in 2010. This improvement is expected to continue in 2011 and 2012.

San Diego County Taxable Sales by Category

2005 - 2009[1]



Source: State Board of Equalization

[1]Beginning in 2009, the State Board of Equalization began summarizing taxable sales using the North American Industry Classification System codes. As a result of the coding change, industry-level data for 2009 are not comparable to that of prior years.

*Due to coding changes as described above, this category no longer exists for calendar year 2009; taxable sales in the Business and Personal Services have been absorbed and redistributed to the remaining categories.

Categories of Taxable Sales include:

General Retail — apparel stores, general merchandise, home furnishings and appliances, and other retail.

Automotive Related — automotive stores and service stations.

Food Related — food stores and eating and drinking establishments.

Building Materials — hardware stores.

Business and Personal Services — for example: beauty salons and hotels.

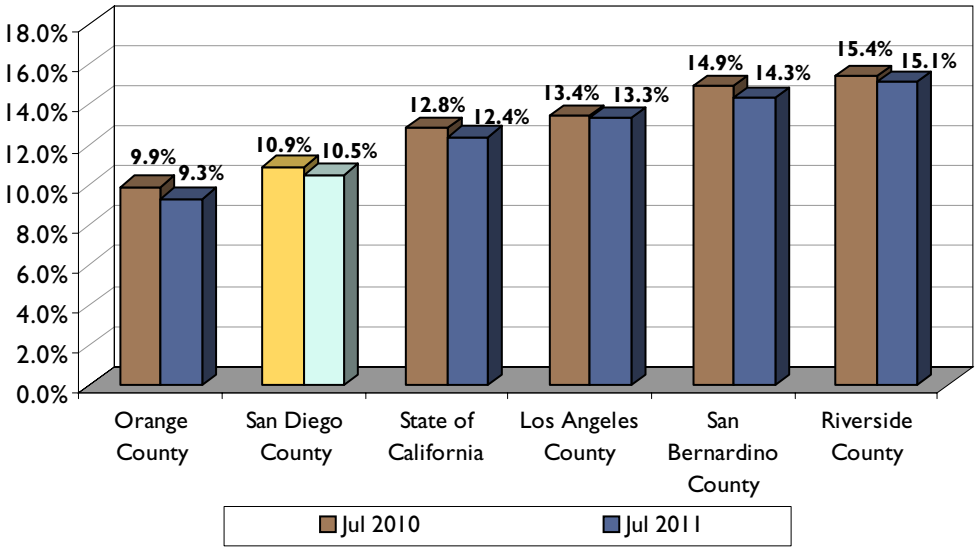
All Other Outlets — Use Tax Collections. The State's *use tax* applies to the use, storage or other consumption of merchandise.

More current indicators show that the economy is stabilizing and even slowly improving during 2011. Stock prices, help wanted advertising and the national economy as measured by the Conference Board Index of Leading Economic Indicators were all positive in July 2011. Labor market variables were mixed with initial claims for unemployment insurance negative for the second month in a row, while help wanted advertising was up for the seventh straight month. The net result was that the local unemployment rate increased to 10.5% in July from 10.4% in June. The increase in the unemployment rate is not as negative as it seems since July is usually the highest month of the year in terms of the unemployment rate, as students and others involved in education entered the labor force looking for summer jobs (University of San Diego Burnham-Moores Center). Economists forecast that the local economy will add upwards of 15,000 payroll jobs in 2011.

Positive forces in 2011-2012 include the continued flow of defense dollars into the county. Although the Pentagon's initiative to cut back on defense spending will impact San Diego, the region is home to significant military commands and training centers. Defense dollars should continue to flow into the county. General Dynamics NASSCO, the county's major shipyard, plans to launch two navy cargo and ammunition ships this year and has begun to work on another, the last ship in this series. NASSCO also recently received a new Navy contract to build two auxiliary ships valued at $744 million. Lockheed Martin Corporation announced plans to add 150 jobs locally in October 2011 and March 2012, and makers of unmanned aircraft, Northrop Grumman and General Atomics Aeronautical Systems Inc., are still working under multimillion-dollar government contracts. The Space and Naval Warfare Systems Command will also continue to contract with local computer and electronic firms. San Diego had a mini-building boom in 2010, due to the military (and federal stimulus funds) with several base modernization projects. In 2011, work is underway on a $451 million, 500,000 square foot hospital planned for Camp Pendleton (expected completion date 2014).

The manufacturing sector is adding jobs this year. San Diego County has the benefit of several innovative manufacturing clusters including communications, bio-fuels, genomics, energy storage, cyber-security and clean-tech. San Diego has some significant construction projects in the works. The $900 million Palomar Pomerado Health PMC West (hospital) project is scheduled for completion in 2012. Scripps Memorial Hospital in Encinitas is working on a $200 million expansion project, and a new $456 million cardiovascular institute is part of the overall renovation of the Scripps La Jolla campus. Largest of all, the San Diego International Airport is working on a $1 billion expansion and improvement project.

Unemployment Rate Comparison by Select California Regions
July 2010 versus July 2011

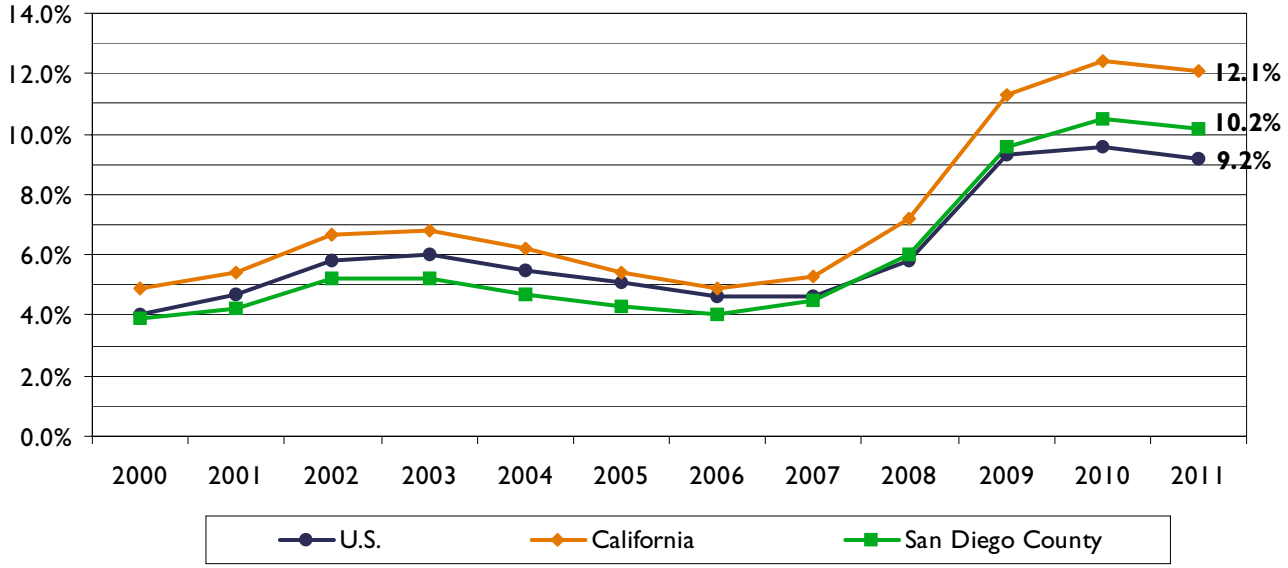


Source: California Employment Development Department

Approximately one-half of San Diego County's population is part of the civilian labor force (1,578,500 in July 2011). The region is also home to one of the largest military complexes in the world. San Diego's employment continues to compare favorably to other Southern California counties, with only Orange County experiencing lower unemployment. San Diego's annual average unemployment rate continues to compare favorably to the State rate, and it is expected to be somewhat higher than the U.S. rate.

Annual Average Unemployment Rate Comparison

U.S., California and San Diego County

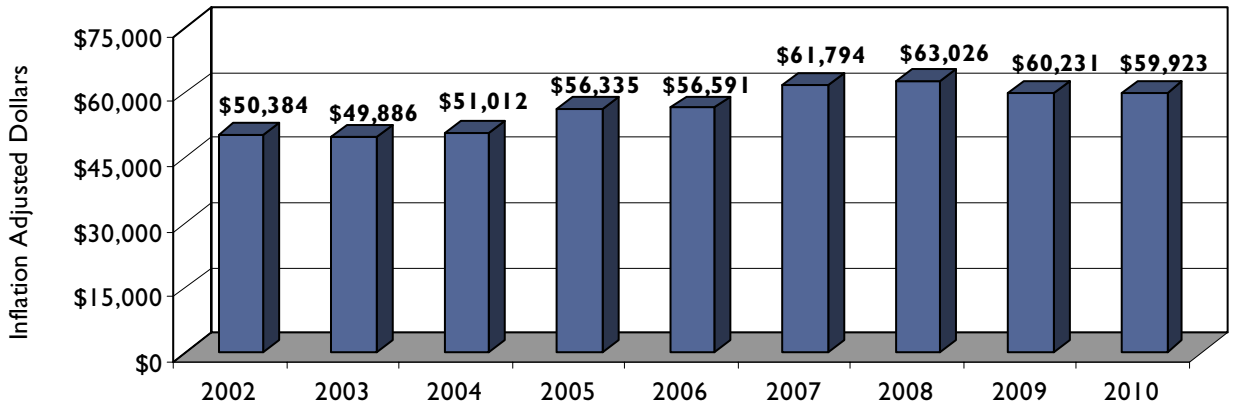


Notes: Unemployment rates are measured by calendar year. The rates for 2011 represent January through July figures only.
Source: California Employment Development Department; Bureau of Labor Statistics, U.S. Department of Labor

San Diego's median household income has experienced strong annual growth in recent years, but median household income actually declined in 2009 and 2010 due to high unemployment and constrained consumer spending.

San Diego County Median Household Income

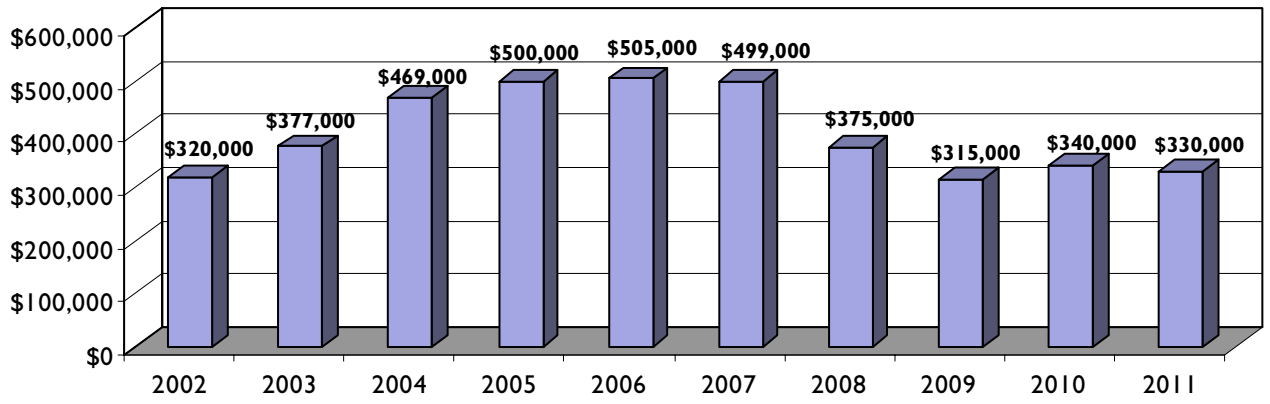
2002 - 2010



Note: Median Household Income is measured by calendar year.
Source: U.S. Census Bureau, American Community Survey estimates

An unintended consequence of the housing market's recent turmoil has been the improvement in housing affordability during this period. The California Association of Realtors index for first-time buyers throughout California showed a marginal increase for San Diego for June 2011. The percentage of households that could afford to buy an entry-level home in San Diego increased to 64%. San Diego affordability was up from 62% in December 2010, 57% in December 2009 and December 2008, up from 33% in December 2007 and up from 27% in December 2006. The median home price of existing homes sold continues to fluctuate slightly. During 2009 and 2010, median home sales started to rebound from the low experienced at the end of 2008 and early 2009. However, median home prices have declined marginally in June 2011 compared to June 2010.

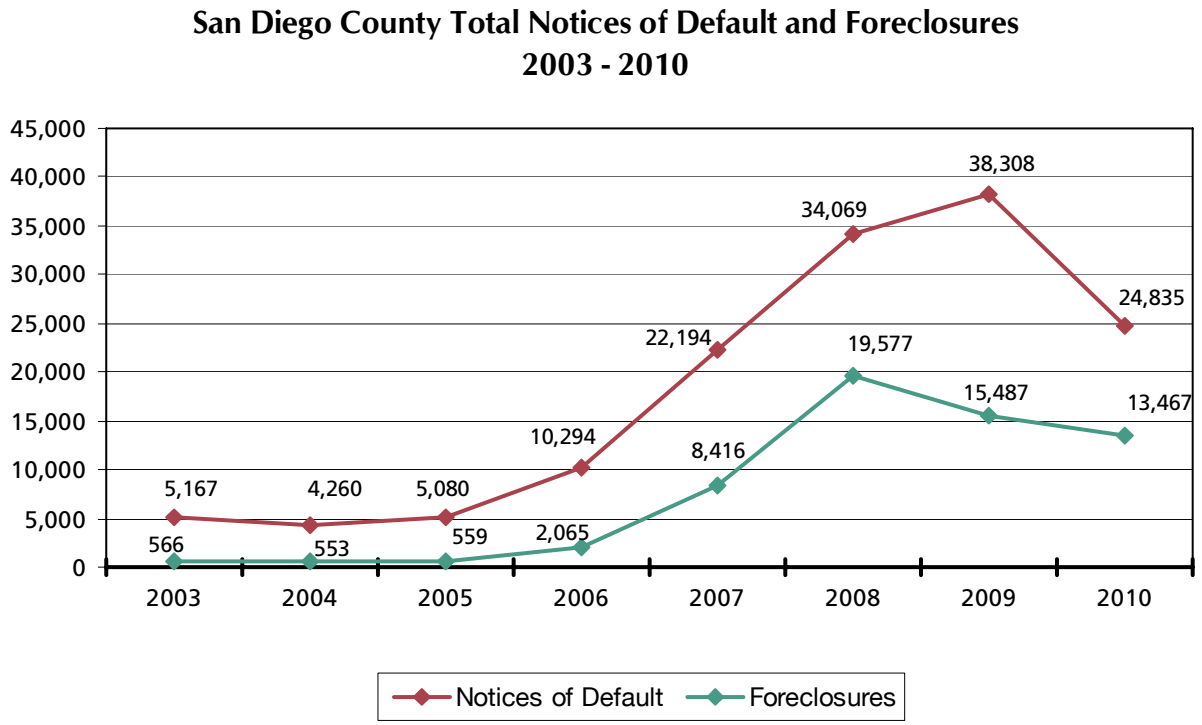
San Diego County Median Price of Existing Homes Sold
2002 - 2011



Note: Median home price of all existing homes sold in June of each year.
Source: DataQuick Information Systems

Another measure of the downturn in housing is the rate of foreclosures, as well as the companion indices of foreclosures compared to notices of loan default and also compared to deeds recorded. The number of total deeds recorded has fallen significantly since 2003 from 223,087 to a low of 115,540 in 2008 with marginal improvements in 2009 (119,153) and in 2010 (119,697), reflecting the continued weakness in the housing market overall. Through June 2011, the number of total deeds recorded was 55,649 slightly up from 55,421 in the first half of 2010 reflecting the continued weakness in the housing market overall.

In San Diego County, notices from lenders to property owners that they were in default on their mortgage loans increased markedly from 2003 through 2009, and foreclosures rose dramatically from 2003 through 2008 before declining 21% in 2009. In 2010, notices of default were down 35.2% and through June 2011, notices of default are down 17.0% compared to the first half of 2010. In 2010, foreclosures declined 13.0% and through June 2011, foreclosures are down 8.1% compared to the first half of 2010. Foreclosures compared to notices of loan default averaged approximately 11.6% from 2003 through 2005. However, this percentage increased from 2006 to 2008, reaching 57.5% in 2008, declining to 40.4% in 2009, and increasing to 54.2% in 2010, and to 63.0% in June 2011. Foreclosures compared to total deeds recorded averaged 0.3% over the three-year period of 2003, 2004 and 2005, then rose significantly beginning in 2006, reaching 16.9% in 2008 before declining to 13.0% in 2009, declining to 11.3% in 2010, and increasing to 12.0% in June 2011.



Notes: A Notice of Default is an official notice of payment delinquency to a borrower with property as security under a mortgage or deed of trust; it prescribes the terms that must be met in order to prevent foreclosure proceedings.

Foreclosures are measured by the number of Trustee's Deeds recorded.

Source: San Diego County Assessor/Recorder/County Clerk

San Diego tourism slowed in 2009, with the number of visitors declining by 4.8% compared to 2008; however, tourism improved gradually in 2010 increasing by 0.9%. Overall, tourism continues to be a stimulus to the local economy. Total visitor spending was approximately $7.1 billion in 2010, up from $7.0 billion in 2009. The "Tourism Outlook" for San Diego County in 2011 is described as being in recovery mode, with an expected increase of 3.7% in total visits in 2011 and a 4.8% increase in visitor spending. However, visitor expenditure levels are anticipated to remain below 2006 levels.

The state of the economy continues to impact the ability of the County to fund and provide many of the services that county residents have come to expect. The revenue and workload effects along with the strategies being employed by the County to manage the public's resources are described in the s following that summarize the expenditures, revenues and staffing levels for Fiscal Years 2011-12 and 2012-13 and in the individual Group and department presentations that begin on page 107.

Governmental Structure and Budget Documents

Governmental Structure

The County of San Diego is one of 58 counties in the State of California. The basic provisions for the government of the County are contained in the California Constitution and the California Government Code. A county, which is a legal subdivision, is also the largest political division of the State having corporate powers. The California Constitution acknowledges two types of counties - general law counties and charter counties. General law counties adhere to State law as to the number and duties of county elected officials. San Diego County is one of 14 charter counties in California, whereby the county adopts a charter for its own government. A charter, however, does not give county officials any additional authority over local regulations, revenue-raising abilities, budgetary decisions or intergovernmental relations. (Source: California State Association of Counties.)

The Charter of San Diego County provides for:

- The election, compensation, terms, removal and salary of a governing board of five members, elected by district.
- An elected sheriff, an elected district attorney, an elected assessor/recorder/county clerk, an elected treasurer-tax collector, the appointment of other officers, their compensation, terms and removal from office.
- The performance of functions required by statute.
- The powers and duties of governing bodies and all other county officers and the consolidation and segregation of county offices.

The County of San Diego is governed by a five-member Board of Supervisors elected to four-year terms in district, nonpartisan elections. Each board member is limited to no more than two terms and must reside in the district from which he or she is elected. The Board of Supervisors sets priorities for the County and oversees most County departments and programs and approves their budgets. Per California Government Code §23005, the County may exercise its powers only through the Board of Supervisors or through agents and officers acting under authority of the Board or authority conferred by law. The Board of Supervisors appoints the following officers: the Chief Administrative Officer (CAO), the County Counsel, the Probation Officer and the Clerk of the Board of Supervisors. All other appointive officers are appointed by the CAO. The CAO assists the Board of Supervisors in coordinating the functions and operations of the County; is responsible for carrying out all of the Board's policy decisions that pertain to the functions assigned to that officer; and supervises the expenditures of all departments.

The State Legislature has granted each county the power necessary to provide for the health and well-being of its residents. There are 18 incorporated cities in the County of San Diego and a vast number of unincorporated communities. The County provides a full range of public services to its residents, including law enforcement, detention and correction, emergency response services, health and sanitation, parks and recreation, libraries and roads. The County also serves as a delivery channel for many State services, such as foster care, public health care and elections. These services are provided by five business Groups (Public Safety, Land Use and Environment, Community Services, Finance and General Government and the Health and Human Services Agency), each headed by a General Manager [Deputy Chief Administrative Officer (DCAO)] who reports to the CAO. Within the Groups, there are four departments that are headed by elected officials - the District Attorney and the Sheriff in the Public Safety Group and the Assessor/Recorder/County Clerk and the Treasurer-Tax Collector in the Finance and General Government Group. An organizational chart for the County can be found on page 4.

The General Management System

The County's General Management System (GMS) is the framework that guides the management of County operations and service delivery to residents, businesses and visitors. The GMS identifies how the County sets goals, prioritizes the use of resources, evaluates performance, ensures cooperation and recognizes accomplishments in a structured, coordinated way. By developing and adhering to a written operations manual, the County of San Diego is able to create and maintain an organizational culture that values efficiency, innovation, and fiscal discipline and that provides focused, meaningful public services that improve lives and benefit the community.

At the heart of the GMS are five overlapping components which ensure that the County asks and answers crucial questions:

Strategic Planning asks: *Where do we want to go?* The Strategic Plan looks ahead five years to anticipate significant needs, challenges, risks and opportunities that are likely to develop and sets goals for the future. Long-range strategic planning activities require the County to assess both where it is and where it wants to be.

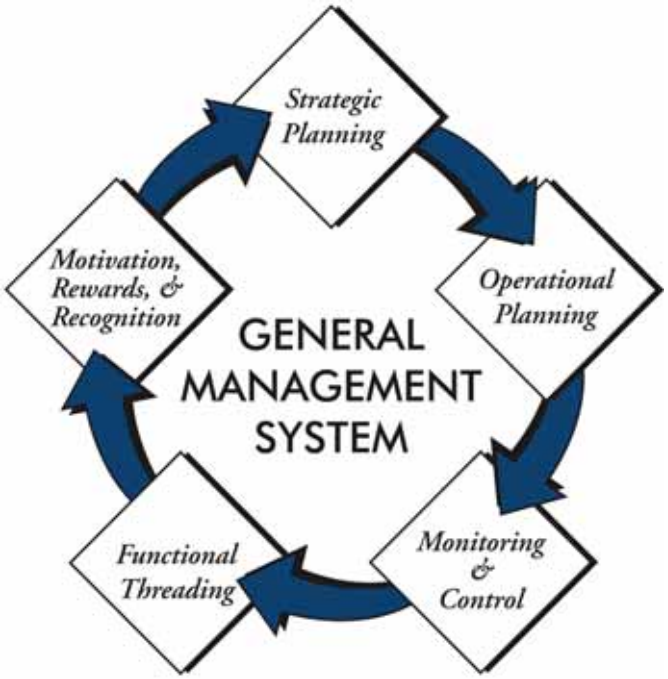
Operational Planning asks: *How do we get there from here?* Operational Planning allocates resources over the next two fiscal years to specific programs and services that support the County's long-term goals as articulated in the Strategic Plan. This includes adoption of an annual budget and approval in principle of a second year spending plan.

Monitoring and Control asks: *How is our performance?* Monitoring and Control shows whether the County is on track to achieve its goals. The County evaluates its progress at regular intervals throughout the year and makes necessary adjustments. Progress is evaluated monthly, quarterly and annually at various levels throughout the organization.

Functional Threading asks: *Are we working together?* Although the County is divided into groups, departments and divisions for operational purposes, the County has many critical functions and goals that cross these organizational lines. Functional threading ensures that information and resources are coordinated and shared throughout the organization to achieve common goals, solve problems and maximize efficiency.

Motivation, Rewards and Recognition asks: *Are we encouraging excellence?* County employees must embrace the GMS disciplines. This requires setting clear expectations, providing incentives, evaluating performance and recognizing those who meet or exceed expectations. Motivation, Rewards and Recognition encourages individual and group excellence. The Departmental Excellence Goals, Operational Incentive Plans, Do-It-Better-By-Suggestion (DIBBS) program and department recognition programs are ways the County recognizes employees and encourages excellent performance.

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.



GMS 2.0

In Fiscal Year 2008-09, the County launched GMS 2.0, an enterprisewide effort that challenged County employees to identify and prepare for the significant changes taking place in their workplace, community, economy and world using the GMS framework. GMS 2.0 and the follow-on GMS 2.1 required County managers and employees to identify: how their units were addressing the region's heightened need for resource conservation and sustainability; how staff would manage the exploding amount of information available to them to stay on the cutting edge of their fields; how the County can better use technology tools to accomplish its goals and how the County can make its operations and the organization more nimble, mobile and adaptable as circumstances and needs change.

GMS 2.0/2.1 emphasizes that everyone in the County workforce shares responsibility for helping the organization adapt to change and move forward in this fast-paced world.

Examples of how County employees are embracing GMS 2.0/2.1 and what they have accomplished are reflected throughout the enterprise. In keeping with the GMS disciplines, the County will continue to look ahead and aggressively embrace, adapt to and use the increasingly fast pace of change to ensure that County services meet residents' needs and provide the best value to taxpayers.

Context for Strategic and Operational Planning

To be effective, the goals that the County sets and the resources that are allocated are consistent with the purpose of the organization. The context for all strategic and operational planning is provided by the County's Mission and Vision. First and foremost, the Strategic Plan sets the course for accomplishing the County's Mission:

To efficiently provide public services that build strong and sustainable communities

This mission reflects the County's commitment to identify, understand and respond to the critical issues that affect county residents as well as to provide services that help make San Diego County an enjoyable area in which to live.

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

A county that is safe, healthy and thriving

Strategic Plan

As noted on the previous page, the GMS outlines how County government will operate to ensure that services are provided in an efficient, effective manner. The first thing the County does to ensure that it operates efficiently and effectively is to develop a long-term (five-year) Strategic Plan that sets forth the County's priorities and what it will accomplish with its resources. The Strategic Plan articulates the organization's external and internal priorities and the goals it will achieve in that period.

The Strategic Plan is developed by the Chief Administrative Officer and the County Executive Team, based on the policies and priorities set by the Board of Supervisors and an enterprisewide review of the issues, risks and opportunities facing the region and the County organization. The County's 2011-16 Strategic Plan is built on three broad, organizationwide goals for the future, known as Strategic Initiatives, which help prioritize specific County efforts and programs and form the basis for allocating resources. Most of what the County does supports at least one of these three **Strategic Initiatives**:

- **Kids** (Improve opportunities for children and families),
- **Environment** (Manage the region's natural resources to protect quality of life and support economic development), and
- **Safe and Livable Communities** (Promote safe and livable communities).

The Strategic Plan also commits the organization to adhere to eight key internal organizational disciplines (Required Disciplines) that are necessary to maintain a high level of operational excellence and accomplish the Strategic Initiatives. These **Required Disciplines** are:

- **Fiscal Stability** - Maintain fiscal stability to ensure services that customers rely on, in good times and in bad.
- **Customer Satisfaction** - Ensure customers are provided with superior services.
- **Regional Leadership** - As a regional leader, the County forges cooperative partnerships and leverages additional resources for residents.
- **Skilled, Adaptable and Diverse Workforce** - Develop a committed, skilled, adaptable and diverse workforce that turns plans and resources into achievement and success.
- **Essential Infrastructure** - Provide the essential infrastructure to ensure superior service delivery to county residents.
- **Accountability, Transparency and Ethical Conduct** - Ensure accountability to ourselves and the public by requiring that County business be conducted as openly as possible, resulting in the efficient and ethical use of public funds.
- **Continuous Improvement** - Achieve operational efficiency through continuous efforts to improve and innovate, thereby maximizing value for taxpayers.
- **Information Technology** - The County of San Diego will be the center of information technology (IT) innovation for advancing the delivery of County services, anytime and anywhere.

To ensure that the Strategic Plan incorporates a fiscal perspective, the CAO, Chief Financial Officer and General Managers annually assess the long-term fiscal health of the County and review a five-year forecast of revenues and expenditures to which all departments contribute. This process leads to the development of preliminary short and medium-term operational objectives and the resource allocations necessary to achieve them.

In Fiscal Year 2011-12, the County will be updating the Strategic Initiatives to better reflect its priorities and sharpen its focus on the organizational Mission and Vision. The new Strategic Initiatives will be incorporated into the Fiscal Years 2012-14 Operational Plan.

Operational Plan

The Operational Plan provides the County's financial plan for the next two fiscal years (e.g., July 1, 2011 through June 30, 2013). However, pursuant to Government Code §29000 et seq., 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. To demonstrate that resources are allocated to support the County's Strategic Plan goals, all program objectives in the Operational Plan and department performance measures are aligned with the Strategic Plan Initiatives and/or the Required Disciplines.

The five business Groups and their respective departments develop specific objectives as part of the preparation of the Operational Plan. Objectives are clear discussions of anticipated levels of achievement for the next two years. They communicate the entity's core services and organizational priorities. The objectives include measurable targets for accomplishing specific goals plus a discussion of the resources necessary to meet those goals. The Operational Plan also details each department's major accomplishments during the past fiscal year as related to achievement of the goals laid out in the County's five-year Strategic Plan.

Performance Measurement

Since Fiscal Year 2005-06, the County has undertaken an extensive effort to demonstrate performance to citizens through reporting meaningful and uncomplicated performance measures. The focus was shifted from reporting on what was happening to the organization, to what is happening in the lives of citizens, customers and stakeholders because of County services. This effort remains a priority and each department is required to measure performance in terms of outcomes - how they affect peoples' lives - not just a count of the activities they perform. The most significant measures are reflected in this document as part of the respective narrative section of each department's budget presentation.

Budget Documents

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

The **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. It is submitted to the Board of Supervisors in mid-May of each year. It includes:

- Summary tables outlining financing sources and expenditures for all County funds, plus an overview of staffing levels.
- A summary of the County's projected reserves, debt management policies and short-term and long-term financial obligations.
- A detailed section by Group/Agency and Department/ Program describing each entity's functions, mission, prior year accomplishments, operating objectives, staffing by program, expenditures by category, revenue amounts and sources, and performance measures.
- An explanation of the capital program planning process along with a description of the capital projects included in the proposed Operational Plan and the operating impact of the capital projects scheduled for completion during the next two fiscal years.
- Other supporting material including budget summaries and a glossary.

Public Review and Hearings — Prior to adopting a budget, the Board of Supervisors conducts public hearings. Pursuant to California Government Code §29081, budget hearings may last for a maximum of 14 calendar days. This process commences with presentations by community organizations that have applied for grant funds available through the Community Enhancement Program. Public hearings on the Operational Plan begin during the first half of June.

All requests for increases to the Proposed Operational Plan, whether they come from Board members, County staff, County advisory boards or members of the public, must be submitted to the Clerk of the Board in writing by the close of public hearings.

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 latter 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 by department along with explanatory text.

Referrals to Budget are items on which the Board of Supervisors has deferred action during the current fiscal year so that they may be considered in the context of the overall budget. The CAO 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 of Supervisors for its review and action during Budget Deliberations.

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

Budget Deliberations — After the conclusion of public hearings, the Board of Supervisors discusses the CAO Proposed Operational Plan, requested amendments and public testimony with the CAO and other County officials as necessary. Based on these discussions, the Board gives direction to the CAO regarding the expenditure and revenue levels to be included in the adopted Operational Plan. Board of Supervisors deliberations are usually completed by the end of June.

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 applicable business Group is responsible for providing requested information to the Board of Supervisors.

The **Adopted Operational Plan** shows the Board of Supervisors' adopted budget for the immediate budget year and the plan approved in principle for the following year. The Adopted Operational Plan is an update of the CAO Proposed Operational Plan reflecting revisions made by the Board of Supervisors during Budget Deliberations. Unlike the CAO Proposed Operational Plan, which displays the two prior years' adopted budgets and the proposed amounts for the two upcoming years, the Adopted Operational Plan provides perspective by displaying actual expenditures and revenue at the Group/Agency and Department level for the two prior fiscal years, as well as the adopted and amended budget for the immediate prior fiscal year. The amended budget for each department is the budget at the end of the fiscal year. It reflects the adopted budget plus any amounts carried forward from the previous year through the encumbrance process and any changes that were authorized during the year. Any budget-to-actual comparisons are best made using the amended budget as a base.

Note on Actual General Purpose Revenue and Use of Fund Balance in departmental tables - Each department's budget table shows the funding sources for its programs for the indicated budget years, including various categories of program revenues, fund balance, fund balance component decreases and General Purpose Revenue Allocation. For any given budget year, the amount of the general purpose revenue allocation is intended to be fixed, meaning that the amount is anticipated to be the same for the adopted budget, the amended budget and the actuals. Exceptions are made due to unique one-time events. In the case of the use of fund balance, the amount in the actual column may be either positive or negative. The sum of the actual fund balance, any fund balance component decreases and the general purpose revenue allocation equals the total amount of non-program revenue funding sources used to support the actual expenditures of the department.

Budget Modifications — State Law permits modifications to the adopted budget during the year with approval by the Board of Supervisors or, in certain instances, by the Chief Financial Officer. There are two options for requesting a mid-year budget adjustment from the Board of Supervisors:

- **Board of Supervisors 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 of Supervisors after the budget 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. Contract modifications also require the approval of the Purchasing Agent. County Counsel reviews and approves all Board letters.
- **Quarterly Status Reports** — The CAO provides a quarterly budget status report to the Board of Supervisors that may also recommend appropriation changes to address unanticipated needs or make technical adjustments to the budget. These reports are placed on the Board of Supervisors regular agenda and are also posted on the Auditor and Controller's website.

Financial Planning Calendar - 2011-12 Target Dates

Jan 26	Narrative Instructions for Operational Plan issued by Office of Financial Planning (OFP)
Feb 4	Budget Instructions for Operational Plan issued by OFP
Feb 7	Budget database opens for Operational Plan development
Mar 1	Due date for departments to submit draft Anticipated Accomplishments, Objectives and Performance Measures sections of narratives to OFP; send copy to Group Finance Director (GFD)
Mar 18	Budget database closed to departments to enable Groups to review
Mar 28	Deadline for departments to submit their changes from current year adopted budget plus their final Anticipated Accomplishments, Objectives and Performance Measures sections of narratives to GFDs
Apr 1	Budget database closed to Groups
Apr 6	Deadline for Groups to have all department narratives reviewed and submitted to OFP
Apr 25	Draft copy of balanced CAO Proposed Operational Plan sent to Chief Administrative Officer (CAO), Assistant CAO, Chief Financial Officer (CFO) and General Managers
May 2	CAO Proposed Operational Plan docketed and released to the Board of Supervisors and public
	Change Letter Instructions issued by OFP and budget database opens for modifications
May 10	Board of Supervisors accepts CAO Proposed Operational Plan
May 16	Budget Change Letter database closed to departments to enable final review by Groups
May 18	Department Change Letter narratives due to Group for review
May 23	Referrals to Budget sent to Groups by OFP
May 25	Budget Change Letter database closed to Groups
May 27	Deadline for Groups to have all departments' Change Letter narratives reviewed and submitted to OFP
Jun 6-15	Public Hearings on CAO Proposed Operational Plan (10 calendar days)
Jun 10	Deadline for Groups to submit responses to Referrals to Budget to OFP
Jun 15	Last day for Citizen Advisory Committees to submit statements to the Clerk of the Board
	The CAO Change Letter to be filed with the Clerk of the Board; all other proposals from Board members or the public to increase the CAO Proposed Operational Plan are due to the Clerk of the Board
Jun 28-29	Board Budget Deliberations and approval of the 2011-13 Operational Plan
Aug 2	Board of Supervisors adopts Fiscal Year 2011-12 Budget

Operational Plan Format

Introduction - County Overview

This Operational Plan provides the financial plan for the County of San Diego for the next two fiscal years - July 1, 2011 through June 30, 2013. The introductory portion of the document highlights the following:

- Board of Supervisors and Organizational Chart
- Message from the Chief Administrative Officer
- Fiscal Year 2011-12 Adopted Budget at a Glance
- County Profile, County History and Economic Indicators
- Governmental Structure, Budget Documents and Financial Planning Calendar
- Appropriations and Funding Sources for all funds and the General Fund
- Staffing
- Financial Obligations and Debt Service
- Financial Policies
- Recognition of County Performance

Groups and Departments

This section highlights the five business groups and the departments in each group. The following information is presented:

Group Description

Department Description

Highlights the responsibilities of the group/department and some of the programs it operates or the major functions it performs.

Mission Statement

A clear and concise statement of the overall purpose and general assignment of the group or department.

2010-11 Accomplishments

Brief descriptions of the group's/department's accomplishments for Fiscal Year 2010-11. The discussions address the progress made on the 2010-12 Objectives reported in the prior fiscal year and include the final results based on the actual work completed. Accomplishments are categorized by the County's Strategic Initiatives and Required Disciplines.

2011-13 Objectives

Group's/department's key goals and priorities for the next two fiscal years and statements on how they will be achieved. Each objective is linked to one of the County's Strategic Initiatives or Required Disciplines and focuses on the outcome desired by the work performed.

Related Links

The County's website for the group/department. Some departments list additional websites that may be of interest to the reader.

Performance Measures

Each department's key performance measures are outlined in a table format. The department's progress in achieving its goals and objectives is depicted over time. Data include past performance, prior fiscal year goals and actual results, as well as approved targets for the next two fiscal years.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Defined Measure. . .	90% of xxx	92% of xxx	92% of xxx	94% of xxx	94% of xxx

Table Notes

Footnotes to the Performance Measures table which provide additional details to explain or clarify a measure or the measurement data.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Detailed explanations of the budget changes in staffing, expenditures and revenues from the prior fiscal year's adopted budget to the newly adopted budget. Dollar changes are rounded. Therefore, the sum of the individual expenditure and revenue categories may not equal the total change for overall expenditures and revenues.

Budget Changes and Operational Impact: 2011-12 to 2012-13

A brief narrative description of significant changes in staffing, expenditures and revenues from the first year of the Adopted Operational Plan to the second year of the two-year plan.

Budget Tables

Tables of comparative data on staffing, expenditures and revenues are presented for each group and department. The following is an example of the table format which includes Fiscal Year 2009-10 Actuals; the Adopted Budget, the Amended Budget and Actuals for Fiscal Year 2010-11; the Fiscal Year 2011-12 Adopted Budget; and the Approved Budget for Fiscal Year 2012-13.

Sample Budget Tables

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Name of Program						
Name of Program						
Total						

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Name of Program						
Name of Program						
Total						

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits						
Services & Supplies						
Other Charges						
Capital Assets Equipment						
Total						

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Taxes Current Property						
Licenses, Permits & Franchises						
Charges For Current Services						
Miscellaneous Revenues						
Other Financing Sources						
Use of Fund Balance						
General Purpose Revenue Allocation						
Total						

Capital Program

The Capital Program section of the Operational Plan discusses the County's Capital Program - its structure, funds, policies and procedures. Details are provided for the following:

- Capital Appropriations — Discusses new appropriations to the capital budget for Fiscal Years 2011-13, including the amount and purpose of each capital item.
- Operating Impact of Capital Program — A handful of capital projects are scheduled for completion during Fiscal Years 2011-13. A summary of the potential impact these projects may have on the operating budget is presented.
- Tables summarizing the Capital Program budget, including the budget by fund, by categories of expenditures and revenues, and the revenue detail. Data include Fiscal Year 2009-10 Actuals; Fiscal Year 2010-11 Adopted Budget, Amended Budget and Actuals; Fiscal Year 2011-12 Adopted Budget; and the Fiscal Year 2012-13 Approved Budget.
  - Tables are presented for each fund within the Capital Program: Capital Outlay, County Health Complex, Justice Facility Construction, Multiple Species Conservation Program, Library Projects and Edgemoor Development Fund.
  - Information includes: Budget by Categories of Expenditures; Project Details listing each capital project by name and number; and Funding Source which includes all funding sources and lists each project funded by each source.
  - Data include Fiscal Year 2009-10 Actuals; Fiscal Year 2010-11 Adopted Budget, Amended Budget and Actuals; Fiscal Year 2011-12 Adopted Budget; and the Approved Budget for Fiscal Year 2012-13 Approved Budget.
- Lease Payments — Details lease payment expenditures, revenues and funding sources for the same fiscal years as described above.
- Outstanding Capital Projects by Group/Agency — Tables outline the total appropriations and the remaining balance for each capital project within each of the five business groups. The fiscal year the project was established is also provided.

Finance Other

This component of the document highlights miscellaneous funds and programs that are predominantly Countywide in nature, have no staffing associated with them or exist for proper budgetary accounting purposes.

Appendices

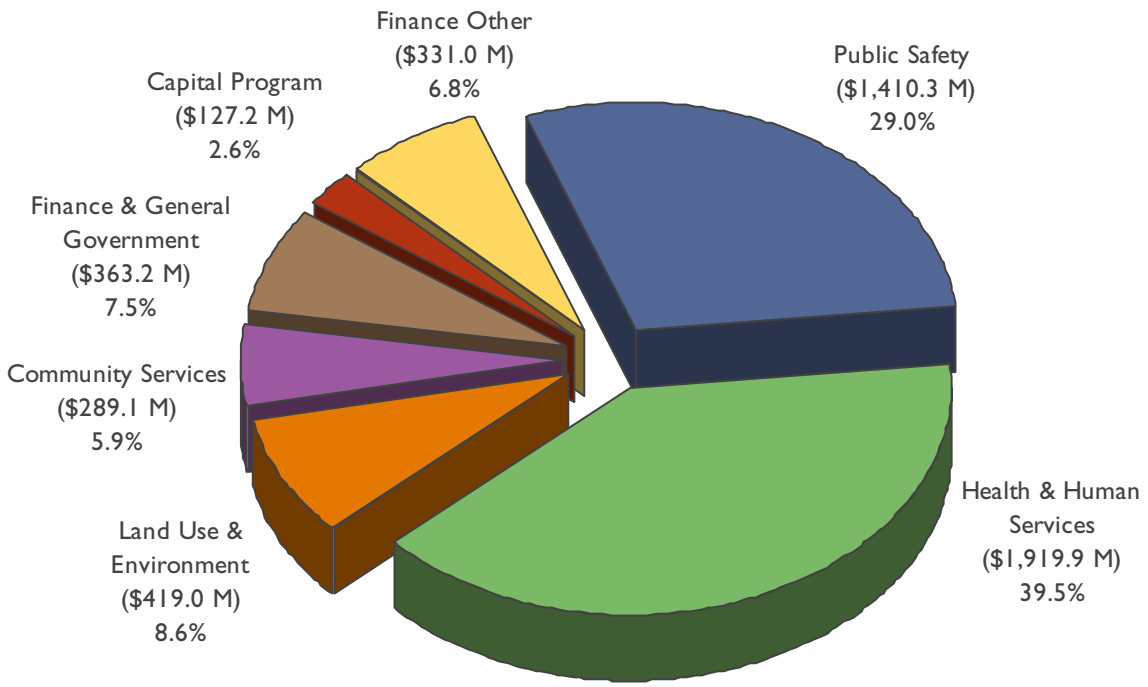
- Appendices A, B and C present tables of data which include Fiscal Year 2009-10 Actuals; Fiscal Year 2010-11 Adopted Budget, Amended Budget and Actuals; Fiscal Year 2011-12 Adopted Budget; and the Fiscal Year 2012-13 Approved Budget.
  - Appendix A: All Funds - Budget Summary — Tables outline staff years and expenditures and revenues by category for each business group, the Capital Program and Finance Other.
  - Appendix B: Budget Summary & Changes in Fund Balance — Tables of Countywide appropriations/expenditures by fund type and appropriations/expenditures by fund type within each business group, the Capital Program and Finance Other. Also, displayed are changes in components of fund balance by fund group.
  - Appendix C: General Fund Budget Summary — Tables of General Fund expenditures for each department within each business group and for Finance Other; also provided are financing sources by category for the total General Fund.
- Appendix D: Health & Human Services - Regional Operations — Tables depict staff years and total appropriations by type of program or administrative service for the Regional Operations division of the Health and Human Services Agency.
- Appendix E: Operational Plan Abbreviations and Acronyms — Common abbreviations and acronyms referenced.
- Appendix F: Glossary of Operational Plan Terms — Explanations of key terms used in the document and during the budget process.

All Funds: Total Appropriations

Total Appropriations by Group/Agency

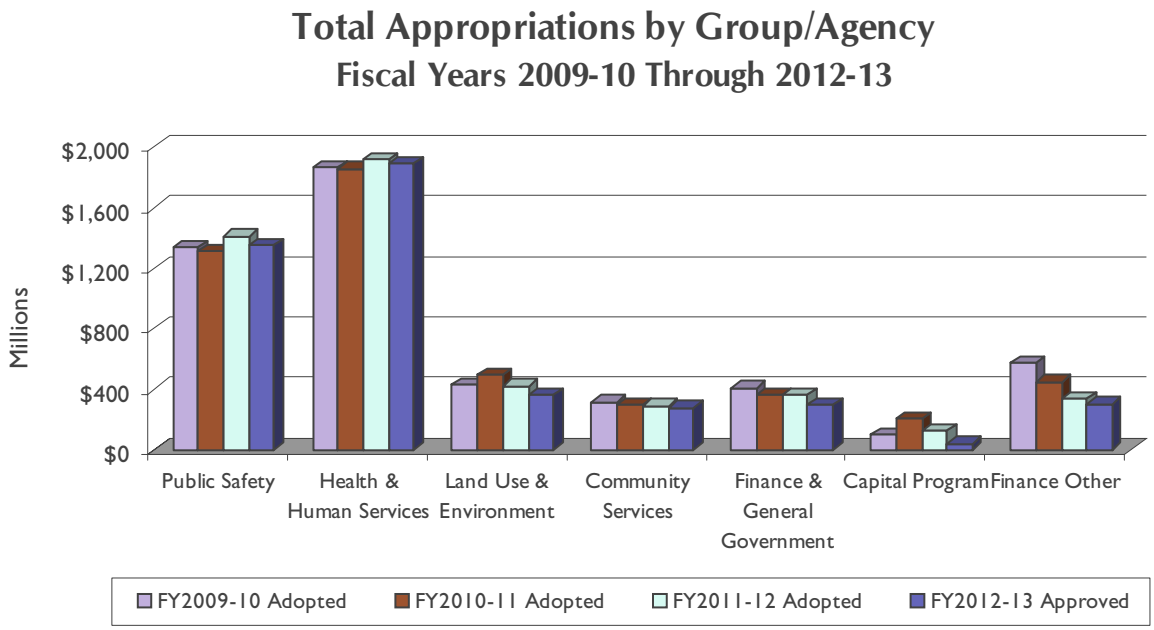
Appropriations total **$4.86 billion** in the Adopted Budget for **Fiscal Year 2011-12** and $4.51 billion for Fiscal Year 2012-13. This is a **decrease of $97.3 million or 2.0%** for Fiscal Year 2011-12 from the Fiscal Year 2010-11 Adopted Budget. Looking at the Operational Plan by Group/Agency, appropriations decrease in Land Use and Environment, Community Services, the Capital Program and Finance Other, while they are increasing in Public Safety, Health and Human Services and Finance and General Government.

Total Appropriations by Group/Agency
Fiscal Year 2011-12: $4.86 billion



The pie chart above shows each Group/Agency's share of the Fiscal Year 2011-12 Adopted Budget, while the bar chart and table on the following page compare the Fiscal Years 2011-12 and 2012-13 appropriations to the two prior fiscal years. The percentage change is also calculated for the variance between Fiscal Years 2011-12 Adopted Budget and 2010-11 Adopted Budget. An overview of the County's Operational Plan for Fiscal Year 2011-12 is presented below by Group/Agency that highlights changes and key areas of emphasis. Appendix A: All Funds - Budget Summary provides a summary of expenditures and financing sources by account group for the entire County and for each Group and the Agency. More detail by department begins on page 107.

Note: In charts, the sum of individual percentages may not total 100.0% due to rounding. Also, in tables, the sum of individual figures within a column may not equal the total for that column due to rounding.



Total Appropriations by Group/Agency (in millions)

	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	% Change	Fiscal Year 2012-13 Approved Budget
Public Safety	$ 1,331.6	$ 1,307.3	$ 1,410.3	7.9	$ 1,353.0
Health & Human Services	1,860.9	1,856.4	1,919.9	3.4	1,890.3
Land Use & Environment	426.0	492.2	419.0	(14.9)	360.3
Community Services	313.3	293.4	289.1	(1.5)	274.3
Finance & General Government	407.2	360.3	363.2	0.8	295.1
Capital Program	99.7	202.2	127.2	(37.1)	38.6
Finance Other	569.4	445.0	331.0	(25.6)	302.0
Total	$ 5,008.2	$ 4,957.0	$ 4,859.6	(2.0)	$ 4,513.5

Note: For Fiscal Years 2009-10 and 2010-11 the Public Safety Group and Land Use and Environment Group totals have been restated to reflect the technical change associated with the transfer of various County Service Areas (CSA) and associated Fire Mitigation Funds effective September 14, 2010. All historical data moves with this transfer.

Public Safety Group (PSG) — A **net increase of 7.9% or $103.0 million** from the Fiscal Year 2010-11 Adopted Budget. The increase primarily relates to increases in wage and benefit costs that reflect negotiated labor agreements and increases in County retirement contributions, the transfer of activities from the Land Use and Environment Group to the Public Safety Group, modest growth in Proposition 172 funding and the planned use of one-time resources. Reductions in State funding for contract dependency representation services are recognized. Certain other State and federal revenues are carried over from previous years. All mandated services are maintained.

Major changes include:

- The mid-year transfer of the San Diego County Fire Authority from the Land Use and Environment Group to the Public Safety Group.

- Allocation of resources to continue to provide enhanced law enforcement services on the Southern border through the Border Crime Suppression Team and to maintain patrol staffing levels due to increases in population in the unincorporated areas of the county.
- A further reduction of overtime costs in the Sheriff's department, totaling a 29% reduction over three years.
- Support for evidence-based probation practices and community-based services to reduce offender recidivism with incentive funding available through the State's Community Corrections Performance Incentive Act (Senate Bill 678).
- The discontinuance of the California Administrative Office of the Courts' contract with the County for Family Dependency Services.
- A provision of initial funding of $16.3 million toward the County share of regionwide resources required to design, procure and install the platform for a Regional Communication System meeting Project 25 (P25) compliance standards set for public safety agencies. The total regional funding requirement, and the County's share of that requirement, has not yet been determined. Initial plans for system replacement will be completed by January 2012.

The departments within the Public Safety Group will continue to provide core services, supporting safe and livable communities for the residents of San Diego County and operating an efficient and responsive criminal justice system.

Key areas of focus include:

- Promoting regional leadership and partnerships in public safety and criminal justice, including initiatives which break the cycle of criminal recidivism, protect the public, and focus on the successful reentry of offenders into the community upon leaving incarceration.
- Expanding collaboration and partnerships to improve wildland fire protection and emergency response services in the unincorporated area.
- Continuing to strengthen the County's ability to respond to an emergency.
- Maintaining adequate Sheriff patrol staffing to achieve performance goals for response time for priority calls.
- Promoting the well-being of children and the self-sufficiency of families through the success of the child support program.
- Holding supervised offenders accountable.
- Providing constitutionally required indigent defense.
- Improving public safety infrastructure.
- Focusing on business process reengineering and evidence-based practices to identify the most effective and efficient public safety strategies to sustain critical public safety services.

Health and Human Services Agency (HHSA) — A **net increase of 3.4% or $63.5 million** from the Fiscal Year 2010-11 Adopted Budget. The net increase is associated with the implementation of Low Income Health Program (LIHP), increases in Behavioral Health contracted services, as well as increases in wage and benefit costs that reflect negotiated labor agreements and increases in County retirement contributions, offset by decreases in In-Home Supportive Services based on caseload trends and reductions in immunization services due to State cuts.

The Agency faces over $40 million in funding challenges associated with State budget cuts, the ending of the federal economic stimulus funding, and continued increased demand for services. The Agency is mitigating these challenges by leveraging local resources, maximizing the use of State and federal dollars and continuing efforts to consolidate and integrate services.

A major goal in the development in this year's operational plan is to advance the *Live Well, San Diego!* initiative including strengthening efforts in achieving operation excellence. As in the past, HHSA continues to work with advisory boards and other key stakeholders in these efforts.

Key areas of focus include:

- Continue implementation of Phase 1 and develop framework for Phase 2 of *Live Well, San Diego!* to achieve the vision of healthy, safe and thriving communities by:
  - Building a better system that recognizes the importance of safety in achieving healthy people, healthy communities.
  - Supporting positive choices that integrate healthy and safe living.
  - Pursuing policy and environmental changes that enhance safety, and make it easier to be healthy.
  - Improving the culture within to recognize that traumatic events impact community safety and individual health.
- Advancing operational excellence by ensuring fiscal stability, customer service, leadership, accountability and transparency, continuous improvement, and workforce excellence.

Land Use and Environment Group (LUEG) — A net decrease of 14.9% or $73.3 million over the Fiscal Year 2010-11 Adopted Budget. Significant decreases include the mid-year transfer of the San Diego County Fire Authority to the Public Safety Group, one-time costs for the

completion of information technology projects, the near completion of Proposition 1B, Transportation Bond Act, funded road projects and the use of one-time fund balance for the establishment of replacement reserves for infrastructure and equipment in the Sanitation Districts. These decreases are offset by increases in wage and benefit costs that reflect negotiated labor agreements, increases in County retirement contributions and the rebudgeting of one-time appropriations for the Business Case Management System, Phase III and for various projects such as the Woodside Avenue Drainage Project required matching funds, Mobile Source Emission Reduction Incentive Program, Zoning Ordinance Update and Fire Rebuild Fee Waiver.

Major changes include:

- Mid-year transfer of the San Diego County Fire Authority to the Public Safety Group.
- Reductions in the Road Fund Detail Work Program's construction and consulting contracts resulting from near completion of Proposition 1B funded projects.
- Increased funding for Vector Habitat Remediation Projects that protect health and prevent vector-borne diseases.
- Increase in one-time funds for the Mobile Source Emission Reduction Incentive Program which will allow the continuing of retrofitting and or replacement of school buses and heavy-duty trucks.

Key areas of focus include:

- Continuing business process reengineering efforts and developing new online tools that will streamline business processes and improve customer service.
- Reducing risk of structure loss during wildfires through land use policies and regulations.
- Protecting public health and helping to prevent disease via education and awareness of vector-borne diseases and proper disposal of household hazardous, electronic and universal waste.
- Protecting San Diego County's $1.5 billion agricultural industry from damaging pests, noxious non-native weeds and diseases.
- Awarding and managing construction contracts for road improvement projects in various county communities to enhance safety and improve traffic flow.
- Expanding and protecting park resources, improving infrastructure and acquiring additional parkland throughout the county.
- Preserving and enhancing the quality of life for county residents by implementing habitat conservation programs such as the Multiple Species Conservation Program, Special Area Management Plan and Resource Management Plans.
- Completing required toxic air contaminant emission health risk assessments to verify compliance of new and expanding businesses with health risk standards.
- Protecting and preserving the county's water quality and watersheds.
- Improving land development customer service and streamlining permit processing.

Community Services Group (CSG) — A **net decrease of 1.5% or $4.3 million** from the Fiscal Year 2010-11 Adopted Budget. The decrease is mainly due to the alignment of County Library resources to available funding, lower levels of discretionary maintenance projects, and Housing and Community Development programs that were funded by economic stimulus or other nonrecurring grants. Offsetting the decreases in program appropriations is an increase of $8.5 million in elections costs due to the scheduled February 2012 Presidential Primary, in addition to the June 2012 Statewide Primary, and the new "Top Two" ballot format for the latter, and increases in wage and benefit costs that reflect negotiated labor agreements and increases in County retirement contributions.

Key areas of focus include:

- Conducting the February and June 2012 Primary Elections.
- Maintaining library hours to provide patron access to library materials and services.
- Completing the Lincoln Acres library, replacing a much older and smaller facility.
- Providing resources to homeless families exiting from transitional housing.
- Savings in the purchase and contracting of goods and services for all County departments through innovative procurement methods.
- Design and construction of capital improvements for the new Women's Detention Facility, the County Administration Center Waterfront Park and related new parking garage at Cedar and Kettner streets in downtown San Diego, Phase 1B of the County Operations Center development in Kearny Mesa, and the new Rancho San Diego Sheriff's Station.
- Improving animal shelters and the medical treatment of animals to make them adoptable sooner.

Finance and General Government Group (FGG) — A **net increase of 0.8% or $2.8 million** from the Fiscal Year 2010-11 Adopted Budget. The increase is mainly due to increases in wage and benefit costs that reflect negotiated labor agreements and increases in County retirement contributions. The budget also contains increases for one-time enterprise information technology projects. However, there are offsetting decreases in contributions for public liability coverage, and a reduced amount of budgeted management reserves for unanticipated information technology needs.

Key areas of focus include:

- Maintaining the County's fiscal stability through active monitoring of economic conditions, sound accounting, auditing, budgetary practices and management discipline, including continued assurance of accountability and transparency in the use of federal economic stimulus funds.
- Maintaining a robust, diverse and adaptable workforce.
- Aggressively pursuing opportunities to restructure the County's debt portfolio to maximize taxpayer savings.
- Maintaining a strong Treasurer's Investment Pool.
- Developing a new Integrated Property Tax System.
- Completing upgrades to the County's key financial systems.
- Providing the highest quality legal services to the Board of Supervisors and County departments.
- Maintaining the investment in modern information technology.

Capital Program — A **net decrease of 37.1% or $75.0 million** from the Fiscal Year 2010-11 Adopted Budget. The amount budgeted in the Capital Program can vary significantly from year to year. The Fiscal Year 2011-12 Capital Program includes:

- $70.0 million for the Women's Detention Facility replacement project.
- $35.1 million for the County Administration Center (CAC) Waterfront Park.
- $10.0 million for Multiple Species Conservation Program (MSCP).
- $0.6 million for Sweetwater Lane Park synthetic turf.
- $0.5 million for the Agua Caliente Park environmentally conscious-designed cabins.
- $0.5 million for long-term animal care facility in Bonita.
- $0.3 million for the Sweetwater Lane Park exercise path.
- $0.1 million for the Lincoln Acres Park pavilion and playground project.
- $0.1 million for Goodland Acres Park improvements.
- $0.1 million for Don Dussault Park improvements.
- $0.1 million for Oakoasis Park improvements.

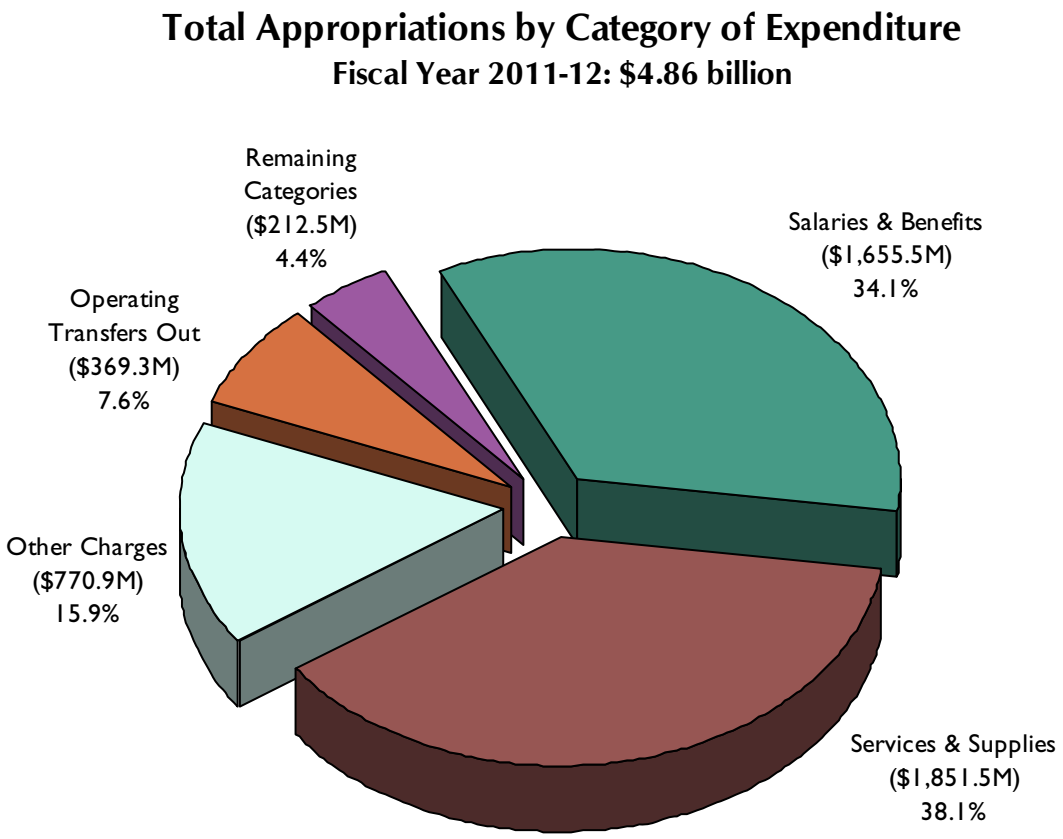
In Fiscal Year 2012-13, an increase of $26.2 million is approved for the Cedar and Kettner Development. This project is planned in conjunction with the CAC Waterfront Park. An additional $2.5 million is also included for MSCP.

Appropriations are also included in the Edgemoor Development Fund to pay debt service on the 2005 and 2006 Edgemoor Certificates of Participation and other costs to maintain the Edgemoor property.

Finance Other — A **net decrease of 25.6% or $114.0 million** from the Fiscal Year 2010-11 Adopted Budget. Many of the appropriations in this group vary little from year to year, but some appropriations reported here are one-time and can fluctuate significantly. One-time appropriations in Fiscal Year 2010-11 included $119.8 million for the County Operations Center (COC) and Annex Redevelopment - Phase 1B project and $55.0 million for the Women's Detention Facility as well as several other projects discussed in the Fiscal Year 2010-11 budget. In the Fiscal Year 2011-12 Adopted Budget, the general fund contribution to the Capital Program continues to include significant one-time appropriations where $81.0 million is budgeted for several projects discussed above. See 487 for the details of the budget for Finance Other.

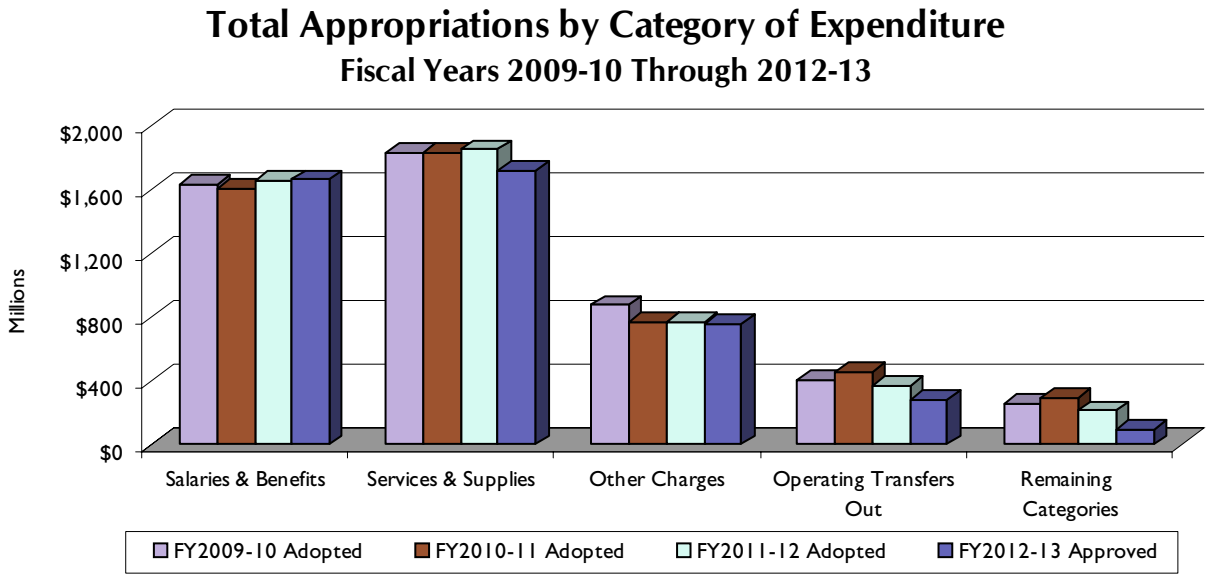
Total Appropriations by Category of Expenditure

The pie chart below shows the Adopted Budget broken down by category of expenditure. As noted previously, the Fiscal Year 2011-12 Adopted Budget is decreasing overall by $97.3 million from the Fiscal Year 2010-11 Adopted Budget and decreasing further by $346.2 million in Fiscal Year 2012-13.



The changes by category are summarized as follows:

- **Salaries and Benefits** are **increasing overall by $44.2 million or 2.7%**. This change reflects higher retirement contribution requirements, benefit changes related to negotiated agreements and a decrease of 155.00 staff years. All labor contracts were up for renewal in Fiscal 2011-12 and the adopted budget reflects labor agreements with all unions, with the exception of six bargaining units of SEIU Local 221. The new contracts are effective through June 23, 2013, except for the Deputy Sheriffs' Association contract which is effective through June 26, 2014. The first year of the new contracts includes a one-time monetary payment equivalent to 2% of base pay for all eligible employees; increases in flexible benefit credits effective January 2012; and a reduction in the County funding of the employee share of retirement costs. There is no increase in base pay. Staff reductions are necessary due to insufficient revenues or declines in the demand for services (see various department sections for a discussion of these changes). In Fiscal Year 2012-13, salaries and benefits are increasing by $8.0 million or 0.5%, which reflects anticipated higher retirement contribution requirements, negotiated increases in flexible benefit credits effective January 2013, further negotiated reductions in the County funding of the employee share of retirement costs and a further decrease of 11.00 staff years. See Total Staffing on page 49 for a summary of staffing changes by business group.



Total Appropriations by Category of Expenditure (in millions)					
	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	% Change	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 1,629.3	$ 1,611.3	$ 1,655.5	2.7	$ 1,663.5
Services & Supplies	1,836.6	1,833.8	1,851.5	1.0	1,721.2
Other Charges	874.7	764.2	770.9	0.9	758.7
Operating Transfers Out	407.1	455.3	369.3	(18.9)	281.3
Remaining Categories:					
Capital Assets/Land Acquisition	101.3	204.8	137.8	(32.7)	41.8
Capital Assets Equipment	27.2	23.4	22.5	(4.0)	17.2
Exp Transfer & Reimbursements	(20.5)	(20.0)	(20.2)	1.0	(20.5)
Reserves	22.7	22.1	21.8	(1.4)	21.8
Fund Balance Component Increases	100.3	33.4	18.4	(45.0)	0.1
Management Reserves	29.6	28.7	32.3	12.3	28.3
Total	$ 5,008.2	$ 4,957.0	$ 4,859.6	(2.0)	$ 4,513.5

- **Services and Supplies** are **increasing by a net of $17.7 million or 1.0%**. This category accounts for expenditures for items such as office supplies, contracted services, facility leases, facility maintenance, minor equipment, utility usage, services provided by internal service funds and various other requirements. While individual accounts are increasing or decreasing by varying amounts, the most significant changes include an increase of $55.9 million for the implementation of the Low Income Health Program, which provides health care services to eligible low-income persons, and a decrease of $27.8 million for

contracted road services due to completion of projects. A decrease of 7.0% is shown for Fiscal Year 2012-13, dropping primarily because of one-time expenditures occurring in Fiscal Year 2011-12.

- **Other Charges** are **increasing by $6.7 million or 0.9%**. This category includes items such as aid payments, debt service payments, interest expense, right-of-way easement purchases and various other payments including contributions to trial courts and grants to organizations participating in the Community Enhancement and the Neighborhood Reinvestment Programs. The increase is primarily due to funding from a State Homeland Security grant and from the Goods Movement Emissions Reduction Program for heavy-duty trucks. A net decrease of 1.6% is projected in Fiscal Year 2012-13 and is due to removal of one-time grant funding in Fiscal Year 2011-12.
- **Operating Transfers Out**, the accounting vehicle for transferring the resources of one fund to pay for activities in another, is **decreasing by $86.0 million or 18.9%**. The most significant decrease is due to the nonrecurrence of one-time funding for Phase 1B of the County Operations Center (COC) and Annex Redevelopment project (-$119.8 million). This is offset by an increase in the amount of revenues available in the Proposition 172, *Local Public Safety Protection and Improvement Act of 1993*, special revenue fund for transfer to the General Fund as a result of higher projected sales tax revenues and available prior year fund balance in Fiscal Year 2011-12 (+$17.2 million); the different mix and dollar value of capital projects being funded in the budget year compared to Fiscal Year 2010-11 (+$9.2 million); the Woodside Avenue Drainage project (+$5.4 million) and miscellaneous other changes (+$1.4 million). A decrease of $87.9 million or 23.8% is projected for Fiscal Year 2012-13 and is due to the nonrecurrence of one-time items from the prior year.
- **Capital Assets/Land Acquisition**, which includes capital improvement projects and property acquisitions, is **decreasing by $66.9 million or 32.7%** from Fiscal Year 2010-11. Appropriations vary from year to year depending upon the cost of the projects being funded. Of the $137.8 million budgeted for Fiscal Year 2011-12, $117.3 million is for projects in the Capital Program, with the remainder for projects in the Airport Enterprise Fund and in the San Diego County Sanitation District. The Fiscal Year 2011-12 Capital Program includes $70.0 million in final funding for a new Women's Detention Facility, $35.1 million for the County Administration Center Waterfront Park, and $10.0 million for land acquisition for the Multiple Species Conservation Program (MSCP). In addition, a total of $2.2 million is for various other projects at sites including: Lincoln Acres Park, Sweetwater Lane Park, Agua Caliente Park, Goodland Acres Park, Don Dussault Park, Oakoasis Park, and a Long-Term Animal Care Facility. Of the $41.8 million planned for Fiscal Year 2012-13, $26.2 million is for the Cedar and Kettner Development, $2.5 million for MSCP land acquisition, $11.1 million for projects in the San Diego County Sanitation District and $2.0 million for the Registrar of Voters' relocation.
- **Capital Assets Equipment** is **decreasing by $0.9 million or 4.0%** from last year. This account primarily includes routine internal service fund purchases of replacement vehicles and heavy equipment. It may also include appropriations for information technology hardware and communications equipment. Amounts may vary from year to year. The Fiscal Year 2010-11 budget included appropriations for some grant funded information technology equipment that will not recur in Fiscal Year 2011-12. A further decrease of $5.3 million is expected for Fiscal Year 2012-13.
- **Expenditure Transfers and Reimbursements** are **increasing by $0.2 million or 1.0%**. Activity in this account reflects the transfer of expenses to another department within the same fund for services provided. A transfer can occur because a department's funding source requires the expenses to be recorded in that department for revenue claiming purposes, although the actual services are being provided by another department.

  The Expenditure Transfers and Reimbursement accounts are negative amounts to avoid the duplication of expenditures. One significant example is the agreement between the Health and Human Services Agency (HHSA) and the District Attorney for Public Assistance Fraud investigation services. The District Attorney investigates and prosecutes suspected fraudulent public assistance cases for HHSA. The District Attorney offsets the budgeted expenses with a negative amount in the Expenditure Transfers and Reimbursements account. HHSA budgets the expense for that activity in a Services and Supplies account offset by the appropriate State or federal revenue account. An increase of $0.3 million in Fiscal Year 2012-13 is for the District Attorney's Public Assistance Fraud investigation services.
- **Contingency Reserves** are appropriations that are set aside for unanticipated needs during the year. In Fiscal Year 2011-12, three funds have a contingency reserve.

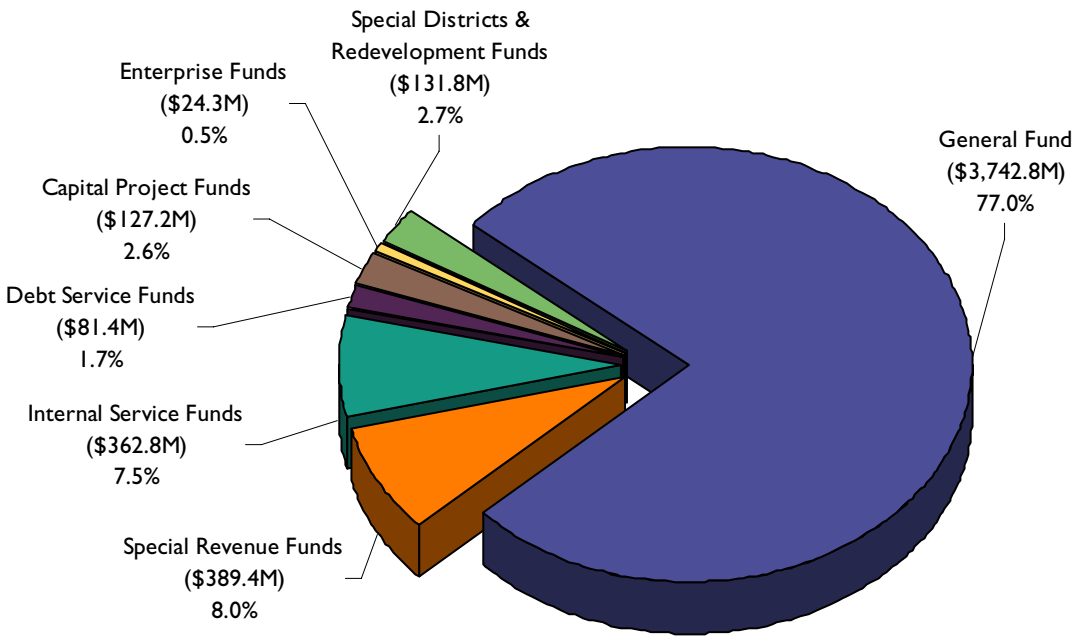
The General Fund contingency reserve remains at $20.0 million. See the discussion of the General Fund Contingency Reserve in the Finance Other section on page 488. The Employee Benefits Internal Service Fund contingency reserve decreases to $1.7 million from $2.0 million in Fiscal Year 2010-11. The Fleet Internal Service Fund contingency reserve is budgeted at $0.1 million, which is unchanged from Fiscal Year 2010-11.

- **Fund Balance Component Increases (formerly Reserve/Designation Increase)** can vary from year to year depending upon the need to set aside fund balance for specific future uses. In Fiscal Year 2011-12, fund balance has been committed for the replacement/upgrade of the Regional Communications System ($16.3 million), for public health based on proceeds from the sale of the Grand Avenue Clinic ($0.02 million), for Sheriff's helicopter replacement ($2.0 million), and for replacement reserves for the Rancho Del Campo Water District ($0.05 million). A decrease of $32.1 million is due to commitments that were included in Fiscal Year 2010-11 Adopted Budget for the Sanitation Districts.
- **Management Reserves** are **increasing by $3.5 million or 12.3%.** 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 mitigation for revenue and economic uncertainties at the business group or department level.

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 funds/fund types described below provide the basic structure for the Operational Plan. Appendix B: Budget Summary and Changes in Fund Balance provides expenditure amounts for County funds by Type of Fund and by Group/Agency. (See also "Measurement Focus and Basis of Accounting" on page 97.)

Total Appropriations by Fund Type
Fiscal Year 2011-12: $4.86 billion



Governmental Fund Types

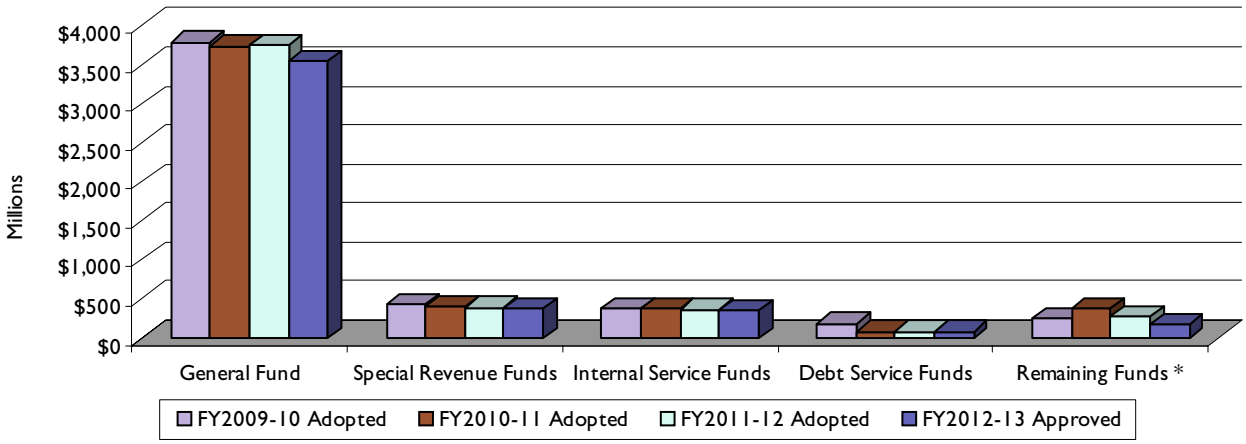
The **General Fund** accounts for all financial resources except those required to be accounted for in another fund. The General Fund is the County's primary operating fund.

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, Asset Forfeiture and Proposition 172 Special Revenue 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 85.

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

Total Appropriations by Fund Type
Fiscal Years 2009-10 Through 2012-13



* Remaining Funds include Capital Project Funds, Enterprise Funds and Special Districts & Redevelopment Funds

Total Appropriations by Fund Type (in millions)

	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	% Change	Fiscal Year 2012-13 Approved Budget
General Fund	$ 3,790.0	$ 3,739.1	$ 3,742.8	0.1	$ 3,537.2
Special Revenue Funds	422.0	397.4	389.4	(2.0)	372.8
Internal Service Funds	374.7	366.2	362.8	(1.0)	346.2
Debt Service Funds	183.5	81.4	81.4	(0.1)	81.4
Capital Project Funds	99.7	202.2	127.2	(37.1)	38.6
Enterprise Funds	24.4	22.5	24.3	8.2	21.1
Special Districts & Redevelopment Funds	114.0	148.3	131.8	(11.2)	116.1
Total	$ 5,008.2	$ 4,957.0	$ 4,859.6	(2.0)	$ 4,513.5

Proprietary Fund Types

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.

Enterprise Funds account for any activity for which a fee is charged to external users for goods or services. Enterprise funds are also used for any activity whose principal external revenue sources meet any of the following criteria:

- Issued debt is backed solely by fees and charges.
- Cost of providing services must legally be recovered through fees and charges.
- Government's policy is to establish fees or charges to recover the cost of provided services.

Examples include the Airport and Wastewater Funds.

Special Districts & Redevelopment Funds

Special Districts are separate legal entities governed by the Board of Supervisors that provide for specialized public improvements and services deemed to benefit properties and residents financed by specific taxes and assessments. The special districts provide authorized services such as air pollution control, sanitation, flood control, road, park, lighting maintenance, fire protection or ambulance service to specific areas in the county.

Redevelopment Funds provide a method of eliminating slums and blighted areas, improving housing, expanding employment opportunities and providing an environment for the social, economic and psychological growth and well-being of all citizens of the county. They are used to account for the proceeds of redevelopment area incremental taxes, interest revenues and temporary loans. Redevelopment project expenditures, in accordance with California community redevelopment law, include redevelopment planning, design, improvement costs, professional services and administrative costs.

Appropriations Limits

Spending limits for the County are governed by the 1979 passage of California Proposition 4, *Limitation of Government Appropriations* (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), *Tobacco Tax and Health Protection Act,* Proposition 10 (1998), *California Children and Families First Act* and Proposition 111 (1990), *Traffic Congestion Relief and Spending Limitations Act,* 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)

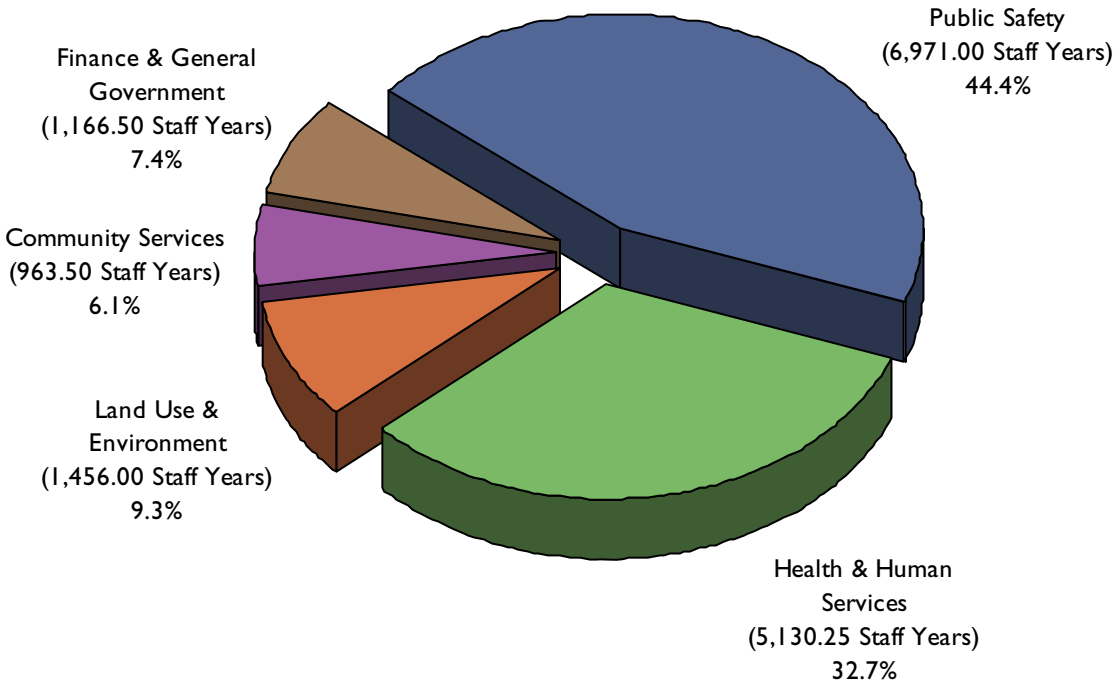
	Fiscal Year 2005-06	Fiscal Year 2006-07	Fiscal Year 2007-08	Fiscal Year 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12
Gann Limit	$ 3,300	$ 3,433	$ 3,619	$ 3,825	$ 3,897	$ 3,852	$ 3,977
Appropriations subject to the limit	$ 877	$ 1,002	$ 1,287	$ 1,340	$ 1,309	$ 1,264	$ 1,255

All Funds: Total Staffing

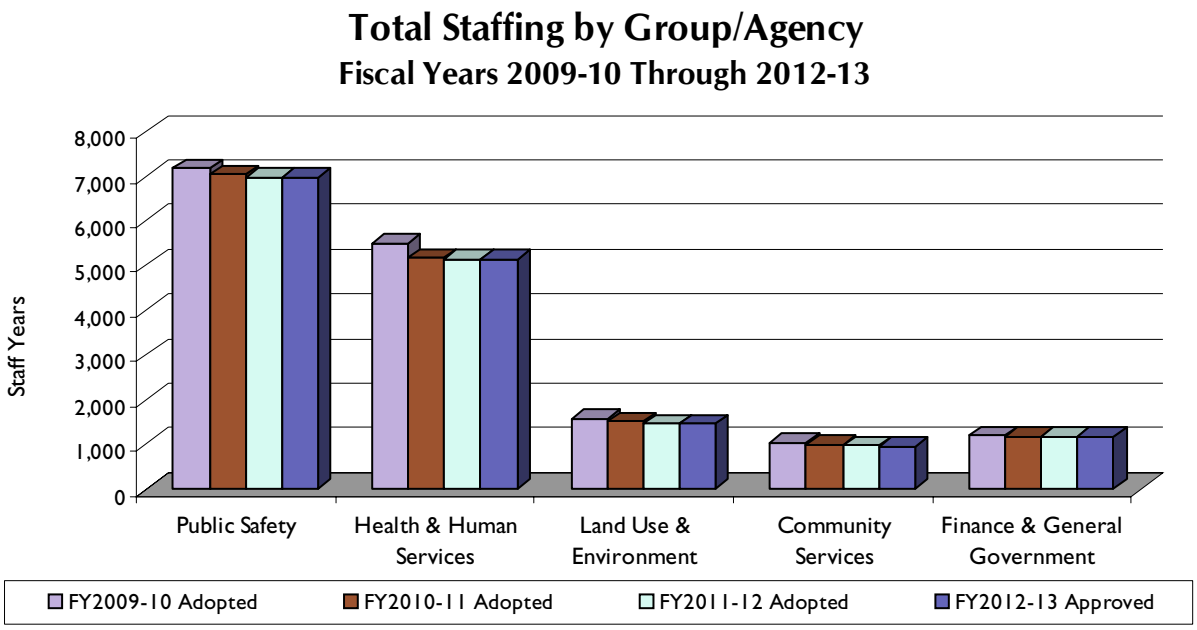
Adopted staff years[1] for Fiscal Year 2011-12 are **155.00 fewer** than the Adopted Budget for Fiscal Year 2010-11, a **decrease of 1.0% to 15,687.25 staff years**. This net decrease is attributable to the expiration of temporary federal economic stimulus awards and declines in local revenues and reductions in workload due to consolidation, increased efficiency and outsourcing of certain functions. While overall staffing levels are decreasing, there are several programs in which staffing levels are increasing. A further net decrease of 11.00 staff years is expected in Fiscal Year 2012-13. The staffing changes are summarized below by business Group.

Total Staffing by Group/Agency

Fiscal Year 2011-12: 15,687.25 Staff Years



[1] One staff year equates to one permanent employee working full-time for one year.



Total Staffing by Group/Agency (staff years)

	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	% Change	Fiscal Year 2012-13 Approved Budget
Public Safety	7,170.00	7,041.25	6,971.00	(1.0)	6,974.00
Health & Human Services	5,482.00	5,156.25	5,130.25	(0.5)	5,130.25
Land Use & Environment	1,562.00	1,501.00	1,456.00	(3.0)	1,456.00
Community Services	1,019.00	978.25	963.50	(1.5)	949.50
Finance & General Government	1,182.00	1,165.50	1,166.50	(0.1)	1,166.50
Total	16,415.00	15,842.25	15,687.25	(1.0)	15,676.25

The **Public Safety Group (PSG)** has a **net decrease of 70.25 staff years, a 1.0% reduction**, to align staffing with available revenues and to address key operational requirements.

- Sheriff's Department - increases by a net of 12.00 staff years. This includes an increase of 9.00 staff years required to maintain adequate sworn staffing levels due to increases in population in the unincorporated areas of the county. Other changes include an increase of 1.00 staff year which represents the addition of a traffic deputy to the City of Encinitas to provide law enforcement services to the North County Transit District and a net increase of 2.00 staff years representing the addition of 4.00 staff years (Sheriff's Detentions Licensed Vocational Nurse) offset by the deletion of 2.00 staff years (Sheriff's Detentions Supervising Nurses).
- District Attorney - decreases by a total of 31.00 staff years. In Fiscal Year 2011-12, a total of 100 currently vacant positions continue without funding. The department has consolidated divisions, implemented information technology efficiencies and established job sharing and cross-training strategies. The prosecution of felony and misdemeanor cases will remain a priority;

however, the reduction in staff may impact the length of time from case preparation to case completion.

- Public Defender - decreases by a net of 55.00 staff years. This includes a reduction of 63.00 staff years due to the discontinuance of the California Administrative Office of the Courts' contract with the County for Family Dependency Services and an increase of 8.00 staff years in the Primary Public Defender to address representation needs for misdemeanor cases and administrative support.
- Probation Department - decreases by a net of 9.25 staff years due to reductions in State funding and the expiration of federal economic stimulus awards. A total of 3.75 staff years is reduced due to the elimination of State funding for the Offender Treatment Program, resulting in reduced substance abuse treatment services for offenders. A reduction of 1.00 staff year is due to the elimination of State funding for the IMPACT program serving homeless mentally ill offenders. A total of 6.50 staff years are reduced as funding received through the American Recovery and Reinvestment Act (ARRA) of 2009 ends for two programs including the Probation Specialized Unit (0.50 staff years) and the ARRA Offender Treatment Program (6.00 staff years). The activity and workload of the Probation Specialized Unit, which focused on high-risk sex offenders, will be absorbed by existing staff. The reductions in the Offender Treatment Program will reduce services and eliminate proactive supervision for these offenders. These reductions are offset by the addition of 2.00 staff years to support the two-year Adult Reentry Court Program to address the supervision of low level felony offenders.
- San Diego County Fire Authority - increases by 13.00 staff years due to the mid-year transfer of this program from the Department of Planning and Land Use to the Public Safety Group.
- PSG Executive Office - increases by 1.00 staff year for operational support of the Public Safety Group Executive Office and the departments within the Group.
- Child Support Services - decreases by 1.00 staff year as a result of restructuring the Legal Division.

In Fiscal Year 2012-13, the Public Safety Group increases by a net of 3.00 staff years, which includes a decrease of 5.00 staff years in the Probation Department due to the expiration of federal economic stimulus funding and an increase of 8.00 staff years in the Sheriff's Department to maintain adequate sworn staffing levels as population continues to increase in the unincorporated areas of the county.

The **Health and Human Services Agency (HHSA)** has a **decrease of 26.00 staff years or 0.5%** due to reengineering as well as consolidating and centralizing functions.

- Administrative Support - decreases by 5.00 staff years as a result of consolidation, and the centralization of Countywide employee background investigation services.
- Child Welfare Services - decreases by 5.00 staff years in non-case-carrying positions with no impact to client services. A decrease of 16.00 staff years as a result of the Fiscal Year 2010-11 contracting out of Early Periodic Screening, Diagnosis and Treatment services due to reengineering efforts at Polinsky Children's Center.
- Other changes include reallocating existing administrative staff years to create the Office of Health Systems Innovation and the Office of Business Intelligence. These offices will assist the Agency in strengthening operational excellence through continued integration and alignment of services, community engagement and advancing the use of data and information to increase efficiency.

In Fiscal Year 2012-13 there is no change in staffing.

The **Land Use and Environment Group (LUEG)** has a **decrease of 45.00 staff years or 3.0%**.

- Environmental Health - decreases by 3.00 staff years. A decrease of 2.00 staff years is a result of reductions in project submittals for septic, water well permits and land use projects and a decrease of 1.00 staff year in the Finance Division is due to a reduction in workload.
- Farm and Home Advisor - decreases by 2.00 staff years due to operational changes and consolidation of duties.
- Planning and Land Use - decreases by 32.00 staff years. A decrease of 13.00 staff years is a result of a mid-year transfer of the San Diego County Fire Authority Program to the Public Safety Group. A decrease of 10.00 staff years in various divisions is a result of business process reengineering and a decrease of 9.00 staff years is due to reductions in discretionary permit processing.
- Public Works - decreases by 8.00 staff years. A decrease of 6.00 staff years in the Road Fund is a result of reductions in revenue from the Highway Users Tax Account and decreased workload. A decrease of 1.00 staff year in the Inactive Waste Site Management Recycling Program is due to the consolidation of management oversight with Land Development and a

decrease of 1.00 staff year in the General Fund Watershed Protection Program is due to outsourcing of compliance tasks for stormwater permits.

In Fiscal Year 2012-13 there is no change in staffing.

The **Community Services Group (CSG)** has a **decrease of 14.75 staff years or 1.5%**. This reduction will result in decreased customer services at libraries and a reduction in interoffice mail delivery, and fewer staff in response to declining levels of County purchases.

- County Library - decreases by 9.75 staff years due to loss of revenue from property taxes. Reductions are primarily in Library Branch Operations and Administration. The Library will continue to mitigate the impacts of these reductions through library design, automation and business process improvements. However, customer services will be decreased and, as a result, there will be delays in services.
- Department of General Services - decreases by 3.00 staff years to reduce costs paid by County departments for mail delivery services, which will change from two pick-ups and deliveries per day to one.
- Department of Purchasing and Contracting - decreases by 2.00 staff years to reduce costs paid by County departments and in response to declining overall purchasing activity Countywide.

In Fiscal Year 2012-13, the County Library decreases by 14.00 staff years to continue to realign staffing with available resources.

The **Finance and General Government Group (FGG)** has a **net increase of 1.00 staff year or 0.1%.**

- Department of Human Resources - increases by 2.00 staff years. The staffing increase results from the consolidation of Countywide employee background investigation services. A corresponding decrease of 2.00 staff years takes place in the Health and Human Services Agency (HHSA).
- Clerk of the Board of Supervisors - decreases by 1.00 staff year. The staffing reduction results from the demolition of the Askew Building near the County Administration Center, which will reduce the total square footage to be maintained.

In Fiscal Year 2012-13 there is no change in staffing.

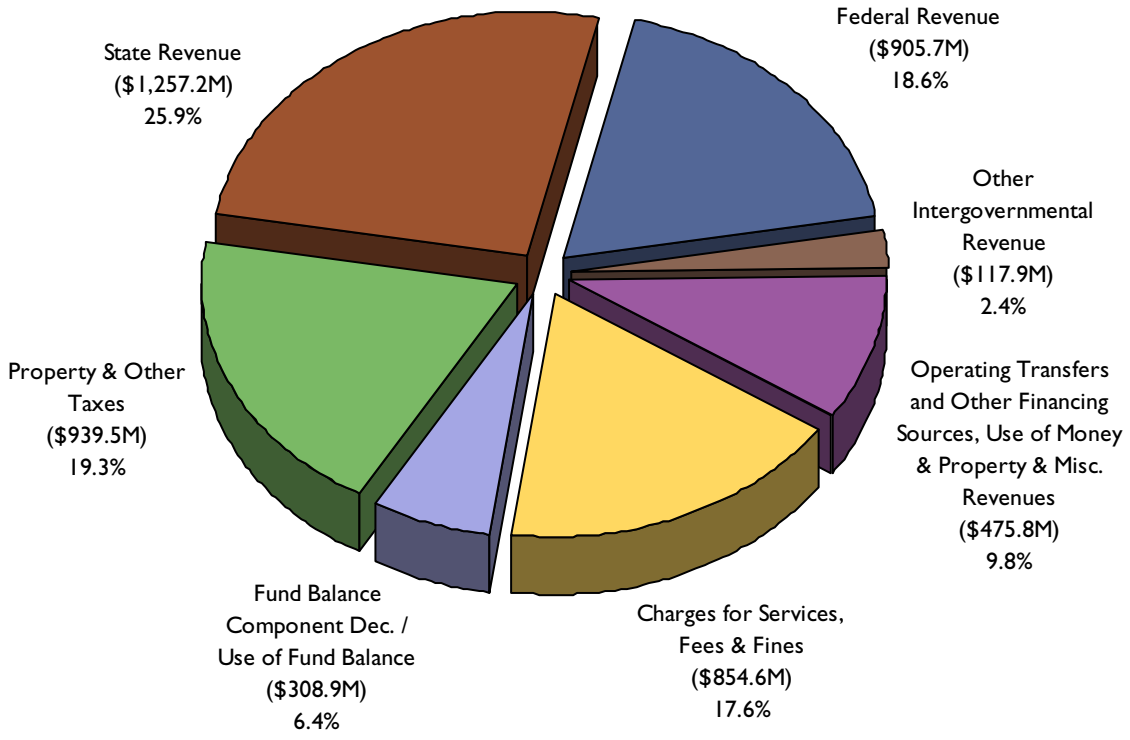
More detail on staff year changes can be found in the Group/Agency section that begins on page 107.

All Funds: Total Funding Sources

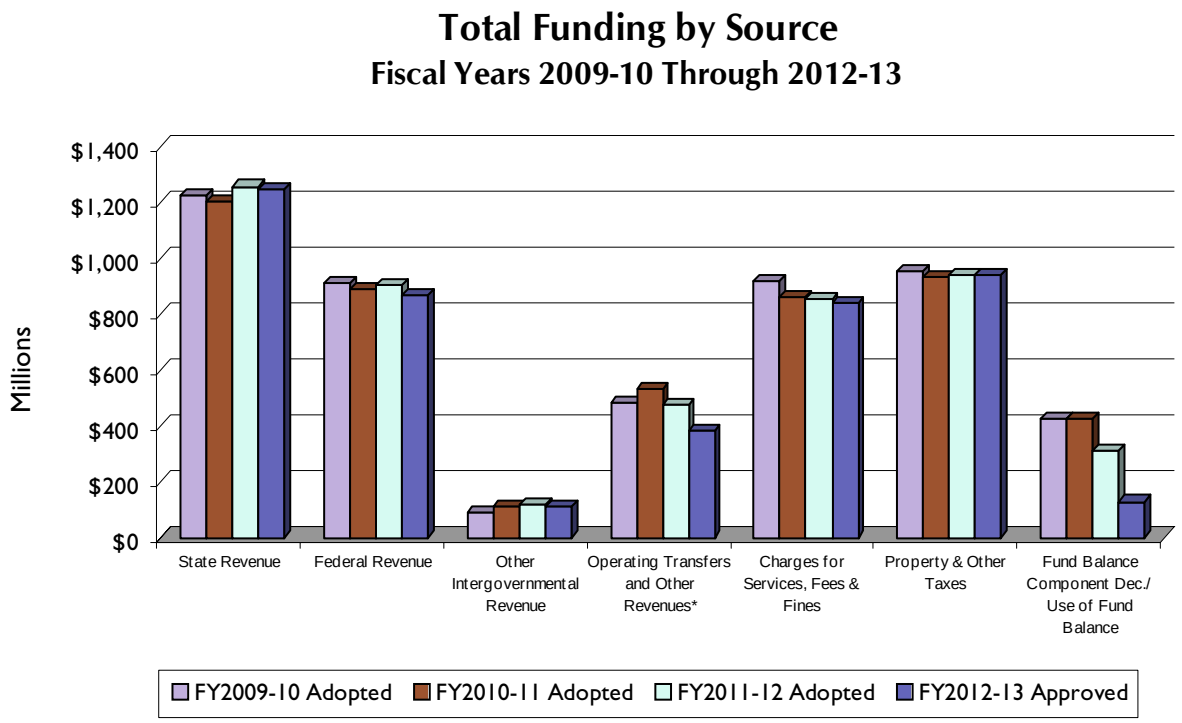
Total Funding by Source

Total resources available to support County services for Fiscal Year 2011-12 are **$4.86 billion, a decrease of $97.3 million or 2.0%** from the Fiscal Year 2010-11 Adopted Budget. Total resources decrease further by $346.2 million or 7.1% to $4.51 billion in Fiscal Year 2012-13. For Fiscal Year 2011-12, the combination of State Revenue ($1.26 billion), Federal Revenue ($905.7 million) and Other Intergovernmental Revenue ($117.9 million) supplies 46.9% of the funding sources for the County's budget. Interfund Operating Transfers, Use of Money & Property, Miscellaneous Revenues and Other Financing Sources make up 9.8% of the funding sources ($475.8 million). Another 17.6% ($854.6 million) comes from Charges for Current Services, Fees and Fines. Use of Fund Balance and Fund Balance Component Decreases (formerly Reserve/Designation Decreases) supply 6.4% ($308.9 million) of the funding sources.

Total Funding by Source
Fiscal Year 2011-12: $4.86 billion



Finally, revenues in the Property and Other Taxes category received from property taxes, property tax in lieu of vehicle license fees, the Teeter program, sales and use tax, real property transfer tax, transient occupancy tax and miscellaneous other revenues account for 19.3% ($939.5 million) of the financing sources for the County's budget. The majority of the revenues in this category (94.5%) are in the General Fund with the balance in the Library Fund, the Road Fund and miscellaneous other funds.



*Other Revenues include Other Financing Sources, Use of Money & Property and Miscellaneous Revenues.

Total Funding by Source (in millions)

	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	% Change	Fiscal Year 2012-13 Approved Budget
State Revenue	$ 1,223.3	$ 1,204.4	$ 1,257.2	4.4	$ 1,246.0
Federal Revenue	911.2	888.1	905.7	2.0	866.0
Other Intergovernmental Revenue	89.0	111.6	117.9	5.7	109.3
Operating Transfers and Other Financing Sources, Use of Money & Property & Misc. Revenues	484.7	534.3	475.8	(11.0)	381.9
Charges for Services, Fees, and Fines	918.3	859.3	854.6	(0.6)	840.4
Property & Other Taxes	956.3	932.8	939.5	0.7	941.3
Fund Balance Component Decreases	8.7	13.3	22.2	67.3	25.6
Use of Fund Balance	416.6	413.2	286.7	(30.6)	103.0
Total	$ 5,008.2	$ 4,957.0	$ 4,859.6	(2.0)	$ 4,513.5

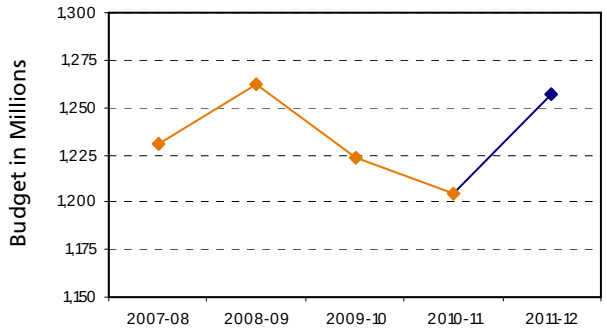
Overall Change

The **$97.3 million decrease** in the Fiscal Year 2011-12 budget is the net of increases in some funding sources and decreases in others. In the table above, State Revenue, Federal Revenue, Other Intergovernmental Revenue, Property and Other Taxes, and Fund Balance Component Decreases increase a combined $92.3 million. Reductions totaling $189.6 million are in the combined categories of Operating Transfers and Other Financing Sources, Use of Money & Property, Miscellaneous and Other Revenues, Charges for Services, Fees & Fines and Use of Fund Balance. The General Fund Financing Sources section beginning on page 59 addresses significant revenue changes by source in the General Fund. Changes other than those in the General Fund are highlighted below.

Change by Source

State Revenue

State Revenue **increases by $52.8 million or 4.4%** overall in Fiscal Year 2011-12.



There are increases in the Health and Human Services Agency (HHSA) of $39.3 million, in the Public Safety Group (PSG) of $13.8 million, and in the Land Use and Environment Group (LUEG) of $2.4 million, offset by a decrease in the Community Services Group (CSG) of $2.7 million.

HHSA's increase of $39.3 million is in the General Fund and is discussed in that section.

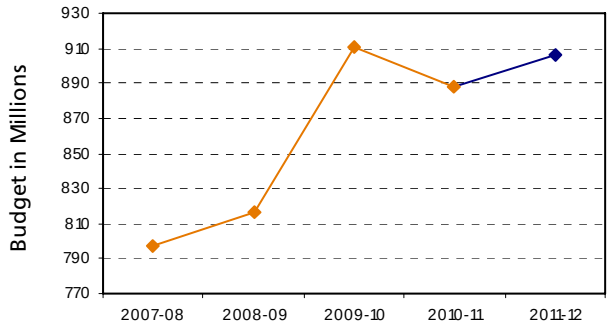
The $13.8 million increase in PSG includes a $10.6 million estimated increase in, Proposition 172, *Local Public Safety Protection and Improvement Act of 1993*, sales tax revenues. Please see the General Fund Financing Sources section on page 59 for more information on Proposition 172 funding. The remaining General Fund increase of $3.2 million is primarily in Probation and is also discussed in the General Fund Financing Sources section.

LUEG's increase of $2.5 million is primarily in the Air Pollution Control District (APCD) and is attributed to the Goods Movement Emission Reduction Program.

The $2.7 million decrease in CSG includes a $1.0 million decrease in General Services primarily due to the transfer of Court facilities, utilities and mail services to the State of California, a decrease of $0.3 million for the County Library resulting from the reduced pass-through funding from the State, and a decrease of $1.4 million, mainly in Housing and Community Development in the General Fund and is discussed in that section.

Federal Revenue

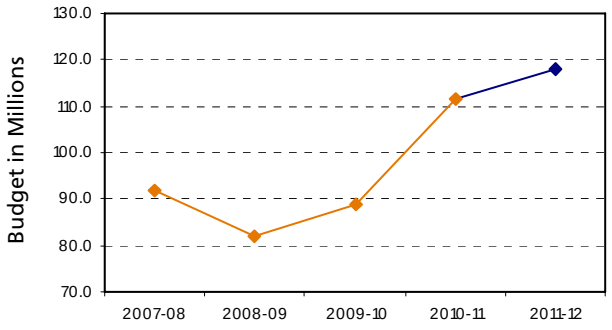
Federal Revenue **increases by $17.5 million or 2.0%** overall in Fiscal Year 2011-12.



A net increase of $16.3 million is in the General Fund, and is largely in HHSA as well as increases in PSG, in LUEG and a small increase in Finance Other in General Purpose Revenue related to a projected increase in Payments in Lieu of Taxes. This is partially offset by a decrease in CSG. See the General Fund Financing Sources section for additional details related to these changes. In addition to the General Fund related net increases, the balance of the increase is primarily in LUEG in the Department of Public Works, mainly the result of increased funding from the Federal Highway Planning & Construction - Federal High-way Administration partially offset by a net decrease in the Capital Program related to reduced funding needed for the Edgemoor Distinct Part Skilled Nursing Facility.

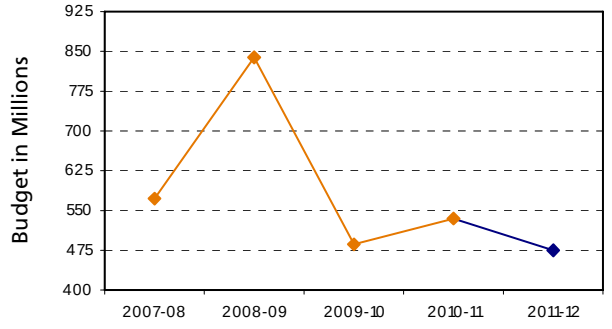
Other Intergovernmental Revenue

Other Intergovernmental Revenue **increases by a net of $6.3 million or 5.7%** overall in Fiscal Year 2011-12.



The primary increases are in Finance Other $5.3 million in General Purpose Revenue with an increase in Aid from Redevelopment Agencies and an increase in the Capital Program of $5.1 million due to funding from Aid from Redevelopment Agencies to partially fund the County Administration Center (CAC) Waterfront Park capital project, offset by decreases in LUEG of $6.2 million in the General Fund and the variance is discussed in that section. The balance of the net increase is spread across the other groups.

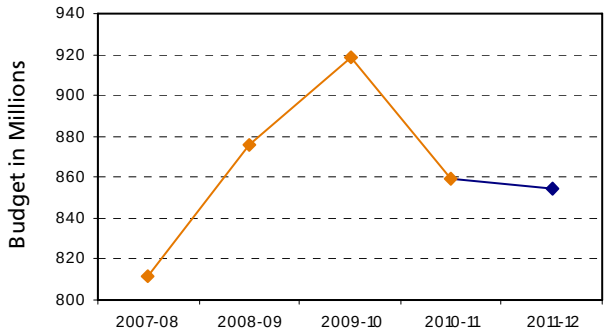
Operating Transfers and Other Financing Sources, Use of Money & Property and Miscellaneous Revenues



- Other Financing Sources (primarily Operating Transfers between funds) **decrease by a net of $55.5 million or 12.6%.** The most significant changes include a decrease of $80.4 million primarily attributable to prior year one-time funding for Phase 1B of the County Operations Center (COC) and Annex Redevelopment project which is offset by increases for the development of the CAC Waterfront Park and increased funding for the Women's Detention Facility.

  An increase of $17.0 million in PSG is largely due to an increase in Proposition 172, which supports regional law enforcement and detention services, due to increases in annual receipts and the use of prior year fund balance available in the Proposition 172 Special Revenue Fund. Additional changes include: an increase of $7.6 million in LUEG primarily in APCD related to transfers needed to support operations and administrative costs related to mobile source emission reduction activities; an increase of $0.8 million in FGG for the Information Technology Internal Service Fund; and, a decrease of $0.4 million in CSG primarily in General Services due to the elimination of one-time funding for the purchase of additional vehicles for the Departments of Agriculture, Weights and Measures and Parks and Recreation.
- Revenue from Use of Money & Property **decreases a net of $0.3 million** in Fiscal Year 2011-12 **or 0.6%.** Changes include:
  - Decrease of $0.4 million in Finance Other as a result of declining interest rates on investments and deposits in Workers' Compensation Employee Benefits and Public Liability ISF as well as decreases in rents and concessions in Contributions to Capital.
  - Decrease of $0.4 million in LUEG related to reduced rental rates charged to the Road Fund for Road Fund Equipment Acquisition.
  - Decrease of $0.3 million in CSG primarily due to the anticipated transfer of the East County Regional Center leases to the State of California.
  - Decrease of a $0.1 million in the Finance and General Government Group (FGG) due to the termination of lease tenant agreements.
  - Decrease of $0.1 million in the Capital Program in the Edgemoor Development Fund.
  - Increases in HHSA of $0.7 million and $0.3 million in PSG which are both in the General Fund and further discussed in that section.
- Miscellaneous Revenues **decrease by $2.6 million or 7.0%**. The decrease is primarily in CSG, ($2.3 million) and is mainly due to a decrease in the County Library to reflect fewer public donations as well as the completion of two capital projects. An increase of $0.6 million in PSG is primarily due to increased revenue from sales of commissary goods to inmates. A decrease of $0.9 million in the General Fund, consists of $0.6 million in HHSA and $0.3 million in LUEG as discussed in that section on page 59.

Charges for Services, Fees and Fines



- Charges for Current Services **decrease by $2.9 million or 0.4%.** Of this total, a decrease of $6.0 million is in CSG, primarily in General Services, due to the reduction in one-time Major Maintenance projects. Also, outside the General Fund, a net increase of $1.8 in LUEG is primarily in the Department of Public Works for new or continuing projects funded by Transportation Impact Fee, Inactive Waste, Airport, Flood Control, Sanitation Districts, and Survey Emolument. See the Department of Public Works section for further detail on all the funding changes.

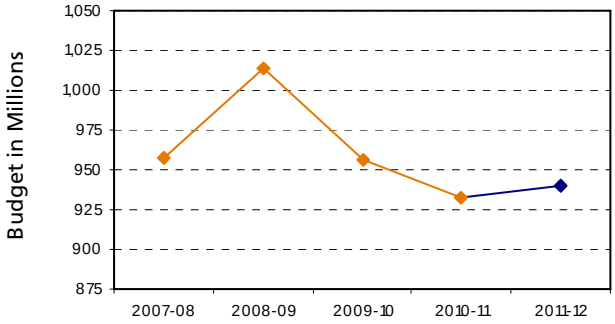
  An increase of $1.4 million in Finance Other is due to additional charges to departments in the Workers' Compensation Employee Benefit ISF and Public Liability ISF net of a decrease in charges to departments in the Unemployment Insurance Employee Benefit ISF.

  A decrease of $0.2 million is in the General Fund and is discussed in that section.
- Licenses, Permits & Franchises **increase by $0.8 million or 1.6%.** A net decrease of $0.6 million is budgeted in LUEG, primarily in the Air Pollution Control District, due to the adverse effect of the economy resulting in a decrease of applications and renewals. In addition, LUEG has an increase in the General Fund in the Department of Planning and Land Use and the Department of Environmental Health which is discussed in the General Fund Financing Sources section.

  An additional increase in General Purpose Revenue is related to an increase in franchise revenue and other licenses and permits.
- Fines, Forfeitures & Penalties **decrease by $2.6 million or 4.6%**, mainly due to a decrease in General Purpose Revenue in Penalties & Cost Delinquency Taxes based on expected improved rates of property tax collections and delinquencies as well as market conditions. There is also a decrease in PSG in the General Fund which is discussed in that section. See General Purpose Revenue by Source for more information.

Property and Other Taxes

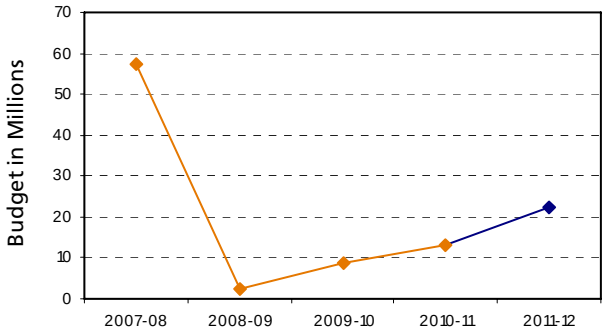
Property and Other Taxes **increase by $6.7 million or 0.7%**.



The overall increase is primarily in the General Fund in General Purpose Revenue. See the section on General Purpose Revenue by Source beginning on page 70 for more information on the increase.

Fund Balance Component Decreases

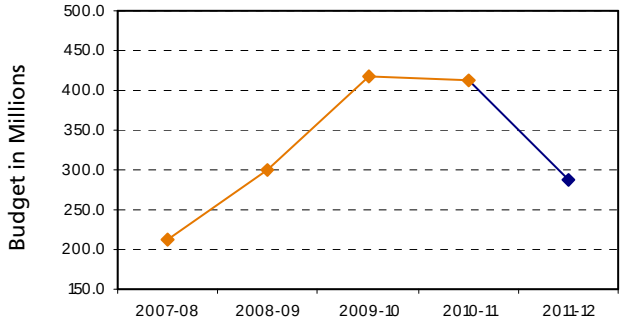
The use of Fund Balance Component Decreases (formerly Reserves/Designations Decreases) **increase by a net of $8.9 million or 67.3%** compared to Fiscal Year 2010-11.



The increases in this category are primarily in Public Works for replacement capital projects in the Spring Valley, Alpine, Lakeside and Wintergarden Sanitation Districts, and in CSG in the Registrar of Voters in the General Fund.

Use of Fund Balance

Finally, the Use of Fund Balance **decreases by $126.5 million or 30.6%** due to the normal fluctuations in one-time projects.



The Use of Fund Balance in the General Fund decreases by $76.7 million and all other funds decrease by $49.8 million.

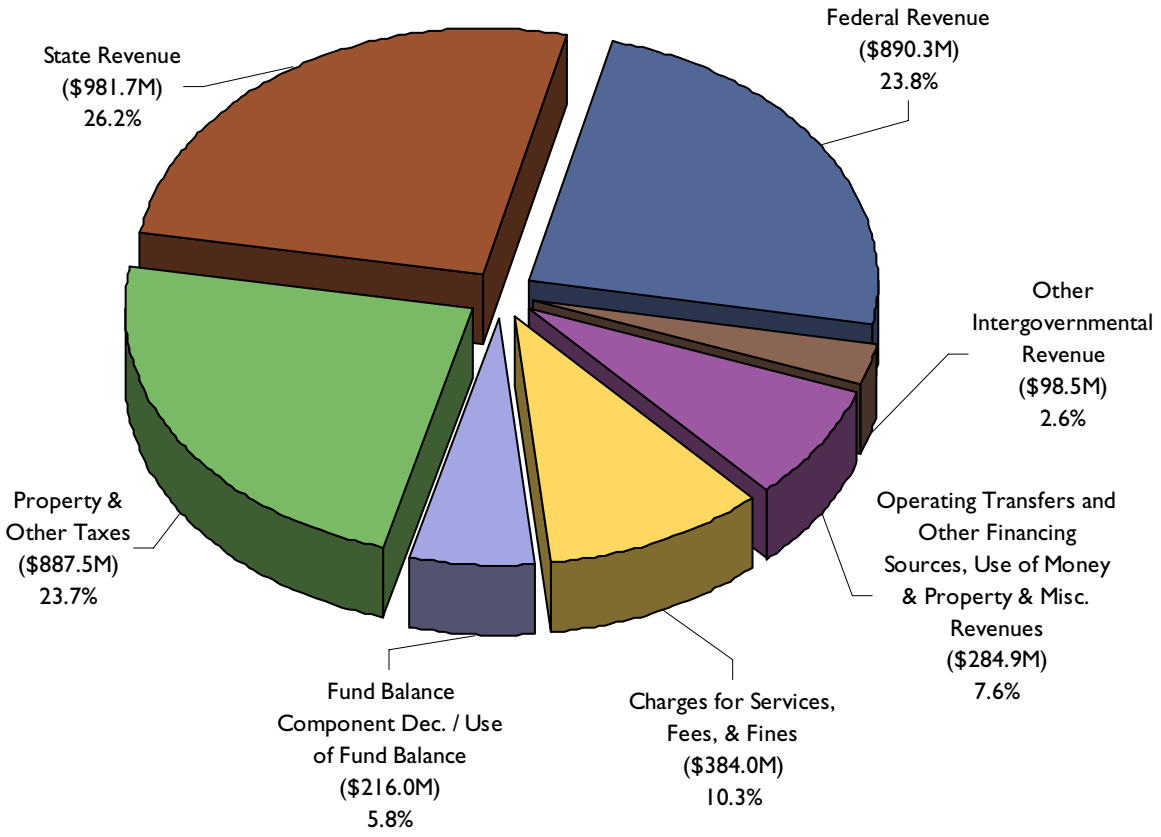
See the Group/Agency section beginning on page 107 for the breakdown of financing sources by department.

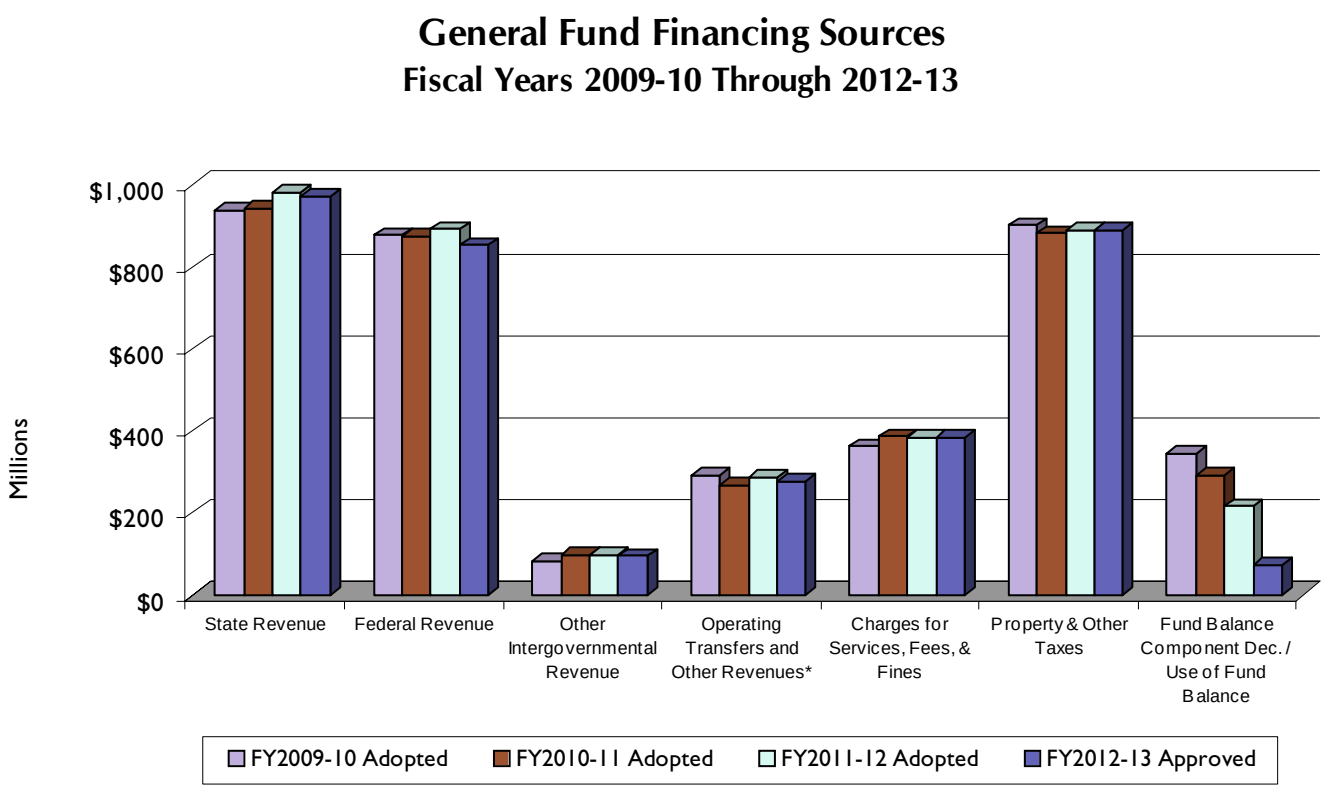
Summary of General Fund Financing Sources

General Fund Financing Sources - Overview

The General Fund is the County's largest single and primary operating fund. It is used to account for all financial resources of the County except those required to be accounted for in other funds. In this Adopted Operational Plan, **General Fund Financing Sources total $3.74 billion** for Fiscal Year 2011-12, a **$3.8 million or 0.1% increase** from Fiscal Year 2010-11 Adopted Budget. In comparison, the previous nine fiscal years saw an average annual growth rate of 4.5%. This decrease reflects the continued after-effects of the national and international economic downturn, the impact of the State of California's budget constraints and estimates of available program and General Purpose Revenue. General Fund Financing Sources are expected to decrease by $205.6 million or 5.5% in Fiscal Year 2012-13.

General Fund Financing Sources
Fiscal Year 2011-12: $3.74 billion





*Other Revenues include Other Financing Sources, Use of Money & Property and Miscellaneous Revenues

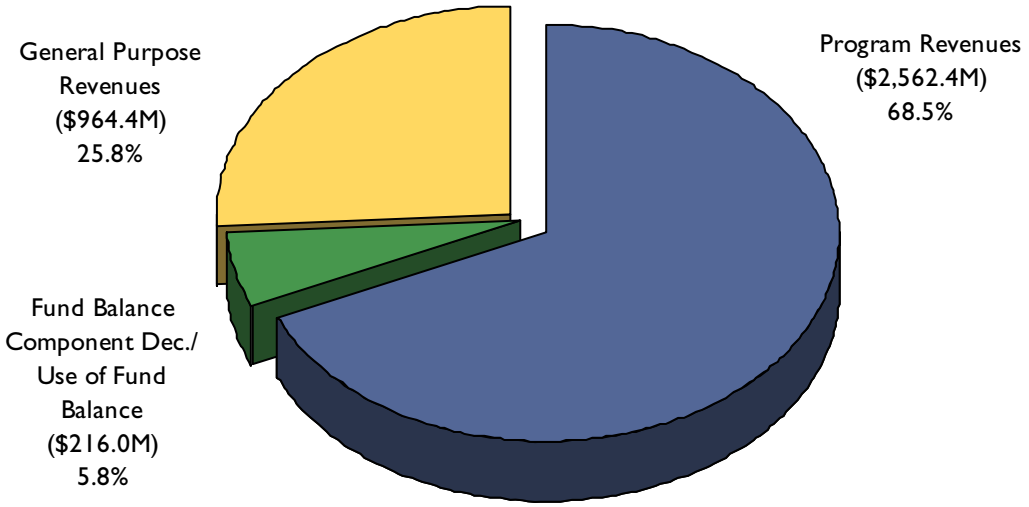
General Fund Financing Sources (in millions)

	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	% Change	Fiscal Year 2012-13 Approved Budget
State Revenue	$ 936.0	$ 940.7	$ 981.7	4.4	$ 970.1
Federal Revenue	876.1	874.0	890.3	1.9	851.9
Other Intergovernmental Revenue	81.7	98.2	98.5	0.3	94.8
Operating Transfers and Other Financing Sources, Use of Money & Property & Misc. Revenues	290.2	268.7	284.9	6.0	274.9
Charges for Services, Fees, & Fines	361.5	385.4	384.0	(0.4)	384.4
Property & Other Taxes	900.8	880.8	887.5	0.8	888.4
Fund Balance Component Decreases	7.2	4.6	5.9	27.9	13.6
Use of Fund Balance	336.6	286.8	210.1	(26.7)	59.1
Total	$ 3,790.0	$ 3,739.1	$ 3,742.8	0.1	$ 3,537.2

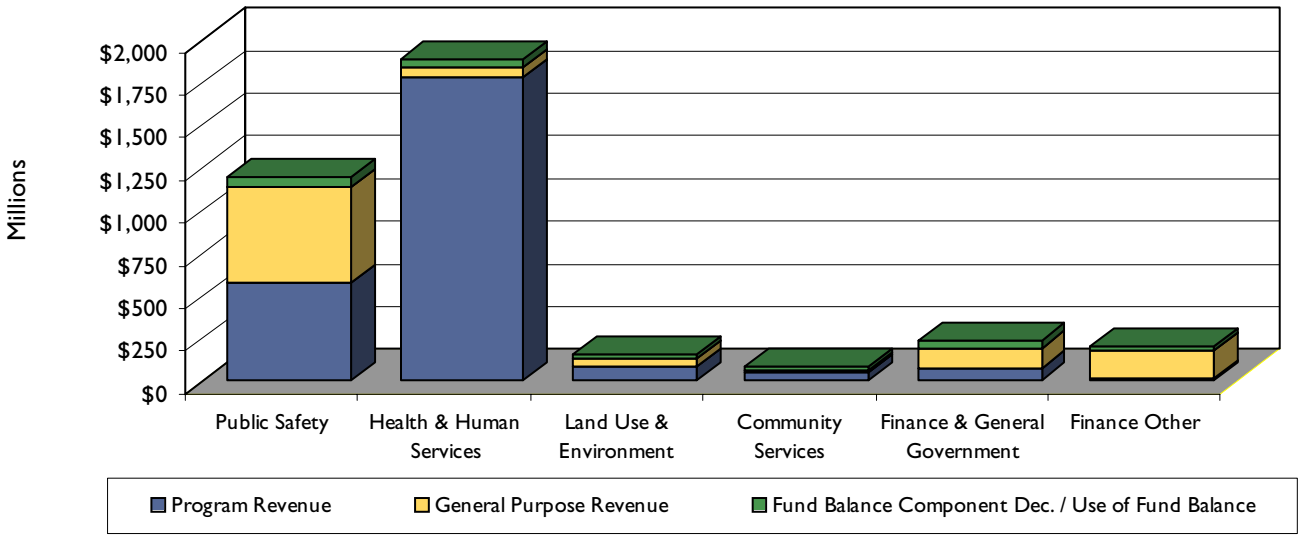
General Fund Financing Sources by Category

The preceding section displayed General Fund financing sources by account type. This section looks at General Fund financing sources according to how they are generated. From that perspective, they can be categorized as one of three funding types: Program Revenue, General Purpose Revenue or Use of Fund Balance (including Fund Balance Component Decreases - formerly Reserves/Designation Decreases).

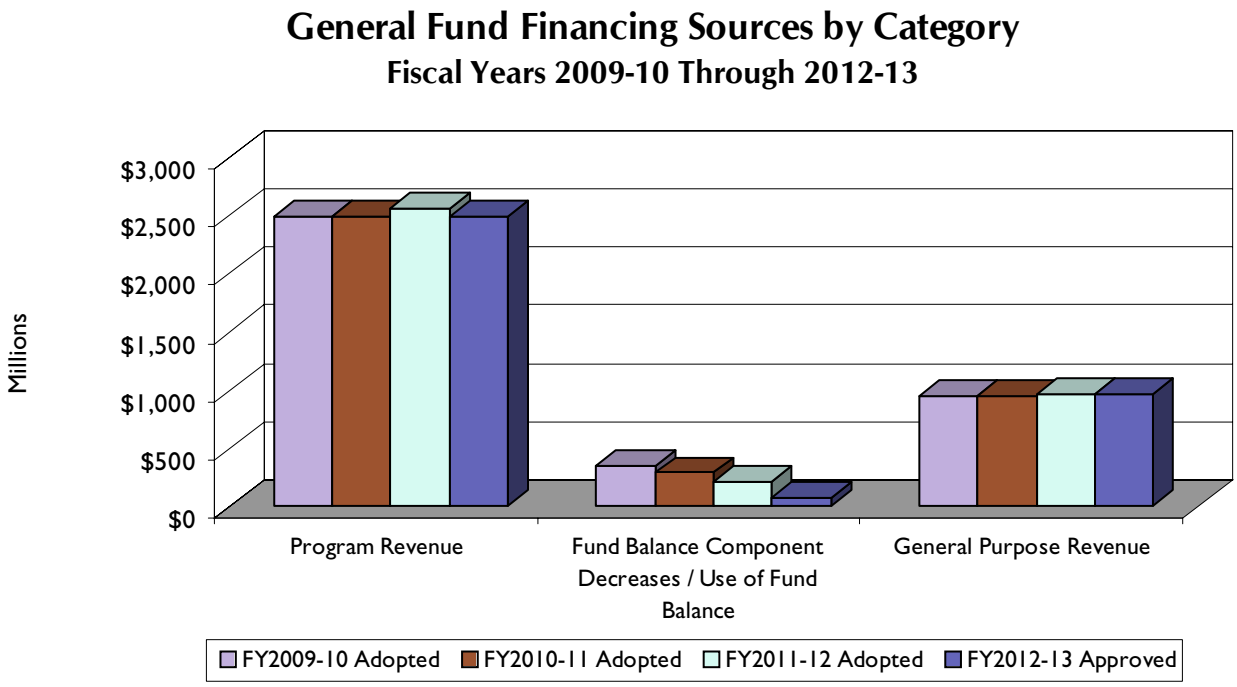
General Fund Financing Sources by Category
Fiscal Year 2011-12: $3.74 billion



General Fund Financing by Group and Category
Fiscal Year 2011-12: $3.74 billion



In Fiscal Year 2011-12, General Purpose Revenue (GPR) increases by 1.1% ($10.0 million), the planned use of fund balance declines by 25.9% ($75.4 million) and Program Revenue increases by 2.8% (approximately $69.1 million) from the Fiscal Year 2010-11 Adopted Budget. In Fiscal Year 2012-13, GPR is projected to increase by 0.1% ($1.2 million), Program Revenue is projected to decline by 2.5% ($63.5 million), and the planned use of fund balance is expected to decline by 66.4% ($143.3 million). Uses of fund balance in Fiscal Year 2012-13 are tentative and subject to revision during the next Operational Plan development cycle.



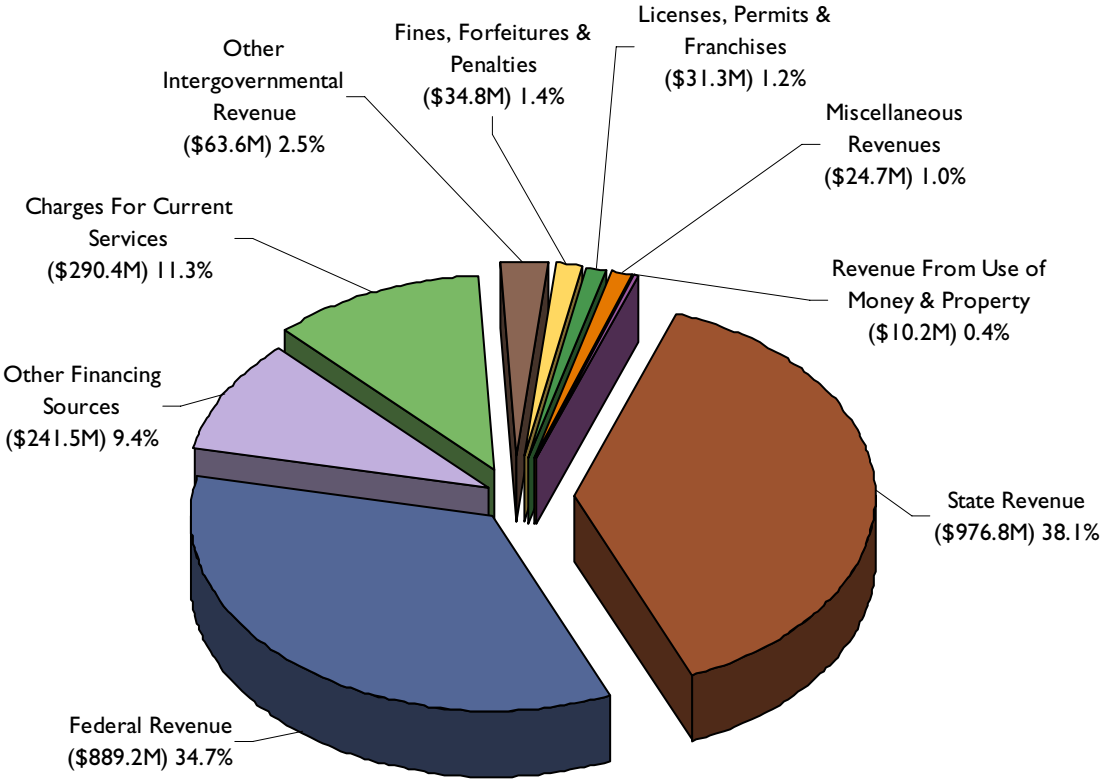
General Fund Financing Sources by Category (in millions)

	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	% Change	Fiscal Year 2012-13 Approved Budget
Program Revenues	$ 2,495.6	$ 2,493.3	$ 2,562.4	2.8	$ 2,498.9
Fund Balance Component Decreases / Use of Fund Balance	343.7	291.4	216.0	(25.9)	72.7
General Purpose Revenues	950.7	954.4	964.4	1.1	965.6
Total	$ 3,790.0	$ 3,739.1	$ 3,742.8	0.1	$ 3,537.2

General Fund - Program Revenue

Program Revenue, as the name implies, is dedicated to and can be used only for the specific programs with which they are associated. This revenue makes up 68.5% of General Fund Financing Sources in Fiscal Year 2011-12, and is derived primarily from State and federal subventions and grants, and from charges and fees earned from specific programs. The Health and Human Services Agency manages 69.2% of the program revenues, the Public Safety Group manages 22.3% and the balance is managed across the County's other service delivery groups. Program Revenue is expected to increase by 2.8% ($69.1 million) from the Fiscal Year 2010-11 Adopted Budget compared to an average annual growth for the last eight years of 2.9%.

General Fund - Program Revenue by Source
Fiscal Year 2011-12



General Fund - Program Revenue by Source (in millions)					
	Fiscal Years 2009-10 Adopted Budget	Fiscal Years 2010-11 Adopted Budget	Fiscal Years 2011-12 Adopted Budget	% Change	Fiscal Years 2012-13 Approved Budget
State Revenue	$ 930.9	$ 935.7	$ 976.8	4.4	$ 965.1
Federal Revenue	875.1	872.9	889.2	1.9	850.8
Other Financing Sources	248.9	225.1	241.5	7.3	238.3
Charges For Current Services	266.3	290.5	290.4	(0.1)	294.4
Other Intergovernmental Revenue	76.5	68.6	63.6	(7.2)	59.8
Fines, Forfeitures & Penalties	35.4	35.4	34.8	(1.7)	30.6
Licenses, Permits & Franchises	29.6	30.1	31.3	3.9	31.7
Miscellaneous Revenues	22.9	25.6	24.7	(3.4)	17.7
Revenue From Use of Money & Property	10.0	9.3	10.2	8.8	10.3
Taxes Other Than Current Secured	0.05	—	—	—	—
Total	$ 2,495.6	$ 2,493.3	$ 2,562.4	2.8	$ 2,498.9

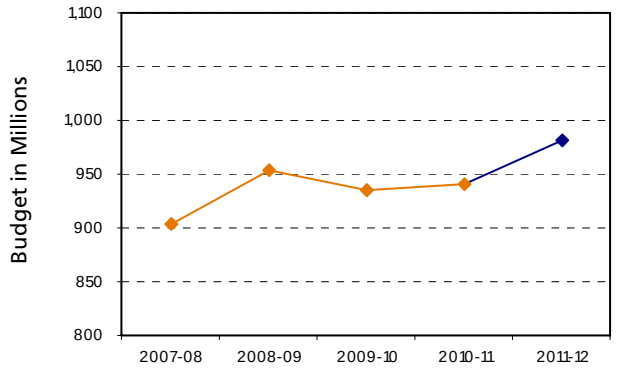
General Fund - Change in Program Revenue

The **$69.1 million increase** in Program Revenue in the Fiscal Year 2011-12 Adopted Budget is the net of increases and decreases in various funding sources. In the table on the previous page, State Revenue; Federal Revenue; Other Financing Sources; Licenses, Permits & Franchises; and Revenue from the Use of Money & Property increase a combined $75.7 million. Reductions totaling $6.6 million are in the categories of Other Intergovernmental Revenue; Charges for Current Services; Fines, Forfeitures & Penalties; and Miscellaneous Revenues.

General Fund - Change in Program Revenue by Source

State Revenue

State Revenue **increases by $41.1 million or 4.4%** in Fiscal Year 2011-12.



Of this total, there is a decrease in the Community Services Group (CSG) of $1.4 million, offset by increases in the Health and Human Services Agency (HHSA) of $39.3 million and in the Public Safety Group (PSG) of $3.2 million.

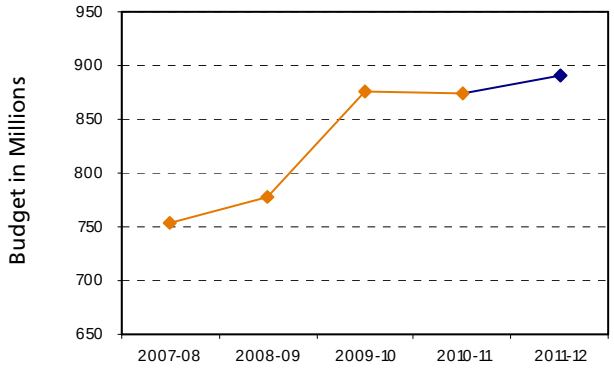
In HHSA, the net increase of $39.3 million is primarily the result of increases in Mental Health Services (MHS) revenue due to planned implementation of additional MHS components and an increase in State Realignment revenue substantially in Aging and Independence Services to help offset the ending of the economic stimulus funding.

The increase in PSG of $3.2 million is primarily in Probation due to the creation of *California Connections Performance Incentive Act* (Senate Bill 678) and increases in Youthful Offender Block Grant and Local Safety and Protection Account for the Juvenile Justice Crime Prevention Act. These increases are partially offset by decreases due to the discontinuance of the California Administrative Office of the Courts' contract with the County for Family Dependency Services and reductions in Senate Bill (SB) 618, *San Diego Prisoner Reentry Program*, Medi-Cal Administrative Activities and Offender Treatment Program.

The $1.4 million net decrease in CSG is primarily in Housing and Community Development (HCD) due to decreased funding from the California Department of Housing and Community Development for First-Time Homebuyers Down payment and Closing Cost Assistance program.

Federal Revenue

Federal Revenue **increases by a net of $16.3 million or 1.9%**.



It increases in HHSA by $15.5 million, in LUEG by $1.5 million, and in PSG by $0.6 million, offset by a decrease in CSG of $1.4 million.

The net increase of $15.5 million in HHSA is predominantly associated with the implementation of the Low Income Health Program, offset in part by reductions resulting from anticipated In-Home Supportive Services program caseloads based on trends, reduced program revenue in Child Welfare Services and the loss of economic stimulus funding in Behavioral Health Services.

The $1.5 million net increase in LUEG is largely in the Department of Planning and Land Use primarily attributed to an American Recovery and Reinvestment Act (ARRA) of 2009 grant project to be completed in June 2012.

The net increase in PSG of $0.6 million is primarily due to increases in Homeland Security funding in the Sheriff's Department and the Office of Emergency Services and increased claimable expenditures in the Department of Child Support Services, offset by decreases due to the expiration of ARRA grant funded programs in the Sheriff's

Department and Probation and reduced claimable expenditures in Probation programs. See the departmental narratives for additional detail.

The decrease of $1.4 million in CSG is in HCD and is associated with the loss of prior year one-time economic stimulus funding and other nonrecurring grants.

Other Financing Sources

Other Financing Sources (including Operating Transfers from Other Funds) **increases by a net of $16.4 million or 7.3%**. There is an increase of $17.0 million in PSG as well as a decrease of $0.6 million in LUEG. The $17.0 million increase in PSG is primarily due to funding from Proposition 172. Please see the following section for more information on Proposition 172 funding.

The decrease in LUEG is related to the San Diego County Fire Authority transfer to PSG and the decrease in the Executive Office is due to the reduction of prior year one-time resources supporting the Business Case Management System in APCD.

Charges For Current Services

Charges For Current Services **decrease by $0.2 million or 0.5%**. Revenues decrease by $2.3 million in LUEG, $1.2 million in PSG, $0.6 million in Finance Other and $0.6 million in CSG, offset by increases of $2.9 million in FGG and $1.7 million in HHSA.

- In LUEG, the decreases are in Environmental Health due to completion of one-time projects in Fiscal Year 2010-11 for the Vector Control Program Benefit Assessment funds and in the Department of Planning and Land Use (DPLU) related to the economic downturn.
- In PSG, the decrease is largely in Child Support Services due to State action to redirect County Recovered Costs to the State general fund for one year.
- In Finance Other, the decrease is in Contributions to Capital Outlay due to the final maturity of the 2001 Motorola Financing.
- The CSG decrease is in the Registrar of Voters as a result of fewer billable jurisdictions participating in the Primary election, partially offset by an increase in Animal Services due to contract cities' share of the department's operational budget.
- The increase in FGG is in the Department of the Assessor/Recorder/County Clerk based on an estimated increase in Property Tax System Administration revenues and an increase in recorded document fees, E-recording revenue and Social Security Number Truncation revenue; in the Department of Human Resources resulting from an increase in external department overhead payments for services rendered; in the Clerk of the Board due to increases in passport application and photo services; and in the Treasurer-Tax Collector's department based on estimated fees and penalties on delinquent tax payments, property tax administrative fee, and Bank Services Pooled Money for the implementation of enhanced technology solutions.
- In HHSA, the increases are in Regional Operations from the San Diego First Five Commission to support the Early Childhood Welfare Project, and in San Diego Psychiatric Hospital, Edgemoor Distinct Part Skilled Nursing Facility and in Public Health Services.

Other Intergovernmental Revenue

Other Intergovernmental Revenue decreases by $4.9 million or 7.2%. This decrease is largely in LUEG pre-dominantly in DPLU related to the transfer of Fuels Reduction Program grants related to the transfer of the San Diego County Fire Authority to PSG.

Fines, Forfeitures & Penalties

Fines, Forfeitures & Penalties **decrease by $0.6 million or 1.7%,** primarily in PSG, due to a decrease in Cal-ID revenue in the Sheriff's Department, partially offset by an increase in Probation to support maintenance and operation costs associated with juvenile institutional facilities.

Licenses, Permits & Franchises

Licenses, Permits & Franchises **increases by $1.2 million or 3.9%,** primarily in LUEG, due to increases in Environmental Health for Hazardous Materials and Food Facility permit revenues and in DPLU for the adoption of an annual fee revision and anticipated increased workload for the Building Division.

Miscellaneous Revenues

Miscellaneous Revenues **decrease by $0.9 million or 3.4%**. Decreases include: $0.6 million in HHSA to align budget to historical actuals, to align revenues to the correct account, and due to lower interest revenue; $0.4 million in LUEG due to completion of one-time projects in Environmental Health and a decrease in insurance reimbursements for firestorm claims in Public Works, and in Agriculture, Weights and Measures resulting from discontinuance of bait sales due to a change in federal requirements; $0.1 million in CSG due to lower program income in HCD; $0.1 million in FGG in the Auditor and Controller due to a reduction in pass-through payments for collection activity; and, a net increase of $0.3 million in PSG, primarily in the Sheriff's Department due to increased revenue from sales of commissary goods to inmates.

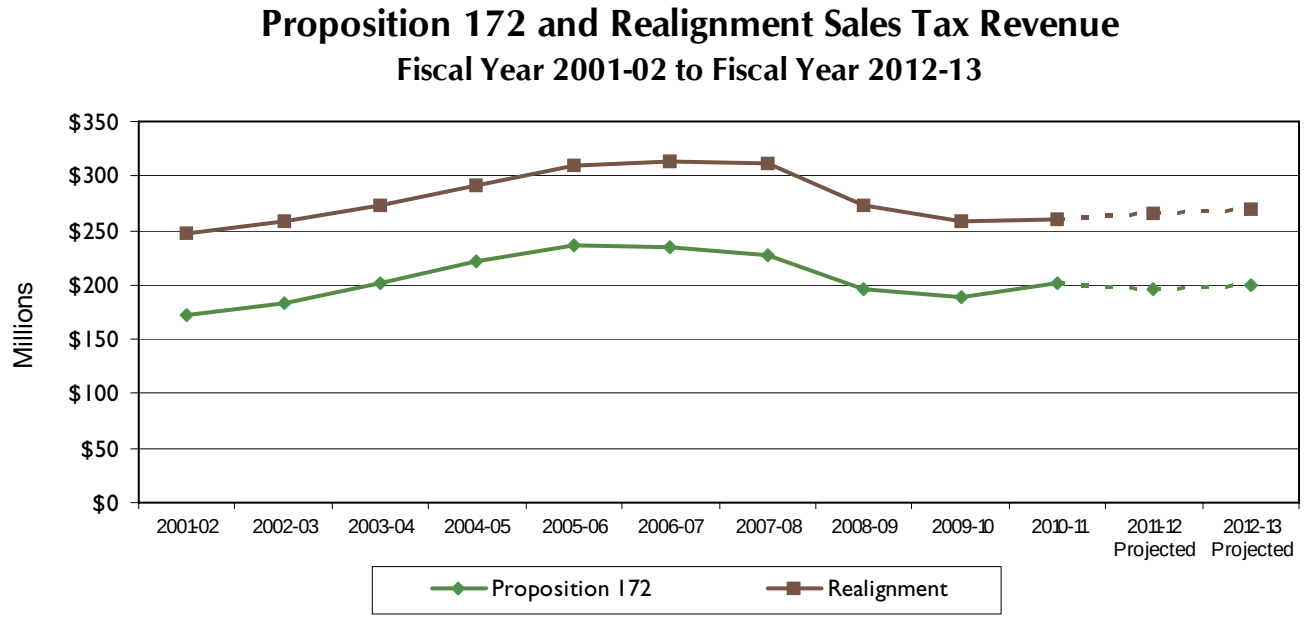
Revenue from Use of Money & Property

Revenue from Use of Money & Property **increases by $0.8 million or 8.8%**. The primary sources of the increase are in HHSA, associated with rental of property sub-leased by CalWORKs contractors, and in PSG due to additional lease revenue.

Taxes Other than Current Secured

Taxes Other than Current Secured remain unchanged.

Following are some of the largest and most closely watched program revenues. Please see the individual Group and department sections beginning on page 107 for more specific information on the various other program revenues.



Notes: 2001-02 to 2010-11 figures represent actual revenue. Fiscal Year 2011-12 and 2012-13 figures represent projected revenue as included in the Fiscal Year 2011-13 Adopted Operational Plan.

- *Health and Social Services Realignment Revenues* **($264.8 million in Fiscal Year 2011-12 and $269.5 million in Fiscal Year 2012-13)** 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 revenues to pay for these services.

  Between Fiscal Years 2001-02 and 2006-07, annual revenue growth averaged 4.9%. Revenues declined by an average 6.1% from the peak in 2006-07 of $313.0 million through 2009-10. For Fiscal Year 2010-11, a modest increase of $0.5 million was realized over the Fiscal Year 2009-10 actual revenue.

  For Fiscal Year 2011-12, these revenues are budgeted cautiously and are expected to be above the Fiscal Year 2010-11 actual amount by 2.1% ($5.3 million). It is anticipated that these revenues will grow modestly in Fiscal Year 2012-13. The chart above shows the realized revenues for Health and Social Services Realignment for Fiscal Years 2001-02 through 2010-11 and projected levels for Fiscal Years 2011-12 through 2012-13.

- *Proposition 172 - Public Safety Sales Tax Revenues* **($196.5 million in Fiscal Year 2011-12 and $200.0 million in Fiscal Year 2012-13)** support regionwide public safety services provided by three Public Safety Group departments - the Sheriff, District Attorney and Probation. The revenue source is a dedicated one-half cent of the statewide sales tax that was approved by the

voters in 1993 and is distributed to counties based on the relative levels of taxable sales in each county to the total taxable sales in all qualified counties. Counties in turn distribute a portion of the Proposition 172 receipts to their cities according to ratios established pursuant to the Government Code.

Between Fiscal Years 2001-02 and 2005-06, annual revenue growth averaged 8.3%. Revenues declined by an average 5.5% from the peak in 2005-06 of $236.4 million through 2009-10. For Fiscal Year 2010-11, an increase of $14.2 million was realized over the low Fiscal Year 2009-10 actual revenue of $188.2 million. Fiscal Year 2009-10 Proposition 172 revenues were the lowest since Fiscal Year 2002-03.

For Fiscal Year 2011-12, these revenues are budgeted cautiously and are expected to be below the Fiscal Year 2010-11 actual amount by 2.9% ($5.9 million). Fiscal Year 2011-12 revenues were budgeted before final Fiscal Year 2010-11 revenues were received. It is anticipated that these revenues will grow modestly in Fiscal Year 2012-13. The chart on the preceding page shows the realized revenues for Proposition 172 for Fiscal Years 2001-02 through 2010-11 and projected levels for Fiscal Years 2011-12 through 2012-13. See, also, the discussion of General Purpose Revenue on page 70.

- *Tobacco Settlement Revenues* **($32.2 million in Fiscal Year 2011-12 and $24.2 million in Fiscal Year 2012-13)** by Board of Supervisors Policy E-14, *Expenditure of Tobacco Settlement Revenue in San Diego County*, are dedicated to health care-based programs. These revenues are the result of the historic Master Settlement Agreement in 1998 between the California Attorney General and several other states and the four major tobacco companies. The agreement provided more than $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 nonreceipt 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. The net proceeds were placed in an endowment fund and are spent pursuant to the Board of Supervisors Policy.

  In May 2006, the County securitized additional anticipated receipts and added $123.5 million to the endowment fund. These proceeds will enable the County to fund approximately $27.5 million of health care programs annually through approximately 2034. The $32.2 million budgeted in Fiscal Year 2011-12 reflects $8.0 million in one-time, nonsecuritized Tobacco Settlement funds and $24.2 million in Securitized Tobacco funds. Another $3.3 million is budgeted and retained in the Tobacco Securitization Special Revenue Fund as an unallocated reserve in Fiscal Year 2011-12. A request will be submitted to the Board of Supervisors if the additional resources are needed.

General Fund - General Purpose Revenue

General Purpose Revenue (GPR) makes up 25.8% of the General Fund Financing Sources. Please see the separate discussion of General Purpose Revenue beginning on page 70.

General Fund - Use of Fund Balance/Fund Balance Component Decreases (previously Designations)

Use of Fund Balance, including Fund Balance Component Decreases, **($216.0 million in Fiscal Year 2011-12 and $72.7 million in Fiscal Year 2012-13)**, represents 5.8% of General Fund Financing Sources in Fiscal Year 2011-12. Fund Balance is the result of careful management of resources Countywide in past years. It is both a resource that can be used for one-time expenses and one that serves as a mitigation for unexpected events or requirements. By its nature, fund balance is not suitable for the support of ongoing operations.

The following list details the various General Fund - Use of Fund Balance budgeted for Fiscal Year 2011-12:

- Aerial Fire Suppression "Call When Needed" support rebudget.
- One-time capital needs for volunteer fire protection districts through the Fire Protection and Emergency Medical Services Grant Program.
- Reentry programs in the District Attorney and Probation departments.
- Resources for Child Support Services to match available federal funds for one year.

- County Administration Center relocation for Public Safety Group Executive Office.
- Miramar Range Training Center operational support.
- Food services equipment for Sheriff's facilities.
- Public Defender support for the remaining term of certain lease costs associated with the discontinued contract for Family Dependency Services.
- Safety equipment for the Sheriff's Department rebudget.
- Regional Communication System initial support pledged toward the County share of regionwide funding required to design, procure and install the system platform.
- ASTREA helicopter replacement partial funding.
- Take Me Home Program rebudget.
- Defense of special circumstance cases rebudget.
- Replacement of radio communication equipment.
- Stabilization support, in decreasing amounts, to partially offset dramatic prior year decreases in Proposition 172 revenues.
- One-time major maintenance projects.
- Health and Human Services support for transition from future State enacted cuts or economic downturn.
- Grand Avenue clinic sale proceeds commitment for Public Health.
- Public outreach for maternal, child and family health.
- Health and Human Services Juvenile Diversion Program one-time support.
- Relocation efforts related to the County Operations Center capital project.
- General Plan Update/Zoning Ordinance project costs rebudget.
- Multiple Species Conservation Program (MSCP) (North) Resource Management Plans to protect biological and cultural resources.
- Smuggler's Gulch dredging project rebudget.
- Fire program prevention and response activities:
  - Fire Safe Communities Evacuation Study rebudget.
  - Defensible space management.
  - Volunteer program stipends.
  - Vehicle, equipment and fire apparatus grant match.
  - Consultant services for vegetation management environmental impact report rebudget.
  - Volunteer personal safety equipment.
- Firestorm 2007 rebuilding permit waiver rebudget.
- Parks and Recreation energy savings projects.
- Planning and Land Use Code Enforcement temporary staffing support rebudget.
- Planning and Land Use Code Enforcement abatements rebudget.
- Planning and Land Use plan for addressing greenhouse gas emissions in projects in compliance with Assembly Bill (AB) 32, *California Global Warming Solutions Act of 2006*.
- Purchase of Agriculture Conservation Easements (PACE) program support.
- Parks and Recreation support to maintain current operational hours.
- Parks and Recreation community target marketing plan.
- Parks and Recreation signage and health and safety needs.
- Planning and Land Use building permit study to establish a permit self-certification program.
- Environmental Health support for beach water quality monitoring.
- Public Works SANDAG quality of life study.
- Consultants for grants and FEMA for the Land Use and Environment Group.
- Tribal liaison consultants and support.
- Woodside Drainage improvement rebudget.
- Sweetwater-Jamul Drainage Master Plan rebudget.
- Public Works Stormwater program financing alternatives study.
- Residential integrated pest management program rebudget.
- Proctor Valley Road closure rebudget.
- Regional Water Quality Control Board bacteria total max daily load reporting requirement compliance study.
- Animal Services interactive voice response system.
- Registrar of Voters February 2012 election support.
- Registrar of Voters Top Two Primary Act support.
- Continuation of Vote-by-Mail program.
- Various information technology projects, such as:
  - District Attorney Case Management System and IT refresh.
  - CopLink Program database rebudget.
  - Child Predator Program rebudget.
  - IT refresh in the Sheriff's Department.
  - Probation Case Management System.
  - Support the initial development of IT proposals that involve multiple County departments and systems.

- Business process reengineering, imaging and IT initiatives, including Microsoft Windows 7 remediation upgrade, in the Health and Human Services Agency.
- Geographic Information System enhancements rebudget.
- Document imaging, digitization and Documentum records management integration in Land Use and Environment Group (LUEG).
- LUEG Business Case Management System rebudget and enhancements.
- Public Works Integrated Regional Water Management data management system grant match.
- Public Works upload of reports to State.
- Enterprise Resource Planning initiatives related to system access management, website design, virtualization of desktop computers and data storage.
- Documentum electronic repository for CD project files rebudget in Housing and Community Development.
- Registrar of Voters Internet election disclosures and digitization of signatures from microfiche.
- Human Resources one-time licensing related to "On-Boarding" system project.
- Web Integrated Tax System (WITS) 3.0 upgrade.
- Integrated Property Tax System (IPTS) rebudget.
- Data imaging enhancements rebudget.

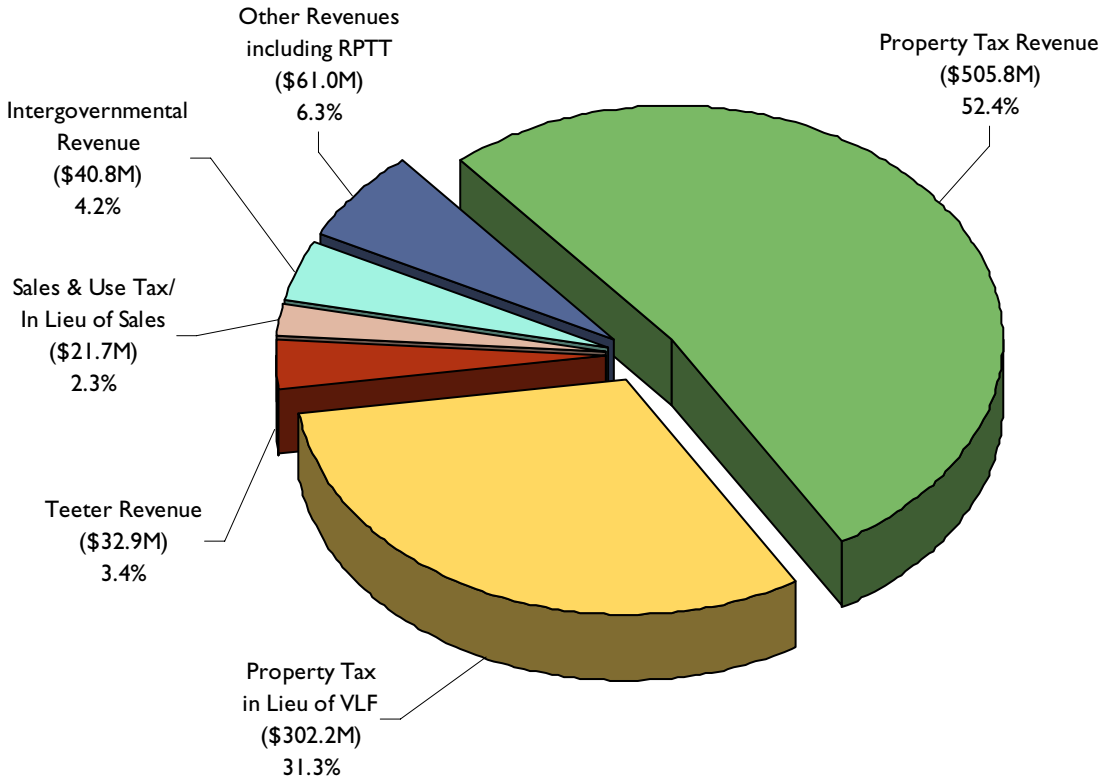
- County Administration Center seismic evaluation.
- Grand Jury carpet replacement.
- Workforce Academy for Youth (WAY) program.
- Capital projects, including MSCP land purchase, Agua Caliente Park cabins for campers, and Animal Services long-term care facility, and rebudget of flatbed trailers and specifications for large cat cages.
- Grants provided to community organizations.
- Negotiated one-time 2% salary payments not covered by other funding sources.
- Management reserves.

General Purpose Revenue

General Purpose Revenue by Source

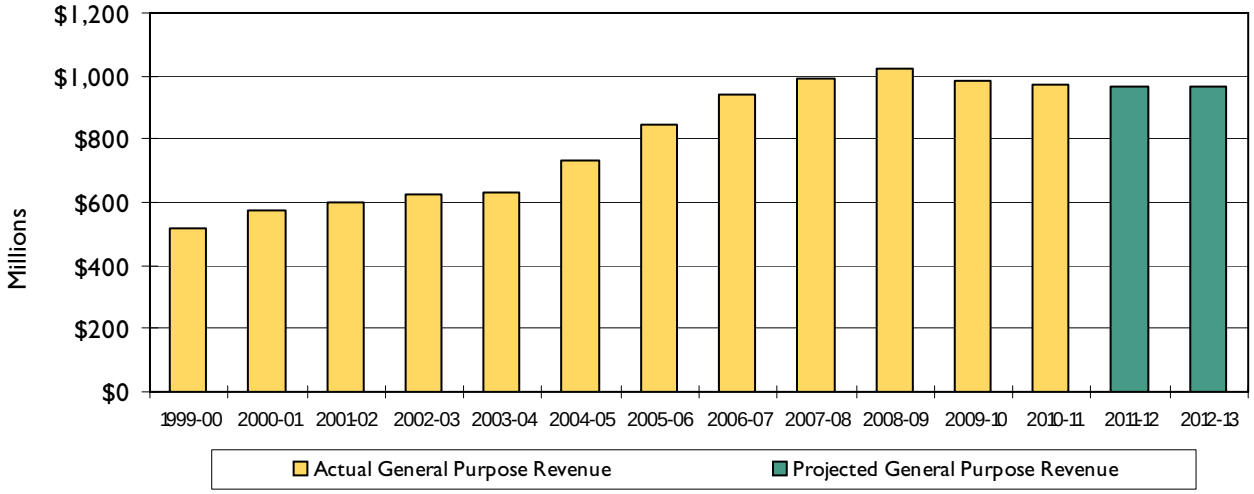
General Purpose Revenue (GPR) represents approximately 25.8% of the General Fund's Financing Sources. This revenue comes from property taxes, property tax in lieu of vehicle license fees (VLF), the Teeter program, sales and use tax, real property transfer tax (RPTT), Aid from Redevelopment Agencies, and miscellaneous other sources. It may be used for any purpose that is a legal expenditure of County funds. The Board of Supervisors, therefore, has the greatest flexibility in allocating this revenue. Details of the major components of General Purpose Revenue are discussed below.

General Purpose Revenue by Source
Fiscal Year 2011-12: $964.4 million



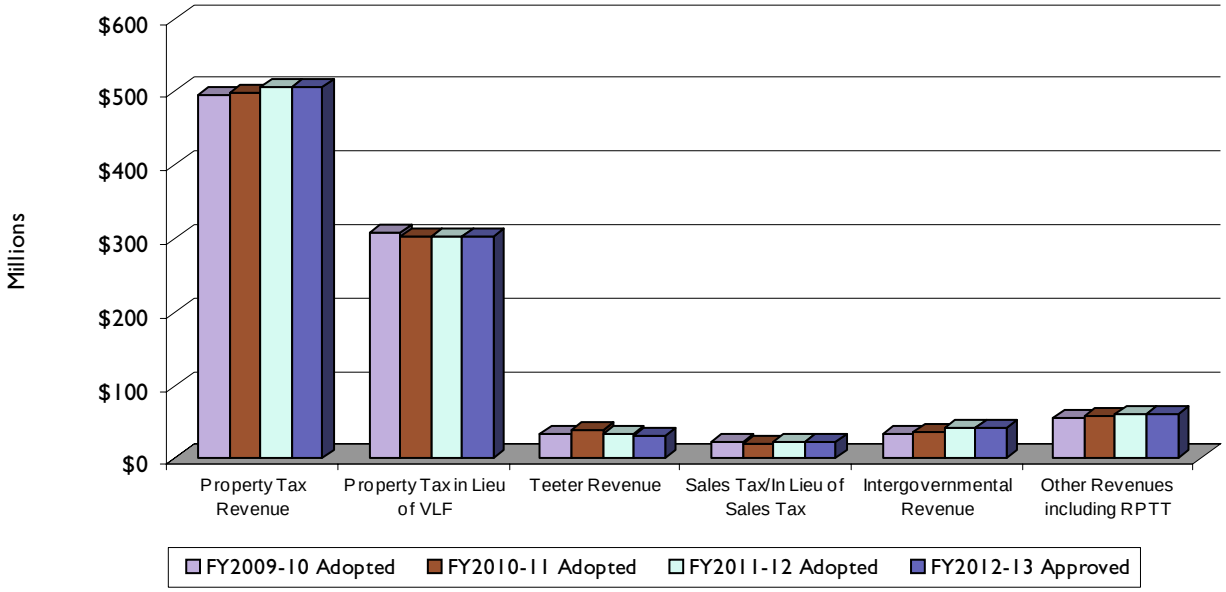
For the eleven-year period of Fiscal Year 1999-2000 through Fiscal Year 2010-11, GPR grew by an annual average of $41.4 million. This is a decrease from the ten-year average of $46.4 million from Fiscal Year 1999-2000 through Fiscal Year 2009-10, and a decrease from the nine-year average of $55.7 million from Fiscal Year 1999-2000 through Fiscal Year 2008-09. The national recession that began in December 2007 and ended in June 2009, along with the State and local downturn that corresponded with the national recession, have had a significant impact on GPR. For Fiscal Year 2011-12, the $964.4 million budgeted for GPR is an increase of $10.0 million or 1.1% from the Fiscal Year 2010-11 budgeted amount of $954.4 million. These resources are projected to increase slightly to $965.6 million in Fiscal Year 2012-13. See the chart on the following page for an historical view of GPR. Also see the accompanying table for a summary by account of historical and projected GPR.

General Purpose Revenue History
Fiscal Year 1999-00 to Fiscal Year 2012-13



Notes: General Purpose Revenue (GPR) for Fiscal Years 1999-00 through 2010-11 represents actual revenue. GPR projections for Fiscal Years 2011-12 and 2012-13 are included in the 2011-13 Adopted Operational Plan.

General Purpose Revenue by Source
Fiscal Years 2009-10 Through 2012-13

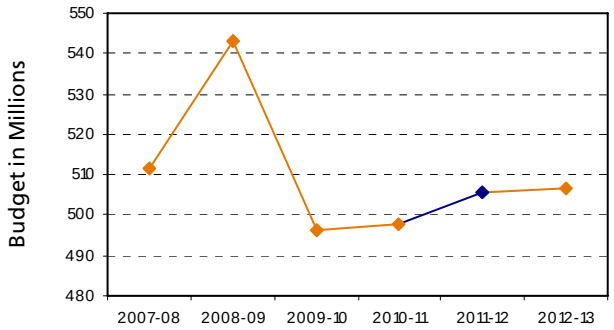


General Purpose Revenue

	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	% Change	Fiscal Year 2012-13 Approved Budget
Property Taxes Current Secured	$ 479,141,686	$ 477,192,517	$ 487,158,053	2.1	$ 488,058,053
Property Taxes Current Supplemental	315,120	3,044,869	1,874,015	(38.5)	1,959,938
Property Taxes Current Unsecured	16,826,271	17,338,957	16,781,591	(3.2)	16,717,105
Total Property Tax Revenue	**$ 496,283,077**	**$ 497,576,343**	**$ 505,813,659**	**1.7**	**$ 506,735,096**
Total Property Tax In Lieu of Vehicle License Fees	**$ 309,263,588**	**$ 301,837,082**	**$ 302,159,104**	**0.1**	**$ 302,159,104**
Teeter Tax Reserve Excess	$ 14,000,000	$ 21,500,000	$ 19,000,000	(11.6)	$ 18,000,000
Teeter Property Tax Cumulative Prior Years	4,435,615	6,204,217	4,376,700	(29.5)	4,247,502
Teeter Property Tax Prior Year	15,455,034	12,554,621	9,542,387	(24.0)	9,516,052
Total Teeter Revenue	**$ 33,890,649**	**$ 40,258,838**	**$ 32,919,087**	**(18.2)**	**$ 31,763,554**
Sales & Use Taxes	$ 17,442,429	$ 14,999,966	$ 15,993,213	6.6	$ 16,313,078
In Lieu Local Sales & Use Tax	5,990,080	5,003,345	5,713,046	14.2	5,827,306
Total Sales & Use Tax Revenue	**$ 23,432,509**	**$ 20,003,311**	**$ 21,706,259**	**8.5**	**$ 22,140,384**
State Aid HOPTR	$ 5,078,014	$ 4,985,000	$ 4,910,000	(1.5)	$ 4,910,000
Federal Payments In-Lieu of Taxes	1,023,206	1,056,408	1,100,000	4.1	1,100,000
Aid From City of San Diego	5,222,553	5,222,553	5,222,553	0.0	5,222,553
Redevelopment Incr./Aid from Redevelopment Agencies	22,100,000	24,362,009	29,612,382	21.6	29,772,755
Total Intergovernmental Revenue	**$ 33,423,773**	**$ 35,625,970**	**$ 40,844,935**	**14.7**	**$ 41,005,308**
Property Taxes Prior Secured	400,000	400,000	400,000	0.0	400,000
Property Taxes Prior Secured Supplemental	2,583,671	2,030,625	4,033,363	98.6	4,294,079
Property Taxes Prior Unsecured	300,000	300,000	300,000	0.0	300,000
Property Taxes Prior Unsecured Supplemental	300,000	200,000	350,000	75.0	350,000
Other Tax Aircraft Unsecured	3,045,000	3,045,000	3,451,000	13.3	3,502,765
Transient Occupancy Tax	3,300,000	2,500,000	2,500,000	0.0	2,500,000
Real Property Transfer Taxes	5,854,000	12,659,593	13,828,537	9.2	14,243,393
Franchises, Licenses & Permits	9,231,379	10,083,693	10,336,530	2.5	10,389,895
Fees, Fines & Forfeitures	2,141,064	2,124,258	2,064,742	(2.8)	2,106,038
Penalties & Cost Delinquency Taxes	18,412,468	17,102,675	15,161,049	(11.4)	15,159,179
Interest on Deposits & Investments	7,385,109	7,623,775	7,525,430	(1.3)	7,525,430
Interfund Charges/Miscellaneous Revenues	1,458,713	1,028,837	1,028,305	(0.1)	1,027,775
Total Other Revenues including Real Property Transfer Tax	**$ 54,411,404**	**$ 59,098,456**	**$ 60,978,956**	**3.2**	**$ 61,798,554**
Total General Purpose Revenue	**$ 950,705,000**	**$ 954,400,000**	**$ 964,422,000**	**1.1**	**$ 965,602,000**

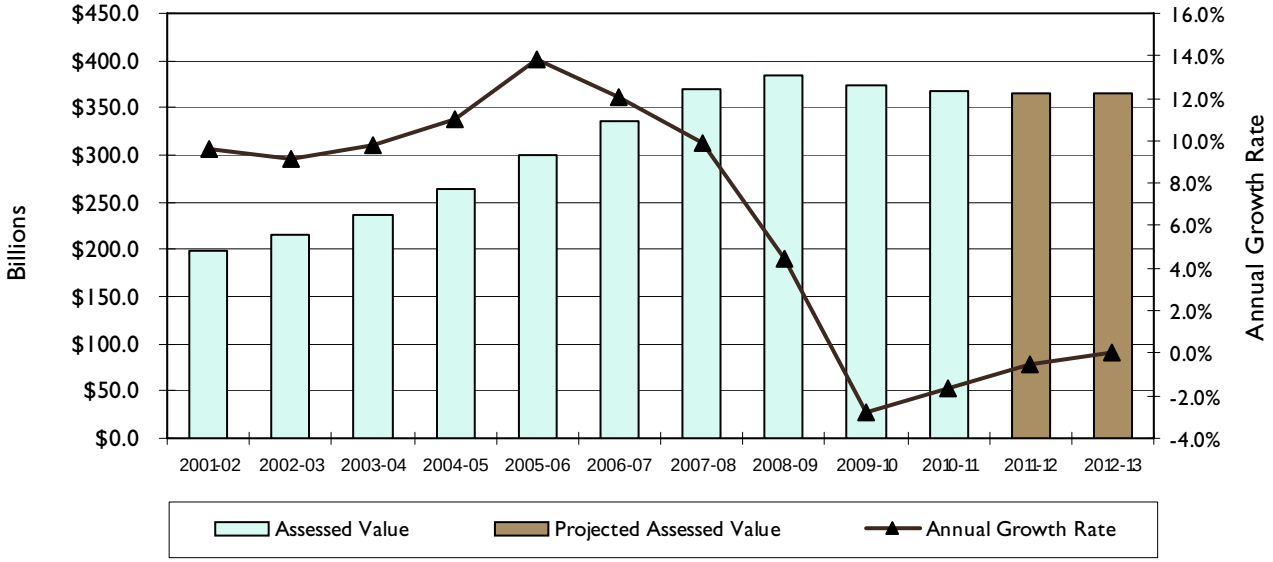
Property Tax Revenue

Property Tax Revenue, **($505.8 million in Fiscal Year 2011-12 and $506.7 million in Fiscal Year 2012-13)**, including current secured, current supplemental and current unsecured, represents 52.4% of the total General Purpose Revenue.



(The term "current" refers to those taxes that are due and expected to be paid in the referenced budget year.) For Fiscal Year 2011-12, budgeted property tax revenue is $8.2 million or 1.7% higher than the budget for Fiscal Year 2010-11. Property tax revenue is projected to increase 0.2% or $0.9 million for Fiscal Year 2012-13. Property Tax Revenue in the State of California is a funding source for local governments and school districts and is based on ad valorem property taxation, whereby the amount due is calculated by applying a 1% tax rate to the assessed value of real property (land and improvements) and certain business personal property owned by tenants. The assessed value of property is tracked on the secured, unsecured and supplemental tax rolls. Counties generate the property tax bills and collect the tax payments on behalf of the taxing entities within their respective boundaries. In some cases, there are additional special assessments approved by the voters, which are included on the tax bills as well. Property tax payment amounts received by the counties are then distributed to the various taxing entities.

San Diego County Locally Assessed Secured Property Values
Fiscal Year 2001-02 to Fiscal Year 2012-13



Notes: The projected locally assessed secured values assume a -0.5% decline for Fiscal Year 2011-12 and no growth for Fiscal Year 2012-13.
Source: San Diego County Auditor and Controller

The assessed value of real property has been in decline over the last two years and was projected to decline for a third year in San Diego County as a result of the credit crisis and economic downturn that began in 2007. Consequently, property tax revenue has decreased during Fiscal Year 2009-10 and Fiscal Year 2010-11. The residential real estate has begun to stabilize; however, the commercial real estate market has weakened.

- *Current Secured* property tax revenue **($487.1 million in Fiscal Year 2011-12 and $488.0 million in Fiscal Year 2012-13)** is budgeted to increase by $10.0 million in Fiscal Year 2011-12 from the adopted level for Fiscal Year 2010-11.

  This revenue is generated from the secured roll, that part of the roll containing real property, including residential and commercial property as well as State-assessed public utilities. The Fiscal Year 2011-12 revenue amount assumes a 0.5% decrease in the local secured assessed value from the actual current secured assessed value amount for 2010-11 (which was a 1.7% decrease from the prior year), but it also makes certain assumptions regarding the County's share of countywide property tax revenues, the delinquency rate and the amount of tax roll corrections and refunds on prior year assessments. The Fiscal Year 2011-12 assumption that local secured assessed value will decrease by 0.5% conservatively captures anticipated decreases associated with commercial assessment reviews in progress and uncertainty regarding timing of anticipated commercial value reductions. However, the anticipated commercial reductions did not occur in Fiscal Year 2010-11. The Fiscal Year 2011-12 actual change in assessed value resulted in a 0.5% improvement which is anticipated to result in a positive variance to budget.

  In Fiscal Year 2011-12, corrections and refunds combined are expected to decline compared to Fiscal Year 2010-11 projected level of $19.2 million estimated at the time the budget was prepared because a significant portion of the decrease in property values since 2007 will have been captured and reflected in the total value of the 2010 tax assessment roll. While refunds and corrections are expected to stabilize, there is a risk that refunds and corrections may exceed budgeted levels due to commercial property assessment reviews currently in progress. The timing and amount of these potential resultant refunds is unknown and will be monitored closely.

  The budgeted increase in revenue of $10.0 million or 2.1% is the net result of an anticipated reduction in expected refunds and corrections, an improvement in the delinquency rate, and the fact that the assessed value decline used to develop the budget in Fiscal Year 2010-11 was less than anticipated. Specifically, the Fiscal Year 2010-11 current secured revenue assumed a 2.35% decrease in the local secured assessed value over the actual current secured assessed value amount for 2009-10. However, the actual current secured assessed value decrease was only 1.7%. Moreover, there was an overall assessed value increase in State-assessed public utilities. For Fiscal Year 2012-13, local secured assessed value is assumed to remain flat but the County's share of total property tax revenues is expected to increase marginally with an expected stabilization in the level of refunds and corrections.

- *Current Supplemental* property tax revenue **($1.9 million in Fiscal Year 2011-12 and $2.0 million in Fiscal Year 2012-13)** is derived from net increases to the secured tax roll from either new construction or changes in ownership that occur subsequent to the January 1 lien date and are, therefore, more difficult to predict. These actions are captured on the supplemental roll. The slowdown in new construction and the decline in real estate prices have been acutely felt in supplemental property tax revenues. In many change of ownership transactions, instead of a property owner being billed for an additional amount of property tax because the value of the property after the transaction is higher than the value as of the lien date, the property owner receives a refund because the value is lower than it was on the lien date.

  In Fiscal Year 2005-06, refunds countywide totaled $4.0 million. They increased to $6.2 million in Fiscal Year 2006-07, increased to $15.0 million in 2007-08, and exceeded $38.3 million in Fiscal Year 2008-09. Supplemental refunds dropped to $21.6 million in Fiscal Year 2009-10 and dropped to $15.3 million in Fiscal Year 2010-11. They are anticipated to continue to decline gradually with the anticipated slow improvement in residential and commercial assessed values.

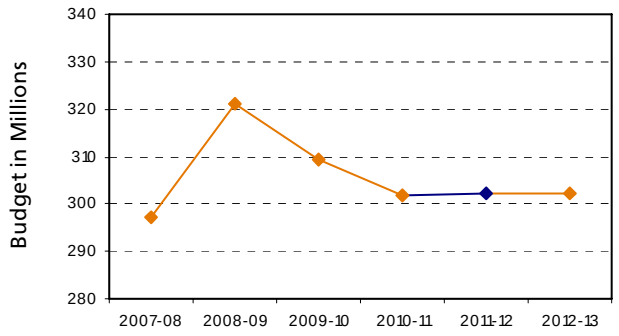
  Current supplemental property tax revenues were $29.5 million in Fiscal Year 2005-06. They dropped to $23.4 million in Fiscal Year 2006-07, to $14.0 million in Fiscal Year 2007-08, to $2.4 million in Fiscal Year 2008-09, and to $1.9 million in Fiscal Year 2009-10. In Fiscal Year 2010-11, Current Supplemental property tax revenues were $3.9 million. The budget assumes that this weakness will continue through the next two fiscal years with the Fiscal Year 2011-12 amount being $1.9 million, followed by a marginal increase to $2.0 million in Fiscal Year 2012-13.

- *Current Unsecured* property tax revenue **($16.8 million in Fiscal Year 2011-12 and $16.7 million in Fiscal Year 2012-13)** does not build on a prior year base. The unsecured roll is that part of the assessment roll consisting largely of business personal property owned by tenants. The roll is forecasted based on trends and

available information at the time the budget is developed. A marginally more conservative projection is used for Fiscal Year 2012-13.

Property Tax in Lieu of Vehicle License Fees (VLF)

Property Tax in Lieu of Vehicle License Fees (VLF) **comprises 31.3% ($302.2 million) of the General Purpose Revenue budgeted amount in Fiscal Year 2011-12 and 31.3% of the projected amount ($302.2 million) in Fiscal Year 2012-13.**



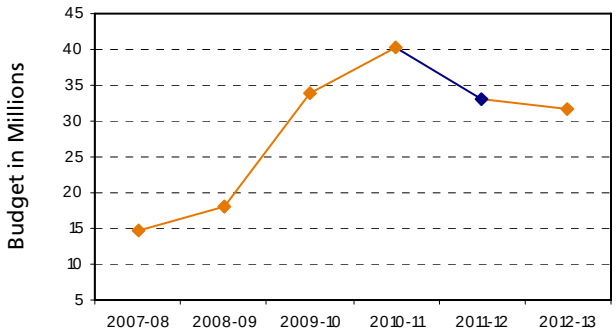
Beginning in Fiscal Year 2004-05, this revenue source replaced the previous distribution of vehicle license fees to local governments. Per the implementing legislation, revenue levels for this funding source are based on the growth or reduction in net taxable unsecured and local secured assessed value, which is estimated to be a reduction of 0.5% for Fiscal Year 2011-12. Despite the projected reduction in net taxable unsecured and local secured assessed value in Fiscal Year 2011-12, revenues are anticipated to be $0.3 million higher than what was budgeted for Fiscal Year 2010-11. In Fiscal Year 2010-11, the actual assessed value reduction was 1.7% compared to a budgeted reduction of 2.3%. The Fiscal Year 2012-13 revenue is estimated using a flat assessed value growth calculation.

Teeter Revenue

Teeter Revenue **($32.9 million in Fiscal Year 2011-12 and $31.8 million in Fiscal Year 2012-13)** represents about 3.4% of General Purpose Revenue in Fiscal Year 2011-12. For Fiscal Year 2011-12, budgeted Teeter Revenue is $7.3 million or 18.2% lower than the budget for Fiscal Year 2010-11.

In Fiscal Year 1993-94, the County adopted the alternative method of secured property tax apportionment available under Chapter 3, Part 8, Division 1, of the Revenue and Taxation Code of the State of California (also known as the "Teeter Plan"). This alternative method provides for funding each taxing entity included in the Teeter Plan (named after its author) with its total secured property taxes during the year for which the taxes are levied, regardless of whether all taxes due were paid by the property owner in that year. Under this plan, the County advances funds to these entities to cover the unpaid (delinquent) taxes (the "Teetered taxes"). The County's general fund benefits from this plan by being entitled to future collections of penalties and interest that are also due once the delinquent taxes are paid.

Teeter Revenue is projected based on the anticipated collection of the County's portion of the Teetered taxes from the prior year and cumulative prior years as well as the interest and penalty payments, which appear in the Teeter Tax Loss Reserve Excess account. See the table on page 72 for the amount of revenue pertaining to each of these three components. A legal requirement of the Teeter Plan requires the County to maintain a tax loss reserve fund to cover losses that may occur if delinquent taxes are not paid and the property goes into default and is sold for less than the outstanding taxes and assessments. Throughout the year, all interest and penalties collected on Teetered secured and supplemental property taxes are first deposited into the Teeter Tax Loss Reserve Fund. Any excess amounts above 25% of the total delinquent secured taxes and assessments may be transferred to the general fund.



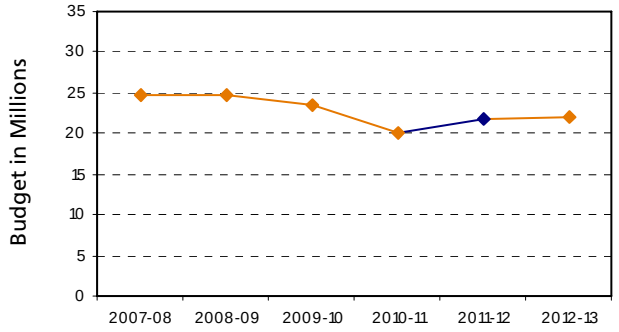
For Fiscal Year 2011-12, collections from previous years' receivables are budgeted to decrease by $4.8 million based on the size of the outstanding annual receivables and anticipated collection trends and market conditions. In Fiscal Year 2011-12, excess amounts from the Teeter Tax Loss Reserve Fund decrease from the $21.5 million in Fiscal Year 2010-11 budget to $19.0 million. They are expected to decrease to $18.0 million in Fiscal Year 2012-13.

Sales & Use Tax Revenue

Sales & Use Tax Revenue **($21.7 million in Fiscal Year 2011-12 and $22.1 million in Fiscal Year 2012-13)** represents about 2.3% of General Purpose Revenue and is derived from taxable sales by retailers who sell or rent tangible personal property in unincorporated areas of the county or from use taxes from consumers who purchase tangible personal property from out of state. Use taxes are also imposed on the storage, use, lease or other consumption of tangible personal property at any time a sales tax has not been paid by the retailer. The amounts shown in the table on page 72 reflect the combined Sales and Use Tax revenues and the In Lieu Local Sales & Use Tax replacement funding that will be transferred to the County from the Educational Revenue Augmentation Fund (ERAF).

The ERAF was established in 1992-93 and 1993-94 in response to serious State budgetary shortfalls. The legislature and administration permanently redirected over $3 billion of property taxes from cities, counties and special districts to schools and community college districts. These redirected funds reduced the state's funding obligation for K-14 school districts by a commensurate amount.

The In Lieu Local Sales & Use Tax is referred to as the "triple flip" and was effective July 1, 2004. Assembly Bill (AB) 7 XI, *California Fiscal Recovery Financing Act*, one of the 2003-04 State budget bills, enabled the State to redirect one-quarter cent of the local sales and use tax to the State to repay up to $15.0 billion in bonds authorized by Proposition 57 (2004), *Economic Recovery Bond Act*, to help the State refinance its past debt. In turn, the lost local sales tax revenues are replaced on a dollar-for-dollar basis with countywide property tax revenues shifted back from the ERAF.

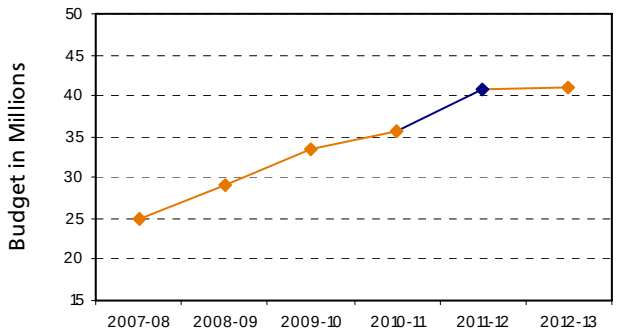


Sales & Use Tax revenue had been growing moderately through Fiscal Year 2007-08 in concert with population growth and new retail business formation in the unincorporated areas of the county. However, the recession, housing market declines and unemployment trends negatively impacted taxable sales at the statewide, Southern California and San Diego regional level. Sales and use tax revenues started to improve during calendar year 2010 with year-over-year quarterly increases in all four quarters. This trend has continued into the first quarter of calendar year 2011. For Fiscal Year 2011-12, the amount budgeted is $1.7 million or 8.5% above the Fiscal Year 2010-11 Adopted Budget. Sales Tax growth in Fiscal Year 2012-13 is anticipated to be $0.4 million or 2.0% over Fiscal Year 2011-12.

Intergovernmental Revenue

Intergovernmental Revenue **($40.8 million in Fiscal Year 2011-12 and $41.0 million in Fiscal Year 2012-13)** represents funding the County receives from various intergovernmental sources including Redevelopment Agencies; the City of San Diego (pursuant to a Memorandum of Understanding related to the County's Central Jail); the federal government (Payments in Lieu of Taxes (PILT) for tax-exempt federal lands administered by the Bureau of Land Management, the National Park Service, and the U.S. Fish and Wildlife Service); and the State of California (reimbursement to the County for the Homeowner's Property Tax Relief (HOPTR) program).

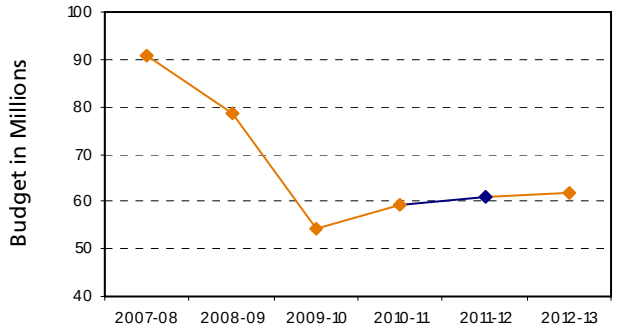
The largest portion of this funding is from redevelopment agencies based on the provisions of Article 16, Section 16 of the California Constitution, and Health and Safety Code Section 33670, which provides for the division of certain portions of property tax revenues between redevelopment projects and other taxing agencies. Under the HOPTR program, homeowners are exempted from paying property taxes on the first $7,000 of the assessed value of their personal residence and the State reimburses local taxing entities for the related loss of revenue.



For Fiscal Year 2011-12, the amount budgeted is $5.2 million or 14.6% above the Fiscal Year 2010-11 Adopted Budget. The anticipated increase in Aid from Redevelopment Agencies is primarily associated with additional funding from the Redevelopment Agency of the City of San Diego, Centre City Redevelopment Project. Pursuant to an agreement, the County will receive a percentage increase of total tax increment generated in the project area upon meeting certain tax increment thresholds. There will be no further percentage increases with this Redevelopment Agency.

Other Revenues

Other Revenues for **Fiscal Year 2011-12 total $61.0 million and increase to $61.8 million in Fiscal Year 2012-13.** The Fiscal Year 2010-11 amount represents an 3.2% or $1.9 million increase over the Fiscal Year 2010-11 Adopted Budget.



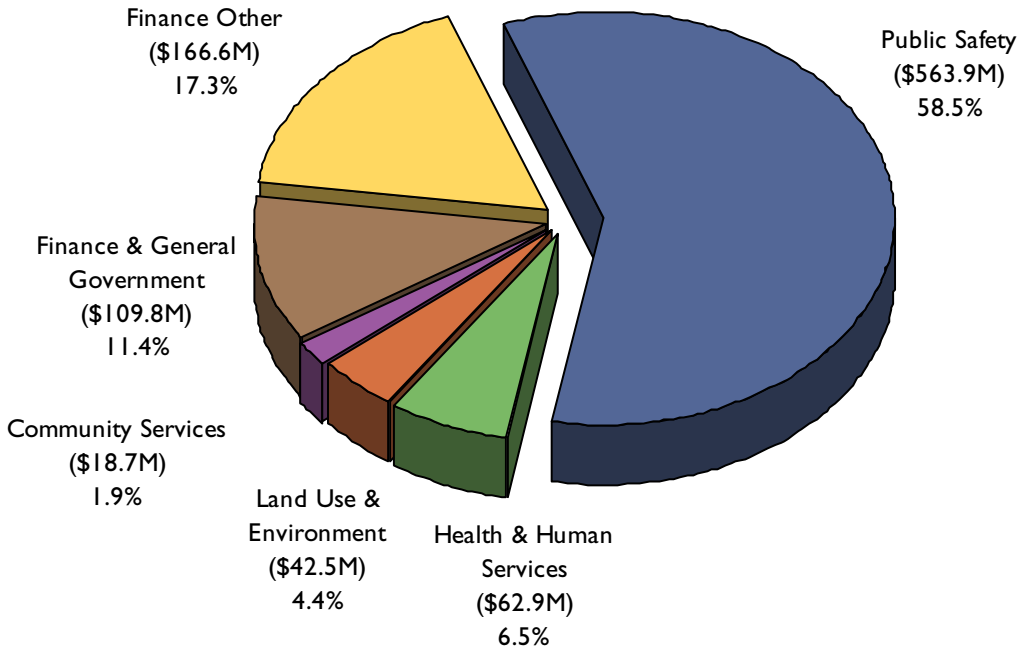
Various revenue sources make up this "Other Revenues" category including Real Property Transfer Tax (RPTT), interest on deposits, fees, fines and forfeitures, prior year property taxes, penalties & cost delinquency taxes, franchise fee revenue, cable and video licenses and other miscellaneous revenues.

The largest component of this revenue category for Fiscal Year 2011-12, at $15.2 million, is Penalties & Cost Delinquency Taxes. These revenues are received as a result of penalties assessed on the late payment of current year taxes (those taxes paid late, but before the end of the fiscal year). The second largest component of Other Revenues, RPTT, is a leading indicator of local economic strength. RPTT revenue for Fiscal Year 2011-12 is budgeted at $13.8 million, a 9.2% ($1.2 million) increase from the Fiscal Year 2010-11 Adopted Budget, reflecting a continued improvement in the volume of transactions from the substantial slowing and overall volatility that began in fall 2008. Revenues are projected to improve by $0.4 million or 3.0% in Fiscal Year 2012-13 with an assumption that property re-sales will continue to improve, but only modestly. RPTT 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 $0.55 per $500 of assessed valuation. The County realizes 100% of the revenues from transactions in the unincorporated area and 50% of the revenues from transactions in the incorporated areas.

Allocation of General Purpose Revenue by Group/Agency

General Purpose Revenue (GPR) is allocated annually to fund County services based on an analysis of available program revenues, federal/State service delivery obligations and the priorities and strategic direction set by the Board of Supervisors. While the Fiscal Year 2011-12 budget for the Public Safety Group represents 29.0% of total County expenditures, the allocation of GPR for services in that Group equals 58.5% of the total GPR. By contrast, the Health and Human Services Agency's budget represents 39.5% of total County expenditures but, because of significant amounts of funding from program revenues, it is allocated only about 6.5% of the total GPR. As noted above, the total amount of GPR increases in the Fiscal Year 2011-12 Adopted Budget by $10.0 million.

General Purpose Revenue Allocations by Group/Agency
Fiscal Year 2011-12: $964.4 million

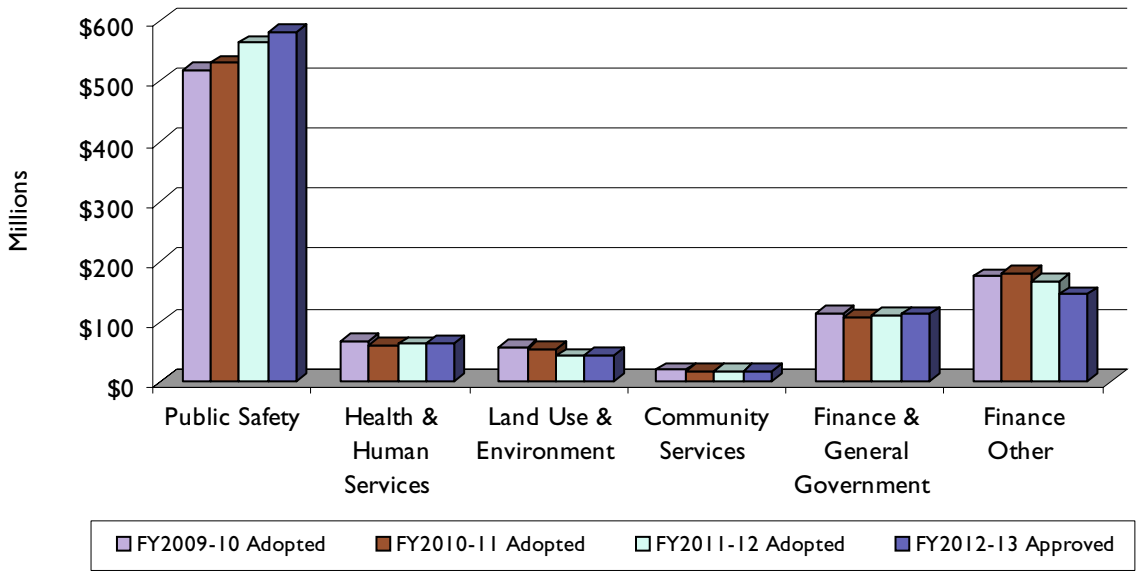


The allocation of GPR for Fiscal Years 2011-12 and 2012-13 reflects a multi-year strategic approach to managing County resources within the ongoing challenging economic environment, which began to show signs of stabilization and gradual recovery in Fiscal Year 2010-11. The primary goals of this strategy are to preserve core public safety and non-public safety services, maintain the commitment to the County's capital program, and address increases in contributions to the retirement fund.

Although various aspects of the challenging economic environment are described elsewhere in this document, the following is a brief summary of trends. The total assessed value of real estate in the County fell two of the past three years and showed marginal growth this past year. In **Fiscal Year 2011-12, GPR is budgeted at $964.4 million**, an improvement from Fiscal Year 2010-11, which was budgeted at $954.4 million, but still a large drop from a high of $1.01 billion in Fiscal Year 2008-09. More detail on the assessed value changes are described earlier in the General Purpose Revenue section. Also important are increases in the required contributions to the retirement fund driven by the 25.71% loss in the retirement fund's market value in Fiscal Year 2008-09. The Fiscal Year

2011-12 net employer contributions to the retirement fund increase by 14%. In anticipation of the proposed increase in required contributions, the Fiscal Year 2010-11 contribution rates adopted by the Board of Supervisors were higher than those recommended by the actuary at that time. This has lessened the impact of the increase in the County's Fiscal Year 2011-12 required contribution. Contributions are expected to continue to increase significantly through Fiscal Year 2014-15; however, the annual rate of increase beyond Fiscal Year 2011-12 is not certain. Future contribution rates will be driven by the actual performance of the retirement fund. However, it is prudent to plan with these possibilities in mind.

General Purpose Revenue Allocations by Group/Agency
Fiscal Years 2009-10 Through 2012-13



General Purpose Revenue Allocations by Group/Agency (in millions)

	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	% Change	Fiscal Year 2012-13 Approved Budget
Public Safety	$ 519.1	$ 530.5	$ 563.9	6.3	$ 581.2
Health & Human Services	67.6	62.0	62.9	1.3	63.7
Land Use & Environment	56.5	54.6	42.5	(22.2)	43.6
Community Services	19.2	18.5	18.7	1.1	18.9
Finance & General Government	113.3	108.2	109.8	1.5	112.1
Finance Other	175.1	180.6	166.6	(7.7)	146.0
Total	$ 950.7	$ 954.4	$ 964.4	1.1	$ 965.6

The significant drop in retail sales statewide driven by economic contraction caused Proposition 172 and Realignment revenues to plummet from highs of $236.4 million for Proposition 172 in Fiscal Year 2005-06 and $313.0 million for Realignment in Fiscal Year 2006-07. Fiscal Year 2010-11 Proposition 172 budgeted revenues are still down $50.5 million from the 2005-06 peak but are anticipated to improve in Fiscal Year 2011-12 growing by

$10.6 million. Fiscal Year 2010-11 Realignment revenues are down $58.3 million from the 2006-07 high but are also anticipated to recover by $10.1 million in Fiscal Year 2011-12.

The resource management strategy to address these issues over the next two years is summarized as follows:

- The Fiscal Year 2011-12 Adopted Budget factors in the County's labor agreements, assumes no negotiated wage increases for Fiscal Year 2011-12, includes a 5% increase in flex credits as of January 1, 2012, and it incorporates retirement offset savings for Fiscal Year 2011-12.
- Shifts $15.2 million from the pension stabilization fund in Fiscal Year 2011-12 to the five operating groups to fund the net cost increase in required retirement fund contributions.
- Initially, $16.3 million of fund balance was allocated for public safety services in the Public Safety Group (PSG) as a placeholder. The PSG Proposition 172 Fund stabilization strategy has been refined for Fiscal Year 2011-12 now that the revenue picture has become clearer. This multiyear strategy closes the gap using a combination of Proposition 172 revenue growth, Proposition 172 fund balance projected to be generated in Fiscal Year 2010-11, and Public Safety General Fund available fund balance.
- Uses $4.0 million of the Realignment fund balance commitment in Fiscal Year 2011-12 to offset the anticipated shortfall in realignment revenues compared to the County's obligation to fund a share of the costs for certain health and social services programs.
- The Fiscal Year 2012-13 Approved Budget also factors in the County's labor agreements, assumes no negotiated wage increases for Fiscal Year 2012-13, includes a 5% increase in flex credits as of January 1, 2013, and it incorporates retirement offset savings for Fiscal Year 2012-13.
- Shifts $17.9 million from the pension stabilization fund in Fiscal Year 2012-13 to the five operating groups to fund the net cost increase in required retirement fund contributions.
- Continues the multiyear PSG Proposition 172 Fund stabilization strategy for Fiscal Year 2012-13 addressing program costs in Public Safety through a combination of anticipated Proposition 172 revenue growth and Public Safety General Fund available fund balance.
- Uses $13.6 million of the Realignment fund balance commitment in Fiscal Year 2012-13 to offset the anticipated shortfall in realignment revenues compared to the County's obligation to fund a share of the costs for certain health and social services programs. This amount is tentative and dependent upon the direction of the economy over the next year.

Further detail about the impact of the reductions in GPR allocations is provided in the Group and department sections that begin on page 107. The previous charts and table show the amount of General Purpose Revenue allocated to support each Group/Agency for Fiscal Years 2011-12 and 2012-13 compared to the two prior fiscal years.

Capital Projects

Capital Projects

Each year, the County assesses the need for capital improvements in accordance with Board of Supervisors Policies G-16, *Capital Facilities and Space Planning* and B-37, *Use of the Capital Program Funds*. These policies provide guidelines for the County's multi-year approach to planning for capital projects. The projects identified in this process include the improvement to or acquisition of land and facilities. Infrastructure projects, such as roads, bridges and sewer lines, are reviewed separately and budgeted in the applicable operating fund (e.g., Road Fund or sanitation district funds). The Fiscal Year 2011-12 capital projects budget for the County is $117.3 million and $28.7 million for Fiscal Year 2012-13. This excludes amounts appropriated in the Edgemoor Development Fund to support the long-term lease payments associated with the construction of the Edgemoor Skilled Nursing Facility. The Capital Program section of this Operational Plan on page 435 highlights major projects and includes a schedule of lease-purchase payments related to previously debt-financed projects.

The following chart shows the dollar amount and number of projects with new appropriations by Capital Program fund, as well as a summary by Group/Agency of the remaining dollar amount for projects previously budgeted and the number of projects still underway. Once appropriations are established for a capital project, they are carried forward until the project is completed.

Capital Project Appropriations

	Dollar Amount	Number of Projects
Appropriation Increases for New & Existing Capital Projects (Fiscal Year 2011-12)		
Capital Outlay Fund	$ 37,277,000	9
Justice Facility Construction Fund	70,000,000	1
Multiple Species Conservation Program Fund	10,000,000	1
Total - Appropriation Increases for New & Existing Capital Projects (Fiscal Year 2011-12)	$ 117,277,000	11
Projects Underway		
Public Safety Group	$ 151,361,229	9
Health & Human Services Agency	5,681,298	6
Land Use & Environment Group	49,581,545	92
Community Services Group	181,909,298	15
Finance & General Government Group	6,432,875	2
Total - Projects Underway	$ 394,966,246	124
Grand Total	$ 512,243,246	135

Reserves and Resources

Additional Resources

The County maintains a prudent level of resources for various purposes. The tables below display the amount available as of July 1, 2010 and July 1, 2011. Due to the implementation of Governmental Accounting and Standards Board (GASB) Statement No. 54, Fund Balance Reporting and Governmental Fund Type Definitions GASB 54, certain accounts have been revised to reflect the new naming convention. Also, see Summary of Financial Polices for more information.

Reserves and Resources (in millions)		
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget
Tobacco Securitization Endowment Fund	$ 412.2	$ 392.6
Economic Uncertainty	100.0	100.0
Workers' Compensation Fund	98.7	103.4
Environmental Trust Fund	63.9	59.7
Public Liability Fund	34.2	32.6
Group/Agency Management Reserves	28.7	32.2
Restricted - Debt Service	24.0	22.6
General Fund Contingency Reserve - Operations	20.0	20.0
Total	$ 781.7	$ 763.1

Committed Fund Balance (General Fund only, in millions)		
	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget
Committed - Realignment	$ 69.3	$ 65.3
Committed - Unforeseen Catastrophic Events	55.5	55.5
Committed - Replacement of Regional Communication System	0.0	16.3
Committed - Sheriff Capital Project	4.0	6.0
Committed - Dept. of Voter Registration	1.3	0.0
Committed - Planning and Land Use	0.7	0.7
Committed - ROV Equipment Replacement	0.4	0.4
Committed - Environmental Health	0.0	0.6
Committed - HA Kearny Mesa Lease	0.0	0.0
Total	131.2	144.8

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. Based on certain interest rate assumptions, these proceeds would have enabled the County to fund approximately

$24.2 million of health care programs annually through approximately 2020. Due to lower than anticipated interest earnings, in May 2006, the original issuance was refunded through a second securitization and an additional $123.5 million was deposited into the fund. It is estimated that this will extend the life of the endowment fund from the year 2020 to 2034 and allow for $27.5 million in anticipated proceeds annually.

General Fund Minimum Fund Balance for Economic Uncertainty — Established in Fiscal Year 2009-10, pursuant to Board of Supervisors Policy B-71, *Fund Balance and Reserves* (previously known as General Fund Designation of Fund Balance for Economic Uncertainty), sets a target amount that equates to 10% of General Purpose Revenue. The $100.0 million set aside of General Fund unassigned fund balance for Fiscal Year 2011-12 equates to 10.4% of General Purpose Revenue and is in compliance with that policy.

Workers' Compensation Fund — The County contracts with an actuary to annually estimate the liability and capture the costs associated with all reported and unreported workers' compensation claims. The liability is estimated to be $106.6 million, which includes $24.8 million in expected costs for Fiscal Year 2011-12. The cash balance in the fund was $103.4 million as of July 1, 2011.

Environmental Trust Fund — Proceeds from the sale of the County's Solid Waste System on August 12, 1997, were set aside to fund inactive/closed landfill management for approximately 30 years. The decrease from Fiscal Year 2010-11 to Fiscal Year 2011-12 represents the net amount drawn down to support landfill management operations.

Public Liability Fund — The County contracts with an actuary to annually assess the long-term liability of the fund and determine adequate level of reserves for current and future public risk management claims. The liability is estimated to be $29.0 million, which includes $11.6 million in expected costs for Fiscal Year 2011-12. The cash balance in the fund was $32.6 million as of July 1, 2011.

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

Restricted - Debt Service —The portion of bond proceeds from various County Certificates of Participation and Lease Revenue Bonds that are set aside to provide assurance to the investors that funds are available should the County not be able to make a lease payment from currently budgeted resources.

General Fund Contingency Reserve — Appropriated for unanticipated needs or to offset revenue shortfalls during the fiscal year. Board of Supervisors Policy B-71, *Fund Balance and Reserves*, sets a target amount that equates to 2% of budgeted General Purpose Revenue. The $20.0 million budgeted for Fiscal Year 2011-12 equates to 2.1% of General Purpose Revenue and is in compliance with that policy.

Committed Fund Balance (General Fund only) — The Board of Supervisors has determined from time to time that certain amounts of fund balance be set-aside for specific purposes. Balances can increase or decrease depending upon whether the funds are being accumulated for later use, are being used because of fluctuating workloads, or to make scheduled payments over a limited period of time. Current amounts set aside include:

- **Committed - Realignment** — Established in Fiscal Year 2005-06 to provide a funding source for future years when fluctuations in ongoing realignment revenues may result in inadequate resources to fund the realigned Health, Mental Health and Social Services programs. The Health and Human Services Agency will use $4.0 million in Fiscal Year 2011-12 to support its programs because of the economic impact on realignment revenues.
- **Committed - Unforeseen Catastrophic Events** — Established in Fiscal Year 2007-08 by the Board of Supervisors, previously known as General Reserve, to address unforeseen catastrophic situations. By law, the General Reserve may be established, cancelled, increased or decreased at the time of adopting the budget with a three-fifths vote of the Board of Supervisors. It may be increased at any time during the year with a four-fifths vote of the Board, and in the case of a legally declared emergency as defined in Government Code §29127, the Board by a four-fifths vote may appropriate these funds and make the expenditures necessary for the emergency. Board of Supervisors Policy B-71, *Fund Balance and Reserves*, sets a target amount for this reserve that equates to 5% of budgeted General Purpose Revenue. The County's fund balance commitment for Unforeseen Catastrophic Events of $55.5 million equates to 5.8% of Fiscal Year 2011-12 budgeted General Purpose Revenue and is in compliance with the policy.

- **Committed - Replacement of Regional Communication System** — Established in Fiscal Year 2011-12, for the future design, procurement and installation of the next generation of communication technology to be used by public safety and public service agencies throughout San Diego County. These funds will be used to support the County's share of costs to replace the existing 800MHz Regional Communication System implemented in 1996.
- **Committed - Sheriff Capital Project** — Established in Fiscal Year 1999-00, for future departmental capital expenditures. This commitment was increased by $2.0 million in Fiscal Year 2011-12 to set aside funds toward future ASTREA helicopter replacement.
- **Committed - Dept. of Voter Registration** — Established in Fiscal Year 2003-04 to provide sustained funding for those election years with few billable participating jurisdictions. This commitment has been decreased by $1.3 million in Fiscal Year 2011-12 to help fund election services.
- **Committed - Planning and Land Use** — Established to set aside the balance of Building/Code Enforcement excess revenue over cost paid by the Department of Planning and Land Use customers related to building permit activities. This ensures that excess revenue over cost paid by the customers is used only for work in progress costs in coming fiscal years.
- **Committed - ROV Equipment Replacement** — Established in Fiscal Year 2008-09, to set aside funding for replacement of election equipment based on revenue received for that purpose from participating jurisdictions in November 2006. These monies will not be used until a new long-term voting system has been selected.
- **Committed - Environmental Health** — Established in Fiscal Year 2003-04, by the Department of Environmental Health (DEH) to set aside any excess revenue over cost that may occur in some fiscal years for use in a subsequent fiscal year when costs exceed revenue. This ensures that excess revenue over cost paid by DEH customers is used only to fund expenses in DEH.
- **Committed - HA Kearny Mesa Lease** — This commitment was established in Fiscal Year 2005-06 based on a payment from the Housing Authority to pay the remaining annual lease payments for the Housing Authority office building located in the Kearny Mesa area of San Diego. The lease payments, which will end in Fiscal Year 2012-13, have been made from the commitment since Fiscal Year 2006-07. Now that the commitment has been depleted, future payments will be offset by General Purpose Revenue, in recognition of interest that would otherwise have been earned on the Housing Authority funds.

Debt Management Policies and Obligations

Debt Management

The County of San Diego uses debt financing to: (i) fund certain capital assets that support the provision of services by the County; (ii) achieve savings in meeting its obligations to the pension fund; or (iii) provide for short term cash flow requirements. The decision to use debt financing is governed by several factors including the nature of the project to be financed, availability of other financing, and debt affordability. The County enters into both long-term and short-term financings, which undergo the scrutiny of the credit rating agencies. The County's long-term financings adhere to a Board of Supervisors approved policy. This policy, the County's current credit ratings and the various forms of debt financing utilized by the County are described in more detail below. The term debt is used to refer to certain financial obligations of the County that are sold in the capital markets, including its bonds, Certificates of Participation and notes.

Long-Term Obligation Policy

The foundation of any well-managed debt program is a comprehensive and fiscally prudent policy that sets forth the parameters for issuing debt and managing the outstanding debt portfolio and provides guidance to decision makers. Adherence to a long-term financial strategy and policy is important to ensure that the County maintains a sound debt position and that credit quality is protected. The County Board of Supervisors adopted Board Policy B-65, *Long-Term Financial Obligation Management Policy*, on August 11, 1998, and periodically reviews and updates it as necessary. Policy B-65, along with the rating agencies' analyses, has been the foundation for the County's debt program. For purposes of this policy, long-term financial obligations are those that exceed one fiscal year.

Long-Term Obligation Limits

- All long-term financings shall comply with federal, State and County Charter requirements,
- All long-term obligations must be approved by the Board of Supervisors after approval and recommendation by the Debt Advisory Committee, which is composed of the Chief Financial Officer (CFO), the Auditor and Controller and the Treasurer-Tax Collector.
- Prior to its recommendation, the Debt Advisory Committee shall assess the ability of the County to repay the obligation, identify the funding source of repayment, evaluate the impact of the ongoing obligation on the current budget and future budgets, assess the maintenance and operational requirements of the project to be financed, and consider the impact on the County's credit rating.
- The term of the long-term obligation will not exceed the useful life or the average life of the project or projects being financed.
- Annual principal and interest payments on long-term obligations of the General Fund will not exceed 5% of General Fund revenue.

Uses of Long-Term Obligations

- Long-term financial obligations will not be used to finance current operations or recurring needs.
- The Board of Supervisors may consider long-term financial obligations for the purpose of providing office space or operational facilities to County departments or agencies, upon recommendation of the Debt Advisory Committee. Capital projects identified as candidates for debt financing should have first been identified and prioritized during the development of the County's multi-year Capital Improvement Needs Assessment. If the Debt Advisory Committee deems that the financing is feasible, financially and economically prudent, coincides with the County's objectives and does not impair the County's creditworthiness, then it will be forwarded to the Board of Supervisors for consideration.

Structuring Practices

- Variable rate obligations shall not exceed 15% of the County's outstanding long-term obligations.
- Derivative products, such as interest rate swaps, will be considered only if they meet the economic goals and policy objectives of the County as outlined in the Swap Policy of the Debt Advisory Committee.
- Long-term obligations taken on by organizations utilizing the County as a conduit issuer must qualify for an investment grade rating by one of the nationally recognized rating agencies (either with or without

alternative credit enhancement). An exception to this requirement would be private placements subject to approval by the Debt Advisory Committee.

Management Practices

- The County shall encourage and maintain good relations with credit rating agencies, investors in the County's long-term financial obligations, and those in the financial community who participate in the issuance or monitoring of the County's long-term obligations. A policy of full and open disclosure on every financial report and long-term obligation transaction will be enforced, an investor relations website will be maintained with current and accurate information, and a credit rating agency presentation/update shall be conducted annually.
- The County shall comply with all ongoing disclosure conditions and shall file such required documents in a timely manner.
- The County shall monitor earnings on bond proceeds and rebate excess earnings as required to the U.S. Treasury to avoid the loss of tax-exempt status.
- The County of San Diego will enforce filing notices of completion on all projects within five years of their financing. The County shall continually review outstanding obligations and aggressively initiate refinancings when economically feasible and advantageous.

Credit Ratings

The most recent long-term credit review by Moody's Investors Service, Standard and Poor's and Fitch Ratings was performed in June and July 2011, when the agencies assigned ratings to the County's 2011 County Administration Center Waterfront Park Certificates of Participation. During these credit reviews, all three major rating agencies affirmed the County's long-term issuer rating, lease financing ratings and Pension Obligation Bond ratings, citing the County's strong financial management, broad and diverse economy, and low to moderate debt burden in their rationale for the ratings they assigned. According to Fitch Ratings, "the county continues to manage its financial situation well in the face of significant challenges." Moody's Investors Service states that the County's financial position remains strong and it "benefits from very strong, conservative fiscal management." Standard and Poor's holds that "the county will likely maintain, what [it considers], good financial performance and contingency reserves despite the economic downturn and uncertainty over state funding."

The San Diego County Employees Retirement Association (SDCERA) had its 'AAA' rating affirmed by Standard & Poor's in January 2009. The rating reflects the organization's overall capacity to pay its financial obligations, and is based on SDCERA's strong fund management, good funded status despite a challenging fiscal year and continued strong credit quality of the pension system's sponsor (County of San Diego).

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.

The County of San Diego's credit ratings are as follows:

Credit Ratings

	Moody's Investors Service	Standard & Poor's	Fitch Ratings
County of San Diego (Issuer Rating)	Aa1 (GSR)	AAA	AAA
Certificates of Participation and Lease Revenue Bonds	Aa3 (GSR)	AA+	AA+
Pension Obligation Bonds	Aa2 (GSR)	AA+	AA+
San Diego County Employees Retirement Association	—	AAA	—
County Investment Pool	—	AAAf/S1	—

GSR - Global Scale Rating

Authority to Finance and Bond Ratios

The table on the following page lists the statutes authorizing the County of San Diego to enter into long- and short-term obligations and, if applicable, the legal authority on maximum bonded indebtedness. All long-term and short-term obligations must conform to State and local laws and regulations. The basic constitutional authority for State and local entities to enter into long-term and short-term obligations is in the Tenth Amendment to the U.S. Constitution. To incur long-term or short-term obligations within the State of California, a political subdivision must have either express or implied statutory authority.

State constitutional limitations prohibit cities and counties 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: (i) the Offner-Dean lease exception, (ii) the special fund doctrine and (iii) the obligation imposed by law exception.

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 that is used to finance an activity related to the source of the revenue.

The 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; therefore, it would not be relevant to obtain voter approval.

Authority to Finance

Issuer	Issuance Legal Authority
County of San Diego	General: Government Code §5900 et seq. and §29900 et seq.
	Maximum Indebtedness: Government Code §29909
	Short-Term TRANs: Government Code §53820 et seq.
	Pension Obligation Bonds: Government Code §53580 et seq.
Nonprofit Public Benefit Corporation	Corporations Code §5110 et seq.
Joint Powers Authority	Government Code §6500 et seq.
Redevelopment Agency	Health and Safety Code §33000 et seq.
Housing Authority	Health and Safety Code §34200 et seq.
	Multi-family Bonds: Health and Safety Code §52075 et seq.
Assessment Bonds	Street and Highway Code §6400 et seq. and §8500 et seq.
Mello-Roos Community Facilities District	Government Code §53311 et seq.
Conduit Bonds	Government Code §26227

Bond and Debt Service Ratios

Bond ratios useful to County management, the general public and investors are as follows:

Bond Ratios	Fiscal Year 2006-07	Fiscal Year 2007-08	Fiscal Year 2008-09	Fiscal Year 2009-10	Fiscal Year 2010-11	Fiscal Year 2011-12
Net Bonded Debt (in millions)[1]	$1,597.0	$1,578.7	$1,404.1	$1,436.7	$1,265.5	$1,204.4[2]
Net Bonded Debt per Capita[3,4]	$533	$521	$458	$465	$406	$383[4]
Ratio of Net Bonded Debt to Assessed Value	0.45%	0.41%	0.35%	0.36%	0.32%	0.31%

[1] Net Bonded Debt excludes Redevelopment Agency Bonds and reflects the net effect of debt service reserves.

[2] Net Bonded Debt as of June 30, 2011.

[3] Based on the January 1st annual estimated population figures for the County of San Diego provided by the State of California Department of Finance (DOF). E-4 Population Estimates for Cities, Counties and the State with Annual Percentage Change - January 2001 to 2009, with 2000 and 2010 Census counts. This also includes January 1, 2011 population estimates by the DOF that incorporate the 2010 Census counts.

[4] Based on estimated January 1, 2012 population figures for the County of San Diego using an annual average growth for the last nine years.

Note: If the County were to issue General Obligation Bonds, the debt limit pursuant to Government Code §29909 would be 1.25% of the taxable property of the county. The estimated taxable assessed value in the county as of June 30, 2011 is $393.0 billion.

General Fund Debt Service Ratios

The Total Debt Service reported in the table below is comprised of payments on the County's Pension Obligation Bonds, Certificates of Participation and Lease Revenue Bonds. They are described in the following section titled "Long-Term Obligations." In addition, the detail of the payments required for assets financed through the Certificates of Participation and Lease Revenue Bonds is provided on page 476 in the Capital Program section.

Components of General Fund Debt Service Ratio (in millions)	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
General Fund Revenue[1]	$ 3,464.6	$ 3.446.3	$ 3,447.7	$ 3,526.9	$ 3,464.5
Total Debt Service [2]	$ 128.3	$ 129.4	$ 120.5	$ 120.5	$ 122.8
Ratio of Total Debt Service to General Fund Revenue	3.70%	3.75%	3.49%	3.42%	3.55%
General Fund Share of Debt Service Cost [3]	$ 108.5	$ 103.5	$ 93.6	$ 95.0	$ 97.6
Ratio of General Fund Share of Debt Service to General Fund Revenue	3.13%	3.00%	2.71%	2.69%	2.82%

See table notes on the following page.

[1]General Fund Revenue excludes fund balance and fund balance component decreases.

[2] The decrease in Total Debt Service in Fiscal Year 2010-11 is mainly due to the final payment of principal and interest for the Information Technology Certificates of Participation made in Fiscal Year 2009-10.

[3] General Fund Share of Debt Service Cost excludes debt service chargeable to special revenue funds, enterprise funds, special districts and external funding sources.

Long-Term Obligations

The County's outstanding long-term principal bonded debt as of June 30, 2011 and projected as of June 30, 2012 is:

Outstanding Principal Bonded Debt (in millions)

	As of June 30, 2011	Projected as of June 30, 2012
Certificates of Participation	$ 248.8	$ 261.4
Lease Revenue Bonds	136.9	133.8
Pension Obligation Bonds	841.3	806.8
Redevelopment Agency Bonds	14.3	13.9
Total	$ 1,241.3	$ 1,215.9

The following discussion explains the nature and purpose of each of the long-term financing instruments available to or used by the County.

Certificates of Participation (COPs) and **Lease Revenue Bonds** (LRBs) are sold to investors to raise cash for the financing of capital infrastructure. The repayment of these COPs and LRBs is secured by a revenue stream created by lease payments, often associated with the capital asset that the proceeds of the COPs or LRBs are funding. These lease payments are established in agreements between the County and another entity, typically either a nonprofit corporation, such as the San Diego County Capital Asset Leasing Corporation, or a joint powers authority, such as the San Diego Regional Building Authority. The annual lease payments from the County to the financing entity are in an amount sufficient to satisfy the principal and interest payments due to the holders of the COPs or LRBs. At the end of the lease period, the title to the asset is typically conveyed to the County.

The County first used COPs in 1955 with the financing of the El Cajon Administrative Building. Since then, the County has made use of various lease-backed transactions, both COPs and LRBs, to fund the County's major capital requirements. The County currently has COPs and LRBs outstanding, the proceeds of which were used to fund the construction of various justice facilities, the Edgemoor Skilled Nursing Facility, the County Operations Center and the anticipated County Administration Center Waterfront Park.

Taxable Pension Obligation Bonds (POBs) are financing instruments typically used to pay some or all of a pension plan's unfunded liability. The bond proceeds are transferred to the issuer's pension system as a prepayment of all or part of the unfunded pension liabilities of the issuer, and the proceeds are invested as directed by the pension system. POBs have been issued on several 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 making 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 on the assets of the fund and retiree benefits. POBs totaling $430.4 million were first issued by the County in February 1994. Since this initial issue, the County has issued additional series of POBs: in September 2002, the County issued $737,340,000 of POBs, a portion of which refunded the POBs issued in 1994; in June 2004, the County issued an additional $454,112,916 of POBs; and in August 2008, $443,515,000 of POBs were issued to refund the variable rate portion of the POBs issued in 2002.

As of August 15, 2009, a total of $264 million of the principal component of the County's outstanding taxable POBs issuances has been prepaid. As reflected in the Fiscal Year 2009-10 Adopted Operational Plan, the most recent prepayment occurred on July 1, 2009 and retired the $100 million of outstanding 2008 Series B1-B2 POBs

(variable rate demand obligations). This most recent prepayment resulted in lowering the aggregate annual debt service for the taxable POBs from $86.0 million to $81.4 million and a further shortening of the final maturity to Fiscal Year 2026-27. As of June 30, 2011, the County had $841.3 million of taxable POBs outstanding.

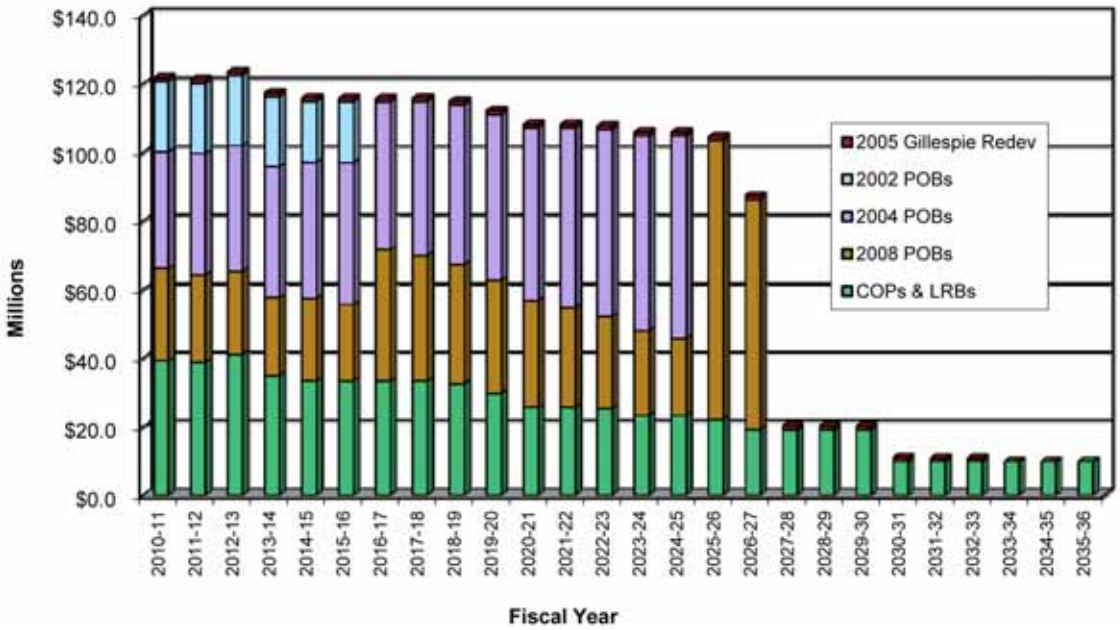
Redevelopment Agency Tax Allocation Bonds (TABs) were issued on September 12, 1995 as limited obligations of the County of San Diego Redevelopment Agency (Agency) in the amount of $5.1 million. The Agency was formed on October 14, 1974 pursuant to Redevelopment Law. The 1995 bonds were issued for the Gillespie Field Redevelopment Project, which is one of the Agency's two redevelopment project areas. The proceeds were used by the Agency to finance the construction of public improvements at the Gillespie Field Airport. On December 22, 2005, the Agency issued $16 million in TABs to refund all of the Agency's outstanding 1995 bonds and to repay loans owed to the County's Airport Enterprise Fund. These loans were used by the Agency to finance redevelopment activities in the Gillespie Field Redevelopment Project Area. In connection with the 2005 TABs, the County pledged to make limited payments to the Agency from the Airport Enterprise Fund. This pledge is a limited obligation of the County and is not secured by the County's General Fund. This pledge, along with certain tax increment revenues generated in the Gillespie Field Redevelopment Project Area, support annual principal and interest payments of approximately $1.2 million through Fiscal Year 2032-33; the final maturity of the 2005 TABs is in December 2032. State legislation regarding redevelopment agencies, which will be effective October 1, 2011, will not affect the Agency, TABs or the security of the TABs.

General Obligation Bonds (GO Bonds) are debt instruments issued by local governments to raise funds for the acquisition or improvement of real property. GO bonds are backed by the full faith and credit of the issuing entity; in California, authorization to issue GO bonds requires supermajority (two-thirds) voter approval. GO bonds are unique in that the bonds are secured by a pledge of the full faith and credit of the issuer, which includes the promise to levy an ad valorem tax in an unlimited amount as necessary to pay debt service. The County has no outstanding General Obligation Bonds.

The chart below shows the County's scheduled long-term obligation payments through Fiscal Year 2035-36, which include Certificates of Participation (COPs), Lease Revenue Bonds (LRBs), Taxable Pension Obligation Bonds (POBs) and Tax Allocation Bonds (TABs). The table following it shows the final maturity date, original principal amount and the outstanding principal amount for each of the County's current long-term financings.

Long-Term Debt Obligations

Fiscal Years 2010-11 Through 2035-36



The following chart reflects the County's outstanding financings as of June 30, 2011:

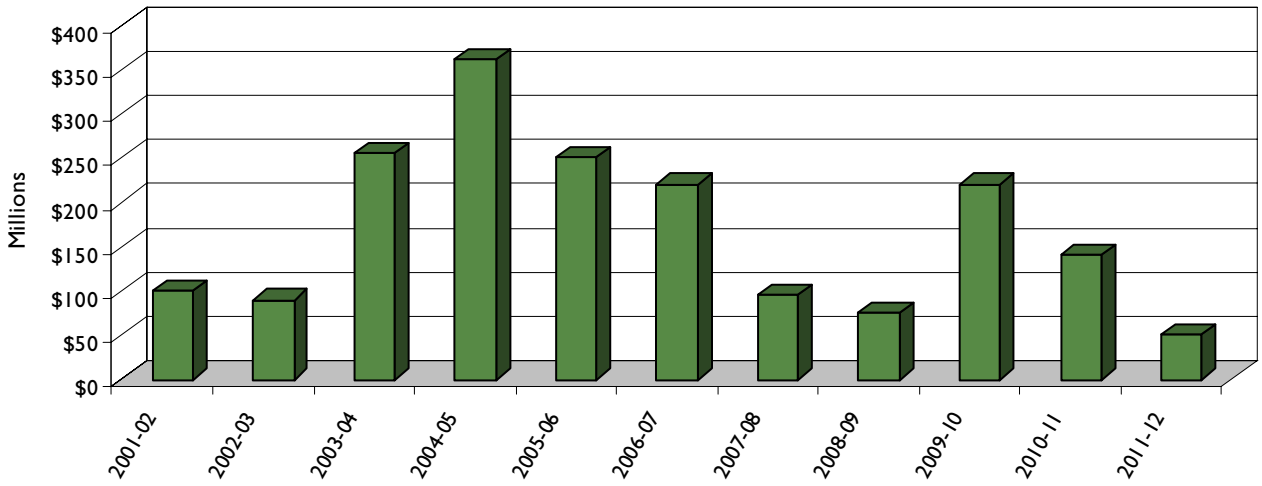
Outstanding County Financings (in thousands)			
	Final Maturity Date	Original Principal Amount	Principal Amount Outstanding
Certificates of Participation & Lease Revenue Bonds			
1993 Master Refunding	2012	$ 203,400	$ 7,400
2005 Edgemoor & RCS Refunding	2030	112,395	87,720
2005 North & East County Justice Facility Refunding	2019	28,210	19,915
2006 Edgemoor Completion Project	2030	42,390	39,790
2009 County Operations Center Phase 1A	2036	136,885	136,885
2009 Justice Facilities Refunding	2025	80,940	74,680
2011 MTS Tower Refunding	2019	19,260	19,260
Total Certificates of Participation and Lease Revenue Bonds		$ 623,480	$ 385,650
Taxable Pension Obligation Bonds			
Series 2002	2015	132,215	86,225
Series 2004 [1]	2024	454,113	427,742
Series 2008	2027	343,515	327,370
Total Pension Obligation Bonds		$ 929,843	$ 841,337
Redevelopment Agency Tax Allocation Bonds			
2005 Gillespie Field Refunding	2032	$ 16,000	$ 14,280
Total Tax Allocations Bonds		$ 16,000	$ 14,280

[1] Series 2004 Principal Amount Outstanding is net of unaccreted value of the 2004 Series C Pension Obligation Bonds.

Short-Term Obligations

During the course of the fiscal year, the County may experience temporary shortfalls in cash because of the unequal timing of the County's payment of expenditures, which is ongoing, and receipt of revenues, which is largely seasonal. To mitigate these cash flow imbalances, the County borrows cash through the issuance of Tax and Revenue Anticipation Notes (TRANs). These notes mature within twelve to thirteen months of the date of issuance and are therefore considered short-term obligations. The chart below shows TRANs borrowing since 2001-02.

Tax and Revenue Anticipation Notes (TRANs) - Cash Borrowing
2001-02 Through 2011-12



Conduit Issuances

Board of Supervisors Policy B-65, *Long-Term Financial Obligation Management Policy,* also provides for the County to assist qualified nonprofit and for-profit entities to access low-cost, tax-exempt financing for projects that provide a tangible public benefit, contribute to social and economic growth and improve the overall quality of life to the residents of the San Diego region. In these financings, the County is a conduit issuer whereby it issues tax-exempt long-term bonds on behalf of the qualifying entity. That entity, the conduit borrower, is responsible for all costs in connection with the issuance and repayment of the financing. Debt issued under the conduit program is secured by the borrower, and is not considered to be a debt of the County.

The Board of Supervisors, as outlined in Board Policy B-65, may consider conduit financing on behalf of nonprofit organizations upon recommendation of the Debt Advisory Committee. Initial contact will be directed to the Debt Advisory Committee and if the Committee decides that the conduit financing is feasible, financially and economically prudent, coincides with the County's objectives, and does not impair the County's creditworthiness, it will then be forwarded to the Board of Supervisors for consideration. All expenses related to the conduit financing will be borne by the applicants.

The Board of Supervisors may consider assessment district and community facilities district financings to provide for public improvements, whether initiated by petition of the property owners, the County or a non-County agency. Initial contact will be directed to the Debt Advisory Committee and if the Committee decides that the financing is feasible, financially and economically prudent, coincides with the County's objectives, and does not impair the County's creditworthiness, it will then be forwarded to the Board of Supervisors for consideration. All expenses related to the assessment district or community facilities district financing will be borne by the applicants.

The following chart reflects the County's outstanding conduit issuances as of June 30, 2011:

Outstanding Conduit Issuances (in thousands)			
	Final Maturity Dates	Original Principal Amount	Principal Amount Outstanding
Conduits			
1998 Sharp Healthcare	2028	$ 112,020	$ 83,175
1998 San Diego Natural History Museum	2028	15,000	11,600
2000 San Diego Museum of Art	2030	6,000	5,700
2001 University of San Diego	2041	36,870	25,860
2002 San Diego Imperial Counties	2027	10,750	8,750
2003 Chabad	2023	11,700	8,190
2003 San Diego Jewish Academy	2023	13,325	10,650
2004 Bishop School	2044	25,000	14,470
2004 Museum of Contemporary Art	2034	13,000	9,750
2005 Burnham Institute for Medical Research*	2031	24,500	20,180
2006 Burnham Institute for Medical Research	2034	59,405	54,190
2006 San Diego Foundation	2036	13,500	12,840
2008 The ARC of San Diego	2038	13,250	12,890
2010 Salk Institute for Biological Studies	2040	37,445	37,445
Total Conduits		$ 391,765	$ 315,690
Housing			
1999 Laurel Village Apartments	2014	$ 1,670	$ 1,370
2001 Village West	2031	4,438	3,727
2002 Spring Valley	2032	3,250	1,869
Total Housing		$ 9,358	$ 6,966
Reassessment Bonds			
1997 4S Ranch Reassessment District Bonds	2012	$ 21,755	$ 3,885
Total Reassessment Bonds		$ 21,755	$ 3,885

* On July 2, 2009 the outstanding County of San Diego Variable Rate Demand Certificates of Participation (COPs) secured by payments received from the Sidney Kimmel Cancer Center, dated October 5, 2005, were remarketed as County of San Diego Variable Rate Demand COPs secured by payments received from the Burnham Institute for Medical Research.

Summary of Financial Policies

Background

The County of San Diego has long been recognized for its strong financial management practices. The Government Finance Officers Association has recognized the County for its annual financial report with the Certificate of Achievement for Excellence in Financial Reporting and for its budget document with the Distinguished Budget Presentation Award. The following is an overview of various policies that the County adheres to in its financial management practices and uses to guide the County's budgetary decision making process.

Financial Planning and Budget

The County is actively engaged in financial and strategic planning activities. As discussed previously, the General Management System is the framework that guides County operations as is set forth in **Board of Supervisors Policy A-136**, *Use of County of San Diego General Management System for Administration of County Operations.*

- With the GMS as a guide for fiscal management practices, the County will:
  - Maintain fiscal stability to ensure the ability to provide services that customers rely on, in good times and in bad. All departments share in the responsibility of ensuring fiscal stability for the County.
  - Ensure that the financial management activities of the County support structural balance between ongoing revenues and expenditures.
  - Use the Strategic Plan as a guide to develop an annual five-year financial forecast to review primary cost drivers, service needs and available funding sources, which will lay the foundation for the upcoming Operational Plan.
  - Annually develop a structurally balanced two-year Operational Plan, the first year of which is formally adopted by the Board of Supervisors as the County's budget and the second year is accepted as a tentative plan.
    - California Government Code §29009 requires a balanced budget, defined as "the funding sources shall equal the financing uses," in the recommended, adopted and final budgets.
    - A structurally balanced budget means that ongoing, not one-time, resources are used to fund ongoing costs.
  - Conduct quarterly financial reporting processes to allow County managers to appropriately address changes in the external economic or internal financial conditions of the organization. At no time shall total expenditures exceed total appropriations; a budget amendment must be submitted and approved by the Board of Supervisors.
  - Develop and use performance measures to monitor progress and ensure that the County is on track to achieve its goals.

Revenues

- As a political subdivision of the State, the County has all the powers specifically stated and necessarily implied in general law and the County Charter, including the power to assess, levy and collect taxes.
- The County shall review and evaluate revenues from all sources in order to maximize these revenues within existing legal provisions — **County Administrative Manual 0030-22**, *Revenue Management: Auditor and Controller & Chief Administrative Officer (CAO) Responsibilities*.
  - The County shall develop annual revenue estimates for the development of the Operational Plan relating to revenues under control of the CAO.
  - The County shall devise and monitor the goals and objectives of a revenue management program within policy guidelines prescribed by the Board of Supervisors.
- All revenues received by the County identified as "one-time" revenues will only be appropriated for "one-time" expenditures — **County Administrative Manual 0030-14**, *Use of One-Time Revenues*.
- County departments will seek to recover the full cost of all services they provide to agencies or individuals outside the County organization on a contractual or fee basis or when obtaining grant funding. Exceptions to this policy require Board of Supervisors approval for the nonreimbursed costs — **Board of Supervisors Policy B-29**, *Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery*.

- Full cost is defined as the sum of direct costs plus departmental overhead costs plus external indirect costs as calculated pursuant to the Federal Office of Management and Budget Circular A-87 cost plan for the County (http://www.whitehouse.gov/omb/rewrite/circulars/a087/a87_2004.html).
- All proposed grant funding requests must be certified by the department head as being worthy of funding with County resources if external financing were unavailable.
- The establishment of fees, and subsequent changes to fees, will be done by ordinance or resolution at regularly scheduled meetings of the Board of Supervisors. Fees are to be deposited or paid in advance of delivery or completion of services. All fee schedules will be reviewed annually or more frequently, if warranted, to allow for full cost recovery.
- The CAO shall review all proposed new or changed fee schedules, grant applications and revenue contracts from an overall policy perspective before they are submitted to the Board of Supervisors for action. The County Counsel shall review all revenue contracts to ensure that the County's interests are protected.

- During the budget development process, selected departments may be asked to analyze services, either County operated or contracted, to determine if the quality, economy and productivity are equal to that of an alternative delivery method, including other government agencies, and to determine how the revenues can be maximized so the highest level or volume of services can be provided (**Board of Supervisors Policy B-63**, *Competitive Determination of Optimum Service Delivery Method*).
- There are three basic categories of funding sources for County programs and services - Program Revenue, General Purpose Revenue and fund balance.
  - Program Revenue may be received in the form of fees paid by customers for a particular service or may be received as a subvention or grant from the State or federal government based on qualifying services being provided to local residents. For purposes of constructing the Operational Plan, Program Revenue is defined to also include all revenue received by special funds.
  - General Purpose Revenue may be used to provide for any service that is within the legal purview of the County. It is used to match federal or State program revenues where required and to fund mandated and discretionary services where either no program revenue or insufficient program revenue is received. General Purpose Revenue shall be budgeted only after all other funding sources for those services are taken into account.
  - Fund balance results from an excess of revenues over expenditures in prior fiscal years. Fund balance is used to support one-time projects, not ongoing services.
- Revenue received from the Tobacco Master Settlement Agreement (1998) shall be allocated to support a comprehensive tobacco control strategy, to increase funding for health care-based programs, and to supplement, but not replace, existing health care revenue — **Board of Supervisors Policy E-14**, *Expenditure of Tobacco Settlement Revenue in San Diego County*.
- Revenue match contributions from the General Fund for required revenue match funding will be limited to the designated match level; i.e., if a 10% match is mandated, a maximum amount of 10% of program costs will be provided by the General Fund — **County Administrative Manual 0030-19**, *Revenue Match Limitations*.
- All County funds shall be established according to the procedures set forth in **County Administrative Manual 0030-18**, *Establishing Funds and Transfer of Excess Cash Balances to the General Fund*. Interest earned on all funds is deposited to the General Fund, unless specific legislation, codes or Board of Supervisors action directs otherwise. Earnings in excess of funding requirements are to be transferred to the General Fund.

Expenditures

- The Chief Administrative Officer supervises the expenditures of all departments and reports to the Board of Supervisors whether those expenditures are necessary — **County Charter, Article VII, Section 703.4**.
- Changes during the year to the adopted budget are permitted by State law with approval by the Board of Supervisors or, in certain instances, by the Chief Financial Officer.
- Appropriation transfers of any amount between objects within a budget unit may be processed by the Auditor and Controller except when the transfer would have actual or potential programmatic impacts or are to or from Capital Projects or Operating Transfers between departmental budget units. Programmatic impact is defined as a change in program emphasis (e.g., due to shifts in workload or new opportunities), staffing or

method of service delivery from the adopted budget. Appropriation transfer requests that fall within the exception categories require approval from the Board of Supervisors — **County Administrative Manual 0030-10**, *Transfers of Appropriations between Objects within a Budget Unit.*

- As a general policy, the County does not backfill programmatic funding eliminated by the State of California.
- Contracts for services, when properly issued and administered, are an approved method to accomplish County program objectives. Pursuant to County Charter §§703.10 and 916, the County may employ an independent contractor if it is determined that the services can be provided more economically and efficiently than by persons employed in the Classified Service. The County may enter into contracts for services based upon conditions and methods as set forth in **Board of Supervisors Policy A-81**, *Procurement of Contract Services*.
- The County shall procure items or services on a competitive basis unless it is in the County's best interests not to use the competitive procurement process. The competitive procurement requirements may be satisfied through conducting either (a) formal bidding or (b) competitive negotiated procurement. Definitions and guidelines for exemptions and exceptions are outlined in **Board of Supervisors Policy A-87**, *Competitive Procurement*.
- The County will establish appropriations for the Community Enhancement Program at a level approximately equal to the amount of Transient Occupancy Tax revenues estimated to be collected each fiscal year. Each of the five Board of Supervisors office is allocated 20% of the total program amount for purposes of recommending grant awards to community organizations based on eligibility criteria and application guidelines — **Board of Supervisors Policy B-58**, *Funding of the Community Enhancement Program*.
- The County will annually include appropriations in the Operational Plan for the Neighborhood Reinvestment Program in varying amounts of up to $10.0 million subject to the budget priorities of the Board of Supervisors as detailed in **Board of Supervisors Policy B-72**, *Neighborhood Reinvestment Program.*

Reserves

- The County provides a wide variety of services that are funded by a number of revenue sources. The County must be prepared for unforeseen events that could result in additional expenditure requirements or loss of revenue by establishing and maintaining prudent levels of fund balance and reserves.
- Pursuant to **Board of Supervisors Policy B-71**, *Fund Balance and Reserves*, the County will maintain fund balances and reserves in the General Fund as follows:
  - *Fund Balance Committed for Unforeseen Catastrophic Events*: The amount of fund balance committed for unforeseen catastrophic events shall be targeted at the equivalent of 5% of the total amount of budgeted general purpose revenue. The establishment of this fund balance commitment is governed by Government Code §29085-29086, which allows the amount to be increased or decreased at the time the budget is adopted, but once the budget is adopted, it may only be used for legally declared emergencies as defined in Government Code §29127.
  - *General Fund Contingency Reserve*: The General Fund appropriated Contingency Reserve shall be targeted at the equivalent of 2% of the total amount of budgeted general purpose revenue. The Contingency Reserve provides a source of funding for unanticipated needs or to offset revenue shortfalls during the year. Transfers from the Contingency Reserve require a 4/5ths vote of the Board of Supervisors.
  - *General Fund Minimum Fund Balance for Economic Uncertainty*: In order to be prepared for broader levels of economic uncertainty, the minimum level of unassigned fund balance in the General Fund shall be targeted at the equivalent of 10% of the total amount of budgeted general purpose revenue. To the extent that fund balance is available in excess of that amount, the Chief Administrative Officer may recommend the appropriation or commitment of the available balance for one-time purposes.
- Management Reserve appropriations may be established at the group or department level for unforeseen needs or one-time purposes that enhance or support services provided by the group or department.
- The Board of Supervisors may waive the requirement to maintain fund balance and reserves at the targeted levels if it finds that it is in the best interest of the residents of the County to so do.

- In the event that the Commitment for Unforeseen Catastrophic Events, Contingency Reserve or General Fund Minimum Fund Balance for Economic Uncertainty falls below targeted levels, the CAO will present a plan to the Board of Supervisors for restoration to those targeted levels.

Debt Management

- The County adopted **Board of Supervisors Policy B-65**, *Long-Term Financial Obligation Management Policy*, to ensure sound financial management. The Policy governs the County's entry into financial obligations that exceed one fiscal year.
- The County may issue Tax and Revenue Anticipation Notes (TRANs) as a short-term financing instrument to overcome temporary shortfalls in cash due to the timing of expenditures and receipt of revenues.
- For additional details on the County's debt management policy, refer to page 85 - Debt Management Policies and Obligations section.

Investments

- The San Diego County Treasurer-Tax Collector is responsible for the collection, banking, investment, disbursement and accountability of public funds, excluding pension funds. Accordingly, the County Treasurer shall annually prepare an Investment Policy that will be reviewed and monitored by the County Treasury Oversight Committee, established by the Board of Supervisors pursuant to California Government Code §§27130-27137.
- The monies entrusted to the County Treasurer (the Fund) will comprise an actively managed portfolio. This means that the Treasurer and his staff will observe, review and react to changing conditions that affect the Fund.
- The *San Diego County Treasurer's Pooled Money Fund Investment Policy* shall be annually reviewed and approved at a public hearing by the Board of Supervisors. When investing, reinvesting, purchasing, acquiring, exchanging, selling and managing public funds:
  - The primary objective shall be to safeguard the principal of the funds under the Treasurer's control.
  - The secondary objective shall be to meet the liquidity needs of the participants.
  - The third objective shall be to achieve an investment return on the funds under control of the Treasurer within the parameters of prudent risk management.
- The Treasurer shall prepare an investment report monthly to be posted on the Treasurer-Tax Collector's website.
- The Treasurer shall provide to the Treasury Oversight Committee an annual independent review by an external auditor to assure compliance with policies and procedures set forth by the California Government Code.

Capital Improvements

- The County Board of Supervisors has jurisdiction over the acquisition, use and disposal of County-owned real property and County-leased property under the authority of California Government Code §23004.
- The need for capital improvements is assessed annually. **Board of Supervisors Policy B-37**, *Use of the Capital Program Funds,* establishes funding methods, administration and control, and allowable uses of the Capital Program Funds.
- The physical assets of the County are extensive; thus, it is essential that the County follows an effective strategy to manage and plan for current and long-term capital and space needs. The Department of General Services shall be the responsible agency to manage the capital facilities planning and space needs of the County. The department is responsible for establishing the general objectives and standards for the location, design, and occupancy of County-owned or leased facilities, as well as serving as the steward of a Countywide master plan and individual campus plan - **Board of Supervisors Policy G-16**, *Capital Facilities and Space Planning*.
- Additional details on the County's Capital Program may be found on page 435.

Measurement Focus and Basis of Accounting

Governmentwide, proprietary and fiduciary fund financial statements are reported using the economic resources measurement focus and the accrual basis of accounting. Revenues are recorded when earned and expenses are recorded when a liability is incurred, regardless of the timing of related cash flows. Property taxes are recognized as revenue in the fiscal year for which the taxes are levied. Grants and similar items are recognized as revenue as soon as all eligibility requirements imposed by the provider have been met.

Governmental Funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. Sales taxes, investment income, state and federal grants and charges for services are accrued at the end of the fiscal year if their receipt is anticipated within 180 days. Property taxes are accrued if they are collectible within 60 days after the end of the accounting period. Expenditures are generally recorded when a liability is incurred, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences, claims and judgments, are recorded only when payment is due. General capital asset acquisitions and general principal payments are reported as expenditures in governmental funds. Proceeds of general long-term debt and capital leases are reported as other financing sources.

Proprietary Funds distinguish operating revenues and expenses from nonoperating items. Operating revenues and expenses generally result from providing services and producing and delivering goods in connection with a proprietary fund's principal ongoing operations. The principal operating revenues of the County's enterprise funds and internal service funds are charges to customers for services. Operating expenses for enterprise funds and internal service funds include the costs of services, administrative expenses and depreciation on capital assets. All revenues and expenses not meeting this definition are reported as nonoperating revenues and expenses.

For governmentwide (governmental and business-type activities) and proprietary fund activities, the County applies all applicable Governmental Accounting Standards Board (GASB) pronouncements, as well as any applicable pronouncement of the Financial Accounting Standards Board (FASB), the Accounting Principles Board, or any Accounting Research Bulletins issued on or before November 30, 1989, unless those pronouncements conflict with or contradict GASB pronouncements. The County has elected not to apply the FASB standards issued subsequent to November 30, 1989, in reporting business-type activities and proprietary funds. The GASB periodically updates its codification of the existing Governmental Accounting and Financial Reporting Standards, which, along with subsequent GASB pronouncements (Statements and Interpretations), constitutes Generally Accepted Accounting Principles (GAAP) for government agencies.

Financial Statement Presentation

For governmental funds only, current assets, current liabilities and fund balances are generally included on the balance sheet. The statement of revenues, expenditures and changes in fund balances - governmental funds present increases (i.e., revenues and other financing sources), decreases (i.e., expenditures and other financing uses) and the net change in fund balances.

For proprietary funds and fiduciary funds, all assets and all liabilities associated with the operation of these funds are included on the statement of net assets. Net assets for the proprietary funds are segregated into "invested in capital assets, net of related debt" and "unrestricted net assets" in the County's Comprehensive Annual Financial Report (CAFR). The net assets for the fiduciary funds are described as "held in trust for other pool participants" and "held in trust for individual investment accounts" in the CAFR. Proprietary funds statement of revenues, expenses and changes in fund net assets present increases (i.e., operating revenues and nonoperating revenue), decreases (i.e., operating expenses and nonoperating expenses), income/loss before capital contributions and transfers and the change in net assets.

Differences Between Budgetary and Financial Reports

Governmental Funds — An operating budget is adopted each fiscal year by the Board of Supervisors for the governmental funds. The annual resolution adopts the budget at the object level of expenditure within departments and authorizes the carry forward of appropriations and related funding for prior year encumbrances. Certain annual appropriations are budgeted on a project or program basis. If such projects or programs are not completed at the end of the fiscal year, unexpended appropriations, including encumbered funds, are carried forward to the following year with the approval of the Board of Supervisors. Any budget amendments are approved by the Group and department managers or the Board of Supervisors.

The schedule of revenues, expenditures and changes in fund balance - budget and actual is presented as Required Supplementary Information in the CAFR and is prepared in accordance with GAAP. This statement includes the following columns:

- The Original Budget column consists of the adopted budget plus the encumbrances carried forward from the prior fiscal year. The County adopts its budget subsequent to the start of the new fiscal year.
- The Final Budget column consists of the Original Budget column plus amendments to the budget occurring during the fiscal year.

- The Actual column represents the actual amounts of revenues and expenditures reported on a GAAP basis which is the same basis that is used to present the aforementioned original and final budget.

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.

All Funds/GASB 54 — The Governmental Accounting Standards Board (GASB) issued GASB Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*, for the fiscal year ending June 30, 2011. GASB No. 54 expands and restructures the fund balance components to focus financial reporting from restrictions on use of funds to planned use of funds and constraints on the specific purposes for which funds can be spent.

GASB No. 54 replaces the three traditional components of fund balance (reserved, designated and unreserved) with five new components:

- Nonspendable fund balance — inherently nonspendable.
- Restricted fund balance — externally enforceable limitations on use.
- Committed fund balance — self-imposed limitations set in place prior to the end of the period.
- Assigned fund balance — limitation resulting from intended use.
- Unassigned fund balance — residual net resources.

This has resulted in two new categories in the current Operational Plan. Fund Balance Component Increases formerly Reserve/Designation Increase) are shown as appropriations (expenditures) and Fund Balance Component Decreases (formerly Reserve/Designation Decreases) are shown as revenues when used as a funding source. These two new categories are only used for adjustments to Restricted, Committed or Assigned fund balance. The term “Use of Fund Balance” indicates that budgetary fund balance available for use is being applied as a funding source.

Excellence in Governing

Recognitions of Excellence

Ongoing economic difficulties in the region present continued challenges for area governments to find innovative ways to deliver services and meet program objectives with limited resources. The County of San Diego continues to meet the challenge, striving for excellence and innovation, preparing for the future and receiving numerous awards and recognitions from local, state and national organizations, as well as industry, civic and professional organizations. The County of San Diego works hard to maintain its standing as a best practices organization, offering programs that improve the lives of San Diego County residents in ways that are relevant and measurable. The County is proud that its leadership in these areas has been recognized for the following:

- In 2011, the County of San Diego won national recognition and the second highest number of awards in the country by the **National Association of Counties (NACo).** Twenty-eight programs received ***Achievement Awards*** for excellence. The award-winning programs operate within all five County business groups and include programs that serve children, youth and seniors, as well as those that promote environmental protection, public safety and efficient, effective county administration.
- The **San Diego County Taxpayers Association** presented the County of San Diego an ***It's about Time Award Winner*** for the resource saving Electricity Procurement Strategy program. Since 2008, the County has reduced electricity costs by more than $3 million by locking in current market pricing rather than using fixed rates for energy. This strategy is possible due to energy market deregulation that happened in the mid-90s, and is utilized by numerous private businesses.

  Though this procurement strategy has admittedly been long-available, the County's swift movements to adopt it in response to sharp increases in natural gas prices in 2008 ultimately saved taxpayers millions.
- The Department of Purchasing and Contracting received its tenth consecutive ***Achievement of Excellence in Procurement*** award from the **National Purchasing Institute** recognizing organizational excellence in public procurement. The County of San Diego is one of only 38 government agencies in California and one of only 34 counties in the United States to receive this award. The award's criteria measures innovation, professionalism, e-procurement, productivity and leadership attributes of the procurement function.

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

Strategic Initiative - Improve opportunities for children and families

- **National Association of Counties (NACo) Achievement Awards - 2011**
  - *Camp Connect San Diego* - a public-private partnership program designed to bring together siblings who have been separated by their placement in the foster care system.
  - *Teens Go Green: Mental Health Life Skills Program* - a program that provides life skills to help prepare teenagers with emotional challenges or mental illnesses for adulthood. Through an innovative gardening project, the youth worked with chefs and gardeners to achieve healthy results they could see through the vegetables that grew.
  - *Girls Only* - a gender-specific preventative program that promotes self-esteem and motivation, in order to develop life skills and keep girls who are at risk out of the influence of gangs and drugs, and inspire them to further their education.
  - *Families as Partners* - a Child Welfare Services program designed to protect children and ensure they can remain safely in their homes by partnering with community and familial support systems to achieve identified goals.
  - *Homelessness Prevention and Rapid Re-housing Program Design* - through partnership with the U.S. Department of Housing and Urban Development, this program addresses the needs of local school districts that serve families with housing subsi-dies. The program stabilized 137 families and ensured that 257 children remained in school.
  - *In-Home Supportive Services (IHSS) Reform* - Implemented reform recommendations for this state-mandated program administered by counties, including program integrity case reviews and unannounced home visits to protect taxpayer dollars and ensure appropriate level of care for consumers.

- *Prescription Drug Abuse Task Force and Collaborative Action Plan* - promotes coordinated efforts by federal, state and local partners throughout the region, and provides the public with a clear description of how prescription drug abuse among teens and young adults will be addressed to prevent the related issues from escalating.

- The County won national recognition for its award-winning Workforce Academy for Youth (WAY). **Generations United**, a national membership organization focused on improving the lives of children, youth and older people through intergenerational strategies, programs and public policies, named the Workforce Academy a ***Program of Distinction.***
- The **National Child Support Enforcement Association** honored the Department of Child Support Services with the ***2010 Excellence Award for Program Awareness*** based on their effective use of media relations and public outreach in dissemination of child support program information and public awareness. The department was also honored by the **California Child Support Director's Association** with the ***2010 Outstanding Program Award***, in recognition of the department's quality services to the community.

Strategic Initiative - Manage the region's natural resources to protect quality of life and support economic development

- **National Association of Counties (NACo) *Achievement Awards - 2011***
  - *San Diego Air Pollution Control District's (APCD) Compliance Inspection Videos* - an innovative tool to provide assistance, training and education to the regulated facilities to prevent noncompliance and promote self-inspections to ensure ongoing compliance.
  - *Water Conservation Landscape Ordinance* - a new landscape conservation ordinance that includes a Landscape Design Manual that gives the County greater oversight when builders prepare landscape plans and water budgets.
  - *Energy Saving Adventures (ESA) Program* - a program that supports community needs in the areas of energy efficiency and sustainability through resource conservation.
  - *Water Efficiency Program* - a program developed to reduce water consumption and sewer discharge, and their associated costs at County facilities. This program has produced an annual water savings of 150 million gallons, with an associated cost savings of $1.1 million.
- The County Operations Center (COC) won the ***2011 Energy All-Star Award for best government/ nonprofit building*** from the **California Center for Sustainable Energy** for the numerous green features in the design, including heat-reflective roofing, a large solar-electrical system and water-saving plumbing systems and landscaping.
- The **Women's Transportation Seminar** selected County Airports for their ***Annual Award for Innovative Transportation Solutions*** for the McClellan-Palomar Airport Terminal Redevelopment Project. The terminal was built with consideration of energy and environmental design criteria and sustainable design principles.

Strategic Initiative - Promote safe & livable communities

- **National Association of Counties (NACo) *Achievement Awards - 2011***
  - *HOPE (Helping Other Pursue Excellence)* - a local reentry resource program designed to gather and share information on service providers, etc. with inmates released or recently released from local jail custody. The program is run by Americorps VISTA (Volunteers in Service to America) and staff at the San Diego County District Attorney's Office.
  - *Blueprint for Recovery: Comprehensive Services for Homeless Mentally Ill* - a multi-facetted approach to provide this vulnerable population with permanent housing, the necessary supportive services and a stigma-busting campaign.
  - *Responsible Pet Ownership Program* - The Department of Animal Services, the San Diego City Attorney and the San Diego County District Attorney developed an educational Responsible Pet Ownership program to reduce recidivism of animal law violators. The program also promotes a cooperative relationship with animal owners, while saving taxpayers' money.
  - *Veterans' Internship Program Work Experience Option* - a program that provides paid work experience to veterans pursuing a career in County government and enables them to effectively compete for regular County jobs or employment with other agencies.

- *Emergency Management Augmentation Program* - The Office of Emergency Services (OES) developed a local program to utilize trained Probation Officers to augment OES staff in the County's Emergency Operations Center during emergencies. This lessens the County's reliance on mutual aid, while strengthening its ability to manage large, complex emergencies and disasters.
- *Partner/Sponsor Cross-Promotions* - a program that target arts and community-based organizations in support of library programs and events, offering mutual benefit and connections for increased collaboration.
- *Safe and Livable Communities: Ground-in Centerline Rumble Strips on Rural Roadways* - a program to install ground-in centerline rumble strips along mountain and other rural roads to reduce the number of collisions involving motorcycles that cross the centerline. This resulted in a 30% decrease in collisions on Palomar Mountain.
- *Tip the Scale to Reduce Drug Abuse and Increase Public Safety* - a large-scale, multi-agency collaborative effort to tackle the County's pervasive drug problem. The program Operation Tip the Scale encourages treatment for criminals and holding substance abusers accountable for their legal court orders, thus creating healthier and safer neighborhoods.

- The District Attorney Computer and Technology Crime High-Tech (C.A.T.C.H.) Response Team was honored by the **San Diego Business Journal's *1st Annual Cyber Security Awards***. C.A.T.C.H. apprehends and prosecutes criminals who use technology to prey on citizens in our region.
- The Department of Parks and Recreation won three **2011 National Association of County Park and Recreation Officials (NACPRO) Awards.** The award-winning projects involved improvements to the Sweetwater Campground, water conservation improvements at County Parks and restoration of the Bancroft Rock House.
- The **San Diego Housing Federation** honored the Department of Housing and Community Development with an ***Award of Merit*** as "***Housing Project of the Year" in the Rehabilitation category for Outstanding Government Agencies*** for the 34th Street Apartments project which provides housing opportunities for persons with HIV/AIDS.
- The San Diego County Library received a ***"Library of the Year" Special Mention*** honor from **Library Journal** and **Gale Cengage Learning** received this honor for innovation, excellence, and for being a library system that features the service philosophy and dedication to community that signifies a Library of the Year.
- The Department of Public Works received ***Public Works Project of the Year Award*** for the renovation of the runway at McClellan-Palomar Airport from **PublicCEO,** an online magazine for California Cities and Counties. A 5,000 foot long runway was resurfaced with a 23" thick layer of asphalt and concrete. Old asphalt that was torn up in the construction process was recycled for the runway's new layer.
- The **Department of Housing and Urban Development (HUD) Los Angeles Office of Public Housing** awarded the Department of Housing and Community Development with the ***"Up and Up Campaign" award*** for *Achievement in Housing Choice Voucher Utilization* for their hard work and best practices that ultimately increase the number of families served under the Housing Choice Voucher Program.
- The Department of Parks and Recreation won an ***Award of Excellence*** from the **California Parks and Recreation Society** for the planning and design of Clemmens Lane Park. The park includes a soccer field, volleyball court, two play structures and picnic area.
- The **National Association of Area Agencies on Aging** awarded Aging and Independence Services with two of nine national ***Aging Innovation Awards*** for the "TEAM San Diego" project and the "Workforce Academy for Youth" program. TEAM San Diego works with health and social service providers to coordinate needs in those areas for aging and disabled populations. The Workforce Academy for Youth is an intergenerational program that pairs youth with senior life skills coaches who support their future employment goals.
- The **Institute of Transportation Engineers - San Diego Section** awarded ***Transportation Project of the Year*** to the Department of Public Works for using High-Risk Rural Road funds to install rumble strips on South Grade Road at Palomar Mountain to reduce collisions. The rumble strips make the road bumpy and loud when tires cross the center line. Since installation of the strips, collisions have reduced dramatically.
- **Health Care Communications** presented Behavioral Health Services with the ***Gold Award*** for their "Network of Care" website, which provides local information on behavioral health as part of a national network system.
- Guajome Regional Park was named ***Best of Family Attractions - Oceanside California*** by **UpTake.com** based on customer reviews and expert ratings from across the Web.

- The video "Green It Up: Watershed Protection" won an ***Emmy Award*** at the 35th Annual **National Academy of Television Arts and Sciences, Pacific Southwest Chapter** Awards ceremony. The County won six other ***Emmy Awards*** in various categories. The awards recognized the "Oxy Abuse Kills" public service announcement series; "Water Babies", a story about the benefits of water safety training for toddlers, and "Tsunamis: Know What To Do!", an animated educational video designed for children.

Operational Excellence Awards

The awards listed below pertain to programs or accomplishments that support the County's Required Disciplines as outlined in the General Management System:

- **National Association of Counties (NACo) *Achievement Awards - 2011***
  - *Accountability and Transparency of ARRA Funds* - To ensure compliance and promote accountability and transparency regarding funding from the American Recovery and Reinvestment Act (ARRA), a taskforce was established to proactively address such issues as grant accountability, contract management, the prevention of fraud, waste, and abuse and reporting requirements.
  - *San Diego County Probation Department Leadership Academy* - a program to empower supervisors and managers to improve service delivery with implementation of evidence-based programs and supervision techniques to adult felony probationers, with the goal of reducing recidivism among adult probationers.
  - *Improved Administration of County Pool Investment Strategy* - The County Treasurer's Office improved the administration of the San Diego County Pool's investment strategy during the credit crisis and the State budget challenges, through enhanced monitoring of credit markets, restrictions of corporate exposure, utilization of federal liquidity programs, and shortening of the Pool's duration.
  - *Electronic Classification Activity Request (eCAR) Tracking System* - The Department of Human Resources, which receives an average of 350 internal classification requests per year, developed an electronic Tracking System that allows departments to utilize an electronic "Smart Form" to submit a variety of classification requests. This has greatly reduced the content error rate and the amount of paper used.
  - *Sheriff's Management Academy* - a Peace Officer Standards and Training (POST) certified training program for the levels of Lieutenant and higher within the Sheriff's Department on topics from contracts to leadership skills.
  - *Contract Services Direct Billing Program* - a program developed by the Department of General Services to provide client departments with actual and timely billing with a direct correlation to the provided service (e.g., trash, etc.).
  - *Treasurer-Tax Collector Workflow Prioritization Matrix* - a tool to manage daily priorities and provide a high level of customer service within existing resources.
  - *San Diego Multiple Agency Public Safety System* - a program that consists of a Government 2.0 designed Geographical Information Systems (GIS) project that allows the newly reorganized County Volunteer Fire Departments to jointly maintain their critical infrastructure and their community information in a Web-based mapping and data editing application.
  - *Transcending to be a Government Without Walls* - continued implementation of a program that evaluates and identifies areas within departments where alternative work schedules or locations would benefit department business needs, reduce vehicle fuel and maintenance costs, and increase efficiency and productivity.
- The **Government and Finance Officers Association (GFOA)** recognized the County's Management Controls Initiative (MCI) with an ***honorary mention*** in its ***2010 Awards for Excellence in Government Finance***. This Countywide initiative provides a framework for identifying and mitigating risk to ensure key business objectives that provide public value will be achieved.
- The Department of Planning and Land Use won a first place award for ***Best Practices*** from the **San Diego Chapter of the American Planning Association** for the department's cellular towers and wireless facilities permitting process. The reengineering of the cellular facility permit process decreased the average processing time from 18 months to 7 ½ months, a 60% reduction, and decreased the backlog of cellular projects by 65%.
- The District Attorney's office received an ***Achievement Award*** from the national **Center for Digital Government** for computer animated courtroom exhibits. The award honored the innovation, efficiency and functionality of 3-D computer animations which are used by prosecutors to present evidence during trials.

- For the ninth consecutive year, the **Government Finance Officers Association of the United States and Canada** recognized the County with the ***Distinguished Budget Presentation Award* for the *Adopted Operational Plan Fiscal Years 2010-2011 & 2011-2012***. This award is a significant achievement for the County as it reflects the organization's commitment to maintaining the highest standards of governmental budgeting.
- The **San Diego and Imperial Counties Chapter of the American Public Works Association** presented an ***Honor Award*** to the County for its handling of the Camp West Fork Demolition and Restoration project. Twenty-one structures on 19.5 acres of leased U.S. Forest land were demolished and restored to a natural, pre-development condition. In addition, the project was completed under budget by more than $2 million.
- The new Fallbrook Branch Library received two more awards - the ***Magic of Design Build*** award from the **Design-Build Institute of America Western Pacific Region** for the teamwork, innovation and problem solving that took place throughout the project; and a ***Civic Project Award*** from the **American Concrete Institute** for innovative use of concrete in a public building with a Visual Garden wall and a Poet's Patio wall.
- The **California County Information Services Directors Association** awarded an ***Innovation Award in the Collaboration Category*** for a paperless system used by Probation, County juvenile justice partners and County attorneys in Juvenile Court hearings.
- The County's Popular Annual Financial Report (PAFR) earned the ***Award for Outstanding Achievement in Popular Annual Financial Reporting*** from the **Government Finance Officers Association**. The PAFR is designed to make the County's financial results more readable for a broader audience.
- The **Center for Digital Government** honored the District Attorney's office with a national ***Digital Government Achievement Award*** for 3-D computer animated courtroom exhibits used by prosecutors to present evidence during trials.
- The **Government Finance Officers Association of the United States and Canada** recognized the County's Management Control Initiatives (MCI) with ***Honorary Mention*** in its ***2010 Awards for Excellence in Government Finance.*** The MCI identifies and mitigates financial risk with the assurance that key business objectives are achieved.
- The **California Counties Facilities Services Association** presented the County of San Diego the **"2010 Award of Excellence"** for agencies who demonstrate facilities excellence through best practices, process innovation, staff development, automation, energy program improvements and customer service.
- The Department of Agriculture, Weights and Measures received an award from **Accela, Inc**. for ***Outstanding Achievements in Mobile Inspections***. This mobile technology places inspectors in the field nearly 100% of the time, which eliminates transit time from office to field, improves customer service, boosts productivity and reduces fuel and maintenance costs.

County of San Diego

Public Safety Group

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Public Safety Group Summary & Executive Office

Group Description

The Public Safety Group (PSG) provides leadership throughout the region in public safety, criminal justice administration, emergency preparedness and public accountability. The PSG departments operate both independently and collaboratively to support the region by investigating crime, prosecuting and defending persons accused of crimes, holding offenders in custody, and supervising sentenced offenders. PSG departments also provide programs and services promoting opportunities for children and young adults.

PSG Departments

- District Attorney
- Sheriff
- Child Support Services
- Citizens' Law Enforcement Review Board
- Office of Emergency Services
- Medical Examiner
- Probation
- Public Defender
- San Diego County Fire Authority

Mission Statement

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

Vision Statement

As a regional coalition of leading and respected public safety and criminal justice partners, we:

- Improve public safety and criminal justice in San Diego County.
- Deliver quality programs and services.
- Collaborate, communicate and coordinate within our group and the community.

These safety and justice services strengthen regional security; prevent crime; promote health and wellness; protect children, adults and seniors; enhance economic opportunity; and improve the county's quality of life for all people.

2010-11 Accomplishments

PSG focused on building its capacity to address core law enforcement and public safety needs, community-based initiatives to improve public safety, and continued to enhance emergency preparedness for the region.

Strategic Initiative – Kids

- The Department of Child Support Services maximized compliance with support orders by promoting, enabling, ensuring payment for families and collecting reimbursement for public assistance programs.
- The Department of Child Support Services informed and educated the community about child support services through proactive media relations and community outreach such as the Paternity Opportunity Program and the Information for Noncustodial Parents video series.
- The Probation Department provided rehabilitative services to youth in custody who were assessed to need them to prepare them for success in the community. The department also helped youth that left custodial settings to be prepared for success in the community by providing rehabilitative services as determined through assessment.

Strategic Initiative - Safe and Livable Communities

- The District Attorney expanded the Youth Advisory Board to include students at Morse High School to promote cooperation and unity among students in the community.
- The Sheriff's Department expanded the Local Reentry Program to 154 inmates who received in-custody services transitioned to post-release community providers to complete their programs and recovery.

- The Probation Department participated in 237 adult and juvenile multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps and sobriety checkpoints.

Required Discipline – Information Technology

- The Office of Emergency Services utilized technology to improve communication between local business members of the San Diego County Business Alliance.

Required Discipline – Regional Leadership

- The District Attorney collaborated with the Sheriff's Department, Superior Court, California Department of Corrections and Rehabilitation, the Probation Department, and the Public Defender to implement a Reentry Court to provide supervision, accountability and rehabilitation services to recidivist felony offenders.
- The District Attorney collaborated with the Sheriff's Department and Probation Department to develop and implement a reentry program providing needs assessment, case management and rehabilitation services for female offenders reentering the community after incarceration in the Las Colinas Detention Facility.
- The partnership with the Administrative Office of the Courts to implement collaborative negotiation with parents was terminated by the State. The Department of Child Support Services was able to implement some of the proposed negotiation techniques into the current business process, which resulted in establishment or modification of child support orders more expeditiously.
- The Office of Emergency Services led and coordinated disaster related exercises to evaluate the region's response capabilities to a disaster.

2011-13 Objectives

In the upcoming year, PSG will address core law enforcement and public safety needs, develop services and approaches to improve outcomes for offenders, continue to enhance emergency preparedness for the region and pursue regional, reengineering and information technology initiatives.

Continue to provide programs that break the cycle of criminal recidivism, protect the public and focus on the successful reentry of offenders into the community upon leaving incarceration.

- Provide rehabilitative services to youth in custody to assist in preparing them for success in the community.
- Participate in Offender Reentry Court, Behavioral Health Court, Adult and Juvenile Drug Court, Homeless Court and the Veterans Treatment Review Calendar to help ensure clients obtain the services they need to become self-sufficient and maintain a crime free lifestyle.
- Sheriff's deputies assigned to the Sexual Assault Felony Enforcement (SAFE) team will conduct 525 compliance audits in the unincorporated area and Sheriff's contract cities to assure that registered sex offenders remain in compliance with court ordered offender registration requirements.

Continue to strengthen the County's and communities' ability to prepare, respond and recover from disasters.

- Develop an advanced post-disaster recovery initiative that will provide a comprehensive program that identifies steps the County can take pre-disaster that will accelerate recovery after a catastrophic event.
- Complete the Regional Communications System replacement plan by January 2012 with funding provided by the Federal Urban Area Security Initiative grant.
- Continue to work towards 24-hour staffing at all fire stations in coordination with the local fire districts.

Inform and educate the community on public safety issues.

- Provide public outreach notification on the Defensible Space Program, the inspection process and procedures to residents in the unincorporated area. This program is designed to protect homes during wildfires by reducing flammable vegetation around structures.
- Participate in four community outreach events through the Public Defender's Community Outreach Program.
- Establish partnerships and implement child support related programs with community-based organizations who deal with noncustodial parents.
- Increase teen driving safety through education and awareness by conducting Start Smart classes and two community teen driving fairs.
- Establish a public information program on the tenth anniversary of 9/11 to educate and advise the general public how to recognize and report suspicious activity. The program will be designed to reach 3.1 million residents as well as visitors to San Diego County by having the program available on the Web, through distributed materials, the local media and community events.

- Increase community awareness of the Citizens' Law Enforcement Review Board through quarterly, multi-disciplinary outreach.

Continue partnerships with other agencies to address public safety needs.

- Collaborate with criminal justice partners and social service providers to develop protocols for a High Risk Domestic Violence Team to support improved outcomes for victims of domestic violence.
- Participate in multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps and sobriety checkpoints.
- Continue to contribute to research efforts in childhood death by actively participating in the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, the Medical Examiners and Coroners Alert Project, the National Institute of Child Health and Human Development and the California Sudden Infant Death Syndrome (SIDS) Advisory Council. Participation includes attending meetings, providing statistics and case examples, and lending expertise.
- Complete Step II of the County's Fire and Life Safety Reorganization Report, which includes the merging of the five County Service Areas into the San Diego County Fire Authority – County Service Area (CSA) 135.

Promote regional leadership in criminal justice and public safety.

- Maintain a focus on border security by conducting proactive, intelligence driven operations in conjunction with local and federal law enforcement partners.
- Conduct 18 tabletop exercises with multiple federal and State agencies, county departments, 18 cities, special districts in the unincorporated areas and non-governmental agencies by April 2012 to focus on the Southern California Catastrophic Earthquake Response Plan.
- Enable timely progress of the justice system by completing 95% of homicide examination reports within 60 days or less.

Maintain and renew essential infrastructure to support service delivery.

- Continue to provide funding for facility improvements and regional training facilities to partnering fire service agencies as identified in the 2010 County Fire Deployment Study.
- Complete the schematic design for the Women's Detention Facility in conjunction with the Department of General Services by February 2012.

Leverage new technology innovations to improve services and operational efficiency.

- Install the new Automated Fingerprint Identification System.
- Develop and implement a public awareness campaign on the County's new Accessible AlertSanDiego mass notification system that directs blind, hard-of-hearing and deaf/blind residents to the ReadySanDiego web-site.
- Implement and expand the use of the Juvenile Electronic Library System (JELS) to improve the case management process. JELS is a project to integrate Probation Reports into the District Attorney's juvenile case management system for use in the courtroom.

Related Links

For additional information about the Public Safety Group, refer to the website at http://www.sdcounty.ca.gov/public_safety/.

Executive Office Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

An increase of 1.00 staff year for operational support of the PSG Executive Office and the departments within the Group.

Expenditures

Net increase of $33.6 million.

- Salaries and Benefits — net increase of $0.05 million due to the addition of 1.00 staff year as described above and an increase, which reflects negotiated labor agreements, as well as an increase in County retirement contributions.
- Services and Supplies — net increase of $0.07 million due to an increase in operational costs.
- Fund Balance Component Increases — increase of $16.3 million to provide an initial amount toward the County share of regionwide funding required to design, procure and install the next generation P25 National Interoperability Platform for the Regional Communications System. The total regional funding requirement and the County's share of that requirement has not yet been determined. Initial plans for system replacement will be completed by January 2012.

- Operating Transfer Out — increase of $17.2 million reflects a change in transfers to public safety agencies of revenues from Proposition 172, the Local Public Safety Protection and Improvement Act of 1993, the dedicated one-half cent sales tax for public safety to support regionwide services provided by these departments. This change includes ongoing revenue increases and the use of Special Revenue Fund fund balance from previous years.

Revenues

Net increase of $33.6 million.

- Revenue from Use of Money & Property — increase of $0.2 million due to additional lease revenue.
- Intergovernmental Revenue — increase of $10.6 million due to an increase in revenues from Proposition 172, which supports regional law enforcement services.
- Use of Fund Balance — increase of $23.1 million.
  - $0.02 million for a one-time negotiated salary adjustment.
  - $0.15 million for the development of cross-department information technology proposals.
  - $0.05 million for the relocation of the PSG Executive Office.
  - $16.3 million for the initial funding toward the replacement of the Regional Communications System.
  - $6.6 million for regional law enforcement services.
- General Purpose Revenue Allocation — decrease of $0.3 million to align with spending levels.

Executive Office Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $19.6 million is primarily due to the one-time contribution of funds to support the replacement of the Regional Communications System and to align anticipated levels of Proposition 172 revenue partially offset by a negotiated benefit and an increase in retirement contributions.

Contributions for Trial Courts

The Contributions for Trial Courts function of the Public Safety Group involves the management and administration of the County's statutory Maintenance of Effort payment. Pursuant to Senate Bill (SB) 1732, *Court Facilities Legislation, the Trial Court Facility Act* and Assembly Bill (AB) 1491, *Court Facilities Transfer Deadline Extension*, the transfer of court facilities to the State occurred in Fiscal Year 2008-09. County financial responsibility for facility maintenance costs will continue as a statutorily required County Facility Payment. The detailed changes in the State and County financial and management responsibilities are included in the Joint Occupancy Agreements.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Expenditures

Net decrease of $0.3 million

- Services and Supplies — net decrease of $0.3 million due to the realignment of Internal Service Fund appropriations with actual costs.

Revenues

Net decrease of $0.3 million

- Fines, Forfeitures & Penalties — net decrease of $0.15 million to align actual levels of revenues received.
- Other Charges — net decrease of $0.15 million to align actual levels of revenues received.

Budget Changes and Operational Impact: 2011-12 to 2012-13

No change.

Group Staffing by Department

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Public Safety Executive Office		10.00			11.00	11.00
District Attorney		1,053.00			1,022.00	1,022.00
Sheriff		3,800.00			3,812.00	3,820.00
Child Support Services		473.00			472.00	472.00
Citizens' Law Enforcement Review Board		4.00			4.00	4.00
Office of Emergency Services		17.00			17.00	17.00
Medical Examiner		51.00			51.00	51.00
Probation		1,234.25			1,225.00	1,220.00
Public Defender		399.00			344.00	344.00
San Diego County Fire Authority		—			13.00	13.00
Total		7,041.25			6,971.00	6,974.00

Group Expenditures by Department

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Public Safety Executive Office	$ 195,893,261	$ 192,100,165	$ 197,168,671	$ 191,471,656	$ 225,721,278	$ 206,089,515
District Attorney	138,867,569	147,441,213	150,764,121	136,569,903	155,180,194	154,685,869
Sheriff	545,123,921	578,162,668	608,770,559	553,307,664	611,215,907	586,749,135
Child Support Services	47,780,356	50,312,168	50,661,137	47,580,640	51,122,040	51,743,965
Citizens' Law Enforcement Review Board	361,697	539,392	553,651	503,776	589,485	589,605
Office of Emergency Services	5,788,972	8,572,824	12,797,421	6,536,737	10,471,121	8,612,426
Medical Examiner	11,939,880	8,527,316	8,800,132	8,325,129	8,897,649	8,940,759
Probation	166,586,535	170,899,694	172,055,094	164,341,425	179,673,491	175,394,168
Public Defender	75,759,329	77,074,766	67,866,633	61,789,635	69,460,410	69,617,649
Contribution for Trial Courts	72,289,585	71,837,878	72,112,732	70,262,842	71,538,487	71,548,768
Defense Attorney / Contract Administration	369,120	—	69	(160)	—	—
San Diego County Fire Authority	1,151,881	1,874,474	32,422,889	18,234,604	26,456,932	18,995,382
Total	$1,261,912,107	$1,307,342,558	$1,373,973,109	$1,258,923,852	$1,410,326,994	$1,352,967,241

Executive Office Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Public Safety Executive Office		10.00			11.00	11.00
Total		10.00			11.00	11.00

Executive Office Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Public Safety Executive Office	$ 7,658,290	$ 6,181,516	$ 7,644,461	$ 5,543,218	$ 22,615,635	$ 6,126,302
Juvenile Justice Commission	9,204	—	—	9,789	—	—
Public Safety Proposition 172	188,225,767	185,918,649	189,524,210	185,918,649	203,105,643	199,963,213
Total	$ 195,893,261	$ 192,100,165	$ 197,168,671	$ 191,471,656	$ 225,721,278	$ 206,089,515

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 1,372,207	$ 1,625,803	$ 1,538,985	$ 1,382,457	$ 1,677,430	$ 1,715,201
Services & Supplies	5,696,521	3,947,966	5,497,629	3,562,803	4,021,341	3,784,984
Other Charges	598,766	607,747	607,847	607,747	616,864	626,117
Fund Balance Component Increases	—	—	—	—	16,300,000	—
Operating Transfers Out	188,225,767	185,918,649	189,524,210	185,918,649	203,105,643	199,963,213
Total	$ 195,893,261	$ 192,100,165	$ 197,168,671	$ 191,471,656	$ 225,721,278	$ 206,089,515

Executive Office Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Revenue From Use of Money & Property	$ 3,571,145	$ 1,679,711	$ 1,679,711	$ 3,614,940	$ 1,876,914	$ 1,876,914
Intergovernmental Revenues	188,225,767	185,918,649	185,918,649	202,415,549	196,495,643	199,963,213
Charges For Current Services	708,000	708,000	708,000	708,063	708,000	708,000
Miscellaneous Revenues	47,404	24,554	24,554	22,361	24,554	24,554
Use of Fund Balance	78,903	—	5,068,506	(19,058,507)	23,133,257	—
General Purpose Revenue Allocation	3,262,042	3,769,251	3,769,251	3,769,251	3,482,910	3,516,834
Total	$ 195,893,261	$ 192,100,165	$ 197,168,671	$ 191,471,656	$ 225,721,278	$ 206,089,515

District Attorney

Department Description

The Office of the District Attorney serves the citizens of San Diego County through the efficient prosecution of felony crimes countywide and misdemeanor crimes in 18 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.

2010-11 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Collaborated with the Sheriff's Department and other law enforcement agencies to reestablish the Human Trafficking Task Force to improve communication and leverage resources to effectively address crimes and victims connected with human trafficking.
- Expanded the District Attorney's Youth Advisory Board to include students at Morse High School to promote cooperation and unity among students in the community.

Required Discipline – Fiscal Stability

- Settled 76% of adult felony cases prior to preliminary hearing, exceeding the goal of 70%.

Required Discipline – Regional Leadership

- Collaborated with the Sheriff's Department, Superior Court, California Department of Corrections and Rehabilitation, the Probation Department, and the Public Defender to implement a Reentry Court to provide supervision, accountability and rehabilitation services to recidivist felony offenders.
- Collaborated with the Sheriff's Department and Probation Department to develop and implement a reentry program providing needs assessment, case management and rehabilitation services for female offenders reentering the community after incarceration in the Las Colinas Detention Facility.

2011-13 Objectives

Strategic Initiative – Kids

- Develop and provide training to first responder law enforcement officers with the goal of standardizing processes and improving outcomes for victims of sex trafficking crimes.
- Implement and expand the use of the Juvenile Electronic Library System (JELS) to improve the case management process. JELS is a project to integrate Probation Reports into the District Attorney's juvenile case management system for use in the courtroom.

Strategic Initiative – Safe and Livable Communities

- Collaborate with criminal justice partners and social service providers to develop protocols for a High Risk Domestic Violence Team to support improved outcomes for victims of domestic violence.

Strategic Initiative – Environment

- Improve the fuel efficiency of the District Attorney's fleet by replacing vehicles in the fleet with hybrid/alternative fuel vehicles.
- Increase the use of digital exhibits in courtroom presentations to minimize the use of foam core and other nonrecyclable materials.

Required Discipline – Information Technology

- Expand the electronic work environment using the SharePoint, a file sharing, collaboration application to maximize efficient use of information.

Related Links

For additional information about the Office of the District Attorney, refer to the website at http://www.sdcda.org/index.php.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Achieve a conviction on felony cases [1] prosecuted	94% of 16,492	94%	94% of 16,670	94%	94%
Achieve a conviction on misdemeanor cases prosecuted	90% of 25,697	90%	87.5% of 25,707	90%	90%
Resolve adult felony cases prior to the preliminary hearing	75% of 16,452	70%	76 %[2] of 16,459	70%	70%

Table Notes

[1] Cases refer to the number of people prosecuted.

[2] The total number of cases (16,452) for Fiscal Year 2009-2010 Actuals and Fiscal Year 2010-11 Actuals (16,459) for resolution prior to the preliminary hearing may differ from the total number (16,492 and 16,670 respectively) used in the felony conviction rate due to cases that are issued as a felony but are later reduced to a misdemeanor.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

The Fiscal Year 2011-13 Operational Plan includes 1,022.00 authorized staff years, which is a reduction of 31.00 staff years from the Fiscal Year 2010-12 Operational Plan; and continues $10.2 million in funding reductions made in previous budgets which is being mitigated by maintaining 100 vacant positions. The combination of vacancies maintained and the reduction of staff years in Fiscal Year 2011-12 represent 12% fewer staff than the total staff years authorization Fiscal Year 2010-11.

The department has also consolidated divisions, implemented information technology efficiencies and established job sharing and cross-training strategies. The prosecution of felony and misdemeanor cases will remain a priority; however, the reduction in staff may impact the length of time from case preparation to case completion. The positions will remain vacant pending the availability of future funding and operational needs.

To support business needs with reduced staffing, the plan includes $4.0 million in one-time funding to upgrade and enhance information technology to create efficiencies and eliminate and/or improve current business processes.

Expenditures

Net increase of $7.7 million.

- Salaries and Benefits — net increase of $2.7 million reflects negotiated labor agreements as well as increases in the County retirement contributions partially offset by a reduction of 31.00 staff years as described above.
- Services and Supplies — decrease of $0.3 million.
  - Decrease in computer equipment of $1.0 million due to one-time purchases completed in Fiscal Year 2010-11; decrease in the Vehicle Lease and Maintenance Internal Service Fund of $0.2 million due to a reduction in the number of fleet vehicles; and decrease in the Information Technology Internal Service Fund of $0.2 million due to a cost reduction in network services, desktop computing power and data storage.
  - Increase in transcription costs of $0.8 million due to contracting for transcription services; increase in Public Liability Insurance of $0.2 million to reflect actuarial cost projections; and increase in automotive fuel of $0.1 million due to the increased cost of automotive fuel.
- Expenditures Transfers & Reimbursements — decrease of $0.1 million for the Public Assistance Fraud Unit to realign revenues with estimated expenditures.
- Management Reserves — net increase of $5.5 million in one-time funding due to the rebudgeting and allocation of $3.5 million to support reentry services for offenders and $2.0 million to support information

technology projects related to the upgrade and refresh of information technology equipment and systems, based on Fiscal Year 2010-11 fund balance.

Revenue

Net increase of $7.7 million.

- Intergovernmental Revenues — decrease of $0.1 million due to the reduction of the Victim Compensation and Government Claims Board Criminal Restitution Compact as reflected in the Fiscal Year 2011-12 Governors' Budget.
- Other Financing Sources — increase of $3.7 million due to projected receipts and use of Special Revenue Fund fund balance from Proposition 172, the Local Public Safety Protection and Improvement Act of 1993, which supports regional law enforcement services.
- Use of Fund Balance — net increase of $2.2 million. A total of $12.8 million is budgeted and allocated for information technology refresh and upgrades, support of reentry services for offenders, a one-time negotiated salary adjustment and the continuation of providing resources to partially offset a previous year reduction in revenues that sustain core services.
- The Proposition 172 revenue growth, use of Proposition 172 prior year fund balance, and use of Public Safety Group fund balance described above are applied, in part, to a multi-year strategy to mitigate the previous reduction in Proposition 172 revenues.
- General Purpose Revenue Allocation — increase of $2.0 million to offset the negotiated increases in salary and benefit costs.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $0.5 million is the result of a decrease in the use of Management Reserves partially offset by an increase in County retirement contributions and a negotiated benefit increase.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
General Criminal Prosecution		607.50			577.00	577.00
Specialized Criminal Prosecution		274.00			275.00	275.00
Juvenile Court		45.50			44.00	44.00
Public Assistance Fraud		70.00			72.00	72.00
District Attorney Administration		56.00			54.00	54.00
Total		1,053.00			1,022.00	1,022.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
General Criminal Prosecution	$ 83,973,595	$ 90,935,763	$ 92,646,753	$ 81,008,756	$ 95,053,646	$ 94,347,646
Specialized Criminal Prosecution	44,121,109	43,797,660	44,987,630	43,678,924	46,184,713	46,492,702
Child Support Enforcement	10	—	—	—	—	—
Juvenile Court	5,120,979	5,606,667	5,607,205	5,732,099	5,885,296	5,945,049
Public Assistance Fraud	(2,011,976)	(1,986,082)	(1,883,691)	(1,321,564)	(1,143,823)	(1,308,400)
District Attorney Administration	7,101,431	8,362,205	8,672,425	7,184,060	8,483,362	8,491,872
District Attorney Asset Forfeiture Program	562,421	725,000	733,799	287,629	717,000	717,000
Total	$ 138,867,569	$ 147,441,213	$ 150,764,121	$ 136,569,903	$ 155,180,194	$ 154,685,869

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 124,263,241	$ 130,298,650	$ 130,298,650	$ 121,347,387	$ 132,973,095	$ 134,251,375
Services & Supplies	18,289,897	20,647,463	21,931,691	19,527,790	20,346,314	20,343,362
Other Charges	2,952,343	2,703,620	3,846,207	2,828,300	2,700,620	2,700,620
Capital Assets Equipment	1,813,816	2,360,200	906,293	621,123	2,360,200	2,360,200
Expenditure Transfer & Reimbursements	(8,551,729)	(8,768,720)	(8,768,720)	(7,854,697)	(8,900,035)	(9,169,688)
Operating Transfers Out	100,000	200,000	200,000	100,000	200,000	200,000
Management Reserves	—	—	2,350,000	—	5,500,000	4,000,000
Total	$ 138,867,569	$ 147,441,213	$ 150,764,121	$ 136,569,903	$ 155,180,194	$ 154,685,869

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Fines, Forfeitures & Penalties	$ 500,122	$ —	$ —	$ 329,655	$ —	$ —
Revenue From Use of Money & Property	20,482	—	—	11,879	—	—
Intergovernmental Revenues	20,767,138	18,813,284	18,931,076	32,789,511	18,693,207	18,693,207
Charges For Current Services	1,387,630	910,000	910,000	1,070,511	910,000	910,000
Miscellaneous Revenues	3,633,311	2,616,297	2,616,297	2,496,898	2,616,297	2,616,297
Other Financing Sources	38,088,782	37,720,878	37,720,878	37,625,355	41,436,277	40,529,791
Use of Fund Balance	696,834	10,615,000	13,820,116	(14,519,661)	12,775,540	10,008,147
General Purpose Revenue Allocation	73,773,270	76,765,754	76,765,754	76,765,754	78,748,873	81,928,427
Total	$ 138,867,569	$ 147,441,213	$ 150,764,121	$ 136,569,903	$ 155,180,194	$ 154,685,869

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
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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 approximately 3,800 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 931,000 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 about 5,000 inmates per day. The Sheriff's detention facilities book approximately 145,000 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 temporary restraining orders.

Mission Statement

We provide the highest quality public safety service in an effort to make San Diego the safest urban county in the nation.

2010-11 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Increased the number of warrants cleared by 81% (2,616 to 4,747) in Fiscal Year 2010-11, significantly exceeding the goal of 1.5%.
- Upgraded the security camera systems at South Bay Detention Facility and George Bailey Detention Facility with new digital recording devices to provide greater video storage. Initiated the replacement of the touch screen system and the upgrade of the security camera system at San Diego Central Jail to replace outdated equipment. Due to the size and cost of this project, the system's installation will be completed in Fiscal Year 2011-12.
- Expanded the Local Reentry Program (LRP) to 154 inmates who received in-custody services and transitioned to post-release community providers to complete their programs and recovery. Of these 154 LRP participants, 20% (31) have returned to custody, which is significantly below the state's recidivism rate of 70%.

- Increased narcotics arrests by 31% (54 to 71) in the Rural Law Enforcement area as a result of directed patrol hours provided through the Stonegarden grant program, exceeding the goal of 10%.
- The department was unable to achieve a 10% increase in under the influence of controlled substance arrests in the Rural Command. There were delays in implementing the Rural K-9 program.

2011-13 Objectives

Strategic Initiative – Kids

- Increase teen driving safety through education and awareness by conducting 60 Start Smart classes and two community teen driving fairs by June 2012.

Strategic Initiative – Safe and Livable Communities

- Conduct 525 compliance audits in the unincorporated area and contract cities to assure that registered sex offenders remain in compliance with court ordered offender registration requirements by June 2012. The audits will be conducted by the Sexual Assault Felony Enforcement (SAFE) team.
- Maintain a focus on Border Security by continuing the Border Crime Suppression Team (BCST), originally funded with American Recovery and Reinvestment Act (ARRA) funds that expire in December 2011. BCST will maintain proactive, intelligence driven missions targeting those who violate local and/or State criminal statutes and will:
  - Conduct four coordinated southbound interdiction operations to stop the flow of guns and bulk cash flowing into Mexico at one of three ports of entry in coordination with federal law enforcement partners by June 2012. Conduct 12 coordinated highway drug

interdiction operations between the U.S. Mexican border and the Riverside and Orange County lines by June 2012.
  - Conduct eight high visibility criminal interdiction and covert interdiction operations in conjunction with local and federal law enforcement partners along the San Diego County coastline by June 2012.
  - Coordinate and lead four countywide street gang suppression efforts targeting those who support Mexican cartels by June 2012.
- Increase the availability of actionable intelligence to patrol deputies by installing electronic briefing boards in all patrol stations by December 2011.
- Improve the communication interoperability of the seven Sheriff's helicopters by upgrading radios to Project 25 (P25) compliance standards set for public safety agencies. Funding is provided by the Federal Urban Area Security Initiative (UASI) grant.
- Complete the Regional Communications System (RCS) replacement plan by January 2012 with funding provided by the UASI.
- Complete the replacement of the radio systems at the East Mesa Detention Complex which will improve and simplify interoperable communications at the George Bailey Detention Facility, Facility 8, East Mesa Detention Facility and the East Mesa Juvenile Detention Facility. The project will be funded by the 2009 Community Oriented Policing Services (COPS) Technology Grant and completed by December 2011.
- Complete the installation and successful migration to the new Automated Fingerprint Identification System (AFIS) by December 2011.
- Complete the schematic design for the Women's Detention Facility in conjunction with the Department of General Services by February 2012.
- Award a contract for construction of the new Rancho San Diego Station in conjunction with the Department of General Services. The design phase is expected to be completed by January 2012 and the construction phase is estimated to begin in October 2011 and scheduled for 18 months.
- Install a new touch screen system and upgrade the security camera system at San Diego Central Jail by February 2012 and May 2012, respectively.

Required Discipline – Continuous Improvement

- Reduce chargeable traffic collisions involving department vehicles driven by Sheriff's employees by 15% (99 to 84) through awareness, training and accountability.

Related Links

For additional information about the Sheriff's Department, refer to the website at http://www.sdsheriff.net/.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Priority 1 & 2 Response Times:					
— Incorporated Response Times (Min.)	9.5	10.2	9.8	10.2	10.2
— Unincorporated Response Times (Min.)	13.1	13.8	13.0	13.8	13.8
— Rural Response Times (Min.)	22.5	22.0	22.5	22.0	22.0
Public Calls for Service	221,189	230,000	212,614	230,000	230,000
Deputy Initiated Actions (DIA)	333,924	275,000	322,753[1]	305,000	305,000
Daily Average – Number of Inmates	4,751	5,400	4,622	5,000	5,000
Number of Jail Bookings	139,314	150,000	136,451	145,000	140,000
Bank Garnishment Civil Unit Processing	7.5 Days	7.5 Days	7.5 Days	7.5 Days	7.5 Days
Warrants Cleared[2]	2,616	2,655	4,747	4,386	4,386

Table Notes

[1] The increase in Deputy Initiated Actions (DIA) can be attributed to four factors:

a) The number of calls for service decreased, allowing deputies time for more self-initiated actions;

b) The Border Crime Suppression Team and the Operation Stonegarden Program funding allows deputies to focus on proactive, self-initiated policing activities;

c) Emphasis on intelligence-led policing creates actionable targets, as opposed to waiting for calls for service; and

d) Patrol staffing was maintained at sufficient levels to be more proactive.

[2] Warrants cleared is a new performance measure identified for Fiscal Year 2011-12.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

Net increase of 12.00 staff years.

- Net increase of 3.00 staff years in the Detentions Services Bureau, Medical Services Division reflects the addition of 4.00 Sheriff's Detentions Licensed Vocational Nurse positions offset by the deletion of 2.00 Sheriff's Detentions Supervising Nurses. The increase of 1.00 staff year is the result of a transfer from the Court Services Bureau based on operational needs.
- Net increase of 10.00 staff years in the Law Enforcement Services Bureau. The increase of 9.00 staff years is required to maintain adequate sworn staffing levels due to increases in population in the unincorporated areas of the county. The increase of 1.00 staff year is for the addition of a traffic deputy to the City of Encinitas to provide law enforcement services to the North County Transit District. The increase of 1.00 staff year in the Crime Lab is required to provide fingerprint identification services. This position will be supported by revenue from vehicle registration fees. The decrease of 1.00 staff year is the result of a transfer to the Management Services Bureau.
- Decrease of 1.00 staff year in the Court Services Bureau. This staff year was transferred to the Detention Services Bureau.
- Decrease of 1.00 staff year in the Human Resource Services Bureau. This staff year was transferred to the Office of the Sheriff.
- Net increase of 1.00 staff year in the Management Services Bureau. The increase of 2.00 staff years is a result of transfers from the Sheriff's ISF/IT Bureau and

the Law Enforcement Services Bureau based on operational needs. The decrease of 1.00 staff year is a result of a reclassification of a position.

- Decrease of 1.00 staff year in the Sheriff's ISF/IT Bureau. This staff year was transferred to the Management Services Bureau.
- Increase of 1.00 staff year in the Office of the Sheriff. This staff year was transferred from the Human Resource Services Bureau based on operational needs.

Expenditures

Net increase of $33.1 million.

- Salaries and Benefits — net increase of $19.6 million.
  - Increase of $12.3 million reflects negotiated labor agreements and an increase in County retirement contributions.
  - Increase of $6.6 million for a one-time negotiated salary adjustment.
  - Increase of $0.9 million due to the addition of 12.00 staff years as described above.
  - Net decrease of $0.2 million in overtime, temporary help and salary adjustments.
- Services and Supplies — net increase of $13.0 million.
  - Increase of $6.4 million to replace bulletproof vests that will reach the end of their lifespan, replace obsolete radios, fund a departmentwide information technology system refresh, fund major maintenance projects which address emerging facility issues and fund the Miramar Training Center lease.
  - Increase of $3.1 million in grant funds that support homeland security initiatives. These are primarily pass-through funds to reimburse allied law enforcement agencies for their participation in grant programs.
  - Increase of $2.5 million due to various Internal Service Funds and Public Liability Insurance costs.
  - Net increase of $0.6 million due to expenses supported by the Community Oriented Policing Services (COPS) Technology 2009 and 2010 grants.
  - Increase of $0.4 million due to costs related to the COPLINK database system.
- Capital Assets and Equipment — net decrease of $1.4 million.
  - Increase of $1.1 million to replace equipment at the Central Production Center and purchase Mobile Data Computers for patrol vehicles.
  - Net decrease of $1.1 million in the Cal-ID program. A decrease of $2.5 million in funds for AFIS, offset by a $1.4 million increase to upgrade Live Scan and refresh the Mugshot system.
  - Decrease of $1.4 million due to the completion of one-time grant purchases.
- Fund Balance Component Increases – net increase of $2.0 million.
  - Increase of $2.0 million to the Sheriff Capital Project Commitment account for future helicopter replacement.
- Operating Transfers Out – net decrease of $0.1 million due to transfers among Inmate Welfare, Jail Stores, Asset Forfeiture and General Funds.

Revenues

Net increase of $33.1 million.

- Fines, Forfeitures and Penalties – net decrease of $0.7 million. Decrease in Cal-ID revenue ($1.4 million) due to a reduction in planned expenditures for the Cal-ID program. This is offset by increases in Marshal Want Warrant revenue ($0.5 million) from the Sheriff's Warrant Automation Trust Fund for upgrades to the warrant system and overtime to serve bench warrants within the county and Writ Disbursement Trust Fund revenue ($0.3 million) to offset vehicle maintenance.
- Revenue From Use of Money & Property – increase of $0.1 million due to increased revenue based on the contract agreement with the Corrections Corporation of America (CCA) for the lease of the Otay Mesa Detention Facility.
- Intergovernmental Revenues – net increase of $4.2 million
  - Increase of $4.1 million in Trial Court reimbursement due to an increased level of contracted security services requested by the Superior Court.
  - Net increase of $0.1 million due to an increase in Homeland Security Grant revenue associated with the 2010 Operation Stonegarden Grant Program, the 2010 Urban Areas Security Initiative and the 2010 State Homeland Security Program offset by a decrease in revenue due to the expiration of the Public Safety Interoperable Communications Grant Program, the Buffer Zone Protection Program and the 2008 Operation Stonegarden Grant Program.
  - Increase of $0.3 million associated with the San Diego Regional Gang Enforcement Collaborative Grant to reduce violent crime in the North and East County regions of the County.

- Increase of $0.4 million for the Child Sexual Predator Program grant to acquire and deploy a regional extranet server to host the official San Diego Sex Offender Management System.
- Increase of $0.2 million for the 2010 Forensic DNA Backlog Reduction Program grant to augment the Sheriff's Regional Crime Laboratory's current DNA analysis capacity.
- Increase of $0.6 million due to awards from COPS Technology 2009 and 2010 grants.
- Decrease of $1.5 million due to the expiration of programs supported by ARRA grant funds. An equal reduction in expenditures was made.

- Charges for Current Services – net increase of $0.6 million.
  - Increase of $1.1 million for negotiated wage and benefit adjustments for the contracted law enforcement services provided to the nine contract cities.
  - Decrease of $0.5 million in Jail Bed Leasing due to decreased misdemeanor jail bookings by the City of San Diego.
- Miscellaneous Revenues – net increase of $0.9 million primarily due to increased revenue from sales of commissary goods to inmates.
- Other Financing Sources – net increase of $12.2 million.
  - Increase of $12.4 million due to projected receipts and use of Special Revenue Fund fund balance from Proposition 172, *Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement and detention services.
  - Decrease of $0.2 million due to a reduction in the transfer amount from the Asset Forfeiture Fund to the General Fund.
- Use of Fund Balance – net increase of $4.5 million. A total of $17.9 million is budgeted.
  - $9.2 million is included to offset costs related to major maintenance ($1.8 million), equipment replacement ($2.2 million), future helicopter replacement ($2.0 million), information technology ($1.5 million), radio replacement ($1.0 million), the COPLINK database system ($0.4 million), and the Miramar Training Center lease ($0.3 million).
  - $2.9 million is included to sustain core services.
  - $5.8 million is included to partially offset the one-time negotiated salary adjustment.
- The Proposition 172 revenue growth, use of Proposition 172 prior year fund balance, and use of Public Safety Group fund balance described above are applied, in part, to a multi-year strategy to mitigate the previous reduction in Proposition 172 revenues.
- General Purpose Revenue Allocation – increase of $11.2 million to offset the negotiated increases in salary and benefit costs and partially offset the increase in Public Liability Insurance costs.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Increase of 8.00 staff years to provide additional sworn supervisory positions at patrol stations. Net decrease of $24.5 million is primarily due to reductions in overtime and the completion of one-time projects partially offset by an increase in County retirement contributions and a negotiated benefit increase.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Detention Services		1,734.00			1,737.00	1,737.00
Law Enforcement Services		1,310.00			1,320.00	1,328.00
Sheriff's Court Services		374.00			373.00	373.00
Human Resource Services		115.00			114.00	114.00
Management Services		234.00			235.00	235.00
Sheriff's ISF / IT		13.00			12.00	12.00
Office of the Sheriff		20.00			21.00	21.00
Total		3,800.00			3,812.00	3,820.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Detention Services	$ 192,152,553	$ 209,568,052	$ 208,294,276	$ 196,157,176	$ 217,213,175	$ 219,182,708
Law Enforcement Services	187,298,247	199,243,098	215,209,460	190,383,751	209,589,956	188,203,948
Sheriff's Court Services	48,928,384	44,955,722	44,812,890	45,202,591	46,977,172	46,447,466
Human Resource Services	14,591,852	16,838,508	17,423,223	16,829,036	17,725,827	17,685,853
Management Services	25,277,684	29,702,000	33,743,777	28,358,751	35,456,850	31,350,665
Sheriff's ISF / IT	62,644,402	61,924,721	69,439,359	61,536,352	67,491,882	67,197,725
Office of the Sheriff	3,833,859	3,577,742	3,634,849	3,294,563	4,008,220	3,927,945
Sheriff's Asset Forfeiture Program	677,948	1,100,000	4,399,886	716,116	1,100,000	1,100,000
Sheriff's Jail Stores ISF	4,930,914	5,400,000	5,922,744	5,770,780	5,800,000	5,800,000
Sheriff's Inmate Welfare Fund	3,933,336	4,978,968	5,011,239	4,185,792	4,978,968	4,978,968
Countywide 800 MHZ CSA's	854,743	873,857	878,857	872,756	873,857	873,857
Total	$ 545,123,921	$ 578,162,668	$ 608,770,559	$ 553,307,664	$ 611,215,907	$ 586,749,135

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 419,893,165	$ 435,258,955	$ 436,719,781	$ 422,288,605	$ 454,813,619	$ 457,734,407
Services & Supplies	106,523,336	121,815,609	147,581,812	113,193,355	134,854,422	112,861,545
Other Charges	17,113,436	17,914,260	17,932,620	17,288,971	17,906,302	17,906,302
Capital Assets Equipment	5,577,286	6,361,654	6,940,157	3,914,171	4,926,249	1,567,529
Expenditure Transfer & Reimbursements	(7,463,531)	(7,657,060)	(7,657,060)	(7,420,459)	(7,657,060)	(7,657,060)
Fund Balance Component Increases	—	—	—	—	2,000,000	—
Operating Transfers Out	3,480,229	4,469,250	7,253,250	4,043,020	4,372,375	4,336,412
Total	$ 545,123,921	$ 578,162,668	$ 608,770,559	$ 553,307,664	$ 611,215,907	$ 586,749,135

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Licenses Permits & Franchises	$ 467,167	$ 463,000	$ 463,000	$ 466,431	$ 463,000	$ 463,000
Fines, Forfeitures & Penalties	10,600,404	12,994,935	15,101,035	10,895,264	12,320,918	8,123,962
Revenue From Use of Money & Property	7,366,396	7,475,565	7,475,565	8,189,798	7,619,698	7,654,098
Intergovernmental Revenues	67,064,202	69,981,903	85,719,881	67,431,246	74,141,845	52,381,837
Charges For Current Services	88,813,120	89,291,911	89,487,169	86,611,672	89,851,675	90,694,630
Miscellaneous Revenues	8,010,284	6,077,712	6,513,212	8,623,169	6,957,594	6,807,557
Other Financing Sources	139,252,047	138,504,212	138,504,212	138,092,860	150,746,233	148,127,568
Use of Fund Balance	(6,965,214)	13,352,938	25,485,993	(7,023,269)	17,851,813	11,290,196
General Purpose Revenue Allocation	230,515,515	240,020,492	240,020,492	240,020,492	251,263,131	261,206,287
Total	$ 545,123,921	$ 578,162,668	$ 608,770,559	$ 553,307,664	$ 611,215,907	$ 586,749,135

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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. Federal and State law governs the department 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 facilitating the collection and disbursement of child and spousal support payments through the State Disbursement Unit.

Mission Statement

Enhance the lives and well-being of children and promote family self-sufficiency by establishing and enforcing support orders.

2010-11 Accomplishments

Strategic Initiative – Kids

- Initiated legal action to determine parentage and obtained fair and appropriate child support and/or medical support in a timely manner.
  - Increased the percentage of open cases with an enforceable order to 82% (74,800 of 91,200), exceeding the goal of 80%.
  - Ensured parentage in 82% (67,100 of 81,800) of cases, falling short of the goal of 90%. Current economic conditions and unemployment rates contributed to increases in cases requiring establishment of parentage. Those cases required additional attempts to locate the noncustodial parent and court hearings to establish paternity
- Maximized compliance with support orders by promoting, enabling and ensuring payment for families. Collected reimbursement for public assistance programs.
  - Increased the percentage of current support collected to current support owed to 59% ($83 million of $140 million), exceeding the goal of 51%.
  - Increased the percentage of arrears cases with a collection to 59% (40,000 of 67,300), exceeding the goal of 56%.
  - Collected $178 million for child support in Fiscal Year 2010-11, exceeding the goal of $170 million.
- Informed and educated the community about child support services through proactive media relations and community outreach.
  - The Paternity Opportunity Program, which assists unmarried parents in establishing parentage, was available in 32 clinics, exceeding the goal of 30. DCSS conducted meetings, orientations, and delivered materials about the program to clinics and hospitals.
  - Developed and posted on the Internet the Information for Noncustodial Parents video series to educate the public on the child support process and assist new obligors to understand their case and possible options.

Required Discipline – Accountability/Transparency

- Exceeded the federal performance measure goal, which measures program cost effectiveness, and collected $3.58 for every $1.00 spent on operations.

Required Discipline – Customer Satisfaction

- Expanded community accessibility to child support services by establishing full-time customer service hours and installing self-service kiosks in the Kearny Mesa Family Resource Center and the Vista Court Complex.

Required Discipline – Regional Leadership

- Provided services to unemployed and homeless veterans who have child support obligations.
  - Partnered with the Superior Court, Thomas Jefferson School of Law's Veterans Clinic and the Family Law Facilitator to hold 51 court hearings at the annual Veterans Village of San Diego's Stand Down event.

- Participated with the U.S. Department of Veterans Affairs in national calls and presentations to determine the kinds of programs to be established to assist veterans.
- The partnership with the Administrative Office of the Courts to implement collaborative negotiation with parents was terminated by the State. DCSS was able to implement some of the proposed negotiation techniques into the current business process, which resulted in establishment or modification of child support orders more expeditiously.

2011-13 Objectives

Strategic Initiative – Kids

- Initiate legal action to determine parentage and obtain fair and appropriate child support and/or medical support in a timely manner.
  - Maintain the percentage of open cases with an enforceable order at or above 80% (74,560 of 93,200), consistent with the statewide goal.
  - Ensure the percentage of cases with parentage established remains at or above 90% (67,600 of 75,100), consistent with the statewide goal.
- Maximize compliance with support orders by promoting, enabling and ensuring payment for families. Collect reimbursement for public assistance programs.
  - Ensure the percentage of current support collected to current support owed is at or above 60% (est. $83 million of $138 million).
  - Maintain the percentage of arrears cases with a collection at or above 60% (est. 41,000 of 68,300).
  - Maintain collections for child support at $178 million.
- Inform and educate the community about child support services through proactive media relations and community outreach.
  - Evaluate the use of video meetings for custodial parents, noncustodial parents and employer outreach.
  - Establish partnerships and implement child support related programs with community-based organizations who deal with noncustodial parents.

Required Discipline – Accountability, Transparency and Ethical Conduct

- Meet or exceed the federal performance measure goal, which measures program cost effectiveness, and collect at least $3.00 for every $1.00 spent on operations.

Required Discipline – Regional Leadership

- Continue to collaborate with the Superior Court to provide services to unemployed and homeless veterans at the annual Veterans Village of San Diego's Stand Down event.

Related Links

For additional information about the Department of Child Support Services, refer to the website at http://www.sdcounty.ca.gov/dcss/.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	20112-13 Approved
Current support collected (Federal performance measure #3)	53% of $152M	51%	59% of $140M	60%	60%
Cases with an enforceable order (Federal performance measure #2)	81% of 99,900	80%	82% of 91,200	80%	80%
Arrears cases with a collection (Federal performance measure #4)	55% of 73,000	56%	59% of 67,300	60%	60%
Total Collections (in millions)	$171	$170	$178	$178	$178

Table Notes

The five federal performance measures are nationally defined measures subject to incentives to the State if certain goals are met at the statewide level and include:

1) Establishment of Paternity

2) Cases with an Enforceable Child Support Order

3) Collections on Current Support

4) Cases with Collections on Arrears

5) Cost Effectiveness of the Program

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

Decrease of 1.00 staff year is a result of a restructuring of the Legal Division.

Expenditures

Net increase of $0.8 million.

- Salaries and Benefits — net increase of $1.5 million primarily reflects negotiated labor agreements and an increase in County retirement contributions.
- Services and Supplies — net decrease of $0.7 million due to savings generated by business process reengineering, anticipated savings in contracts and information technology reductions.

Revenues

Net increase of $0.8 million.

- Intergovernmental Revenues — increase of $1.8 million due to an increase in claimable expenditures.
- Charges for Current Services – decrease of $1.6 million due to State action to redirect County Recovered Costs to the State General Fund for one year.
- Use of Fund Balance – increase of $0.6 million. As noted above, the State has redirected County Recovered Costs Revenues to the State General Fund for one year. The Use of Fund Balance is only for Fiscal Year 2011-12 to allow the program to continue to use County revenues to match available federal funds. In Fiscal Year 2012-13, additional legislative actions, including future realignment proposals, are anticipated to make further changes to the funding structure of the child support program. Those changes will be evaluated as part of the Fiscal Year 2012-14 Operational Plan.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net increase of $0.6 million primarily due to an increase in County retirement contributions and a negotiated benefit.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Community Outreach		3.00			2.00	2.00
Production Operations		435.00			435.00	435.00
Staff Development Division		12.00			12.00	12.00
Quality Assurance		1.00			1.00	1.00
Administrative Services		18.00			18.00	18.00
Recurring Maintenance and Operations		3.00			3.00	3.00
Help Desk Support		1.00			1.00	1.00
Total		473.00			472.00	472.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Community Outreach	$ 282,891	$ 274,053	$ 274,053	$ 182,965	$ 161,251	$ 166,993
Production Operations	43,521,853	46,160,807	46,509,776	43,385,943	47,010,636	47,546,795
Staff Development Division	1,046,910	1,021,194	1,021,194	1,013,687	1,038,198	1,059,936
Research and Publication Division	367	—	—	367	—	—
Quality Assurance	91,860	122,623	122,623	112,945	128,488	130,305
Administrative Services	2,143,867	2,072,654	2,072,654	2,175,215	2,121,968	2,167,497
Recurring Maintenance and Operations	529,947	525,374	525,374	537,275	526,495	535,054
Maintenance and Operations	1,428	—	—	1,019	—	—
Special Projects	315	—	—	315	—	—
Help Desk Support	160,919	135,463	135,463	170,910	135,004	137,385
Total	$ 47,780,356	$ 50,312,168	$ 50,661,137	$ 47,580,640	$ 51,122,040	$ 51,743,965

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 40,020,612	$ 40,988,275	$ 40,988,275	$ 39,787,456	$ 42,521,783	$ 43,143,708
Services & Supplies	7,759,745	9,323,893	9,672,862	7,793,184	8,600,257	8,600,257
Total	$ 47,780,356	$ 50,312,168	$ 50,661,137	$ 47,580,640	$ 51,122,040	$ 51,743,965

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Intergovernmental Revenues	$ 47,089,966	$ 48,661,668	$ 48,661,668	$ 49,543,031	$ 50,482,545	$ 50,893,015
Charges For Current Services	1,827,073	1,646,500	1,646,500	1,897,096	46,500	846,950
Miscellaneous Revenues	12,931	4,000	4,000	20,077	4,000	4,000
Other Financing Sources	—	—	—	13,983	—	—
Use of Fund Balance	(1,149,614)	—	348,969	(3,893,547)	588,995	—
Total	$ 47,780,356	$ 50,312,168	$ 50,661,137	$ 47,580,640	$ 51,122,040	$ 51,743,965

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Citizens' Law Enforcement Review Board

Department Description

The Citizens' Law Enforcement Review Board (CLERB) receives and investigates complaints of misconduct concerning sworn Sheriff's Deputies and Probation Officers. The Review Board also investigates, without a complaint, the death of any person arising out of, or in connection with, the activities of these sworn officers. The Review Board issues an annual report, monthly workload reports and summaries of decisions in completed investigations, which are available on the Review Board's website (see link below).

Mission Statement

To increase public confidence in government and the accountability of law enforcement by conducting impartial and independent investigations of citizen complaints of misconduct concerning Sheriff's Deputies and Probation Officers employed by the County of San Diego.

2010-11 Accomplishments

Required Discipline – Accountability/Transparency

- Continue to conduct discussions on revisions of the Review Board's rules, initiated in 2009, to reflect current laws and practices.
- Issued and publicly distributed 12 monthly workload reports to the Review Board and to the Sheriff's and Probation Departments. Completed a comprehensive annual report with a thorough accounting of new complaints and case closures, including an analysis of citizen complaint trends.
- Did not achieve target of 91% of complaint investigations completed within one year because of a brief vacancy in the Executive Officer position, prolonged Special Investigator vacancies and an increasing workload of open cases. A Special Investigator added in July 2010 did not produce immediate results as the new hire required training and familiarity with civilian oversight of law enforcement and CLERB investigative practices and procedures. Achieved 62% during this period (82 of 132).
- Processed new complaints in a timely manner. Maintained a complaint turnaround of two working days or less measured from when the complaint was received to when case documents were completed and returned to the complainant for verification and signature.
- Provided 12 monthly "early warning" reports to the Sheriff's and Probation Departments regarding the nature of complaints filed and the identity and assignment of the employees, when known, to enable corrective action when necessary.
- Enhanced understanding of law enforcement issues by Review Board members and members of the public through quarterly training presented at Review Board meetings.
- Maintained a transparent and independent citizen complaint process that provided relevant feedback and recommendations to the Sheriff and Chief Probation Officer to the extent legally allowable.
- Provided redacted case synopses and decisions, which provided information to the public while respecting peace officers' confidentiality rights.

Required Discipline – Continuous Improvement

- Educated the community about the Review Board's mission and encouraged participation as volunteer Board Members.

2011-13 Objectives

Required Discipline – Accountability, Transparency and Ethical Conduct

- Maintain public accountability of Sheriff and Probation peace officers, to the extent allowed by law, by conducting timely investigation and board review of citizens' complaints of misconduct.
- Issue and publicly distribute 12 monthly workload reports to the Review Board and the Sheriff's and Probation Departments. Complete a comprehensive annual report with a thorough accounting of new

complaints and case closures, including an analysis of citizen complaint trends and recommendations for policy change.

- Ensure 75% of complaint investigations are completed within one year of receipt, unless delayed due to lengthy investigations because of the complexity of the case.
- Provide 12 monthly "early warning" reports to the Sheriff's and Probation Departments regarding the nature of complaints filed and the identity and assignment of the employees, when known, to enable corrective action when necessary.
- To the extent legally allowable, maintain a transparent and independent citizen complaint process that provides relevant feedback and recommendations to the Sheriff and the Chief Probation Officer.
- Provide redacted case synopses that give more information to the public but respect peace officer confidentiality rights.

Required Discipline – Continuous Improvement

- Increase community awareness of the Review Board through quarterly, multidisciplinary outreach.

Related Links

For additional information about the Citizens' Law Enforcement Review Board, refer to the website at http://www.sdcounty.ca.gov/clerb.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Mail out complaint documents for complainant signature within two working days of initial contact [1,2]	100% of 135	100%	100% of 128	100%	100%
Complete case investigations within one year[1,2]	91% of 105	91%	62% [3] of 132	75%	90%
Provide 12 early warning reports annually to the Sheriff's and Probation Departments	100% of 12	100% of 12	100% of 12	100% of 12	100% of 12
Hold or attend at least four community-based meetings annually (one meeting per quarter) Target 100%	100% of 4	100% of 4	100% of 4	100% of 4	100% of 4
Present training on law enforcement issues once per quarter (4 meetings annually)	100% of 4	100% of 4	100% of 4	100% of 4	100% of 4

Table Notes

[1] Data on number of complaints is gathered by calendar year (January – December) versus fiscal year (July – June).

[2] CLERB has no control over the number of complaints received and cases to investigate but sets targets for the percentage of complaints and investigations processed as a measure of internal department performance standards. The annual number of complaints received is 123 based on a five-year average.

[3] Prolonged Special Investigator staffing shortages in calendar years 2009-2010 (shown in Fiscal Year 2010-11) severely affected CLERB's ability to conduct and complete investigations within the 12 months allowed by legislation. CLERB had only one of two Special Investigators positions filled during that period and there was no reduction in caseload. County Counsel advised a Finding of Summary Dismissal for investigations not completed within 12 months.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No change in staffing.

Expenditures

Net increase of $0.05 million.

- Salaries and Benefits — increase of $0.026 million reflects negotiated labor agreements and an increase in retirement contributions.
- Services and Supplies — increase of $0.024 million due to an increase in departmental operating costs for information technology support and to provide amounts for training and printing.

Revenues

Net increase of $0.05 million.

- Use of Fund Balance – a total of $8,254 for a one-time negotiated salary adjustment.
- General Purpose Revenue Allocation — increase of $0.04 million to support the cost increases described above.

Budget Changes and Operational Impact: 2011-12 to 2012-13

No significant changes.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Law Enforcement Review Board		4.00			4.00	4.00
Total		4.00			4.00	4.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Law Enforcement Review Board	$ 361,697	$ 539,392	$ 553,651	$ 503,776	$ 589,485	$ 589,605
Total	$ 361,697	$ 539,392	$ 553,651	$ 503,776	$ 589,485	$ 589,605

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 299,915	$ 435,119	$ 435,119	$ 430,509	$ 461,514	$ 459,996
Services & Supplies	61,782	104,273	118,532	73,268	127,971	129,609
Total	$ 361,697	$ 539,392	$ 553,651	$ 503,776	$ 589,485	$ 589,605

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Charges For Current Services	$ 81	$ —	$ —	$ 358	$ —	$ —
Miscellaneous Revenues	537	—	—	—	—	—
Use of Fund Balance	(137,948)	—	14,259	(35,974)	8,254	—
General Purpose Revenue Allocation	499,027	539,392	539,392	539,392	581,231	589,605
Total	$ 361,697	$ 539,392	$ 553,651	$ 503,776	$ 589,485	$ 589,605

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 (a central facility which provides regional coordinated emergency response), 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 recovered from disasters to ensure safe and livable communities.

2010-11 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Provided 10 "OES for Kids" presentations at local educational institutions to 200 fourth-grade students. The "OES for Kids" program was created to increase student awareness of the importance of preparing for disasters and to provide information to their families about how to start or augment their home emergency plan. The program positively displayed the message of preparedness in a fun and interactive environment with hands-on activities.

Required Discipline – Regional Leadership

- In the event of a major natural or manmade disaster, provide accurate and timely emergency response and recovery information to the public and the media.
  - Researched and developed 10 "just-in-time" public awareness messages pertaining to critical hazards that could potentially affect the region to be used in a crisis for quick distribution to the media or public via a website and social media s. The pre-scripted messages include general information specific to a hazard such as an earthquake, wildfire or tsunami that would provide the public with immediate information on how to prepare, respond and recover from a local emergency.

  - Conducted a multimedia public awareness campaign focused on encouraging personal preparedness and self-reliance during an emergency. The campaign reached 1.4 million people in San Diego County, illustrating the need to be prepared to address their own nonemergency needs for 48 to 72 hours after a major disaster. The County is proactively leading the federal and State governments in further promoting personal responsibility during times of crises. While OES will continue to emphasize wildfire preparedness, OES also will focus on family preparedness for any hazard.
  - Engaged the ReadySanDiego Business Alliance and brought its eight industry sectors together for two planning summits and a tabletop exercise to increase Alliance membership and to incorporate the Alliance into a Business Emergency Operations Center by June 2011.

    The Alliance is a partnership between the OES and the private sector and is organized into eight industry sectors: Public Health & Healthcare, Communication/ Media, Services, Production, Service Industries and Supply Chain, Sustenance and Health, Venues/ Facilities, and Members-At-Large. Each sector is led by a Sector Chairperson. Two summits and one tabletop activity provided the forum for the Alliance sectors to identify, discuss and propose resolutions for sector-specific issues and concerns that may arise during an emergency or disaster. The Alliance brings the business community together to:
    - Raise awareness of the need to prepare businesses and their employees for emergencies.

- Increase the number of County residents and employees who have created and practiced a family disaster plan, assembled an emergency supply kit and created a communication and evacuation plan.
- Promote private/public partnerships to extend the message into the community and develop tools to reach all segments of the community.

- Led and coordinated six regional plans to address the requirements of federal and State regulations.
  - Completed the update to the Unified San Diego County Emergency Services Organization and County of San Diego Operational Area Emergency Plan. The Operational Area Emergency Plan describes a comprehensive emergency management system for County departments, 18 cities, the special districts in the unincorporated area and various stakeholders in the region. This plan is designed to be included as part of the statewide emergency management system. It provides for a planned response to disasters and emergencies.
  - Developed a regional Energy Resilience Plan for use by 18 cities, the special districts in the unincorporated area and various stakeholders in the region. The purpose of this plan is to coordinate response activities of energy and utility organizations and local jurisdictions in responding to and recovering from a disruption of the region's energy supplies of electricity, natural gas and petroleum caused by manmade or natural disasters. The plan addresses coordination of energy supplies and suppliers within San Diego County and includes strategies for mitigating energy disruptions in order to protect public health, safety and welfare.
  - Developed a new template for dam evacuation plans. The new template uses Olivenhain Reservoir as the model and is more streamlined than the original format. The new format consists of a standardized document and includes an overview of the dam, affected downstream jurisdictions, a list of key agencies/jurisdictions to be notified in the event of potential or actual dam failure and corresponding inundation maps. The template is available to all downstream jurisdictions for use by emergency responders in response to a potential or actual dam failure.
  - Assisted the California Emergency Management Agency (Cal EMA) and the Federal Emergency Management Agency (FEMA) Region IX in the development of the Regional Catastrophic Earthquake Plan. This plan is a comprehensive resource document that describes the joint federal, State and multiple county coordinated responses to a catastrophic earthquake in Southern California. The Governor signed the Plan on December 14, 2010.
  - Updated the Regional Oil Spill Contingency Plan. This plan details the response by local government to an oil spill off the coast of San Diego County or within any harbor or bay. Federal regulations mandate that the U.S. Coast Guard plan for the prevention and response to oil spills on the navigable waters of the United States. State law makes this the responsibility of the California Department of Fish and Game, Office of Oil Spill Prevention and Response (OSPR). This State law also provides for the participation of local governments. OES has partnered with the U.S. Coast Guard and OSPR in regional oil spill planning since 1992.
  - Incorporated the San Diego County Operational Area Points of Distribution Plan (POD) into the OES Recovery Plan framework. This plan provides guidelines on how the County will distribute commodities to affected residents following a catastrophic disaster. The Plan explains how PODs are selected, activated, operated and demobilized. Any jurisdiction will be able to use these guidelines to incorporate mass commodities distribution into their planning processes.
- Led and coordinated exercises to evaluate response capabilities.
  - Conducted one Nuclear Power Plant full-scale graded exercise. The three-day exercise tested the region's ability to respond in the event of a nuclear incident at the San Onofre Nuclear Generating Station and included activation of the San Diego County Operational Area Emergency Operations Center.
  - Conducted two comprehensive exercises throughout the County in various locations that incorporated all aspects of Community Emergency Response Team (CERT) training. There are currently 28 CERT Programs in the County with about 4,000 members. CERT trains citizens in basic disaster response skills to assist others in their neighborhood or workplace following an event when professional responders are not immediately available and encourages citizens to take a more active role in emergency preparedness projects in their communities. The exercises were focused on refreshing CERT skills such as fire suppression, light search and rescue and triage.

- Managed and administered Homeland Security Grant program funds. OES is the manager of pass-through funds distributed throughout the San Diego region for 18 cities, 58 special districts, and other agencies to improve preparedness, response and recovery from terrorist and catastrophic events.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Conducted one Continuity of Operations (COOP) Tabletop exercise. The exercise tested a County department's ability to respond and recover in the event of a local emergency or regionwide disaster.

Required Discipline – Information Technology

- Utilized the ReadySanDiego.org website to increase participation in the AlertSanDiego regional emergency notification system by encouraging registration at four community events. The AlertSanDiego system provides updated emergency and/or disaster information to residents and businesses within the county via registered landline and cell telephones. This system will be used by emergency response personnel to notify those homes and businesses at risk with information on the event and/or actions (such as evacuation) they are asked to take. The community events provided an opportunity for OES to inform citizens about the system and its benefits to the homeowners. Additionally, the website has:
  - Publicized trainings and community events provided by OES on ReadySanDiego.org to increase community participation and registration for these important events.
  - Utilized technology to improve communication between OES and local business members of the San Diego County Business Alliance. The Alliance used a customized social network to facilitate the sharing of information related to the response and recovery efforts during a disaster. The customized social network has been the primary tool to be used by the business community to communicate with the Emergency Operations Center during a disaster. The network site provides real-time information on shelter locations, road closures and status of infrastructure. The social network allows the business community to request and provide resources to the community.

2011-13 Objectives

Strategic Initiative – Safe and Livable Communities

- Continue to provide "OES for Kids" presentations at local educational institutions to approximately 200 fourth-grade students. These presentations were created to increase student awareness of the importance of preparing for disasters and to provide information to their families about how to start or augment their home emergency plan. The program positively displays the message of preparedness in a fun and interactive environment with hands-on activities.
- Ensure that the access and functional needs population are considered in all emergency management plans and procedures; especially those supporting evacuation and mass care by June 2012. The Access and Functional Needs population includes the visually impaired, hearing impaired, mobility impaired, single working parents, non-English speaking persons, people without vehicles, medical conditions, intellectual disabilities and others. Community members will be invited to participate on the county's operational emergency plan review committees to identify the needs of people with disabilities before, during and after a disaster and to integrate the needs and resources into all aspects of the emergency management system.
- Establish a public information program on the tenth anniversary of 9/11 to educate and advise the general public how to recognize and report suspicious activity. The program will be designed to reach 3.1 million residents as well as visitors to San Diego County by having the program available on the Web, through distributed materials, the local media and community events. The County is proactively leading the federal and State governments in further promoting personal responsibility during times of crises.
- Develop and implement a public awareness campaign about the County's new Accessible AlertSanDiego mass notification system and the benefits of registering to receive notifications. The system is specifically designed for residents with sensory disabilities who are deaf, blind, hard of hearing, or deaf/blind residents in the county. The campaign will direct deaf, blind, hard-of-hearing and deaf/blind residents to register on the ReadySanDiego website by June 2012. Two community meetings will be held to inform the residents about the program and encourage their

enrollment into the program. The public awareness campaign will be designed to increase the number of registrants to Accessible AlertSanDiego.

Required Discipline – Regional Leadership

- Conduct two comprehensive exercises at various locations in the county that incorporate all aspects of the CERT training by June 2012. CERT trains citizens in basic disaster response skills to assist others in their neighborhood/workplace following an event when professional responders are not immediately available and encourages citizens to take a more active role in emergency preparedness projects in their communities. There are currently 28 CERT Programs in the county with close to 4,000 members.
- Conduct 18 tabletop exercises with federal and State agencies, county departments, 18 cities, special districts in the unincorporated areas and non-governmental agencies by April 2012. The exercises will focus on the Southern California Catastrophic Earthquake Response Plan. This Plan was developed by Cal EMA for the nine Southern California (SOCAL) counties. The Plan provides procedures for the SOCAL counties response to a possible earthquake along the San Andreas Fault. A tabletop exercise is a group discussion guided by a simulated disaster. Emphasis will be placed upon a low stress, yet thorough, group problem solving process that covers the response and recovery from a disaster.
- Participate in one statewide disaster response exercise by June 2012. This will be a two-day exercise for County departments, 18 cities, special districts in the unincorporated areas, nongovernmental agencies and various other stakeholders in the region. This exercise will test the ability of all the participants' ability to coordinate resources, respond to and recover from an earthquake that could impact Southern California.
- Provide regional leadership in the implementation of the following Unified Disaster Council Homeland Security strategies by June 2012.
  - Develop the region's homeland security risk management framework to enable the region to develop, sustain and fund programs, plans and operations based on risk and capabilities assessment data. The risk management framework encompasses virtually all of the region's activities from prevention to protection to response. The framework will align with the national and State Homeland Security Priorities by enhancing locally relevant capabilities.
  - Develop committees and plans to improve the restoration of community lifelines. The Community Lifelines committees comprised of businesses such as SDG&E, municipal water districts and others will discuss and develop plans to stabilize water delivery systems during seismic or other incident activities to ensure rapid recovery of the water system for critical services.
- Continue to manage and administer Homeland Security Grant program funds. OES is the manager of pass-through funds distributed throughout the San Diego region for 18 cities, 58 special districts, and other agencies to improve preparedness, response and recovery from terrorist and catastrophic events.

Related Links

For additional information about the Office of Emergency Services, refer to the following websites:

- www.sdcounty.ca.gov/oes
- www.sdcounty.ca.gov/oes/ready/

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Number of exercises (tabletop or functional) conducted to continue the San Diego County region's emergency management readiness[1]	N/A	18	18	18	18
Number of full-scale countywide exercises and/or Nuclear Power Plant (NPP) graded exercises conducted[2]	2	1	1	1	1
Number of quarterly drills (4 total) conducted to test Emergency Operations Center Activation procedures[3]	4	4	4	4	4
Number of exercises (tabletop or full-scale) conducted to test the County's Interoperable Communications plan[4]	2	1	1	1	1

Table Notes

[1] There are various County departments, 18 incorporated cities, 58 special districts and various stakeholders in the region that are participating in the Homeland Security Exercise & Evaluation Program. San Diego County will focus on multi-agency tabletop or functional exercises to test the region's ability to respond in the event of an emergency.

[2] A full-scale exercise is a comprehensive test and evaluation of a plan utilizing written objectives that highlight the practice of various emergency functions and includes deployment of personnel and resources in the field. In Fiscal Year 2009-10 one full-scale statewide exercise and one Nuclear Power Plant (NPP) graded exercise were conducted. The NPP three-day graded full-scale exercise in Fiscal Year 2010-11 tested the region's ability to respond in the event of a nuclear incident at the San Onofre Nuclear Generating Station and included an activation of the San Diego County Operational Area Emergency Operations Center. In Fiscal Year 2011-12 one full-scale statewide exercise will test the region's ability to respond to a major earthquake.

[3] A quarterly drill is conducted to provide the training and readiness of designated OES staff to be able to activate the San Diego County Operational Area Emergency Operations Center (EOC) or alternate EOC within 30 minutes from the time of authorization. It tests their ability to respond in the event of an emergency or disaster

[4] The Tactical Interoperable Communications Plan (TICP) is a requirement of the Department of Homeland Security to document coordination of interoperable communications within a region. The San Diego region's TICP documented what interoperable communications resources were available, what agency controls each resource had and what rules of use or operational procedures existed for the activation and deactivation of each resource. Annual exercising of the plan is a federal requirement. See Table Note 2 above for exercise information.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No change in staffing.

Expenditures

Net increase of $1.9 million.

- Salaries and Benefits – net decrease of $0.02 million due to a reduction in salary adjustments partially offset by an increase which reflects negotiated labor agreements as well as increases in County retirement contributions.

- Services and Supplies – net increase of $0.2 million due to additional expenses to operate the Emergency Operations Center and an increase in contracted services.
- Other Charges – increase of $1.7 million due to the rebudget of Homeland Security Program Grant funding from the previous year. These are pass-through funds managed by OES and distributed to other agencies and jurisdictions.

Revenues

Net increase of $1.9 million.

- Intergovernmental Revenues – increase of $1.8 million in rebudgeted Homeland Security Grant Program funds to support the increases in expenditures described above.
- Use of Fund Balance – net increase of $0.02 million. A total of $0.5 million is budgeted.
  - $0.45 million to support the Fire Protection and Emergency Medical Services program and the "Call When Needed" program to access fire suppression aircraft.
  - $0.02 million is included for a one-time negotiated salary adjustment.
- General Purpose Revenue Allocation – increase of $0.05 million to offset the negotiated increases in salary and benefit costs.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $1.9 million is primarily due to the elimination of one-time appropriations for the previously awarded Homeland Security Grant Program funds. The Office of Emergency Services will be applying for future State Homeland Security and Emergency Management Grants. This is partially offset by an increase in County retirement contributions and a negotiated benefit increase.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Office of Emergency Services		17.00			17.00	17.00
Total		17.00			17.00	17.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Office of Emergency Services	$ 5,788,972	$ 8,572,824	$ 12,797,421	$ 6,536,737	$ 10,471,121	$ 8,612,426
Total	$ 5,788,972	$ 8,572,824	$ 12,797,421	$ 6,536,737	$ 10,471,121	$ 8,612,426

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 2,013,888	$ 2,195,067	$ 2,114,067	$ 2,016,164	$ 2,170,447	$ 2,147,262
Services & Supplies	1,548,102	1,372,848	1,831,804	1,570,345	1,614,373	1,543,319
Other Charges	2,251,867	5,004,909	8,851,550	2,949,017	6,686,301	4,921,845
Expenditure Transfer & Reimbursements	(24,885)	—	—	1,211	—	—
Total	$ 5,788,972	$ 8,572,824	$ 12,797,421	$ 6,536,737	$ 10,471,121	$ 8,612,426

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Intergovernmental Revenues	$ 4,383,618	$ 7,282,190	$ 11,381,544	$ 5,477,416	$ 9,114,122	$ 7,231,792
Charges For Current Services	3,731	—	—	2,876	—	—
Miscellaneous Revenues	1,961	—	—	1,600	—	—
Use of Fund Balance	590,613	450,000	575,243	214,210	466,365	450,000
General Purpose Revenue Allocation	809,049	840,634	840,634	840,634	890,634	930,634
Total	$ 5,788,972	$ 8,572,824	$ 12,797,421	$ 6,536,737	$ 10,471,121	$ 8,612,426

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Medical Examiner

Department Description

The Department of the Medical Examiner provides forensic death investigation services for the citizens of San Diego County, as mandated by State law. The department has initial jurisdiction over about 50% of deaths in the County, and ultimately transports approximately 14% of decedents to the department facility to determine the cause and manner of death. The department performs such tasks as scene investigations, autopsies and external examinations, toxicology, histology, and administrative support. In addition, the department hosts educational tours of the Medical Examiner & Forensic Center facility on a regular basis.

Mission Statement

Promote safe and livable communities by certifying the cause and manner of death for all homicides, suicides, accidents and sudden/unexpected natural deaths in San Diego County. In addition, provide related forensic services, assistance and education to families of the deceased, as well as to public and private agencies, in a professional and timely manner.

2010-11 Accomplishments

Strategic Initiative – Kids

- Contributed to research efforts in childhood death by actively participating in the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, the Medical Examiners and Coroners Alert Project (MECAP), the National Institute of Child Health and Human Development (NICHD) and the California Sudden Infant Death Syndrome (SIDS) Advisory Council. Participation included attending meetings, providing statistics and case examples, and lending expertise.
- Provided insight into forensic careers and correctional training for youthful offenders by fulfilling 100% (21) of appropriate requests for Medical Examiner facility tours and/or educational seminars for youth groups within four months of request.

Strategic Initiative – Safe and Livable Communities

- Enabled timely sharing of detailed information with customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) regarding the cause and manner of death.
  - Completed 97% of investigative reports within 60 days or less.
  - Completed 99% of toxicology reports within 60 days or less.
  - Completed 88% of examination reports within 60 days or less.
  - Provided 86% of case reports within 7 days or less. The reduction of staff due to the downturn in the overall economy was a significant factor for falling short of the original goal of 95%.
- Enabled timely progress of the justice system by completing 86% of homicide examination reports within 60 days or less. An increase in the complexity of the cases, coupled with the economic downturn and subsequent staffing reduction, was a primary contributor in not reaching the original goal of 95%.

Required Discipline – Customer Satisfaction

- Began the healing process of those who lost a loved one by providing timely and compassionate service and accurate information about Medical Examiner procedures.
  - Notified next-of-kin in 89% of identified Medical Examiner cases in 12 hours or less, falling short of the original goal of 90%.
  - Enabled timely funeral services for families by making 99% of bodies ready for release within seven days or less.
- Provided educational opportunities by fulfilling 100% (153) of appropriate requests to provide training, lectures and demonstrations for approved educational purposes within four months of request.

2011-13 Objectives

Strategic Initiative – Kids

- Continue to contribute to research efforts in childhood death by actively participating in the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, MECAP, NICHD and the California SIDS Advisory Council. Participation includes attending meetings, providing statistics and case examples, and lending expertise.
- Continue to provide insight into forensic careers and correctional training for youthful offenders by fulfilling 100% (15) of appropriate requests for Medical Examiner facility tours and/or educational seminars for youth groups within four months of request.

Strategic Initiative – Environment

- Help protect the environment by reducing the amount of paper generated in the production and distribution of the Annual Report through the creation of a Web-based document. The new Annual Report will be electronically accessible and more easily searchable with a variety of links guiding the reader to specific areas of interest.

Strategic Initiative – Safe and Livable Communities

- Further enable timely sharing of detailed information with customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) regarding the cause and manner of death.
  - Complete 90% of investigative reports within 60 days or less.
  - Complete 95% of toxicology reports within 60 days or less.
  - Complete 80% of examination reports within 60 days or less.
  - Complete 95% of case reports within seven days or less.
- Enable timely progress of the justice system by completing 95% of homicide examination reports within 60 days or less.

Required Discipline – Customer Satisfaction

- Begin the healing process of those who have lost a loved one by providing timely and compassionate service and accurate information about Medical Examiner procedures.
  - Notify 90% of next-of-kin for identified Medical Examiner cases within 12 hours or less.
  - Enable timely funeral services for families by making 97% of bodies ready for release within seven days or less.
- Provide educational opportunities by fulfilling 100% (est. 50) of appropriate requests to provide training, lectures and demonstrations for approved educational purposes within four months of request.

Related Links

For additional information about the Department of the Medical Examiner, refer to the website at http://www.sdcounty.ca.gov/me/.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Bodies made ready for release on time[1]	99% of 2,337	97%	99% of 2,403	97%	97%
Investigative Reports completed on time[2]	99% of 2,696	90%	97% of 2,706	90%	90%
Toxicology Reports completed on time[3]	99% of 1,913	95%	99% of 1,932	95%	95%
Examination Reports completed on time[4]	89% of 2,673	80%	88% of 2,624	80%	80%
Homicide Examination Reports completed on time[5]	91% of 105	95%	86% of 89	95%	95%
Next-of-kin notification completed on time[6]	91% of 1,951	90%	89% of 2,488	90%	90%
Case Reports provided on time[7]	95% of 3,794	95%	86% of 4,616	95%	95%

Table Notes

[1] Performance measure target is 97% in seven days or less.

[2] Performance measure target is 90% in 60 days or less.

[3] Performance measure target is 95% in 60 days or less.

[4] Performance measure target is 80% in 60 days or less.

[5] Performance measure target is 95% in 60 days or less.

[6] Performance measure target is 90% in 12 hours or less.

[7] Performance measure target is 95% in seven days or less.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No change in staffing.

Expenditures

Net increase of $0.4 million

- Salaries and Benefits — increase of $0.3 million reflects negotiated labor agreements, an increase in retirement contributions and an increase in funding for a Forensic Pathology Fellow supported by federal grant funding.
- Services and Supplies — increase of $0.03 million due to the increase in operational costs associated with forensic death investigation services.

Revenues

Net increase of $0.4 million

- Intergovernmental Revenues – increase of $0.1 million due to federal grant funding to fund a Forensic Pathology Fellow.
- Use of Fund Balance – increase of $0.1 million for a one-time negotiated salary adjustment.
- General Purpose Revenue Allocation – increase of $0.1 million to offset the negotiated increases in salary and benefit costs.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net increase of $0.04 million due to an increase in County retirement contributions and a negotiated benefit increase.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Decedent Investigations		51.00			51.00	51.00
Total		51.00			51.00	51.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Decedent Investigations	$ 11,939,880	$ 8,527,316	$ 8,800,132	$ 8,325,129	$ 8,897,649	$ 8,940,759
Total	$ 11,939,880	$ 8,527,316	$ 8,800,132	$ 8,325,129	$ 8,897,649	$ 8,940,759

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 6,440,731	$ 6,401,874	$ 6,401,874	$ 6,168,479	$ 6,740,852	$ 6,735,910
Services & Supplies	2,893,494	2,225,442	2,414,194	2,185,365	2,256,797	2,304,849
Capital Assets Equipment	2,695,825	—	84,064	48,705	—	—
Expenditure Transfer & Reimbursements	(90,170)	(100,000)	(100,000)	(77,420)	(100,000)	(100,000)
Total	$ 11,939,880	$ 8,527,316	$ 8,800,132	$ 8,325,129	$ 8,897,649	$ 8,940,759

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Intergovernmental Revenues	$ —	$ —	$ —	$ 42,919	$ 111,477	$ 111,477
Charges For Current Services	810,050	606,778	724,467	739,796	622,074	622,074
Miscellaneous Revenues	73,365	44,220	44,220	92,853	44,220	44,220
Other Financing Sources	62	—	—	—	—	—
Use of Fund Balance	3,395,608	—	155,127	(426,758)	103,560	—
General Purpose Revenue Allocation	7,660,795	7,876,318	7,876,318	7,876,318	8,016,318	8,162,988
Total	$ 11,939,880	$ 8,527,316	$ 8,800,132	$ 8,325,129	$ 8,897,649	$ 8,940,759

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Probation

Department Description

The Probation Department, established in 1907, has been providing effective community corrections solutions to San Diego County residents for over 100 years. Services provided include detention for delinquent juveniles in two Juvenile Halls, treatment and custody for juvenile wards in three minimum-security facilities, investigation and supervision services for juvenile and adult offenders as ordered by the San Diego Superior Court, as well as victim assistance through notification and restitution. 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

Protect community safety, reduce crime and assist victims through offender accountability and rehabilitation.

2010-11 Accomplishments

Strategic Initiative – Kids

- Increased public safety and reduced crime by ensuring that 70% (1,655 of 2,372) of juvenile probationers completed their probation without a new sustained law violation.
- Provided rehabilitative services to youth in custody who were assessed to need services to prepare them for success in the community. Helped youth that left custodial settings to be prepared for success in the community by providing rehabilitative services as determined through assessment.
  - Increased percentage of youth in custody over the age of 16 who received employment readiness services from 73% to 88% (609 of 689), exceeding the goal of 75%.
  - Increased percentage of youth under the age of 18 in custody who received literacy services from 90% to 95% (694 of 731).
  - Provided services to reduce delinquency to 98% of youth in custody who were at high-risk of delinquency (868 of 885), exceeding the goal of 60%.

  - Increased percentage of youth assessed to have substance abuse needs who received substance abuse services from 77% to 89% (681 of 763).

Strategic Initiative – Safe and Livable Communities

- Increased public safety by holding offenders accountable.
  - Ensured that 66% of adult probationers completed their probation without being convicted of a new crime (4,274of 6,505), exceeding the goal of 60%.
  - Conducted 72,412 drug tests on adult and juvenile offenders to ensure compliance with court orders. The reduction of staff to collect specimens is a significant factor in falling short of the original goal of 75,000.
  - Searched the homes of 9,329 adult and juvenile probationers to ensure that they were not in possession of illegal contraband such as weapons, drugs, child pornography and/or gang related paraphernalia, exceeding the goal of 5,000.
- Partnered with local, State and federal law enforcement agencies to monitor high-risk offenders.
  - Participated in 237 adult and juvenile multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps and sobriety checkpoints, exceeding the goal of 150.
- Provided rehabilitative opportunities in order to reduce future criminal offenses.
  - Facilitated linkages to employment services for 30% of high-risk adult offenders (503 of 1,653).
  - Maximized (119,161) face-to-face contacts with probationers to facilitate compliance and rehabilitation.

- Educated crime victims of their constitutional rights and provided victim input to the Court regarding sentencing, restitution and other conditions of probation.
  - Contacted 99% of available victims and informed them of their right to restitution and a victim impact statement (13,216 of 13,284), exceeding the goal of 95%.

2011-13 Objectives

Strategic Initiative – Kids

- Increase public safety and reduce crime by providing supervision and services so that at least 70% (1,660 of 2,372) of juvenile probationers will complete their probation without a new sustained law violation.
- Provide rehabilitative services to youth in custody to assist in preparing them for success in the community.
  - Increase percentage of youth in custody over the age of 16 who receive employment readiness services from 75% to 80% (551 of 689).
  - Provide services to reduce delinquency to at least 95% of youth in custody who are at high-risk of delinquency (841 of 885).
  - Increase the percentage of youth assessed to have substance abuse needs who receive substance abuse services from 80% to 85% (649 of 763).

Strategic Initiative – Safe and Livable Communities

- Increase public safety and reduce crime by providing supervision and services so that at least 60% of adult probationers will complete their probation without being convicted of a new crime (3,903 of 6,505).
  - Increase percentage of probationers homes searched from 30% to 35% (3,265 of 9,329) to ensure that they are not in possession of illegal contraband such as weapons, drugs, child pornography and/or gang related paraphernalia.
- Partner with local, State and federal law enforcement agencies to monitor high-risk offenders.
  - Participate in 150 multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps and sobriety checkpoints.
- Provide rehabilitative opportunities to adult probationers in order to reduce future criminal offenses.
  - Encourage offender behavior change by providing linkages to employment services to at least 30% of adult offenders (496 of 1,653) on high-risk caseloads.
- Educate crime victims of their constitutional rights and provide victim input to the Court regarding sentencing, restitution and other conditions of probation.
  - Contact at least 95% of available victims and inform them of their right to restitution and a victim impact statement (12,620 of 13,284).

Related Links

For additional information about the Probation Department, refer to the website at http://www.sdcounty.ca.gov/probation/.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Adult offenders who complete their probation without being convicted of a new crime[1]	69% of 6,478	60%	66% of 6,505	60%	60%
Juvenile offenders who complete their probation without a new law violation	71% of 2,519	70%	70% of 2,372	70%	70%
Number of homes of adult and juvenile probationers searched to ensure that they are not in possession of illegal contraband such as weapons, drugs, child pornography and/or gang-related paraphernalia[2]	8,984	5,000[2]	9,329	N/A	N/A
Adult and juvenile probationers who have been searched to ensure that they are not in possession of illegal contraband such as weapons, drugs, child pornography and/or gang-related paraphernalia [3]	N/A	N/A	N/A	35%	35%
Available victims contacted to inform them of their rights to restitution and a victim impact statement/total available victims[4]	99% of 15,151	95%	99% of 13,284	95%	95%
Provide services to reduce delinquency of youth in custody who are at high-risk of delinquency	83% of 774	60%	98% of 885	95%	95%

Table Notes

[1] This measure is at risk due to reductions in certain adult supervision staff as a result of a loss in State funding for programs focusing on offenders with substance abuse treatment needs.

[2] The measure of the number of homes searched was set lower in anticipation that the number would decrease due to service changes resulting from the downturn in the overall economy. This measure will be discontinued as of Fiscal Year 2011-12 and replaced by a measure that better reflects the percentage of eligible probationers who have been searched.

[3] New Performance Measure effective Fiscal Year 2011-12.

[4]An available victim is any victim with an available address and/or phone number. The targets above reflect the estimated percentage of available victims with accurate contact information.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

Net decrease of 9.25 staff years.

- Adult Field Services net decrease of 2.25 staff years.
  - The elimination of State funding for the Offender Treatment Program, resulted in a reduction of 3.75 staff years and fewer services to offenders.
  - The elimination of the State IMPACT program resulted in a reduction of 1.00 staff year. This staff year provided support and monitoring of integrated services to the homeless mentally ill offenders. This activity and workload has been absorbed by existing staff.
  - The creation of the two-year Adult Reentry Court Program resulted in an addition of 2.00 staff years. These 2.00 staff years work collaboratively with the District Attorney's Office, Law Enforcement

agencies, Public Defender, Health and Human Services Agency (HHSA), and Superior Court to address supervision of low level recidivist felony offenders.
  - The jobs created through the American Recovery and Reinvestment Act (ARRA) of 2009 ended for various programs, resulting in a reduction of 6.50 staff years in two programs.
    - The California Emergency Management Agency (Cal EMA) funding for the ARRA Probation Specialized Unit, which focused strictly on high-risk sex offenders has ended, resulting in the reduction of 0.50 staff years. This activity and workload has been absorbed by existing staff.
    - The Cal EMA funding for the ARRA Offender Treatment Program, which provided substance abuse treatment for criminal offenders convicted of drug offenses has ended, resulting in the reduction of 6.00 staff years. This will reduce services and eliminate proactive supervision for these offenders.
  - Net increase of 7.00 staff years due to the transfer of staff from Juvenile Field Services, Institutional Services and Department Administration to realign services.
- Institutional Services net decrease of 2.00 staff years due to the transfer of staff to Juvenile Field Services and Department Administration to realign services.
- Juvenile Field Services net decrease of 16.00 staff years due to the transfer of staff to Adult Field Services, Institutional Services and Department Administration to realign services.
- Department Administration net increase of 11.00 staff years due to the transfer of staff from Adult Field Services, Juvenile Field Services and Institutional Services to realign services such as Weapons and Training Units.

Expenditures

Net increase of $8.8 million.

- Salaries and Benefits — net increase of $5.2 million due to the addition of 2.00 staff years for the Adult Reentry Court Program as described above and an increase which reflects negotiated labor agreements as well as increases in County retirement contributions partially offset by decreases associated with ARRA and IMPACT funded projects that ended in Fiscal Year 2010-11.
- Services and Supplies — net increase of $3.6 million includes increases in the Internal Service Fund for facilities and information technology and an increase for expenses related to Senate Bill (SB) 678, *The California Community Corrections Performance Incentive Act,* which will be used for treatment and intervention services for adult offenders. These increases are partially offset by decreases in various services and supplies and one-time projects.
- Other Charges — net decrease of $0.1 million due to a decrease in the number of wards sent to Division of Juvenile Justice.

Revenues

Net increase of $8.8 million.

- Fines, Forfeitures & Penalties — increase of $0.5 million by allocating available revenues to support facility maintenance and operation costs associated with juvenile institutional facilities.
- Intergovernmental Revenues — net decrease of $0.1 million.
  - Increase of $2.1 million due to the California Corrections Performance Incentive Act, which focuses on improving public safety through implementation of sentencing and adult probation practices that more effectively reduce recidivism and hold offenders accountable.
  - Increase of $1.6 million for the Youthful Offender Block Grant due to revised allocations for services that will benefit the youth in the program.
  - Increase of $1.0 million for Juvenile Justice Crime Prevention Act to align realized revenue with State funding for the Local Safety and Protection Account, supported by vehicle license fee revenue.
  - Decrease of $1.5 million for SB 618, *San Diego Prisoner Reentry Program,* due to reduced allocations. Contracted services related to the program were reduced.
  - Decrease of $1.2 million for ARRA Evidence-Based Probation Supervision Program Grant, due to one-time expenses.
  - Decrease of $0.5 million for Medi-Cal Administrative Activities due to reduced programs eligible for reimbursement.
  - Decrease of $0.4 million for the Offender Treatment Program, which provided substance abuse treatment for criminal offenders convicted of drug offenses.
  - Decrease of $1.0 million in Title IV-E of the Social Security Act cost reimbursement due to decreases in eligible activities and reimbursable rates.

- Net decrease of $0.2 million in various programs, including Standards and Training for Corrections, Office of Traffic Safety and Juvenile Assistance Grants.

- Charges for Current Services — decrease of $0.1 million due to an overall reduction in work crews and associated fees.
- Other Financing Sources — increase of $1.1 million due to additional funding from Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement services, due to increases in sales tax receipts.
- Use of Fund Balance — net increase of $4.3 million. A total of $4.8 million is budgeted.
  - $2.4 million is included for a case management system replacement.
  - $2.0 million is included for a one-time negotiated salary adjustment.
  - $0.3 million is included for the addition of 2.00 staff years associated with the two-year Reentry Court Program. The program is supported with a rebudget of funds allocated in Fiscal Year 2010-11 for the San Diego County Reentry Court Program.
  - $0.1 million is included for the replacement of 800 MHz radios.
- General Purpose Revenue Allocation — increase of $3.1 million to offset the negotiated increases in salary and benefit costs.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Decrease of 5.00 staff years due to the expiration of funding for programs supported by ARRA. A net decrease of $4.3 million. The decrease of $4.9 million in Services and Supplies is due to the completion of one-time projects. This is partially offset by an increase in Salaries and Benefits of $0.6 million due to an increase in County retirement contributions and a negotiated benefit increase.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Adult Field Services		324.25			322.00	320.00
Institutional Services		516.00			514.00	514.00
Juvenile Field Services		339.00			323.00	320.00
Department Administration		55.00			66.00	66.00
Total		1,234.25			1,225.00	1,220.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Adult Field Services	$ 35,295,572	$ 39,617,620	$ 39,770,884	$ 36,092,778	$ 38,610,571	$ 38,333,018
Institutional Services	67,902,260	67,208,713	67,869,729	67,859,720	70,510,519	70,787,748
Juvenile Field Services	53,269,198	52,645,565	52,856,858	49,967,313	53,294,751	53,551,995
Department Administration	9,919,633	11,282,796	11,377,554	10,289,308	17,112,650	12,576,407
Probation Asset Forfeiture Program	11,545	50,000	84,666	72,215	50,000	50,000
Probation Inmate Welfare Fund	188,327	95,000	95,403	60,092	95,000	95,000
Total	$ 166,586,535	$ 170,899,694	$ 172,055,094	$ 164,341,425	$ 179,673,491	$ 175,394,168

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 119,787,411	$ 120,270,638	$ 120,555,523	$ 117,327,633	$ 125,508,581	$ 126,083,783
Services & Supplies	39,286,301	43,501,857	43,423,696	39,208,436	47,139,650	42,285,125
Other Charges	9,606,968	9,054,676	9,882,894	9,882,894	8,952,736	8,952,736
Capital Assets Equipment	11,900	—	120,458	115,559	—	—
Expenditure Transfer & Reimbursements	(2,106,046)	(1,927,477)	(1,927,477)	(2,193,098)	(1,927,476)	(1,927,476)
Total	$ 166,586,535	$ 170,899,694	$ 172,055,094	$ 164,341,425	$ 179,673,491	$ 175,394,168

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Fines, Forfeitures & Penalties	$ 135,390	$ 68,500	$ 68,500	$ 52,897	$ 568,500	$ 568,500
Revenue From Use of Money & Property	155,351	95,000	95,000	166,438	95,000	95,000
Intergovernmental Revenues	50,077,929	51,727,696	51,978,279	48,264,822	51,589,710	49,091,400
Charges For Current Services	8,306,049	8,720,427	8,720,427	7,830,575	8,660,387	8,660,387
Miscellaneous Revenues	5,523	18,312	18,312	12,825	7,132	7,132
Other Financing Sources	14,671,841	14,437,809	14,437,809	14,439,562	15,495,508	15,842,265
Use of Fund Balance	(1,833,616)	416,905	1,321,722	(1,840,738)	4,763,383	50,000
General Purpose Revenue Allocation	95,068,067	95,415,045	95,415,045	95,415,045	98,493,871	101,079,484
Total	$ 166,586,535	$ 170,899,694	$ 172,055,094	$ 164,341,425	$ 179,673,491	$ 175,394,168

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Public Defender

Department Description

The Department of the Public Defender consists of four separate divisions, all ethically walled to avoid conflicts, including the Primary Public Defender, the Alternate Public Defender, the Multiple Conflicts Office and the Office of Assigned Counsel. The Public Defender is 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 who are charged with misdemeanor offenses and provides legal advice to all persons at arraignment unless retained counsel represents them. The Public Defender provides representation in some civil cases such as mental health matters and sexually violent predator cases.

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.

2010-11 Accomplishments

Strategic Initiative – Kids

- Strengthened families by assisting juvenile delinquency clients to be successful in their rehabilitation programs and on probation.
  - Used juvenile record sealing statutes to assist juvenile clients in clearing their records to gain employment, participate in training programs, and/or further education for 94% (440 of 467) of requests.
- Worked to maintain a reduced 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 reduce the length of stay in Juvenile Hall.
  - Maintained the number of elapsed days between admission and sentencing in juvenile cases at an average of 28 days.

Strategic Initiative – Safe and Livable Communities

- Established a professional relationship with clients, informed them of their rights and court procedures, established a bond of trust and gathered background information in order to properly assess the handling of each case.
  - Resolved an average of 75% (39,538 of 52,717) of misdemeanor and probation revocation cases handled by the Primary Public Defender at first appearance.
  - Accomplished direct contact in the Alternate Public Defender with 95% (1,830 of 1,926) of all new adult felony clients before the pre-preliminary hearing conference to build rapport and trust with clients and families thereby facilitating a favorable early case resolution when appropriate.
- Conducted timely investigations, comprehensive client interviews and obtained discovery early in order to efficiently and effectively prepare for litigation and resolution.
  - Investigated and resolved 69% (11,793 of 17,116) of felony cases in the Primary Public Defender at pre-preliminary hearing, when doing so would benefit the client more than litigation.
- Assisted clients with expungement programs in order to enable them to gain useful employment, pay all fines and penalties and be successful on probation.
  - Filed 340 misdemeanor expungement requests in order to help clients obtain meaningful employment.
  - Filed 500 felony expungement requests in order to help clients obtain meaningful employment.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Used internal training programs to develop expertise and ethics and promote effective supervision, teamwork, and peer support to ensure that all staff members are qualified to represent clients at the level of their assignments.
  - Achieved 15 hours of annual continuing legal education for 214 attorneys.
- Maintained partnerships with educational and community organizations in order to facilitate a continuous source of volunteers and interns resulting in practical professional training, enhanced recruitment opportunities and cost savings to the County.
  - Achieved an increase of 32% in hours (94,742 hours) provided by volunteers in all programs.

2011-13 Objectives

Strategic Initiative – Kids

- Improve opportunities for children and families by assisting juvenile delinquency clients to be successful in their rehabilitation programs and on probation.
  - Use juvenile record sealing statutes to assist juvenile clients in clearing their records to gain employment, participate in training and/or education programs for 95% (418 of 440) of requests.
  - Maintain the number of elapsed days between admission and sentencing in juvenile cases at an average of 28 days to accelerate rehabilitation.

Strategic Initiative – Safe and Livable Communities

- Establish a professional rapport and bond of trust with clients and work with criminal justice partners to ensure a reasonable and efficient criminal justice system and obtain the best possible outcome for the client.
  - Resolve 75% (45,000 of 60,000) of misdemeanor and probation revocation cases at first appearance.
  - Resolve 62% (7,750 of 12,500) of felony cases within 60 days of arraignment when doing so benefits the client more than litigation.
- Encourage clients to take advantage of programs that will allow them to thrive by successfully completing probation and reduce the likelihood of reoffending.
  - File approximately 200 misdemeanor expungement requests in order to help clients obtain meaningful employment.
  - File approximately 400 felony expungement requests in order to help clients obtain meaningful employment.
- Promote collaborative justice by participating in specialty courts aimed at linking services to clients with specialized needs.
  - Participate in Offender Reentry Court, Behavioral Health Court, Adult and Juvenile Drug Court, Homeless Court and the Veterans Treatment Review Calendar to help ensure clients obtain the services they need to become self-sufficient and maintain a crime free lifestyle.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Ensure a qualified, well-trained and diverse workforce to effectively represent all cases appointed to the department.
  - Achieve 15 hours of annual continuing legal education for all attorneys (approximately 222).
  - Achieve eight hours of annual investigation-related training for all investigators (approximately 43).

Required Discipline – Regional Leadership

- Develop and maintain partnerships with educational and community organizations to leverage resources and address common needs.
  - Maintain at least 90,000 hours provided by volunteers.
  - Participate in four community outreach events through the Public Defender's Community Outreach Program.
  - Train approximately 450 nonstaff attorneys concurrently with staff attorneys to build relationships and strengthen the criminal justice system.

Related Links

For additional information about the Public Defender, refer to the website at:

http://www.sdcounty.ca.gov/public_defender/.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Ensure that the dependent children are involved in the decisions that impact their lives. Percentage of hearings attended by age appropriate (11-18) clients[1]	31% of 6,527 hearings	30%	N/A	N/A	N/A
Direct contact accomplished with every client before the pre-preliminary hearing conference in new adult felony criminal cases / total new adult felony criminal cases[2]	93% of 1,794 cases	94%	95% of 1,926 cases	N/A	N/A
Number of juvenile record requests sealed	95% of 436 requests	95% of 440 requests	94% of 467 requests	95% of 440 requests	95% of 440 requests
Number of elapsed days between admission and sentencing of juvenile cases to accelerate rehabilitation and help reduce length of stay in Juvenile Hall	28 days	28 days	28 days	28 days	28 days
Misdemeanor & probation revocation cases resolved at first appearance	74% of 60,366 cases	75%	75% of 52,717 cases	75% of 60,000 cases	75% of 60,000 cases
Felony cases resolved at pre-preliminary hearing	62% of 13,120 cases	62%	69% of 17,116 cases	62% of 12,500 cases	62% of 12,500 cases
Number of misdemeanor expungement requests filed	~177	~200	340	200	200
Number of felony expungement requests filed	~450	~400	500	400	400
Number of hours of continuing legal education per attorney	N/A	15	15	15	15
Number of hours of training per investigator[3]	N/A	N/A	N/A	8	8
Total volunteer hours[4]	N/A	4%[4]	32%[4] (94,742 hours)	90,000 hours	90,000 hours
Number of outreach events attended [3, 5]	N/A	N/A	N/A	4	4
Number of nonstaff attorneys trained [3]	N/A	N/A	N/A	450	450

Table Notes

[1] This measure is being discontinued. As of July 1, 2010, the California Administrative Office of the Courts' contract with the County for Family Dependency Services was discontinued and related services by the Public Defender ceased. As a result, there is no progress to report on in Fiscal Year 2010-11.

[2] This measure is being discontinued in Fiscal Year 2011-12. This measure was previously reported by the Alternate Public Defender when that organization was a separate county department. The Alternate Public Defender and Public Defender became one county department in 2009.

[3] This is a new measure effective Fiscal Year 2011-12.

[4] This measure was introduced in Fiscal Year 2010-11. The volunteer hours information represents the total for all divisions of the Public Defender. The Fiscal Year 2009-10 total departmentwide hours of 72,000 established the baseline for Fiscal Year 2010-11. However, the baseline total of 72,000 did not include all investigative and general volunteers. The Fiscal Year 2010-11 actual of 32% (94,742), exceeds the goal because it includes legal, investigative and general volunteers. In subsequent fiscal years, the baseline will be 90,000 hours.

[5] This is a new measure effective Fiscal Year 2011-12. The Public Defender Community Outreach Program was established in 2010.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

Net decrease of 55.00 staff years

- Net increase of 7.00 staff years in the Primary Public Defender. An increase of 8.00 staff years is required to address representation needs for misdemeanor cases and administrative support. A decrease of 1.00 staff year is due to a transfer to Administration.
- Decrease of 1.00 staff year in the Alternate Public Defender. This staff year was transferred to the Multiple Conflicts Office.
- Increase of 1.00 staff year in the Multiple Conflicts Office. This staff year was transferred from the Alternate Public Defender to provide investigative services.
- Decrease of 63.00 staff years in Dependency is due to the discontinuance of the California Administrative Office of the Courts' contract with the County for Family Dependency Services.
- Increase of 1.00 staff year in Administration. This staff year was transferred from the Primary Public Defender to provide executive management level support.

Expenditures

Net decrease of $7.6 million.

- Salaries and Benefits — net decrease of $3.9 million due to the net reduction of 55.00 staff years as described above, partially offset by an increase which reflects negotiated labor agreements, increases in the County retirement contributions and adjustments to support temporary staff resources.
- Services and Supplies — decrease of $3.7 million due to the realignment of resources to support salary and benefit costs and the discontinuance of the California Administrative Office of the Courts' contract with the County for Family Dependency Services.

Revenues

Net decrease of $7.6 million.

- Intergovernmental Revenues — decrease of $10.3 million due to the discontinuance of the California Administrative Office of the Courts' contract with the County for Family Dependency Services.
- Use of Fund Balance — net increase of $1.2 million. A total of $2.2 million is budgeted.
  - $1.0 million is rebudgeted to support costs associated with the defense of special circumstances cases.
  - $0.9 million is included for a one-time negotiated salary adjustment.
  - $0.3 million is included for the remaining term of certain lease costs associated with the discontinued Family Dependency Services program.
- General Purpose Revenue Allocation — increase of $1.5 million to offset the negotiated increases in salary and benefit costs.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Increase of $0.2 million due to an increase in County retirement contributions and a negotiated benefit increase, offset by a reduction in one-time expenditures and resources.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Primary Public Defender		263.00			270.00	270.00
Office of Assigned Counsel		7.00			7.00	7.00
Alternate Public Defender		45.00			44.00	44.00
Multiple Conflicts Office		8.00			9.00	9.00
Dependency		63.00			—	—
Administration		13.00			14.00	14.00
Total		399.00			344.00	344.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Indigent Defense	$ 398,435	$ —	$ —	$ 6,895	$ —	$ —
Primary Public Defender	41,798,504	38,427,266	38,427,266	43,034,002	42,512,584	43,318,980
Office of Assigned Counsel	6,116,242	9,872,734	8,207,939	5,601,964	7,626,626	7,627,772
Alternate Public Defender	8,313,239	6,919,178	6,926,628	8,283,408	7,401,666	7,557,819
Multiple Conflicts Office	1,531,128	1,403,858	1,403,858	1,553,335	1,615,133	1,652,745
Dependency	8,965,501	9,651,546	(1)	659,403	—	—
Administration	8,636,279	10,800,184	12,900,943	2,650,629	10,304,401	9,460,333
Total	$ 75,759,329	$ 77,074,766	$ 67,866,633	$ 61,789,635	$ 69,460,410	$ 69,617,649

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 57,994,593	$ 57,150,671	$ 50,865,191	$ 50,865,191	$ 53,265,942	$ 53,422,382
Services & Supplies	17,758,254	19,924,095	17,001,442	10,924,445	16,194,468	16,195,267
Capital Assets Equipment	6,482	—	—	—	—	—
Total	$ 75,759,329	$ 77,074,766	$ 67,866,633	$ 61,789,635	$ 69,460,410	$ 69,617,649

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Fines, Forfeitures & Penalties	$ 51,347	$ 51,347	$ 51,347	$ 51,347	$ 51,347	$ 51,347
Intergovernmental Revenues	10,074,465	10,401,982	735,116	1,469,947	72,239	72,239
Charges For Current Services	865,444	750,000	750,000	1,018,541	750,000	750,000
Miscellaneous Revenues	185,445	100,300	100,300	308,292	100,300	100,300
Use of Fund Balance	(2,081,960)	1,000,000	1,458,733	(5,829,628)	2,175,469	1,000,000
General Purpose Revenue Allocation	66,664,588	64,771,137	64,771,137	64,771,137	66,311,055	67,643,763
Total	$ 75,759,329	$ 77,074,766	$ 67,866,633	$ 61,789,635	$ 69,460,410	$ 69,617,649

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San Diego County Fire Authority

Group Description

The San Diego County Fire Authority was created by the Board of Supervisors in June 2008 to improve fire protection and emergency medical services in the region. The Fire Authority provides support to unify the administration, communications and training of 15 rural fire agencies and to extend "around the clock" protection to 1.5 million acres of the unincorporated county that previously had either limited, or part-time "on-call" protection. On September 14, 2010, the Board of Supervisors approved the transfer of the operation of the San Diego County Fire Authority and the responsibility for associated County Services Areas (CSAs) and Fire Mitigation Funds from the Department of Planning and Land Use (DPLU) to the Public Safety Group Executive Office.

Mission Statement

Coordinate, regionalize and improve fire protection and emergency response services provided by State, local career and local volunteer fire agencies in the unincorporated areas of the County.

2010-11 Accomplishments

Strategic Initiative - Safe and Livable Communities

- Protected residents from wildfire and other natural disasters.
  - Removed 6,200 large dead, dying and diseased trees from 1,200 acres of private property on Palomar Mountain. This completed the dead, dying and diseased tree removal projects in the Palomar Mountain community with funding provided by the U.S. Forest Service Fire Safety and Fuels Reduction grant.
  - Updated the Defensible Space Ordinance to manage vegetation around dwellings and structures within the County region.
- Collaborated with regional fire service agencies to improve fire protection and emergency response.
  - Executed a Memorandum of Understanding with the Lakeside Fire Protection District to share expenses and expertise related to Fire Marshal and Plan Check services.
  - Provided ongoing funding and much needed resources for rural communities providing fire engines, water tenders and personal protective equipment for the County's volunteer firefighters.

- Initiated Step II of the County's Fire and Life Safety Reorganization Report in January 2011, which includes a plan to merge five CSAs into the San Diego County Fire Authority – CSA 135.

Required Discipline – Information Technology

- Implemented the San Diego County Multi-Agency Public Safety Web-based application to improve communication and access to real time geographic mapping information. Access to these datasets by State and local fire engine staff will ultimately enhance their ability to provide fire and lifesaving services to the communities they serve.
- Completed hardware and software upgrades to the Emergency Response Geographic Information System (GIS) trailer, including state-of-the-art laptop workstations and a server that will perform as a stand-alone network within the GIS trailer.

Required Discipline – Regional Leadership

- Appointed a California Department of Forestry and Fire Protection (CAL FIRE) San Diego Unit Chief as the San Diego County Fire Authority Chief with responsibility for leadership in the unincorporated area and operational responsibility of the County's fire service functions.

Required Discipline – Continuous Improvement

- Amended the County Fire Code to remain consistent with the revised California Code of Regulations - California Fire Code.
- In accordance with the recommendations contained in the 2010 County Fire Deployment Study, completed the transfer of the San Diego County Fire Authority from DPLU to the Public Safety Group Executive Office in September 2010.

2011-13 Objectives

Strategic Initiative – Safe and Livable Communities

- Continue collaboration with fire service agencies to improve fire protection and emergency response services.
  - Execute additional Memorandum of Understandings and/or Joint Powers Agreements with fire protection agencies to eliminate duplication of services, reduce costs, share resources and improve operational efficiencies.
  - Complete Step II of the County's Fire and Life Safety Reorganization Report, which includes the merging of the five CSAs into the County Fire Authority – CSA 135 by June 2012.
  - Continue working with the affected Fire Districts to implement Step III of the County's Fire and Life Safety Reorganization Report or develop a Joint Powers Authority.
- Protect residents from wildfire and other natural disasters.
  - Ensure completion of the Environmental Impact Report to allow for implementation of the $7.0 million U.S. Forest Service Fire Safety and Fuels Reduction grant program.
- Increase staffing levels and response capabilities at volunteer fire stations.
  - Recruit 150 volunteer firefighters to provide services.
  - Continue to work towards 24-hour staffing at all fire stations in coordination with the local fire districts.

Required Discipline – Essential Infrastructure

- Continue to provide funding for facility improvements and regional training facilities to partnering fire service agencies as identified in the 2010 County Fire Deployment Study.

Required Discipline – Fiscal Stability

- Evaluate the development of the Community Facilities District for CSA 135 to provide additional funding resources to mitigate the impact of new development on fire and emergency response services.

Required Discipline – Continuous Improvement

- Implement the 2011 Consolidated Fire Code, which will consolidate the fire codes of the 16 individual fire districts and the CSA 135.
- Provide public outreach notification on the Defensible Space Program, the inspection process and procedures to residents in the unincorporated area.

Performance Measures

	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Perform contract compliance site visits[2]	N/A	N/A	N/A	11 sites	11 sites
Recruit new volunteer firefighters[3]	N/A	N/A	N/A	150	150
Public outreach – provide information by mail to residents regarding Defensible Space inspections in the community	N/A	N/A	N/A	2,500	2,500

Table Notes

[1] Performance measures for Fiscal Years 2009-10 and 2010-11 are not applicable. At that time, the San Diego County Fire Authority was a division within DPLU. The San Diego County Fire Authority did not have specific performance measures as a division of DPLU.

[2] Compliance site visits include review of inventory and/or financial recordkeeping within the San Diego County Fire Authority, CSA 135.

[3] New volunteers will augment the existing volunteer firefighter pool and mitigate losses due to attrition.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Note: The amounts shown in the Fiscal Year 2009-10 and Fiscal Year 2010-11 Adopted Budget columns for the San Diego County Fire Authority have been restated to include the following County Service Areas and associated Fire Mitigation Funds: Elfin Forest (CSA 107), Mount Laguna (CSA 109), Palomar Mountain (CSA 110), Boulevard (CSA 111), Campo (CSA 112), San Pasqual (CSA 113), Pepper Drive (CSA 115), and San Diego Regional Fire Authority (CSA 135). This reflects the mid-year transfer of the San Diego County Fire Authority from the Land Use and Environment Group to the Public Safety Group.

Staffing

Net increase of 13.00 staff years due to the mid-year transfer of the operation of the San Diego County Fire Authority from DPLU to the Public Safety Group Executive Office.

Expenditures

Net increase of $24.6 million. The amounts shown in the Fiscal Year 2010-11 Adopted Budget column for the Fire Authority include only the CSA 107 through 115. The majority of the changes shown here reflect the transfer of all appropriated amounts from DPLU to the Public Safety Group Executive Office.

- Salaries and Benefits — increase of $1.5 million due to the transfer of funding associated with 13.00 staff years as described above and an increase which reflects negotiated labor agreements and an increases in County retirement contributions and temporary help.
- Services and Supplies — increase of $23.0 million includes the transfer of funding of $12.0 million for contracted services, $6.9 million for the Dead, Dying and Diseased Tree Grant Program, $1.7 million of costs associated with the volunteer stipend program, $2.1 million for other departmental operating costs, and $0.3 million for personal protective equipment for the San Diego County Fire Authority Volunteer Program for Fire and Emergency Medical Services.
- Capital Assets Equipment — increase of $0.25 million includes the transfer of funding for fixed assets acquisition and transportation equipment.
- Operating Transfers Out — decrease of $0.2 million due to the completion of station improvements in the CSAs in Fiscal Year 2010-11.

Revenues

Net increase of $24.6 million. The amounts shown in the Fiscal Year 2010-11 Adopted Budget column for the Fire Authority include only the CSA 107 through 115. The majority of the changes shown here reflect the transfer of all appropriated amounts from DPLU to the Public Safety Group Executive Office.

- Intergovernmental Revenues — increase of $7.2 million due to the rebudget of $6.9 million for the Dead, Dying and Diseased tree grant program and $0.3 million for the Indian Gaming Local Community Benefit Committee Grant.
- Use of Fund Balance — net increase of $1.7 million. A total of $2.3 million is budgeted for safety clothing, the volunteer stipend program, minor equipment, contracted services, fixed assets acquisition and transportation equipment.
- General Purpose Revenue Allocation — increase of $15.7 million due to the mid-year transfer of the operation of the San Diego County Fire Authority from DPLU to the Public Safety Group Executive Office.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $7.5 million is due to a decrease of $7.2 million in Services and Supplies associated with the Dead, Dying and Diseased tree grant program, the Indian Gaming grant program and the completion of one-time projects; and a decrease of $0.3 million in capital equipment due to the completion of one-time projects. This is partially offset by an increase in Salaries and Benefits for an increase in County retirement contributions and a negotiated benefit increase.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
San Diego County Fire Authority		—			13.00	13.00
Total		0.00			13.00	13.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
San Diego County Fire Authority	$ —	$ —	$ 30,478,290	$ 16,904,645	$ 25,191,550	$ 17,730,000
County Service Areas - Fire Prevention	1,151,881	1,874,474	1,944,599	1,329,960	1,265,382	1,265,382
Total	$ 1,151,881	$ 1,874,474	$ 32,422,889	$ 18,234,604	$ 26,456,932	$ 18,995,382

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ —	$ —	$ 1,123,732	$ 1,026,564	$ 1,521,993	$ 1,531,938
Services & Supplies	1,124,362	1,437,459	29,175,328	15,195,096	24,425,793	17,204,298
Other Charges	23,113	—	—	—	—	—
Capital Assets Equipment	—	—	1,686,813	1,627,799	250,000	—
Expenditure Transfer & Reimbursements	—	—	—	(499)	—	—
Operating Transfers Out	4,407	437,015	437,015	385,645	259,146	259,146
Total	$ 1,151,881	$ 1,874,474	$ 32,422,889	$ 18,234,604	$ 26,456,932	$ 18,995,382

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Taxes Current Property	$ 500,855	$ 580,615	$ 580,615	$ 485,555	$ 580,615	$ 580,615
Taxes Other Than Current Secured	4,241	—	—	3,464	—	—
Revenue From Use of Money & Property	46,198	27,500	27,500	61,484	27,500	27,500
Intergovernmental Revenues	6,091	—	7,479,972	1,830,221	7,167,936	2,000,000
Charges For Current Services	457,954	453,719	473,103	478,743	517,503	517,503
Miscellaneous Revenues	9,895	—	—	26,410	—	—
Other Financing Sources	154,407	181,091	231,091	179,721	150,000	150,000
Use of Fund Balance	(27,761)	631,549	23,630,608	15,169,006	2,343,378	19,764
General Purpose Revenue Allocation	—	—	—	—	15,670,000	15,700,000
Total	$ 1,151,881	$ 1,874,474	$ 32,422,889	$ 18,234,604	$ 26,456,932	$ 18,995,382

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County of San Diego

Health and Human Services Agency

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Health and Human Services Agency Summary

Agency Description

The Health and Human Services Agency (HHSA) is committed to Building Better Health, Fostering Safe Communities and Promoting Thriving Families through its Live Well, San Diego! initiative. Its services include preventive health care, access to publicly funded health care coverage and self-sufficiency services, and mental health and substance abuse programs. Additionally, protective services are provided to abused and neglected children and vulnerable adults, including seniors, the disabled and indigent adults. The Agency also works to reduce the burden of chronic diseases and contributing factors, such as childhood obesity, and helps the community prepare to respond to health emergencies and disasters.

Through six geographic regions, the Agency provides services through a public-private partnership of County staff and more than 900 contracts representing over 470 community-based providers. Although the six regions are geographically and socially diverse, business continuity is assured through the administrative support divisions.

HHSA Departments

- Regional Operations
- Strategic Planning and Operational Support
- Aging and Independence Services
- Behavioral Health Services
- Child Welfare Services
- Public Health Services
- Public Administrator / Public Guardian
- Administrative Support

Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services in San Diego County.

2010-11 Accomplishments

Implemented phase 1 of *Live Well, San Diego!*: Building Better Health to achieve the vision of healthy, safe and thriving communities by:

- Building a better service delivery system that is innovative and outcome-driven, emphasizing quality, efficiency, cost savings, and large-scale population-based improvements.

  - Implemented additional pathways to eligibility for public assistance through online applications, 2-1-1 San Diego, and video interviewing resulting in increased enrollment of 21,863 (for a total two-year increase of 52,333) children and seniors in CalFresh (formerly Food Stamps), achieving three-year Nutritional Security Plan goal to enroll 50,000 children and seniors one year early.
  - Integrated CalFresh application assistance and prescreening at 12 Earned Income Tax Credit sites.
  - Implemented In-Home Supportive Services (IHSS) reform recommendations, including program integrity case reviews and unannounced home visits to protect taxpayer dollars and ensure appropriate level of care for consumers.
  - Partnered with San Diego Unified School District to promote CalFresh as a healthy, nutrition assistance program for low-income families.
- Promoting positive choices that empower residents to take responsibility for their own health and well-being.
  - Launched an anti-obesity campaign and new website to educate and empower residents to make healthy choices (year 1 of the 2-year Communities Putting Prevention to Work (CPPW) initiative).
  - Implemented a chronic disease self-management program using peer educators to empower patients to take an active role in their health care.
  - Administered with Sharp Hospital a program that empowers older adults to assert an active role in their own health care.
- Pursuing policy and environmental changes that make it easier for people to engage in healthy and safe behaviors.

- Partnered with San Diego Association of Governments (SANDAG) to include health perspective in local and regional transportation and land use planning documents.
- Worked with six school districts to enhance school wellness policies that promote and increase physical activity and healthy nutrition.
- Increased safety and physical activity in the region by implementing Safe Routes to Schools and Project Safeway, promoting active commuting and bikeway signage.

- Improving the culture from within by increasing employee knowledge about what it means to build better health, foster safe communities and promote thriving families.
  - Began planning for *Live Well, San Diego!: Fostering Safe Communities* by conducting four educational sessions to increase employee knowledge about safety and creating design teams to identify protection, prevention, and preparedness priorities.
  - Partnered with Department of Human Resources in starting up the Employees Wellness SharePoint site for all County employees.
  - Supported employee-driven activities that promote healthy eating and physical activity in the workplace.

Required Discipline – Fiscal Stability

- Implemented economic reality plans and management control initiatives to align with revenues supporting fiscal responsibility and operational integrity.

Required Discipline – Customer Satisfaction

- Increased capacity to meet unprecedented demand in public assistance by partnering with 2-1-1 San Diego to support the ACCESS Customer Service Center to respond to customer needs.
- Integrated Welfare-to-Work, Refugee Employment Services and Child Care under one contract to align programs and provide a one-stop service that promotes self-sufficiency.

Required Discipline – Regional Leadership

- Received recognition as regional leaders in various disciplines for implementation of innovative projects such as Network of Care website, development of disaster CalFresh protocol, procurement financial evaluation, high-tech mental health solutions and H1N1 vaccine distribution.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Increased worker knowledge about performance excellence by introducing and discussing the Baldrige National Quality Program criteria.

Required Discipline – Accountability/Transparency

- Reengineered support activities to monitor and track implementation of *Live, Well, San Diego!* and ensure decisions are data-based and outcome-driven.
- Led the nation in the movement toward national public health accreditation by completing the beta test process of the Public Health Accreditation Board.

Required Discipline – Continuous Improvement

- Implemented Lean Six Sigma program (a management strategy), certifying staff as Black, Green, Yellow and White Belts to develop organizational capacity for applying these principles to eliminating waste, improving speed, and ensuring consistency.
- Continued to perform business process reengineering to improve service delivery in various programs such as Child Welfare Services and Self-Sufficiency (CalFresh, Medi-Cal and CalWORKs).

Required Discipline – Information Technology

- Opened a Centralized Imaging Center to improve efficiency, assure consistency and respond to customer needs related to public assistance programs.

2011-13 Objectives

Continue implementation of *Live Well, San Diego!* to achieve the Agency's vision of healthy, safe and thriving communities by:

- Building a better service delivery system that recognizes the importance of safety in achieving healthy people, healthy communities and thriving families.
- Supporting positive choices that integrate healthy and safe living and encourage financial stability.
- Pursuing policy and environmental changes that make it easier to be healthy, enhance safety, and support communities that thrive.
- Improving the culture from within by introducing Agency staff to recognize that traumatic events impact individual health, community safety and financial stability.

- Advancing operational excellence by ensuring fiscal stability, customer service, leadership, accountability and transparency, continuous improvement and workforce excellence.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Overview

The Health and Human Services Agency's Fiscal Year 2011-12 plan includes appropriations of $1.9 billion, an increase of $63.5 million.

Adjustments to the Operational Plan include increased appropriations to address the implementation of the Low Income Health Program (LIHP), which is reflected under Strategic Planning and Operational Support, increases in Behavioral Health contracted services, as well as negotiated labor agreements and increases in County retirement contributions, offset by decreases in In-Home Supportive Services based on caseload trends and reductions in immunization services due to State cuts.

The Agency reduced 26.00 staff years. A decrease of 5.00 staff years in Administrative Support is the result of consolidation and centralization of Countywide background investigation services. A total of 21.00 staff years were reduced in Child Welfare Services, of which 5.00 staff years were non-case-carrying positions with no impact to client services, and 16.00 staff years were eliminated as a result of the Fiscal Year 2010-11 contracting out of Early Periodic Screening, Diagnosis and Treatment (EPSDT) services due to reengineering efforts at Polinsky Children's Center.

A major goal in the development of the Agency's operational plan is to advance the *Live Well, San Diego!* initiative. As part of this endeavor, the Agency leveraged existing resources and created the Office of Health Systems Innovation and the Office of Business Intelligence. These offices will assist the Agency in strengthening operational excellence through continued integration and alignment of services, community engagement and advancing the use of data and information to increase efficiency.

The Agency faces over $40 million in funding challenges associated with State budget cuts, the ending of the federal economic stimulus funding, and continued increased demand for services. The Agency is mitigating these challenges by leveraging local resources, maximizing the use of State and federal dollars, and continuing efforts to consolidate and integrate services.

There continues to be tremendous uncertainty with the State's financial situation. The State recently passed legislation with cuts and program changes which will impact HHSA clients and service delivery. The full impact of these changes is dependent on additional State action and on the on-going economic unrest. Moving forward, HHSA will return to the Board and adjust its operational plan as needed to align ongoing funding with core, essential services. HHSA will continue to work with advisory boards and other key stakeholders in these efforts.

Tobacco Settlement Funds

Tobacco settlement payments were first securitized in Fiscal Year 2001-02 to allow a stable funding stream for health and human services programs. The Special Revenue fund reflects $27.5 million for Fiscal Year 2011-12. There is no change between years.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $29.6 million is primarily the result of a decrease of $35.1 million in Services and Supplies primarily due to elimination of one-time projects from prior year, offset by an increase of $5.3 million in Salaries and Benefits associated with an increase in County retirement contributions and a negotiated benefit increase.

Group Staffing by Department

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Regional Operations		2,262.00			2,277.00	2,277.00
Strategic Planning & Operational Support		200.00			202.00	202.00
Aging and Independence Services		292.50			292.50	292.50
Behavioral Health Services		840.50			837.50	837.50
Child Welfare Services		744.50			703.50	703.50
Public Health Services		479.75			480.75	480.75
Public Administrator / Public Guardian		34.00			34.00	34.00
Administrative Support		303.00			303.00	303.00
Total		5,156.25			5,130.25	5,130.25

Group Expenditures by Department

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Regional Operations	$ 446,832,917	$ 462,888,866	$ 463,727,125	$ 449,184,601	$ 464,314,986	$ 467,241,726
Strategic Planning & Operational Support	160,415,486	161,411,948	186,940,789	188,609,481	225,162,212	225,633,803
Aging and Independence Services	303,908,390	335,194,757	314,451,361	304,611,832	309,757,401	316,689,178
Behavioral Health Services	364,627,453	405,914,153	409,648,683	373,690,616	427,734,706	418,299,678
Child Welfare Services	239,131,854	263,321,003	262,081,800	226,655,143	258,626,410	259,593,086
Public Health Services	98,129,974	102,193,095	108,272,203	102,988,758	103,380,590	95,269,374
Public Administrator / Public Guardian	4,397,273	4,472,416	4,472,416	4,498,351	4,591,551	4,185,165
Administrative Support	52,411,778	93,525,329	99,767,704	56,517,718	98,816,209	75,896,039
Tobacco Settlement Funds	24,200,000	27,500,000	27,500,000	24,371,225	27,500,000	27,500,000
Total	$1,694,055,124	$1,856,421,567	$1,876,862,081	$1,731,127,722	$1,919,884,065	$1,890,308,049

Regional Operations

Department Description

The Health and Human Services Agency's service delivery system is organized into six geographic service regions, using a public-private partnership model to meet the needs of families and individuals in San Diego County. As outlined in Appendix D, core regional operations include: Public Health Services, Family Resource Centers/Public Assistance Payments and Child Welfare Services.

Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services in San Diego County.

2010-11 Accomplishments – All Regions

Strategic Initiative – Kids

- Improved health outcomes for newborns by ensuring that 99% (282 of 286) of pregnant women received the recommended number of prenatal care visits, above target of 96%.
- Reduced the onset of preventable illness or disease by immunizing 99% (9,751 of 9,834) of children age 0-4 years, above target of 93%.
- Reduced onset of preventable illness or disease by immunizing 97% (9,383 of 9,662) of children and adolescents age 11-18 years, above target of 93%.
- Improved access to health care by achieving a 6% (an additional 15,301; from 263,177 to 278,478) increase in children receiving Medi-Cal or Healthy Families, exceeding target of 1%.
- Protected and supported the well-being of children at risk of entering the foster care system by increasing Team Decision Making (TDM) meetings by 4.8% (from 2,055 to 2,153), slightly below target of 5%.
- Protected children and supported reunification by identifying the most appropriate service using Structured Decision Making (SDM) when assessing 82.8% (2,535 of 3,062) of child welfare families, above target of 81%.
- Supported stability of children in foster care (between 8 days and 12 months) by ensuring that 80.8% (1,482 of 1,834) had fewer than three placements, just below target of 81%.

Strategic Initiative – Safe and Livable Communities

- Improved access to nutritional services by providing outreach and enrolling an additional 21,863 (a total two-year increase of 52,333, from 83,851 to 136,184) children and seniors in CalFresh (formerly Food Stamps), reaching the three-year target to enroll 50,000 children and seniors one year ahead of schedule due to the increased efforts of staff and community partners.

2011-13 Objectives – All Regions

Strategic Initiative – Kids

- Improve birth outcomes by ensuring 98% (245 of 250) of pregnant women served by public health nurses receive the recommended number of prenatal care visits.
- Reduce the onset of preventable illness or disease by immunizing 98% (4,900 of 5,000) of children age 0-4 years.
- Reduce the onset of preventable illness or disease by immunizing 98% (3,920 of 4,000) of children and adolescents age 11-18 years.
- Improve access to health care by enrolling an additional 1% (from 278,478 to 281,262) of children in Medi-Cal and Healthy Families programs.
- Improve outcomes for children as measured by family participation in joint case planning and meetings by 33% (2,001 of 6,265).
- Support stability of foster youth by placing 44% (1,429 of 3,249) with a relative or nonrelated extended family member.
- Support stability of children in foster care (8 days or more, but less than 12 months) by ensuring 81% (1,573 of 1,942) have fewer than three placements.

Strategic Initiative – Safe and Livable Communities

- Improve access to nutritional services by enrolling 25,000 (136,184 to 161,184) children and seniors in CalFresh.
- Promote collaboration and transparency by developing region-specific community engagement plans that seek input and action for *Live Well, San Diego!*

Central Region

The Central Region encompasses San Diego city's urban core consisting of 50 neighborhoods with a multitude of diverse culture and population. Central Region is bordered to the North by Interstate 8, extending eastward to the cities of Lemon Grove and La Mesa, continuing south to National City, and westward to the San Diego Bay. Agency staff from the Central Region provide regional services and lead countywide efforts such as the Community Action Partnership and a pilot on eliminating disparities in Child Welfare and key initiatives on improving access and outcomes for the homeless population. Effective Fiscal Year 2011-12, the domestic violence prevention activities will be included with Child Welfare Services.

2010-11 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Improved access and pathways to prevention, treatment and care services for City Heights residents by developing a community engagement plan in partnership with the Building Healthy Communities initiative.
- Assisted families out of poverty by expanding existing *Thrive San Diego* partnerships. *Thrive San Diego* is a partnership between the County of San Diego, San Diego State University and California State University, San Marcos to help screen low-income people for CalFresh eligibility.
- Assisted families to maximize their tax returns by expanding countywide Earned Income Tax Credit (EITC) public-private coalition. The EITC tax dollars for the 2011 campaign increased from $7.1 million in 2010 to $8.1 million in 2011.

2011-13 Objectives

Strategic Initiative – Kids

- Address over representation of African-American foster children in the Central Region by establishing a Child Protection Team and developing a communitywide framework to improve child protection.
- Strengthen culturally appropriate service delivery in the Child Welfare System by piloting a program that is responsive to cultural diversity.

Strategic Initiative – Safe and Livable Communities

- Enhance care management for homeless individuals and reduce costs by decreasing hospital inpatient readmissions and frequent users by 10% (from 74 to 67).

East Region

The East Region is a mixture of urban, suburban and rural communities, including several Native American reservations and a large Iraqi refugee population. East Region was the first to administer Nurse Family Partnership (NFP), an evidence-based program helping first-time, low-income mothers succeed, which has now been implemented countywide. East Region also administers Neighborhoods for Kids, an initiative that strives to keep abused and neglected children in safe, familiar environments and in their same schools.

2010-11 Accomplishments

Strategic Initiative – Kids

- Supported stability of children coming into protective custody by placing 69% (213 of 309) with a relative or family friend, above target of 65%.
- Supported stability and educational growth of children coming into protective custody by placing 61% (61 of 99) in a home where they can attend their school of origin; target of 65% not met due to child having to move schools in order for him/her to be placed with a relative or someone that he/she knows.
- Prevented illness and disease by immunizing 98% (130 of 133) of NFP graduates' children by 24 months of age, meeting target.
- Improved health outcomes for children by ensuring that 94% (502 of 532) of NFP participants initiated breast feeding, meeting target.

2011-13 Objectives

Strategic Initiative – Kids

- Support stability and educational growth of children coming into protective custody by placing 65% (54 of 82) in a home where they can attend their school of origin.

- Promote family stability by ensuring that 75% (166 of 221) of children are reunified with their parents within 12 months.
- Improve health outcomes for children by ensuring that 91% (108 of 120) of NFP participants initiate breast feeding.
- Promote healthy living by ensuring that 32% (11 of 32) of NFP parents decrease smoking.
- Promote self-sufficiency by linking culturally appropriate service providers to refugee families.

North Central Region

The North Central Region is located within the City of San Diego and is comprised of 38 diverse communities including Miramar Air Base and other military communities. With a large military population, Agency staff from the North Central Region support the unique needs of military families through the Agency's "Military Initiative." In Fiscal Year 2010-11, North Central Region implemented the Nurse Family Partnership (NFP) program to help its first-time, low-income mothers succeed.

2010-11 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Reduced wait time to 29 days for County Medical Services eligibility appointments for eligible clients, meeting goal of maintaining wait times at 30 days or less.
- Supported healthy choices by developing four Community Action Plans supporting the Communities Putting Prevention to Work initiative (*Healthy Works* sm), above target of three plans:
  - Educated the public about healthy choices by launching the *Healthy Works* sm media campaign.
  - Promoted nutrition by introducing healthy Breakfast/ Summer Meal Programs within school districts.
  - Promoted healthy eating by changing policies that favor healthier food service options at senior meal sites.
  - Supported improved health outcomes for infants by implementing Breastfeeding/Lactation Worksite Policy Actions.

2011-13 Objectives

Strategic Initiative – Safe and Livable Communities

- Reduce onset of illness and disease by establishing a baseline for NFP graduates' children that are fully immunized by 24 months of age.
- Improve health outcomes for infants by establishing a baseline for NFP participants who initiate breast feeding.
- Ensure timely service to clients by maintaining wait times of 30 days or less for County Medical Services eligibility appointments.
- Support military families by building effective community relationships that promote safe and healthy living.

North Coastal Region

The North Coastal Region consists of six cities, Camp Pendleton and more than a dozen communities. The region's northern border is the Orange County line. In addition to providing core regional services, Agency staff from the North Coastal Region facilitates HealthLink North County and North County Cares. HealthLink North County is a school health-focused, public-private partnership to improve health and education outcomes for North County's school children. North County Cares is a collaboration of the Agency, community partners, resource families, and child welfare services working together to improve outcomes for North County children.

2010-11 Accomplishments

Strategic Initiative – Kids

- Strengthened safety and healthy living through the Military Strategic Plan by increasing services by 76% (from 322 to 567) to military families, exceeding the 5% target due to targeted promotion, community involvement and collaboration at Camp Pendleton.
- Supported stability of foster children by placing 69% (85 of 122) with relatives or family friends, above target of 68%.

2011-13 Objectives

Strategic Initiative – Kids

- Support health and well being of military families by providing 576 public health nurse contacts.
- Improve health outcomes for vulnerable children by establishing immunization baselines and performance outcomes of NFP graduates' children by 24 months of age.

North Inland Region

The North Inland Region includes four 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. In addition to providing core regional services, North Inland Region facilitates the Rural Health Network and North County Cares. The Rural Health Network is a forum that brings together government and community service providers to collaborate and leverage health resources for rural San Diego County communities. North County Cares is a collaboration of the Agency, community partners, resource families, and child welfare services working together to improve outcomes for North County children.

2010-11 Accomplishments

Strategic Initiative – Kids

- Supported stability of children in protective custody by placing 54% (88 of 161) with relatives or family friends, above target of 53%.

Required Discipline – Customer Satisfaction

- Improved access to public assistance programs through video interviewing and increased by 35% (from 96 to 130) the number of clients served at initial pilot site, exceeding the target of 10%. Expansion efforts resulted in a total of 446 clients served at 5 sites.

2011-13 Objectives

Strategic Initiative – Kids

- Improve health outcomes for vulnerable children by establishing immunization baselines and performance outcomes of NFP graduates' children by 24 months of age.

Required Discipline – Customer Satisfaction

- Improve access to public assistance programs through video interviewing by increasing the number of clients served by 15% (from 446 to 513).

South Region

The South Region has four cities and seven communities and is bordered in the south by Mexico. Agency staff from the South Region provide regional services, lead the Healthy Eating Active Communities (HEAC) project, and manage the South Region Nurse Family Partnership Program (NFP), and Families as Partners (FAP). HEAC aims to prevent childhood obesity and ensure healthy adulthood by reducing health risks associated with obesity. NFP is an evidence-based program that helps first-time, high-risk, low-income mothers. FAP is a public-private partnership that will provide a community safety net for South Region's children and youth who are at risk of entering foster care or who are currently in the system.

2010-11 Accomplishments

Strategic Initiative – Kids

- Improved health outcomes of infants by ensuring that 60% (21 of 35) of NFP mothers breastfed their infant up to 6 months of age, exceeding target of 45% due to targeted perinatal counseling.
- Strengthened the family and promoted stability by increasing the number of FAP children who were diverted from protective custody by 94% (from 283 to 550), above target of 10% due to the streamlining of the referral assignment process and enhanced tracking and monitoring.

2011-13 Objectives

Strategic Initiative – Kids

- Strengthen the family and promote stability by increasing the number of FAP children who are diverted to prevention services by 20% (from 550 to 660).

Strategic Initiative – Safe and Livable Communities

- Improve nutrition and access to CalFresh benefits by implementing a video interview process.
- Enhance care coordination and access for pregnant and post-partum women by deploying a referral pathway tool with at least 10 partners (internal and external).

Related Links

For detailed information about the health and characteristics of the people living in each Region, go to http://www.sdhealthstatistics.com/.

For additional information on the programs offered by the Health and Human Services Agency, refer to the website at http://www.sdcounty.ca.gov/hhsa/.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Expectant mothers visited by Public Health Nurses through delivery that complete recommended number of prenatal care visits	98% of 401	96% of 450	99% of 286	98% of 250	98% of 250
Children age 0-4 years receive age-appropriate vaccines	99% of 25,866	93% of 15,000	99% of 9,834	98% of 5,000	98% of 5,000
Children age 11-18 years receive age-appropriate vaccines	97% of 16,191	93% of 12,000	97% of 9,662	98% of 4,000	98% of 4,000
Children enrolled in Medi-Cal and Healthy Families health care coverage	5% (enrolled 12,562 for a total of 263,177)	1% (enroll 2,632 for a total of 265,809)	6% (enrolled 15,301 for a total of 278,478)	1% (enroll 2,784 for a total of 281,262)	1% (enroll 2,784 for a total of 281,262)
Family participation in joint case planning and meetings[1]	N/A	N/A	30.8% of 6,265	33% of 6,265	33% of 6,265
Children in foster care that are in kin placements[1]	N/A	N/A	42.5% of 3,249	44% of 3,249	44% of 3,249
Children in foster care for less than 12 months have fewer than 3 placements during that period	81.9% of 1,896	81% of 1,947	80.8% of 1,834	81% of 1,942	81% of 1,942
Eligible children and seniors enrolled in CalFresh[2]	30,470 (from 83,851 to 114,321)[2]	20,000 (from 114,321 to 134,321)	21,863 (from 114,321 to 136,184)[2]	25,000 (from 36,184 to 161,184)	25,000 (from 136,184 to 161,184)
Increase in TDM meetings held countywide[3]	19.1% (from 1,725 to 2,055)	5% (from 2,055 to 2,157)	4.8% (from 2,055 to 2,153)	N/A	N/A
Completion of SDM assessments on new child welfare cases[3]	76.3% of 1,752	81% of 3,450[3]	82.8% of 3,062	N/A	N/A

Table Notes

[1] Effective Fiscal Year 2011-12, the measure has been included in the Operational Plan to reflect strategic priorities.

[2] CalFresh is California's name for the Federal Supplemental Nutrition Assistance Program (SNAP) program, formerly called Food Stamps. In March 2009, the Board of Supervisors adopted a 3-year goal to enroll 50,000 children and seniors by 2012. In Fiscal Year 2009-10, the program enrolled 30,470 children and seniors. The original numbers reported for Fiscal Year 2009-10 were revised to reflect the baseline of 83,851 for March 2009. In Fiscal Year 2010-11, the program enrolled 21,863 children and seniors. The total for the two fiscal years was 52,333. The goal was achieved one-year ahead of schedule.

[3] Effective Fiscal Year 2011-12, this measure will no longer be reported in the Operational Plan, but will continue to be monitored internally.

Budget Changes and Operational Impact: 2010-11 to 2011-12 – All Regions

Staffing

Net increase of 15.00 staff years.

- Transfer in 20.00 staff years from County Child Welfare Services to support Regional Child Welfare Services activities.
- Transfer in 2.00 staff years from Strategic Planning and Operational Support (SPOS) to support the Centralized Imaging and Family Resource Center operations.
- Transfer in 1.00 staff year from Administrative Support to assist high need populations applying for Medi-Cal disability and other services.
- Transfer out 5.00 staff years to SPOS to support operations in the Office of Business Intelligence, SPOS Administration and Health Care Policy Administration.
- Transfer out 2.00 staff years to Administrative Support. The additional positions are part of First Five's reorganization needs which included data collection, reporting and overall accountability of the Commission's contracts.
- Transfer out 1.00 staff year to Public Health to support services associated with the *Healthy Works* sm Initiative.

Expenditures

Net increase of $1.4 million.

- Salaries and Benefits — increase of $5.4 million reflects negotiated labor agreements as well as increases in County retirement contributions and the addition of 15.00 staff years.
- Services and Supplies — decrease of $4.0 million.
  - Decrease of $2.5 million in contracted services associated with the completion of one-time self-sufficiency projects funded by the American Recovery and Reinvestment Act of 2009 (ARRA), offset by alignment for projected contract needs. This completes the projects for the preservation and creation of jobs, to promote economic recovery, and to provide emergency food and housing to those most impacted by the recession.
  - Decrease of $0.2 million in the Juvenile Diversion program. This will reduce services to approximately 215 youth annually who demonstrate behaviors typically associated with delinquency and which are likely to result in involvement and re-involvement with the juvenile justice system.
  - Decrease of $1.3 million associated with the transfer of domestic violence contracts to Child Welfare Services. This will have no impact on services.

Revenues

Net increase of $1.4 million.

- Licenses, Permits & Franchise Fees — decrease of $1.3 million in marriage license fees associated with the transfer of domestic violence services to Child Welfare Services.
- Revenue From Use of Money & Property – decrease of $0.3 million for lease income for employment services offices.
- Intergovernmental Revenues — net increase of $2.0 million.
  - Increase of $3.8 million in Realignment revenue.
  - Increase of $1.0 million due to new federal Medicaid Coverage Expansion funding for Low Income Health Program.
  - Decrease of $2.7 million of ARRA funding associated with completion of one-time projects.
  - Decrease of $0.1 million due to Communities Putting Prevention to Work Initiative ending in March 2012.
- Miscellaneous Revenues — decrease of $0.2 million to align to historical actuals.
- Use of Fund Balance — increase of $0.3 million. A total of $2.0 million is budgeted for:
  - $0.8 million to fund a one-time negotiated salary adjustment.
  - $1.2 million of one-time funding for the Juvenile Diversion program.
- General Purpose Revenue Allocation — increase of $0.9 million.
  - Increase of $0.6 million to cover operating costs.
  - Increase of $0.3 million to fund 2-1-1 San Diego. This information and referral service assists customers in accessing health and social services, including homeless shelter bed referral and free tax preparation sites.

Budget Changes and Operational Impact: 2011-12 to 2012-13 – All Regions

Net increase of $2.9 million is the result of an increase of $4.1 million in Salaries and Benefits due to an increase in County retirement contributions and a negotiated benefit increase offset by a reduction of $1.2 million in Services and Supplies due to the elimination of one-time projects from prior year.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Regional Self Suffic Elig		1,081.00			1,089.00	1,089.00
Regional Child Welfare Svcs		618.00			637.00	637.00
Central Region		157.00			148.00	148.00
East Region		93.50			93.50	93.50
North Central Region		109.00			108.00	108.00
North Coastal Region		63.00			62.00	62.00
North Inland Region		65.00			64.00	64.00
South Region		75.50			75.50	75.50
Total		2,262.00			2,277.00	2,277.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Regional Self Suffic Elig	$ 72,863,094	$ 331,552,068	$ 328,552,068	$ 324,915,894	$ 334,344,484	$ 336,862,498
Regional Child Welfare Svcs	52,896,901	55,502,534	55,502,534	51,219,847	58,246,726	59,651,914
Central Region	94,237,063	25,607,022	29,088,587	25,710,178	21,648,759	20,546,130
East Region	90,682,688	11,485,439	11,531,434	11,525,410	11,837,916	11,853,548
North Central Region	26,984,487	11,210,385	11,275,244	10,017,661	10,535,081	10,618,441
North Coastal Region	24,053,581	8,544,889	8,644,809	7,999,561	8,654,872	8,640,818
North Inland Region	31,108,751	7,914,093	7,929,908	7,410,340	8,131,653	8,145,240
South Region	54,006,352	11,072,436	11,202,542	10,385,710	10,915,495	10,923,137
Total	$ 446,832,917	$ 462,888,866	$ 463,727,125	$ 449,184,601	$ 464,314,986	$ 467,241,726

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 173,170,647	$ 175,537,747	$ 175,537,747	$ 167,877,697	$ 180,982,823	$ 185,107,296
Services & Supplies	37,107,696	34,257,266	38,095,525	33,873,108	30,238,310	29,040,577
Other Charges	236,554,574	253,093,853	250,093,853	247,434,757	253,093,853	253,093,853
Expenditure Transfer & Reimbursements	—	—	—	(961)	—	—
Total	$ 446,832,917	$ 462,888,866	$ 463,727,125	$ 449,184,601	$ 464,314,986	$ 467,241,726

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Licenses Permits & Franchises	$ 872,153	$ 1,254,000	$ 1,174,000	$ 1,174,000	$ —	$ —
Fines, Forfeitures & Penalties	35,665	50,000	50,000	40,000	50,000	50,000
Revenue From Use of Money & Property	290,442	311,113	311,113	33,496	—	—
Intergovernmental Revenues	374,513,356	434,765,577	434,833,917	434,976,932	436,792,077	435,656,409
Charges For Current Services	1,609,524	4,874,145	4,874,145	3,339,692	4,897,111	4,897,111
Miscellaneous Revenues	236,343	1,382,758	1,382,758	387,812	1,159,365	1,159,365
Fund Balance Component Decreases	—	—	—	—	—	5,170,312
Use of Fund Balance	48,780,447	1,700,000	2,549,919	(9,318,603)	1,982,904	—
General Purpose Revenue Allocation	20,494,987	18,551,273	18,551,273	18,551,273	19,433,529	20,308,529
Total	$ 446,832,917	$ 462,888,866	$ 463,727,125	$ 449,184,601	$ 464,314,986	$ 467,241,726

Strategic Planning and Operational Support

Department Description

Strategic Planning and Operational Support (SPOS) provides planning, policy direction, and operational and administrative support to Agency regions and programs. SPOS promotes access to health care, advances individual self-sufficiency through public assistance programs, including refugee programs, and safeguards program integrity by partnering with regional operations, the District Attorney and the State. The Commission on Children, Youth and Families, an advisory body to help strengthen children and families, is staffed by SPOS. The Office of Business Intelligence focuses on integrating and analyzing data from a variety of systems to connect agency employees with the timely information needed to make data-informed decisions.

Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services in San Diego County.

2010-11 Accomplishments

Strategic Initiative – Kids

- Supported families in pursuit of self-sufficiency by issuing 99% (49,735 of 50,055) of child care payments within 10 calendar days, meeting target.
- Moved Welfare to Work participants closer to self-sufficiency by ensuring 16% (2,185 of 13,657 individuals per month) had paid employment, below target of 30%, which is attributed to high unemployment across the nation.
- Encouraged families to achieve self-sufficiency by ensuring that 24% (2,592 of 10,803 cases per month) of Welfare to Work cases had participants in State approved work activities, below target of 45% due to contract transition activities.

Strategic Initiative – Safe and Livable Communities

- Assisted indigent adults through the Advocacy Program to secure financial and medical support by ensuring that 90% (126 of 140) successfully obtained Supplemental Security Income (SSI), meeting target.
- Improved access to care and treatment by increasing the network of medical specialty care providers serving indigent consumers by 32% (from 244 to 321), exceeding target of 10% due to increased recruiting efforts.

- Monitored the health of indigent adults in diabetes case management by ensuring that 92% (978 of 1,062) received an annual blood test. Semi-annual data not available as a result of data conversion issues.

Required Discipline – Customer Satisfaction

- Assisted in providing timely and accurate public assistance benefits by responding to 93% (13,110 of 13,994) of urgent CalWIN help desk calls within 48 hours, below the target of 95%.

Required Discipline – Accountability/Transparency

- Strengthened program integrity by establishing a baseline (120 per month) for In-Home Supportive Services reviews.

Required Discipline – Continuous Improvement

- Mitigated risks and advanced strategic priorities by completing six Agency-level continuous improvement projects, above target of four. Projects include improvements within Child Welfare Services and Public Assistance programs.

2011-13 Objectives

Strategic Initiative – Kids

- Promote self-sufficiency by issuing 99% (41,580 of 42,000) of child care payments within 10 calendar days.
- Move Welfare to Work participants closer to self-sufficiency by ensuring 30% (3,300 of 11,000 individuals per month) have paid employment.
- Encourage families to achieve self-sufficiency by ensuring 45% (4,050 of 9,000 cases per month) of Welfare to Work cases have participants in State approved work activities.

Strategic Initiative – Safe and Livable Communities

- Secure financial and medical support through SSI for 96% (144 of 150) of indigent adults assisted by the Advocacy Program.
- Secure financial and medical support for indigent adults by serving an additional 33% (from 109 to 144) through the Advocacy Program.
- Strengthen care and treatment by providing case management services to an additional 10% (from 1,020 to 1,122) of indigent adults.
- Enhance quality and coordination of care to Medicaid Coverage Expansion (MCE) patients by ensuring 91% (6,384 of 7,016) receive treatment from their assigned medical home.
- Ensure access to hot meals by enrolling 90% (18,900 of 21,000) of eligible participants in the CalFresh Restaurant Meals Program.

Required Discipline – Accountability, Transparency and Ethical Conduct

- Support program integrity and ensure services are accurately authorized by conducting 1,920 unannounced In-Home Supportive Services home visits.
- Identify community level outcomes to monitor child, adult and older adult well-being by developing the *Live Well, San Diego*! initiative evaluation framework.

Required Discipline – Customer Satisfaction

- Assist with timely and accurate benefit issuance by responding to 95% (16,150 of 17,000) of urgent CalWIN help desk calls within 48 hours.

Required Discipline – Continuous Improvement

- Mitigate risks and advance strategic priorities by completing four Agency-level continuous improvement projects.
- Increase efficiencies and optimize resources by establishing performance standards and targets for the ACCESS Customer Service Center.

Related Links

For additional information on the programs offered by the Health and Human Services Agency, refer to the website at http://www.sdcounty.ca.gov/hhsa.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Child care payments issued within 10 days	N/A	99% of 40,000	99% of 50,055	99% of 42,000	99% of 42,000
Welfare to Work participants have paid employment	N/A	30% of 37,500[1]	16% of 13,657[1]	30% of 11,000	30% of 11,000
Welfare to Work participants participating in work activities	N/A	45% of 30,000[1]	24% of 10,803[1]	45% of 9,000	45% of 9,000
SSI applicants who complete the application process through the SSI Advocacy program and obtain SSI	96% of 160	90% of 150	96 % of 150	96% of 150	96% of 150
Indigent health care enrollees who are diabetic and on insulin, 50+ years old who fill 3 prescriptions to reduce cardiac events and strokes[2]	N/A	N/A	N/A	33% (from 109 to 144	33% (from 144 to 192)
Indigent health care enrollees receiving management services[2]	N/A	N/A	N/A	10% (from 1,020 to 1,122)	10% (from 1,122 to 1,234)
Hospital in-patient readmissions of the top 50 homeless frequent users in Central Region, 30 days or less after discharge[2]	N/A	N/A	N/A	10% decrease (from 74 to 67)	10% decrease (from 67 to 60)
MCE patients who received treatment from assigned medical home[2]	N/A	N/A	N/A	91% of 7,016	91% of 7,016
Unannounced home visits in the In-Home Supportive Services program[2]	N/A	N/A	N/A	1,920	1,920
Urgent help desk calls responded to within 48 hours	87% of 10,898	95% of 17,000	93% of 13,944[3]	95% of 17,000	95% of 17,000
Agency-level continuous improvement projects[4]	5	4	6[5]	N/A	N/A
Increase in medical specialty care doctors for indigent clients[6]	26% (from 193 to 244)	10% (from 244 to 268)	32% (from 244 to 321)	N/A	N/A
Indigent adult diabetics enrolled in diabetes case management that receive blood tests[6]	79% of 986	85% of 800	92% of 1,062[7]	N/A	N/A

Table Notes

[1] Effective Fiscal Year 2011-12, the Welfare to Work performance measures will be reported as a monthly average to remove the variation in caseload that occurs throughout the year and the duplicative counting that occurs when some individuals rotate in and out of the program due to circumstances.

[2] Effective Fiscal Year 2011-12, measure was added to better reflect strategic priorities.

[3] The target for this measure was not met due to assignment of other priority tasks such as assisting the ACCESS Customer Service Center with overflow calls and processing of online applications for CalFresh and Medi-Cal.

[4] Effective Fiscal Year 2011-12, this measure will be reported in the HHSA Summary section to avoid duplicate reporting.

[5] The six continuous improvement projects are: Co-Executive lead for Lean Six Sigma at HHSA Training and 90/90 Plan aimed to increase timely processing of public assistance applications. Executive lead for two Six Sigma Black Belt projects: Decrease Overpayment for Failure to Act on Reported Information and Ensuring Accurate Benefits. Staff conducted two business processing reengineering (BPR) projects: CWS – Transforming Residential Treatment BPR and Transportation BPR.

[6] Effective Fiscal Year 2011-12, these measures were replaced with other performance measures that better reflect strategic priorities.

[7] The data available at fiscal year-end for 2010-11 is an annual number. Due to technical difficulties, the data for semi-annual blood tests for diabetes is not available.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

Net increase of 2.00 staff years.

- Transfer in 5.00 staff years from Regional Operations to support operations in Office of Business Intelligence, Health Care Policy Administration and SPOS Administration.
- Transfer out of 2.00 staff years to Regional Operations to support the Centralized Imaging and Family Resource Center operations.
- Transfer out 1.00 staff year to Administrative Support to support emergency preparedness activities.

Expenditures

Increase of $63.8 million.

- Salaries and Benefits — increase of $0.8 million due to negotiated labor agreements as well as increases in County retirement contributions, and the increase of 2.00 staff years.
- Services and Supplies — increase of $62.9 million.
  - Increase of $55.9 million due to the implementation of the Low Income Health Program (LIHP).
  - Increase of $2.8 million in contracts associated with Refugee Employment and Supportive Services.
  - Increase of $1.5 million due to a technical adjustment to employment service contracts with no impact to services.
  - Increase of $1.1 million in rents and leases for lease income for employment services offices.
  - Increase of $0.8 million for 2-1-1 San Diego contract to support the ACCESS Center.
  - Increase of $0.4 million to support the CalWIN automation system.
  - Increase of $0.4 million for a cost applied associated with Public Assistance Fraud Division and mailing costs.

Revenues

Net increase of $63.8 million.

- Revenue from Use of Money and Property – increase of $1.0 million associated with rental of property sub-leased by CalWORKs contractors.
- Intergovernmental Revenues — net increase of $63.2 million.
  - Increase of $57.8 million of Coverage Initiative revenues associated with implementation of the LIHP.
  - Increase of $2.8 million of Refugee Employment and Supportive Services revenues to align with allocations.
  - Increase of $1.3 million in Child Care Stage 1 revenues to align with allocation.
  - Increase of $1.2 million in Realignment revenues associated with the 2-1-1 contract, ACCESS Center and Office of Business Intelligence.
  - Increase of $1.0 million of CalWIN revenues to align with allocation.
  - Increase of $0.3 million of Cal Learn revenues to align with allocation.
  - Increase of $0.3 million in Community-Based Child Abuse Prevention revenues previously realized in Charges for Current Services.
  - Decrease of $1.3 million in Coverage Initiative due to the loss of American Recovery and Reinvestment Act of 2009 funding.
  - Decrease of $0.1 million in Case Management Information and Payrolling System II project to align with allocation.
- Charges for Current Services — decrease of $0.3 million of Community-Based Child Abuse Prevention revenues now realized in Intergovernmental Revenues.

- Miscellaneous Revenues — decrease of $0.3 million due to lower projected interest earnings.
- Use of Fund Balance — increase of $0.2 million. A total of $0.2 million budgeted to fund a one-time negotiated salary adjustment.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Increase of $0.5 million includes contracted cost for CalWIN and Cost Applied for Public Assistance Fraud Division, and an increase in County retirement contributions and a negotiated benefit increase.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Administration		79.00			81.00	81.00
Health Care Administration		36.00			37.00	37.00
Self Sufficiency Services and Support		85.00			84.00	84.00
Total		200.00			202.00	202.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Administration	$ 24,891,172	$ 25,933,008	$ 25,936,713	$ 24,892,059	$ 27,023,353	$ 27,510,194
Health Care Administration	104,165,994	98,723,293	120,723,293	122,832,989	154,895,654	154,922,437
Child Care Planning Council	1,076,384	1,113,810	1,113,810	796,758	1,123,783	1,123,783
Self Sufficiency Services and Support	30,281,937	35,641,837	39,166,973	40,087,674	42,119,422	42,077,389
Total	$ 160,415,486	$ 161,411,948	$ 186,940,789	$ 188,609,481	$ 225,162,212	$ 225,633,803

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 18,294,149	$ 17,250,921	$ 17,250,921	$ 16,976,141	$ 18,084,933	$ 18,109,645
Services & Supplies	141,903,572	144,161,027	169,689,868	171,633,340	207,077,279	207,524,158
Other Charges	210,331	—	—	—	—	—
Capital Assets Equipment	7,435	—	—	—	—	—
Total	$ 160,415,486	$ 161,411,948	$ 186,940,789	$ 188,609,481	$ 225,162,212	$ 225,633,803

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Fines, Forfeitures & Penalties	$ 3,308,072	$ 3,349,216	$ 3,349,216	$ 3,168,573	$ 3,349,216	$ 3,349,216
Revenue From Use of Money & Property	—	—	—	1,072,182	1,019,083	1,019,083
Intergovernmental Revenues	132,806,759	117,043,172	120,043,172	104,917,104	180,234,894	180,581,161
Charges For Current Services	14,597,102	11,960,573	11,960,573	14,717,029	11,657,982	11,657,982
Miscellaneous Revenues	1,090,789	458,987	458,987	350,672	100,000	100,000
Other Financing Sources	17,600,000	17,600,000	17,600,000	17,600,000	17,600,000	17,600,000
Fund Balance Component Decreases	—	—	—	—	—	326,361
Use of Fund Balance	(19,987,235)	—	22,528,841	35,783,920	201,037	—
General Purpose Revenue Allocation	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000	11,000,000
Total	$ 160,415,486	$ 161,411,948	$ 186,940,789	$ 188,609,481	$ 225,162,212	$ 225,633,803

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
SAN DIEGO
MDCCCLI

Aging & Independence Services

Department Description

Aging & Independence Services (AIS) improves the lives of seniors and adults with disabilities. Programs and services include protection and advocacy, health independence, information and assistance, home and community-based services and enrichment programs. This division serves seniors, disabled adults, and abused, elderly and dependent adults, as well as others requiring home-based care to prevent institutionalization.

Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services in San Diego County.

2010-11 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Protected seniors and dependent adults from abuse and neglect by conducting 96% (6,905 of 7,175) of face-to-face contacts within 10 days of receiving Adult Protective Services (APS) referral, above target of 95%.
- Ensured safety and well-being of adults referred to APS by ensuring that 92% (6,588 of 7,175) were not re-referred within six months, above target of 91%.
- Ensured that disabled individuals were able to remain safely in their home by completing 96% (21,587 of 22,494) of In-Home Supportive Services (IHSS) reassessments timely, meeting target.
- Fostered independent living and secured maximum funds by maintaining 95% (587 of 618) participation in the Multipurpose Senior Services Program (MSSP) case management program, meeting target.
- Supported older adults to be connected and active in their community by increasing participation in volunteer opportunities by 1% (from 2,207 to 2,222), below target of 4% due to resource constraints
- Assisted veterans and their families to utilize financial education opportunities by notifying 99% (5,915 of 5,954) within 14 days of the status of their college tuition waiver application, above target of 95%.

Required Discipline – Information Technology

- Due to an adjustment in the State timeline, failed to implement the IHSS statewide case management computer system Case Management Information and Payrolling System (CMIPS II), not meeting target.

2011-13 Objectives

Strategic Initiative – Safe and Livable Communities

- Protect seniors and dependent adults from abuse and neglect by conducting 98% (7,350 of 7,500) of face-to-face contacts within 10 days of receiving referral.
- Ensure safety and well-being of APS adults by ensuring that 95% (7,125 of 7,500) are not re-referred within six months.
- Assist veterans and their families to utilize financial education opportunities by notifying 98% (4,750 of 5,000) within 14 days of the result of their college tuition waiver application.

Required Discipline – Customer Satisfaction

- Foster independent living and maximize revenue by maintaining 98% (605 of 618) participation in the MSSP case management program.
- Promote *Live Well, San Diego!* through active living by connecting 2,295 older adults with volunteer opportunities.
- Ensure IHSS clients receive the appropriate level of care to remain safely in their own home by recertifying 98% (16,170 of 16,500) of reassessments timely.

Required Discipline – Information Technology

- Better manage recipient and provider data by implementing the IHSS statewide case management computer system, CMIPS II.

Related Links

A resource guide for seniors, adults with disabilities and professionals is available through Network of Care at http://sandiego.networkofcare.org/.

For additional information on the programs offered by the Health and Human Services Agency, refer to the website at http://www.sdcounty.ca.gov/hhsa/.

For additional information on the programs offered by Aging & Independence Services, refer to the website at http://www.sdcounty.ca.gov/hhsa/programs/ais.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Face-to-face APS investigations within 10 days	95% of 6,319	95% of 7,500	96% of 7,175	98% of 7,500	98% of 7,500
APS cases not re-referred within 6 months of closing	93% of 6,319	91% of 7,500	92% of 7,175	95% of 7,500	95% of 7,500
IHSS reassessments recertified timely	98% of 19,914	96% of 16,500	96% of 22,494	98% of 16,500	98% of 16,500
Notification response rate within 14 days for customers applying for the college fee waiver	97% of 5,817	95% of 5,000	99% of 5,954	98% of 5,000	98% of 5,000
Average monthly number of MSSP case management slots filled	N/A	95% of 618	95% of 618	98% of 618	98% of 618
Maintain the number of older adults linked with RSVP and Intergenerational volunteer opportunities[1]	N/A	4% increase (from 2,207 to 2,295)	1% increase (from 2,207 to 2,222)	2,295	2,295

[1] Effective Fiscal Year 2011-12, this performance measure has been revised to "maintain" the number of older adults linked with the Retired Senior Volunteer Program (RSVP) and Intergenerational volunteer opportunities instead of "increase."

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No change in staffing.

Expenditures

Net decrease of $25.4 million.

- Salaries and Benefits — increase of $0.5 million due to negotiated labor agreements as well as increases in County retirement contributions.
- Services and Supplies — net decrease of $25.9 million.
  - Decrease of $26.0 million for IHSS Individual Provider (IP) payments to align with caseload trend.
  - Decrease of $0.3 million in information technology application services to align to available CMIPS II implementation funding.
  - Increase of $0.4 million for senior nutrition program associated with one-time funding.

Revenues

Net decrease of $25.4 million.

- Intergovernmental Revenues — net decrease of $25.6 million.
  - Decrease of $34.0 million associated with anticipated IHSS program caseload trend and loss of American Recovery and Reinvestment Act of 2009 (ARRA) funding.
  - Decrease of $0.4 million in various revenues to align to allocation.
  - Decrease of $0.3 million in IHSS to align to available CMIPS II implementation funding.
  - Decrease of $0.1 million in one-time Aging and Disability Resource Center funding.
  - Increase of $8.4 million in Realignment revenue.
  - Increase of $0.4 million in Adult Protective Services to align to projected allocation level.
  - Increase of $0.4 million in one-time senior nutrition program funding.

- Use of Fund Balance — increase of $0.3 million. A total of $0.3 million budgeted to fund a one-time negotiated salary adjustment.
- General Purpose Revenue Allocation — decrease of $0.1 million associated with IHSS caseload trend.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Increase of $6.9 million due to an increase in IHSS IP payments and an increase in County retirement contributions and a negotiated benefit increase.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
In-Home Supportive Services		151.00			151.00	151.00
Veterans Services		8.00			8.00	8.00
Senior Health and Social Services		43.00			42.00	42.00
Protective Services		69.50			69.00	69.00
Administrative and Other Services		21.00			22.50	22.50
Total		292.50			292.50	292.50

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
In-Home Supportive Services	$ 278,377,341	$ 308,220,269	$ 287,036,779	$ 279,623,985	$ 281,600,550	$ 288,516,571
Veterans Services	927,251	937,523	937,523	861,223	948,368	956,455
Senior Health and Social Services	13,289,682	13,732,726	13,672,308	13,259,349	13,952,326	13,933,676
Protective Services	7,033,289	8,306,872	8,320,384	7,007,680	8,785,070	8,793,924
Administrative and Other Services	4,280,828	3,997,367	4,484,367	3,859,595	4,471,087	4,488,552
Total	$ 303,908,390	$ 335,194,757	$ 314,451,361	$ 304,611,832	$ 309,757,401	$ 316,689,178

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 24,345,615	$ 25,862,782	$ 25,862,782	$ 24,223,298	$ 26,326,593	$ 26,557,747
Services & Supplies	267,622,433	295,527,795	274,784,399	268,038,838	269,626,628	276,327,251
Other Charges	22,998	5,000	5,000	18,373	5,000	5,000
Operating Transfers Out	11,917,344	13,799,180	13,799,180	12,331,323	13,799,180	13,799,180
Total	$ 303,908,390	$ 335,194,757	$ 314,451,361	$ 304,611,832	$ 309,757,401	$ 316,689,178

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Fines, Forfeitures & Penalties	$ 243,322	$ 185,660	$ 185,660	$ 176,472	$ 185,660	$ 185,660
Intergovernmental Revenues	294,292,501	326,142,860	326,279,860	295,114,278	300,478,458	307,306,108
Miscellaneous Revenues	4,727,093	95,457	95,457	5,162,094	112,199	46,710
Other Financing Sources	133,265	100,000	100,000	111,716	100,000	100,000
Fund Balance Component Decreases	891,189	—	—	—	—	458,176
Use of Fund Balance	(5,049,760)	—	(20,880,396)	(4,623,508)	288,560	—
General Purpose Revenue Allocation	8,670,780	8,670,780	8,670,780	8,670,780	8,592,524	8,592,524
Total	$ 303,908,390	$ 335,194,757	$ 314,451,361	$ 304,611,832	$ 309,757,401	$ 316,689,178

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Behavioral Health Services

Department Description

Behavioral Health Services (BHS) provides a range of mental health, alcohol and other drug programs, promoting recovery and well-being through prevention, treatment and interventions. Services are integrated for clients with co-occurring mental illness and alcohol and drug issues. BHS works in partnership with the community to provide evidence-based services to achieve effective outcomes. Inpatient Health Services are offered at the San Diego County Psychiatric Hospital (SDCPH) and at the Edgemoor Distinct Part Skilled Nursing Facility, which operates under the licensure of the SDCPH. Beginning Fiscal Year 2011-12, BHS Accomplishments and Objectives will be reported in whole to reflect the full integration of Alcohol and Drug Services, Mental Health Services, and Inpatient Health Services.

Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services in San Diego County.

2010-11 Accomplishments

Strategic Initiative – Kids

- Supported educational growth and overall well-being of adolescents who completed alcohol and drug treatment by ensuring that 96% (683 of 715) either completed high school (or the equivalent) or were enrolled in an educational setting, above the target of 90%.
- Improved access to nonresidential alcohol and drug treatment for adolescents by ensuring that 88% (1,198 of 1,369) were admitted within 14 days, above the target of 85%.
- Maintained access for outpatient mental health assessment to children and youth by ensuring an average wait time of 5 days, meeting the target of 5 days or less.
- Strengthened care and treatment for children with complex developmental, behavioral, and/or mental health issues through KidSTART, a multidisciplinary mental health program, by serving 214 children, surpassing the target of 100 children served.

Strategic Initiative – Safe and Livable Communities

- As part of building a better service delivery system, integrated physical health and behavioral health services by launching two pilot programs testing different service delivery models (East Region Mental Health Clinic and San Ysidro Comprehensive Health Clinic), surpassing the target of one pilot program.
- Enhanced the Behavioral Health Quality Management Plan to improve alcohol, drug and mental health services for clients with co-occurring disorders and revised outcome measures, meeting target.
  - Increased system capacity for co-occurring programs by utilizing Mental Health Services Act funding.
  - Reduced duplication of Mental Health site visits
- Supported healthy and safe living by ensuring 45% (4,956 of 11,046) of participants completed alcohol and drug treatment, exceeding the target of 35%.
- Improved access for outpatient mental health assessment to adults by reducing average wait time to 4 days, surpassing the target of 8 days or less.
- Improved access to outpatient mental health services and treatment by increasing the number of older adults served by 5% (from 5,137 to 5,393), meeting target.

Required Discipline – Accountability/Transparency

- Maintained full accreditation with Joint Commission Standards Compliance for SDCPH demonstrating commitment to patient care and accountability, meeting target.
- Maintained rating of substantial compliance for Edgemoor DPSNF, a rating issued by State licensing, confirming standards for health, safety and quality of life for the patients were met, meeting target.

- Promoted quality of care and a safer environment for patients and staff by averaging 1.38 occurrences per 1,000 patient days for the use of mechanical or manual restraints at SDCPH, surpassing the target national benchmark of 1.78 occurrences.

Required Discipline – Information Technology

- Enhanced customer service and improved operational effectiveness and efficiency by continuing the implementation of the Electronic Mental Health Record by the following and meeting performance targets:
  - Trained 2,500 clinicians and completed implementation of the assessment portion of the Electronic Health Record.
  - Completed planning for the enhanced treatment plan and progress notes component of the Electronic Health Record in June 2011.
  - Completed planning for the deployment of the doctor's home portion of the Electronic Health Record, including an electronic prescribing feature.

2011-13 Objectives

Strategic Initiative – Kids

- Support educational growth and overall well-being of adolescents who complete alcohol and drug treatment by ensuring 90% (833 of 925) either complete high school (or the equivalent) or are enrolled in an educational setting.
- Provide timely intervention to children who have complex behavioral/emotional needs through the KidSTART program by serving 100 children ages 0-5 years.

Strategic Initiative – Safe and Livable Communities

- Improve quality and efficient care by integrating physical and behavioral health services with two modified service delivery system pilot programs.
- Support healthy and safe living by ensuring that 35% (4,550 of 13,000) of participants complete alcohol and drug treatment.

Required Discipline – Customer Satisfaction

- Ensure access to outpatient mental health assessments for at-risk children and youth by maintaining an average wait time of 5 days.
- Ensure access and care and treatment into non-residential alcohol and drug treatment for adolescents by admitting 85% (1,224 of 1,440) within 14 days.
- Improve access to outpatient mental health services to older adults by serving an additional 5% (from 5,393 to 5,662).
- Increase utilization and efficiency at outpatient mental health clinics by reducing the number of adults who cancel or failures to show by 10%.

Required Discipline – Accountability, Transparency and Ethical Conduct

- Demonstrate accountability and commitment to outstanding patient care by:
  - Maintaining full accreditation with the Joint Commission Standards Compliance for SDCPH.
  - Maintaining State rating of substantial compliance for Edgemoor DPSNF.
  - Meeting the national benchmark (1.78 occurrences or less per 1,000 patient days) for the use of mechanical or manual restraints at SDCPH.

Required Discipline – Information Technology

- Improve operational effectiveness and efficiency by completing implementation of the Electronic Health Record for BHS providers and clients.

Related Links

For information about the Network of Care for Behavioral Health, go to http://sandiego.networkofcare.org.

For additional information on the programs offered by the Health and Human Services Agency, refer to the website http://www.sdcounty.ca.gov/hhsa/.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Adolescents discharged from alcohol and drug treatment who complete high school or the equivalent, or are enrolled in an educational setting	96% of 627	90% of 925	96% of 715	90% of 925	90% of 925
Adolescents admitted timely (within 14 calendar days) to nonresidential alcohol and drug treatment	91% of 1,234	85% of 1,440	88% of 1,369	85% of 1,440	85% of 1,440
Participants in alcohol and drug treatment who complete treatment	45% of 4,513	35% of 13,000	45% of 11,046	35% of 13,000	35% of 13,000
Wait time for children's mental health outpatient treatment	5 days	5 days	5 days	5 days	5 days
Children 0-5 years served in KidSTART program	N/A	100	214	100	100
Wait time for adult mental health outpatient treatment	5 days	8 days	4 days	N/A[1]	N/A
Increase in number of older adults receiving mental health services	11% (from 4,628 to 5,137)	5% (from 5,137 to 5,393)	5% (from 5,137 to 5,393)	5% (from 5,393 to 5,662)	5% (from 5,662 to 5,945
Decrease the number of adult clients who cancel or fail to show for outpatient mental health appointment[2]	N/A	N/A	N/A	10% (Quarterly)	10% (Quarterly)
Compliance rating of Edgemoor DPSNF[3]	D	D	D	D	D

Table Notes

[1] Effective Fiscal Year 2011-12, this measure will no longer be reported in the Operational Plan. Due to reengineering of San Diego County Psychiatric Hospital Crisis Walk-In Clinic and regionalizing walk-in and urgent capacity to outpatient mental health clinics, the wait times have decreased to well under 5 days and cannot realistically be reduced further.

[2] Effective Fiscal Year 2011-12, this measure has been included to reflect strategic priorities.

[3] The rating of "D" is the highest possible rating. The rating comes from an annual survey, in adherence to Title 22 statute, and looks at over 2,000 requirements. It indicates substantial compliance as defined by the California Department of Public Health Services Licensing and Certification Program, which means there are no widespread deficiencies and minimal physical, mental and/or psychological discomfort to the residents. There are no facilities (out of 91) with a zero deficiency in San Diego County.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

Decrease of 3.00 staff years in BHS due to the transition of staff to Administrative Support for the Office of Health Systems Innovation (OHSI).

Expenditures

Net increase of $21.8 million.

- Salaries and Benefits — net increase of $3.6 million reflects negotiated labor agreements as well as increases in County retirement contributions, offset by the transfer of 3.00 staff years.

- Services and Supplies — increase of $17.5 million.
  - Increase of $10.5 million in Alcohol and Drug Services (ADS) contracted services for continued Behavioral Health program integration and enhanced drug court programs.
  - Increase of $5.0 million in Mental Health Services contracted services for planned implementation of additional Proposition 63, *Mental Health Services Act* (MHSA), components and program transformation.
  - Increase of $2.0 million in Inpatient Services for institutional services and other services and supplies.
- Other Charges — increase of $0.8 million in Support and Care of Persons to cover additional contracted beds and increased rates for state hospital expenses.
- Capital Assets Equipment — decrease of $0.1 million due to completion of one-time prior year purchases.

Revenues

Net increase of $21.8 million.

- Intergovernmental Revenue — net increase of $18.6 million.
  - Increase of $24.2 million in MHSA revenue due to planned implementation of additional MHSA components and program transformation.
  - Increase of $2.2 million in ADS due to $3.4 million in new funding from the California Department of Corrections and Rehabilitation, Senate Bill (SB) 678, *California Community Corrections Performance Incentive Act*, California Emergency Management Agency and Substance Abuse and Mental Health Services Administration, offset by a reduction of $1.2 million discontinued funding from Justice Assistance Grant Program under the American Recovery and Reinvestment Act (ARRA) for Offender Treatment Program.
  - Increase of $2.1 million in Early Periodic Screening, Diagnosis and Treatment (EPSDT) funding.
  - Decrease of $5.9 million in revenues due to the discontinuance of ARRA funding and adjustments in revenues.
  - Decrease of $3.8 million in Managed Care due to continued program reengineering.
  - Decrease of $0.2 million due to reduced Medi-Cal Administrative Activities (MAA) revenue.
- Charges for Current Services — increase of $1.9 million.
  - Increase of $1.5 million in Institutional Care reimbursement at Edgemoor DPSNF to align to the current Medi-Cal rate.
  - Increase of $0.4 million in other charges for services provided to the Superior Court by Adult Forensic program staff.
- Miscellaneous Revenues — increase of $0.4 million due to one-time anticipated recovered expenditures offset by a technical adjustment in which revenue is being reclassified as intergovernmental revenue.
- Use of Fund Balance — increase of $0.9 million. A total of $0.9 million budgeted to fund a one-time negotiated salary adjustment.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $9.4 million reflects a reduction of $10.0 million in Services and Supplies due to the completion of one-time contracted services, partially offset by an increase of $0.6 million in Salaries and Benefits due to an increase in County retirement contributions and a negotiated benefit increase.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Alcohol and Other Drug Services		24.00			25.00	25.00
Mental Health Services		297.50			296.50	296.50
Inpatient Health Services		464.25			462.25	462.25
Behavioral Health Svcs Administration		54.75			53.75	53.75
Total		840.50			837.50	837.50

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Alcohol and Other Drug Services	$ 40,336,420	$ 43,484,633	$ 44,699,742	$ 38,201,365	$ 54,346,304	$ 54,308,399
Children's Mental Health Services	3,157	—	—	(5)	—	—
Mental Health Services	255,288,730	294,445,966	296,560,392	267,128,528	302,969,599	293,129,240
Inpatient Health Services	60,886,597	59,796,981	60,143,671	60,489,177	62,167,691	62,603,690
Behavioral Health Svcs Administration	8,112,549	8,186,573	8,244,879	7,871,551	8,251,112	8,258,349
Total	$ 364,627,453	$ 405,914,153	$ 409,648,683	$ 373,690,616	$ 427,734,706	$ 418,299,678

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 78,844,499	$ 80,949,413	$ 80,953,349	$ 77,988,949	$ 84,607,218	$ 85,243,838
Services & Supplies	282,554,225	322,709,056	326,439,650	292,900,166	340,190,406	330,118,758
Other Charges	3,105,738	2,174,314	2,174,314	2,830,882	2,980,506	2,980,506
Capital Assets Equipment	166,414	100,000	100,000	—	—	—
Expenditure Transfer & Reimbursements	(43,424)	(18,630)	(18,630)	(29,381)	(43,424)	(43,424)
Total	$ 364,627,453	$ 405,914,153	$ 409,648,683	$ 373,690,616	$ 427,734,706	$ 418,299,678

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Intergovernmental Revenues	$ 315,628,313	$ 355,778,509	$ 356,099,458	$ 319,196,409	$ 374,365,812	$ 369,038,514
Charges For Current Services	30,495,824	31,756,911	31,756,911	35,671,909	33,670,855	34,566,474
Miscellaneous Revenues	1,182,453	4,880,591	4,880,591	7,084,733	5,240,614	891,000
Other Financing Sources	6,016,871	6,000,000	6,000,000	6,014,310	6,000,000	6,000,000
Fund Balance Component Decreases	—	—	—	—	—	305,548
Use of Fund Balance	233,872	—	3,413,581	(1,774,888)	959,283	—
General Purpose Revenue Allocation	11,070,121	7,498,142	7,498,142	7,498,142	7,498,142	7,498,142
Total	$ 364,627,453	$ 405,914,153	$ 409,648,683	$ 373,690,616	$ 427,734,706	$ 418,299,678

Child Welfare Services

Department Description

Child Welfare Services (CWS) delivers culturally competent, family-centered and child-focused protective services. CWS investigates reports of suspected child abuse and neglect and intervenes with families who do not meet the minimum community standards of health and safety as required by law. In addition to these services, CWS administers the Polinsky Children's Center (PCC), a 24-hour temporary emergency shelter for children; and San Pasqual Academy, a first-in-the-nation residential education campus for adolescent foster youth.

Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services in San Diego County.

2010-11 Accomplishments

Strategic Initiative – Kids

- Promoted stability in the child's living situation by placing children with family, relative or other foster care settings, in less than 24 hours, diverting 60% (309 of 513) from PCC, exceeding target of 48% due to staff efforts.
- Promoted stability for youth enrolled in the intensive, wraparound program by placing 65% (112 of 171) in a family-like setting, above target of 60%. This program is for foster youth at risk of being placed in a group home setting or who are transitioning to a lower level of care from a group home placement.
- Strengthened families by ensuring that 26% (118 of 460) of children were adopted within 24 months of entering child welfare services, above target of 20%.
- Supported educational achievement of foster youth in the 12th grade, including children in San Pasqual and other residential settings, by ensuring 82% (157 of 191) earned a high school diploma or equivalent, meeting target.

2011-13 Objectives

Strategic Initiative – Kids

- Promote stability for children by placing them with family, relative or other foster care setting by diverting 65% (390 of 600) of children entering PCC in less than 24 hours.
- Promote stability for youth enrolled in the intensive, wraparound program by placing 65% (90 of 139) into a family-like setting.
- Strengthen families by ensuring that 30% (193 of 644) of children are adopted within 24 months of entering child welfare services.
- Support educational achievement of foster youth in the 12th grade, including children in San Pasqual and other residential settings, by ensuring that 85% (162 of 190) earn a high school diploma or equivalent.
- Improve response for children exposed to domestic violence by building a trauma informed system of care.

Related Links

For information about San Diego County Adoptions, go to http://www.iadoptu.org and for San Pasqual Academy, go to http://www.sanpasqualacademy.org.

For additional information on the programs offered by the Health and Human Services Agency, refer to the Web at http://www.sdcounty.ca.gov/hhsa/.

Performance Measures[1]	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Polinsky Children's Center assessment center entries placed in family, relative or other foster care settings in less than 24 hours	54% of 566	48% of 598	60% of 513	65% of 600	65% of 600
Youth in intensive, wraparound program in a family-like setting	63.3%[3] of 138	60% of 139	65% of 171	65% of 139	65% of 139
Foster children in 12th grade who achieve high school completion (diploma, certificate, or equivalent)	85.2% of 189	82% of 190	82% of 191	85% of 190	85% of 190
Children who were adopted from the child welfare system were adopted within 24 months[1]	N/A	20% of 644	26% of 460	30% of 644	30% of 644
Children who were adopted are placed with their new family within 24 months of entering child welfare services[2]	21.8% of 595	N/A	N/A	N/A	N/A

Table Notes

[1] For more Child Welfare Services performance measures, go to the HHSA Regional Operations section.

[2] Effective Fiscal Year 2010-2011, the measure "Children who were adopted are placed with their new family within 24 months of entering child welfare services" has been rewritten to "Children who were adopted from the child welfare system were adopted within 24 months" for clarity. The 24 months begins from the latest removal date from the home and ends with a finalized adoption.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

Decrease of 41.00 staff years.

- Decrease of 16.00 staff years reflects Fiscal Year 2010-11 contracting out of Early Periodic Screening, Diagnosis and Treatment (EPSDT) services as a result of reengineering efforts at Polinsky Children's Center.
- Decrease of 5.00 staff years in Adoptions and Foster Care in non-case-carrying positions with no impact to client services.
- Transfer out 20.00 staff years to Regional Operations to support Regional CWS activities.

Expenditures

Net decrease of $4.7 million.

- Salaries and Benefits — decrease of $3.2 million due to the decrease of 41.00 staff years, offset by the negotiated labor agreements as well as increases in County retirement contributions.
- Services and Supplies — net increase of $0.3 million.
  - Increase of $1.2 million associated with Domestic Violence contracts for prevention services that transferred from Regional Operations.
  - Decrease of $0.4 million in contracts funded by First Five Commission of which $0.5 million was for the KidSTART Center one-time start up costs, offset by $0.1 million to fund one-year Rady Children's Hospital contract increase with Polinsky Children's Center.
  - Decrease of $0.5 million for various services and supplies.
- Other Charges — net decrease of $1.8 million.
  - Decrease of $2.4 million in foster care aid payments to align with caseload trends.
  - Increase of $0.6 million in Aid for Adopted Children to align with caseload trends.

Revenues

Net decrease of $4.7 million.

- Licenses Permits and Franchises — increase of $1.3 million to fund Domestic Violence contracts for prevention services that transferred from Regional Operations.
- Intergovernmental Revenues — net decrease of $4.9 million.
  - Decrease of $5.4 million in Realignment revenue as these dollars are being allocated to other realigned program to maximize State and federal revenue.
  - Decrease of $5.2 million in foster care and adoptions revenue due to the loss of American Recovery and Reinvestment Act of 2009 (ARRA) funding and to reflect projected case levels.
  - Increase of $5.2 million in State and federal CWS administrative revenues.
  - Increase of $0.5 million for Family Integrated Treatment (FIT) grant, previously realized in Miscellaneous Revenues.
- Charges For Current Services — net decrease of $0.4 million from the First Five Commission.
- Miscellaneous Revenues — decrease of $0.5 million for FIT grant, now realized in Intergovernmental Revenues.
- Fund Balance Component Decreases — net decrease of $0.4 million to align to actuals.
- Use of Fund Balance — increase of $0.3 million. A total of $0.3 million budgeted to fund a one-time salary adjustment.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net increase of $1.0 million is the result of $1.1 million increase in Salaries and Benefits due to an increase in County retirement contributions and a negotiated benefit increase, offset by a decrease of $0.1 million in Rady Children's Hospital contract.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Child Welfare Services		496.50			471.50	471.50
Foster Care		97.00			93.00	93.00
Adoptions		151.00			139.00	139.00
Total		744.50			703.50	703.50

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Child Welfare Services	$ 70,982,762	$ 71,444,496	$ 70,001,109	$ 66,906,681	$ 69,297,401	$ 69,852,851
Foster Care	152,731,888	176,493,916	176,693,424	145,386,992	174,714,167	174,859,748
Adoptions	15,417,203	15,382,591	15,387,268	14,361,470	14,614,842	14,880,487
Total	$ 239,131,854	$ 263,321,003	$ 262,081,800	$ 226,655,143	$ 258,626,410	$ 259,593,086

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 61,038,431	$ 62,493,011	$ 62,493,011	$ 57,043,197	$ 59,235,850	$ 60,343,390
Services & Supplies	31,668,546	31,178,560	29,739,850	31,992,292	31,514,166	31,366,721
Other Charges	146,318,140	169,649,432	169,848,940	137,619,654	167,876,394	167,882,975
Capital Assets/Land Acquisition	106,737	—	—	—	—	—
Total	$ 239,131,854	$ 263,321,003	$ 262,081,800	$ 226,655,143	$ 258,626,410	$ 259,593,086

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Licenses Permits & Franchises	$ —	$ —	$ 80,000	$ —	$ 1,254,000	$ 1,254,000
Revenue From Use of Money & Property	617,576	681,211	681,211	621,052	681,211	681,211
Intergovernmental Revenues	280,732,406	242,636,436	242,636,436	263,875,241	237,698,399	238,034,330
Charges For Current Services	3,065,302	5,173,372	5,173,372	5,309,547	4,796,684	4,643,372
Miscellaneous Revenues	1,211,908	859,072	859,072	507,784	366,450	366,450
Other Financing Sources	2,220	—	—	—	—	—
Fund Balance Component Decreases	—	4,431,710	4,431,710	4,431,710	4,000,000	5,074,521
Use of Fund Balance	(56,036,760)	—	(1,319,203)	(57,629,393)	290,464	—
General Purpose Revenue Allocation	9,539,202	9,539,202	9,539,202	9,539,202	9,539,202	9,539,202
Total	$ 239,131,854	$ 263,321,003	$ 262,081,800	$ 226,655,143	$ 258,626,410	$ 259,593,086

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Public Health Services

Department Description

Public Health Services (PHS) promotes wellness, healthy behaviors and access to quality care; prevents injuries, disease, disabilities and epidemics; and protects against environmental hazards, disasters, and other public health threats. Providing public health protection for all County residents is a multidisciplinary and collaborative effort, involving other County Groups, as well as the private health care provider network, schools, businesses, communities and individuals.

Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services in San Diego County.

2010-11 Accomplishments

Strategic Initiative – Kids

- Ensured preventive health examinations were performed to identify and correct health issues for 87% (2,602 of 2,976) of children in out-of-home placement, above target of 80%.
- Expedited California Children Services (CCS) referrals and improved accuracy by receiving 46% (30,236 of 65,223) of referrals electronically, below target of 50%.

Strategic Initiative – Safe and Livable Communities

- Reduced spread of disease by investigating 100% (72) of reported selected communicable disease cases within 24 hours, above target of 99%.
- Prevented transmission of tuberculosis (TB) by ensuring that 96% (207 of 216) of cases were reported within one working day from start of treatment, above target of 95%.
- Increased access to health care by connecting 98% (1,029 of 1,046) of new case management clients with an HIV primary care provider within 90 days, above target of 95%.
- Ensured preparedness to respond to public health hazards by activating the public health emergency response system seven times during the fiscal year, above target of five drills or exercises.

2011-13 Objectives

Strategic Initiative – Kids

- Ensure preventive health examinations are performed to identify and correct health issues for 85% (2,550 of 3,000) of children in out-of-home placement.
- Expedite California Children Services (CCS) referrals and improve accuracy by receiving 60% (21,000 of 35,000) of referrals electronically.

Strategic Initiative – Safe and Livable Communities

- Reduce spread of disease by investigating 100% (80) of reported selected communicable disease cases within 24 hours.
- Prevent transmission of TB by ensuring 98% (196 of 200) of cases are reported within one working day from start of treatment.
- Increase access to health care by connecting 98% (980 of 1,000) of new case management clients with an HIV primary care provider within 90 days.
- Ensure preparedness for response during a disaster or public health threat by activating the public health emergency response system a minimum of five times.

Related Links

For health statistics that describe health behaviors, diseases and injuries for specific populations, health trends and comparison to national targets, go to http://www.sdhealthstatistics.com/.

For additional information about the programs offered by the Health and Human Services Agency, refer to the website at http://www.sdcounty.ca.gov/hhsa/.

Performance Measures[1]	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Children in out-of-home placements who receive preventive health examinations in accordance with CHDP guidelines	87% of 3,081	80% of 3,300	87% of 2,976	85% of 3,000	85% of 3,000
Number of eQuest referrals to CCS	36% of 64,031	50% of 35,000	46% of 65,223	60% of 35,000	60% of 35,000
Selected communicable diseases cases contacted/investigations initiated within 24 hours[2]	100% of 56	99% of 80	100% of 72	100% of 80	100% of 80
TB cases reported to PHS within one working day from start of treatment[2]	93% of 218	95% of 300	96% of 216	98% of 200	98% of 200
New clients enrolled with an HIV primary care provider within 90 days[2]	100% of 1,813	95% of 1,500	98% of 1,046	98% of 1,000	98% of 1,000
Activation of public health emergency response system for drills, exercises and actual responses	N/A	5	7	5	5

Table Notes

[1]For more Public Health Services performance measures, go to the HHSA Regional Operations section.

[2] The estimated numbers of cases listed in the Adopted and Approved columns are based on an average and may vary from year to year since these measures are based on incidents that have not yet happened and cannot be predicted.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

Increase of 1.00 staff year.

- Transfer in 1.00 staff year from Regional Operations to support Maternal, Child and Family Health Services.

Expenditures

Net increase of $1.2 million.

- Salaries and Benefits — increase of $1.2 million reflects negotiated labor agreements as well as increases in County retirement contributions, and the addition of 1.00 staff year.
- Services and Supplies — no net change.
  - Increase of $1.7 million in contracts related to the *Healthy Works* sm Initiative.
  - Increase of $0.5 million in costs for Ambulance Services in County Service Areas (CSAs) 17 and 69 for the administration of billing services.
  - Increase of $0.3 million in contracts related to the Minority AIDS Initiative.
  - Decrease of $2.0 million in contracts related to immunization services in the Community Health Centers, due to reductions in State and federal immunization funding.
  - Decrease of $0.5 million in medical, dental and lab supplies due to a decline of H1N1 preparedness activity.
- Capital Assets Equipment — decrease of $0.05 million primarily due to completion of prior year one-time purchases.

Revenues

Net increase of $1.2 million.

- Taxes Current Property — decrease of $0.2 million in CSAs 17 and 69 due to reduction in property values as a result of the economy.

- Intergovernmental Revenues — increase of $0.1 million.
  - Increase of $1.7 million in federal funding for the Communities Putting Prevention to Work (CPPW) program.
  - Increase of $0.6 million due to additional revenue for ambulance transport fees (CSAs 17 and 69).
  - Increase of $0.4 million in Realignment revenue.
  - Decrease of $1.3 million in state and federal revenue which primarily supported immunization services.
  - Decrease of $0.9 million in federal Bioterrorism revenue.
  - Decrease of $0.4 million in Medi-Cal Administrative Activities revenue.
- Charges for Current Services — increase of $0.6 million due to additional fees and reimbursements for the Black Infant Health Program and the Childhood Obesity Initiatives, the Tuberculosis Control unit, and from a rate increase in Special Benefit Taxes for CSAs 17 and 69.
- Miscellaneous Revenues — increase of $0.1 million primarily in Vital Records.
- Use of Fund Balance — increase of $0.7 million. A total of $0.7 million budgeted to fund a one-time negotiated salary adjustment and contract costs for Maternal, Child and Family Health services.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $8.1 million as a result of a decrease of $0.7 million in Salaries and Benefits due to the elimination of a one-time salary adjustment and a decrease of $7.6 million in Services and Supplies due to the elimination of CPPW funding, offset by increases in County retirement contributions, negotiated benefits, and $0.2 million in Capital Assets Equipment for equipment in the Bioterrorism program.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Administration and Other Services		26.00			26.00	26.00
Bioterrorism / EMS		50.00			50.00	50.00
Infectious Disease Control		108.25			108.25	108.25
Surveillance		84.00			83.00	83.00
Prevention Services		70.50			72.50	72.50
California Childrens Services		141.00			141.00	141.00
Total		479.75			480.75	480.75

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Administration and Other Services	$ 4,340,815	$ 4,866,019	$ 4,865,551	$ 4,679,502	$ 5,025,879	$ 5,014,826
Bioterrorism / EMS	13,034,213	12,964,360	15,264,181	13,709,548	12,363,187	12,722,916
Infectious Disease Control	27,118,249	25,781,115	26,783,051	26,760,002	26,558,430	26,663,154
Surveillance	11,321,639	10,948,097	11,645,624	11,000,610	11,098,908	11,352,505
Prevention Services	14,789,998	19,898,960	21,978,288	18,707,984	19,665,831	10,429,862
California Childrens Services	19,707,443	19,529,877	19,530,620	20,108,305	19,954,422	20,078,185
Ambulance CSA's - Health & Human Services	7,817,617	8,204,667	8,204,888	8,022,807	8,713,933	9,007,926
Total	$ 98,129,974	$ 102,193,095	$ 108,272,203	$ 102,988,758	$ 103,380,590	$ 95,269,374

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 47,503,338	$ 48,417,319	$ 48,417,319	$ 47,627,685	$ 49,645,234	$ 48,902,321
Services & Supplies	45,100,960	49,163,076	53,316,619	48,019,780	49,169,586	41,632,283
Other Charges	5,478,081	4,575,000	4,575,000	5,659,242	4,585,000	4,585,000
Capital Assets Equipment	260,784	233,000	2,158,565	1,878,328	176,070	345,070
Expenditure Transfer & Reimbursements	(213,189)	(195,300)	(195,300)	(196,277)	(195,300)	(195,300)
Total	$ 98,129,974	$ 102,193,095	$ 108,272,203	$ 102,988,758	$ 103,380,590	$ 95,269,374

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Taxes Current Property	$ 1,454,097	$ 1,865,357	$ 1,865,357	$ 1,422,253	$ 1,626,585	$ 1,649,346
Taxes Other Than Current Secured	11,422	43,949	43,949	9,820	43,949	43,949
Licenses Permits & Franchises	164,845	177,957	177,957	175,457	157,039	157,039
Fines, Forfeitures & Penalties	2,242,433	2,273,805	2,273,805	2,166,765	2,263,805	2,263,805
Revenue From Use of Money & Property	41,190	81,000	81,000	38,159	104,000	104,000
Intergovernmental Revenues	82,995,422	85,855,113	88,587,839	85,583,700	85,897,311	76,749,308
Charges For Current Services	6,789,379	6,495,469	6,607,069	6,488,560	7,087,264	7,236,238
Miscellaneous Revenues	851,154	764,507	764,507	1,985,394	870,107	822,607
Other Financing Sources	500,000	500,000	500,000	500,835	500,000	500,000
Fund Balance Component Decreases	—	—	—	—	—	1,657,144
Use of Fund Balance	(1,005,905)	50,000	3,284,782	531,876	744,592	—
General Purpose Revenue Allocation	4,085,938	4,085,938	4,085,938	4,085,938	4,085,938	4,085,938
Total	$ 98,129,974	$ 102,193,095	$ 108,272,203	$ 102,988,758	$ 103,380,590	$ 95,269,374

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Public Administrator / Public Guardian

Department Description

Public Administrator/Public Guardian protects and manages the estates of decedents and at-risk individuals who are unable to make decisions. The Public Administrator (PA) administers estates of persons who die with no will or without an appropriate person to act as an administrator; protects the decedent's property from waste, loss or theft and ensures the estate is administered according to the decedent's wishes. The Public Guardian (PG) serves as the legally appointed guardian or conservator for persons found by the Courts to be unable to take care of themselves or their assets — generally older, frail and vulnerable adults who are at risk or have been a victim of abuse or neglect.

Mission Statement

To make people's lives safer, healthier and self-sufficient by delivering essential services in San Diego County.

2010-11 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Supported emergency planning, response and recovery services by mapping client and real property locations, achieving 100% (176) accuracy, meeting target.
- Ensured safety and well-being of conservatorship customers by initiating 100% (162) of investigations within two business days of referral, meeting target.

Required Discipline – Customer Satisfaction

- Safeguarded the financial independence and assets of PG estate cases by submitting 100% (8) of inventory and appraisal (I&A) reports within 90 days of appointment, meeting target.
- Protected the decedent's property from waste, loss or theft by submitting 100% (17) of inventory and appraisal reports for formal PA probate cases within 120 days of appointment, meeting target.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Ensured knowledgeable workforce and met State criteria by certifying 100% (19) of Deputy PA/PG staff and supervisors, above target of 95%.

2011-13 Objectives

Strategic Initiative – Safe and Livable Communities

- Support emergency planning, response and recovery services by accurately mapping 100% (210) of clients and real property.
- Safeguard and protect the assets and resources of clients by initiating 90% (441 of 491) of bank inquiries within 2 business days.
- Safeguard and protect the assets and resources of clients by initiating 100% (135) of conservatorship investigations within 2 business days.

Required Discipline – Customer Satisfaction

- Safeguard the financial independence and assets of PG estate cases by submitting 100% (20) of inventory and appraisal reports within 90 days of appointment.
- Protect the decedent's property from waste, loss or theft by submitting 100% (20) of inventory and appraisal reports for formal PA probate cases within 120 days of appointment.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Ensure knowledgeable workforce and meet State criteria by certifying 100% (19) of Deputy PA/PG staff and supervisors.

Related Links

For additional information on the programs offered by the Health and Human Services Agency, refer to the website at http://www.sdcounty.ca.gov/hhsa.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Client and real property accurately mapped	100% of 181	95% of 210	100% of 176	100% of 210	100% of 210
All bank inquiries begin within 2 business days[1]	N/A	N/A	N/A	90% of 491	90% of 491
Conservatorship investigations begin within 2 business days of referral	N/A	95% of 135	100% of 162	100% of 135	100% of 135
PG Estate cases submit I&A reports to Probate Court within 90 days	100% of 5	95% of 20	100% of 8	100% of 20	100% of 20
PA formal probate cases submit I&A reports to Probate Court within 120 days	100% of 28	85% of 20	100% of 17	100% of 20	100% of 20
Deputy PA/PGs certified by California State PA/PG Association	100% of 19	95% of 19	100% of 19	100% of 19	100% of 19

Table Notes

[1] Effective Fiscal Year 2011-12, this measure has been included to reflect strategic priorities.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No change in staffing.

Expenditures

Increase of $0.12 million for negotiated labor agreements as well as increases in County retirement contributions and a minor increase in services and supplies.

Revenues

Increase of $0.12 million is the result of an increase of $0.4 million in one-time Use of Fund Balance to mitigate the projected decline in revenues offset by a decrease of $0.28 million due to lower projected interest earnings, declining estate values and reduced Medi-Cal Administrative Activities funding.

Budget Changes and Operational Impact: 2011-12 to 2012-13

A net decrease of $0.4 million is the result of the anticipated reorganization of PA/PG warehouse functions offset by an increase in County retirement contributions and a negotiated benefit increase.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Public Administrator/ Guardian		34.00			34.00	34.00
Total		34.00			34.00	34.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Public Administrator/ Guardian	$ 4,397,273	$ 4,472,416	$ 4,472,416	$ 4,498,351	$ 4,591,551	$ 4,185,165
Total	$ 4,397,273	$ 4,472,416	$ 4,472,416	$ 4,498,351	$ 4,591,551	$ 4,185,165

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 3,413,580	$ 3,427,029	$ 3,427,029	$ 3,496,954	$ 3,538,664	$ 3,243,059
Services & Supplies	807,037	795,387	795,387	828,014	802,887	692,106
Other Charges	176,656	250,000	250,000	173,382	250,000	250,000
Total	$ 4,397,273	$ 4,472,416	$ 4,472,416	$ 4,498,351	$ 4,591,551	$ 4,185,165

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Licenses Permits & Franchises	$ 46,806	$ 46,000	$ 46,000	$ 48,966	$ 46,000	$ 46,000
Revenue From Use of Money & Property	85,000	160,000	160,000	90,000	100,000	100,000
Intergovernmental Revenues	39,940	60,000	60,000	73,021	35,500	35,500
Charges For Current Services	1,231,467	1,474,751	1,474,751	1,100,823	1,272,000	1,272,000
Miscellaneous Revenues	28,970	30,000	30,000	30,842	30,000	30,000
Use of Fund Balance	263,425	—	—	453,034	406,386	—
General Purpose Revenue Allocation	2,701,665	2,701,665	2,701,665	2,701,665	2,701,665	2,701,665
Total	$ 4,397,273	$ 4,472,416	$ 4,472,416	$ 4,498,351	$ 4,591,551	$ 4,185,165

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Administrative Support

Department Description

The Health and Human Services Agency's (HHSA) support divisions provide financial, administrative, planning and policy direction to the Agency's regions and divisions. Support divisions include: Financial Services and Support, Human Resources, Management Support, Agency Contract Support, and Agency Executive Office. The Compliance Office, Office of Government and Public Affairs can be found within the Agency Executive Office. The Office of Health Systems Innovation was established to ensure integration of the Live Well, San Diego! initiative.

Mission Statement

To make people's lives healthier, safer and self-sufficient by delivering essential services in San Diego County.

2010-11 Accomplishments

Required Discipline – Fiscal Stability

- Ensured accountability of public funds by performing 22 comprehensive financially-focused compliance reviews of HHSA contractors, above target of 20.
- Maximized external revenue by reducing by 28% (from 11% in Fiscal Year 2009-10 to 7.9% in Fiscal Year 2010-11) returned/denied Medicare claims, above target of 10% reduction.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Developed knowledge workers by utilizing electronic training.
  - Increased from 3 to 16 the number of divisions that developed electronic trainings, exceeding the target of 4, through the focused efforts of training staff.
  - Ensured knowledge of regulations remained current and relevant by providing job specific compliance training to four divisions, meeting target.

Required Discipline – Information Technology

- Improved efficiency and access to services by increasing Web-based referrals from 26% to 31% (from 40,558 of 155,994 to 44,758 of 145,894), above target of 30%.
- Improved records management and increased efficiency by reducing records storage space by 22% (from 23,893 to 18,528 boxes), above target of 20%.

2011-13 Objectives

Strategic Initiative – Safe and Livable Communities

Ensure integration and achievement of *Live Well, San Diego!* strategies.

- Building a better service delivery system by:
  - Supporting successful implementation of *Building Better Health* strategy by identifying areas for integration and innovation.
  - Improving access to services through increased Web-based referrals from 34% to 40% of the 156,000 referrals received annually.
  - Increasing efficiency and improving records management through the reduction of records storage space by 10% (from 19,114 to 17,203 boxes).
- Promoting positive choices by:
  - Educating the public to make positive health choices.
- Pursuing policy and environmental changes that support healthy, safe and thriving communities by:
  - Proactively pursuing a legislative agenda that supports *Live Well, San Diego!*
- Improving the culture from within by:
  - Engaging employees to embrace and apply the role they play in supporting healthy, safe and thriving residents.
  - Implementing a succession plan that incorporates advancement of *Live Well, San Diego!*
  - Supporting knowledge workers by increasing from four to five the number of divisions that develop electronic trainings.

- Ensuring that knowledge of regulations remains current and relevant by providing job specific compliance training to five Agency divisions.

Required Discipline – Fiscal Stability

- Ensuring accountability of public funds by completing 20 comprehensive financially focused compliance reviews of contractors.
- Maximizing external revenue by decreasing returned/denied Medicare claims by 10%.

Required Discipline – Accountability, Transparency and Ethical Conduct

- Track, monitor and report progress in implementing the County Health Strategy: *Building Better Health.*

Required Discipline – Continuous Improvement

- Advance operational excellence by making data-driven decisions that focus on successful outcomes.

Related Links

For additional information on the programs offered by the Health and Human Services Agency, refer to the website at http://www.sdcounty.ca.gov/hhsa/.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Completed comprehensive fiscal-compliance reviews[1]	20	20	22	20	20
Decrease in returned/denied Medicare claims[2]	69% (from 36% [676 of 1,873] to 11% [158 of 1,417])	10% over Fiscal Year 2009-10	28% (from 11% [158 of 1,417] to 7.9% [36 of 456])	10% over Fiscal Year 2010-11	10% over Fiscal Year 2011-12
LMS training capacity among Agency regions and divisions	3	4	16	5	6
Job specific compliance training, via LMS, among Agency regions and divisions	3	4	4	5	6
Increase average use of Web-based referral systems	26% of 155,994	30% of 155,994	31% of 145,894	40% of 156,000	45% of 156,000
Reduction in records storage space	15% (from 28,109 to 23,893 boxes)	20%[3] (from 23,893 to 19,114 boxes)	22% (from 23,893 to 18,528 boxes)	10%[3] (from 18,528 to 16,675 boxes)	10%[3] (from 16,675 to 15,007 boxes)

Table Notes

[1] A comprehensive financial focused compliance review consists of testing financial material, review of contractor financial systems and controls, and observation of contractor systems, activities and processes. A review can range from one month to nine months to complete.

[2] The number of Medicare claims is not known at the beginning of a fiscal year since it is based on events yet to happen.

[3] The increase in capacity among regions and divisions for developing their own electronic training from 4 to 16 was due to the focused efforts of the centralized training staff.

[4] The target for this measure is aligned to required record retention periods.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No net change in staffing.

- Transfer in 3.00 staff years from Behavioral Health Services to establish the Office of Health Systems Innovation (OHSI) to ensure alignment and integration of Agency programs to *Live Well, San Diego!* initiative.
- Transfer in 2.00 staff years from Regional Operations to First Five Administration. The additional positions are part of First Five's reorganization needs which included data collection, reporting and overall accountability of the Commission's contracts.
- Transfer in 1.00 staff year from Strategic Planning and Operational Support (SPOS) to support emergency preparedness activities.
- Decrease of 5.00 staff years as a result of consolidation and centralization of Countywide employee background investigation services with the Department of Human Resources.
- Transfer out 1.00 staff year to Regional Operations to assist high need populations apply for Medi-Cal disability and other services.

Expenditures

Increase of $5.3 million.

- Salaries and Benefits — increase of $1.5 million due to negotiated labor agreements as well as increases in County retirement contributions.
- Services and Supplies — increase of $3.8 million.
  - Increase of $1.6 million for one-time information technology costs to support Agency operations.
  - Increase of $1.0 million for one-time major maintenance for the Family Resource Centers.
  - Increase of $0.5 million for Bioterrorism reserves.
  - Increase of $0.4 million for Public Liability insurance.
  - Increase of $0.3 million in various Services and Supplies, primarily in rents and leases.

Revenues

Net increase of $5.3 million.

- Intergovernmental Revenues — net increase of $2.0 million.
  - Increase of $1.8 million in Realignment revenue.
  - Increase of $0.5 million in Tobacco Settlement revenue to reflect the Bioterrorism reserves.
  - Decrease of $0.3 million in Medi-Cal Administrative revenue.
- Charges for Current Services — increase of $0.2 million for support services for the First Five Commission.
- Use of Fund Balance — net increase of $3.1 million. A total of $38.6 million is budgeted for:
  - $20.0 million in management reserves due to the uncertainty of the economy and the State budget issues.
  - $5.0 million to transition from any future State enacted cuts.
  - $5.0 million for innovation projects which support the *Live Well, San Diego!* initiative.
  - $4.0 million for major maintenance projects.
  - $2.5 million for the relocations related to the County Operations Center capital project.
  - $1.6 million to fund one-time information technology costs.
  - $0.5 million for one-time negotiated salary adjustment.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $22.9 million is the result of a reduction of $23.1 million in Services and Supplies due to the elimination of one-time projects from prior year, partially offset by an increase of $0.2 million in Salaries and Benefits due to an increase in County retirement contributions and a negotiated benefit increase.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Agency Executive Office		22.00			23.00	23.00
Agency Contract Support		18.00			18.00	18.00
Office of Health Systems Innovation		—			4.00	4.00
Financial Services Division		157.00			155.00	155.00
Human Resources		78.00			72.00	72.00
Management Support		9.00			10.00	10.00
Proposition 10		19.00			21.00	21.00
Total		303.00			303.00	303.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Agency Executive Office	$ 4,019,001	$ 44,772,260	$ 44,420,312	$ 5,391,998	$ 46,151,264	$ 25,348,542
Agency Contract Support	3,066,716	3,527,599	3,528,220	3,393,719	3,633,770	3,670,436
Office of Health Systems Innovation	—	—	—	225,094	771,829	779,716
Financial Services Division	23,848,261	25,209,086	31,591,468	24,749,014	26,559,583	25,862,144
Human Resources	8,036,807	8,279,818	8,280,298	7,685,129	8,074,997	8,228,082
Management Support	11,469,362	9,648,131	9,858,971	13,106,290	11,393,411	9,764,268
Proposition 10	1,971,630	2,088,435	2,088,435	1,966,468	2,231,355	2,242,851
Strategy and Planning Division	—	—	—	6	—	—
Total	$ 52,411,778	$ 93,525,329	$ 99,767,704	$ 56,517,718	$ 98,816,209	$ 75,896,039

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 27,478,465	$ 27,580,365	$ 27,580,365	$ 26,867,863	$ 29,036,624	$ 29,205,242
Services & Supplies	24,888,060	45,944,964	51,556,405	29,014,814	49,759,985	26,612,397
Other Charges	4,521	—	—	—	—	—
Capital Assets Equipment	40,732	—	630,934	639,726	—	—
Expenditure Transfer & Reimbursements	—	—	—	(4,685)	—	—
Fund Balance Component Increases	—	—	—	—	19,600	78,400
Management Reserves	—	20,000,000	20,000,000	—	20,000,000	20,000,000
Total	$ 52,411,778	$ 93,525,329	$ 99,767,704	$ 56,517,718	$ 98,816,209	$ 75,896,039

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Revenue From Use of Money & Property	$ —	$ —	$ —	$ 19,600	$ —	$ —
Intergovernmental Revenues	15,323,847	55,574,135	55,574,135	18,239,840	57,588,671	52,588,671
Charges For Current Services	2,262,355	2,425,194	2,425,194	2,232,258	2,620,568	2,632,064
Miscellaneous Revenues	1,172,690	26,000	26,000	565,803	26,000	26,000
Other Financing Sources	1,518	—	—	255,385	—	—
Fund Balance Component Decreases	—	—	—	—	—	570,904
Use of Fund Balance	33,651,369	35,500,000	41,742,375	35,204,833	38,580,970	20,078,400
Total	$ 52,411,778	$ 93,525,329	$ 99,767,704	$ 56,517,718	$ 98,816,209	$ 75,896,039

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Land Use and Environment Group

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Land Use and Environment Group & Executive Office

Group Description

Public health and safety and environmental protection are the goals of the Land Use and Environment Group (LUEG). LUEG accomplishes these critical tasks by balancing the needs for land use planning, habitat conservation, environmental safety, public health protection and infrastructure development.

LUEG encourages sustainable development, preserves and enhances the environment, provides recreational opportunities, constructs and maintains critical roadway infrastructure, improves air and water quality and enforces local, state and federal laws that protect the public's health, safety and quality of life.

LUEG Departments

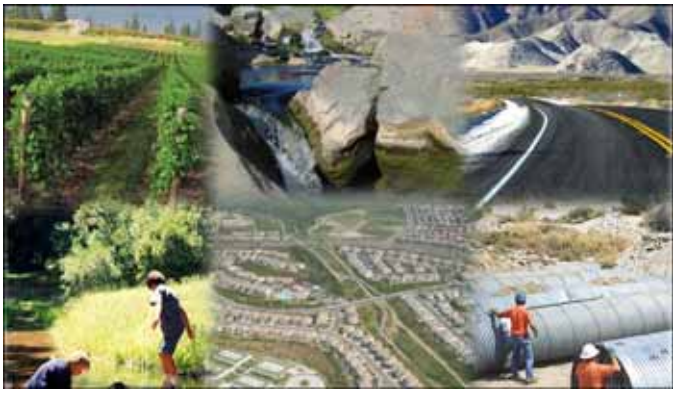
- Agriculture, Weights & Measures
- Air Pollution Control District
- Environmental Health
- Farm and Home Advisor
- Parks and Recreation
- Planning and Land Use
- Public Works

Mission Statement

The Land Use and Environment Group protects the health and safety of residents and the environment in which they live by unifying the County's efforts in land use, environmental protection and preservation, recreation and infrastructure development and maintenance.

2010-11 Accomplishments

- Continued business process reengineering efforts to create efficiencies and streamline processes.
  - Implemented a Government Without Walls (GWOW) program to maximize the use of mobile technology by headquartering inspectors within their assigned work areas. GWOW is an initiative to reduce costs by mobilizing the workforce in nontraditional settings. Efficiencies realized in the Department of Agriculture, Weights and Measures include:



    - Increased the number of inspections performed as less time was spent in the office and commuting to and from work areas. The frequency of various inspections had an overall increase.
    - Eliminated 14 office cubicles and 10 phone lines because GWOW inspectors now use cell phones in the field and share cubicles when in the office, and replaced 13 desktop PCs with tablet computers and secure wireless access.
    - Due to new contracts, increased number of inspections and additional inspectors in the field, actual vehicle mileage increased by 12,357.
- Promoted sustainability of the region's natural resources.
  - Inspected 100% of 7,400 priority emission sources to ensure compliance with air pollution control standards. Priority emission sources include all Air Pollution Control District (APCD) permitted operations such as gas stations, auto body shops, dry cleaners and power plants. The county experienced its cleanest year on record for air quality.
  - Installed three photovoltaic systems at the Lakeside, Fallbrook and Spring Valley Community Centers to reduce reliance on fossil fuels and reduce annual operating costs, thereby delivering a positive return on investment.
  - Upgraded one park facility with artificial turf and four park facilities with smart irrigation controllers to conserve water resources, reduce overall maintenance and provide state of the art playing fields for year-round sports programs.

- Expanded renewable energy and green building programs. Issued 1,000 solar photovoltaic permits at no cost to property owner. County review of solar projects ensures safe installation of solar equipment to protect homes and lives

- Protected a sustainable watershed.
  - Conducted 166 presentations on watersheds and water quality to high school students at 90% of unincorporated county public high schools as a long-term strategy for achieving positive behavioral changes.
  - Conducted 594 site investigations. These investigations provide crucial data for understanding the condition of receiving waters in all eight watersheds and how they are impacted by discharges from unincorporated communities.
- Preserved the quality of life for residents by implementing habitat conservation programs such as the Multiple Species Conservation Program (MSCP) and the Special Area Management Plan (SAMP). The MSCP and SAMP are plans that streamline the development process and facilitate the creation of viable permanent open space preserves.
  - Updated the County Biological Guidelines to determine which portions of the county would be eligible for Burrowing Owl mitigation habitat. Federal and state agencies required identification of suitable Burrowing Owl habitat in order for several development projects to move forward. This update resolved the issue, thus allowing projects to continue.
  - Completed the public comment period and draft Environmental Impact Report (EIR) to amend the South County MSCP to obtain coverage for the endangered Quino Checkerspot butterfly within the South County MSCP.
  - Completed the draft of the SAMP in order to streamline the development process and facilitate the creation of viable permanent open space preserves.
- Protected residents from wildfire and other natural disasters.
  - Mitigated fire fuel hazards and maintain fire safe zones in 24 park facilities through continued implementation of vegetation management practices.
  - Collaborated with the Public Safety Group to transfer the County Fire Authority to the Public Safety Group in accordance with the 2010 County Fire Deployment Study.
  - During the 2010 winter storms, cleared roads of debris 24/7 during storm events including clearing large boulders from roadways and providing detours during major flooding; delivered sandbags and 200 tons of sand for public use; and responded to 346 call-outs and 150 customer service requests.
- Utilized information technology to increase efficiency and streamline processes.
  - Continued implementation of the Accela automation program throughout multiple departments in order to empower residents by increasing accessibility and transparency that enables departments to deliver high-value services in a timely manner.
  - Increased the number of public forms provided on department websites to improve customer service and reduce printing and mailing costs. In many instances, payments and plans can now be submitted online.
  - Expanded the use of social media tools to engage and inform residents about services and events. LUEG departments deliver information to the public via Twitter, Facebook and other forms of social media. Get the latest road closure reports via the Department of Public Works' twitters or learn about the Department of Parks and Recreation's latest events on the department's Facebook .
- Protected public health.
  - Helped prevent vector-borne disease.
    - Continued trapping rats at port of entry sites where freight is received by boat, airplane or truck from foreign origin. Conducted tests twice a year for plague and verified flea species from rats trapped in these areas.
    - Continued to trap mice (deer mice) and take blood samples at 94 different locations during the year resulting in 46 positive for Hantavirus, a rare pulmonary syndrome caused by the virus.
  - Treated and removed invasive weeds at 68 sites. Invasive weeds are a threat to the natural environment and the agricultural industry.
- Ensured fiscal stability.
  - Managed budget and staffing levels by balancing market fluctuations with fiscal and customer service stability. The LUEG Group reduced its staffing levels and budget due to fiscal impacts as a result of overall economic downturn.
  - Implemented projects using awarded American Recovery and Reinvestment Act of 2009 (ARRA) funds.

- Reorganized Sanitation and Sewer Maintenance Districts into a single Sanitation District to increase financial stability and reduce rate volatility to ratepayers. This action enhanced abilities to respond to emergent operational and capital needs and simplified administration of County sanitation services.
- Ensured fairness and equity in the marketplace.
  - Continued to ensure consumer's confidence that "they get what they pay for", by conducting annual inspections on major retail devices, including: registered computing scales, registered water dispensers and counter scales.
    - Inspected 603 (87 %) of 695 gas stations for compliance with petroleum signage and labeling laws. These inspections ensure consumers are protected at the gas pump.
    - Worked with the regulated community by developing and conducting two outreach presentations to local merchants and retailers about price accuracy compliance.
- Enhanced safety for motorists and pedestrians.
  - Enhanced safety for motorists and pedestrians by awarding construction contracts for seven (non school-related) Capital Improvement Projects in county communities to enhance safety and improve traffic flow.
  - Repainted and re-marked crosswalks and roadway legends adjacent to all 116 public school locations throughout the unincorporated areas of the county. This keeps children safe from motoring traffic around their schools and provides safe routes to school.

2011-13 Objectives

Protect the health of residents.

- Respond to 100% of reports from the County Department of Public Health Services of elevated blood lead levels in children within 24 hours to two weeks, depending on the blood-lead level reported.
- Reduce school children's exposure to both cancer-causing and smog-forming air pollution by fully expending the state Lower-Emission School Bus Program funding to retrofit or replace an estimated 230 older, higher emitting buses operating in the county.
- Help prevent vector-borne disease by providing education on mosquito control awareness, trapping rodents at port of entry sites, sampling for the presence of Hantavirus and expanding genetic analysis capabilities to detect bacteria that pose a risk to human health.
- Promote fresh and healthy dietary options for county residents through farmers' market certification, inspections and outreach.

Protect public safety.

- Increase volunteer patrol hours by 10% (from 2,962 to 3,258 hours). This will assist in creating safer parks and preserves by providing extra security for park users.
- Prepare four road reviews to evaluate County roads with higher than statewide average collision rates and recommend implementation measures to help reduce the number of collisions.
- Reduce risks to lives by ensuring buildings and improvements are designed and constructed in accordance with building safety codes.

Protect the environment.

- Continue to partner with prosecutors and other regulatory agencies to enforce compliance with hazardous waste, hazardous materials and underground storage tanks laws when cooperative and educational efforts fail. There has been great success working in partnership with law enforcement in enforcing environmental protection laws.
- Acquire 375 acres within the Multiple Species Conservation Plan (MSCP) areas. The MSCP streamlines the development process and facilitates the creation of viable permanent open space preserves.
- Perform over 8,000 stormwater inspections during the construction phase on private development projects to ensure compliance with the state's requirements, reduce erosion and minimize downstream pollutants.
- Complete 10 oil collection events - recycling 90,000 gallons of used oil and 13,000 used oil filters and complete four tire collection events – recycling 4,000 tires.
- Protect the health and safety of the county's $1.5 billion agricultural industry and its residents from damaging exotic insects, diseases and noxious nonnative weeds.

Encourage sustainable development.

- Promote green building, including sustainable practices, renewable energy and energy efficiency through economic incentives such as reduced fees and fee waivers.

- Improve energy and water efficiency in eight department facilities by various means, such as native landscaping, retrofitting or installing new water- and energy-efficient equipment, and, replace older vehicles with energy-efficient vehicles, to reduce water and energy usage.
- Acquire, preserve and enhance significant natural and historical/cultural resources and design, develop and operate park facilities in an environmentally responsible and efficient manner that promotes resource sustainability.

Protect consumers.

- Conduct 30 Organic Spot Inspections to verify that produce advertised as "organic" is registered and certified as organic to ensure food quality, safety and integrity.
- Ensure that consumers are charged the correct price by developing and conducting three outreach presentations to educate local merchants and retailers about price accuracy compliance.
- Double the number of undercover residential fumigation inspections to increase enforcement presence where violations affect public health and worker safety.

Protect and prepare residents for natural disasters.

- Ensure proposed development meets wildfire setback requirements and conforms to fire safe codes approved by fire agencies. This protects new homes as well as existing communities.
- Mitigate fire fuel hazards and maintain fire safe zones in 24 park facilities through continued implementation of fuel management practices.
- Reduce risks of wildfire by collaborating with the San Diego County Fire Authority in the application of land use policies that promote development which mitigates wildfire impacts.
- Implement the 2011 Consolidated Fire Code, which will consolidate the fire codes of the 16 individual fire districts and the San Diego County Fire Authority - County Service Area 135.

Required Discipline – Continuous Improvement

- Continue to identify and implement improvements to streamline the land development process to reduce processing costs and times for customers as well as the County.

Required Discipline – Information Technology

- Develop new online tools that will streamline business processes and improve customer service.
- Complete implementation of Accela automation program in 2011-12. Accela facilitates a collaborative environment that empowers the residents and the County by increasing accessibility and transparency of information and enables the Land Use and Environment Group's business processes to deliver high value quality services in the most efficient and timely manner.
- Use data collected through the Business Case Management System (BCMS) to pinpoint problem areas causing increased health and safety risks, to maximize resources and focus on solutions and methods of prevention.

Required Discipline – Fiscal Stability

- Manage budget and staffing levels by balancing the economic fluctuations with fiscal and customer service needs.

Required Discipline – Customer satisfaction

- Ensure customer satisfaction with the core services provided by the various staff as key indicators of the department operational performance. Indicators include customer wait time and development project processing cycle times. Customer service will be solution oriented, responsive and promote clear communication.

Related Links

For additional information about the Land Use and Environment Group, refer to the website at http://www.co.san-diego.ca.us/lueg/index.html.

Executive Office Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No changes in staffing

Expenditures

Net decrease of $0.1 million

- Salaries and Benefits — net increase of $0.4 million primarily due to negotiated labor agreements, increase in the County retirement contribution and for additional support for Phase III of the BCMS implementation.
- Services and Supplies — net decrease of $0.4 million primarily due to a decrease of one-time expenses related to contract and professional services.
- Capital Asset Equipment — a decrease of $0.2 million due to completed procurement of equipment.

Revenues

Net decrease of $0.1 million

- Charges for Current Services — increase of $0.1 million to align the budget with anticipated actual revenues.
- Other Financing Sources — decrease of $0.2 million repayment from the Air Pollution Control District's implementation of their BCMS program.
- Use of Fund Balance — decrease of $0.1 million due to completion of one-time projects. A total of $2.1 million of Land Use and Environment Group fund balance is budgeted for one-time information technology costs and consulting services.
- General Purpose Revenue Allocation — increase of $0.1 million for the increase in negotiated labor agreements and increased tribal liaison support costs.

Executive Office Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $2.1 million is due primarily to the expected completion of one time information technology cost and the implementation of the BCMS program.

Group Staffing by Department

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Land Use and Environment Executive Office		10.00			10.00	10.00
Agriculture, Weights and Measures		150.00			150.00	150.00
Air Pollution Control District		146.00			146.00	146.00
Environmental Health		285.00			282.00	282.00
Farm and Home Advisor		5.00			3.00	3.00
Parks and Recreation		175.00			175.00	175.00
Planning and Land Use		196.00			164.00	164.00
Public Works		534.00			526.00	526.00
Total		1,501.00			1,456.00	1,456.00

Group Expenditures by Department

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Land Use and Environment Executive Office	$ 3,998,665	$ 6,361,312	$ 6,845,823	$ 3,855,874	$ 6,248,612	$ 4,147,362
San Diego Geographic Information Source (SanGIS)	966,368	—	—	—	—	—
Trade and Business Development	13,910	—	—	—	—	—
Agriculture, Weights and Measures	18,182,603	19,213,512	19,992,790	17,549,309	19,311,073	18,534,417
Air Pollution Control District	32,128,447	41,220,708	57,699,134	35,997,811	45,088,021	41,565,212
Environmental Health	35,579,176	49,704,300	50,861,529	37,629,562	47,848,861	44,099,141
Farm and Home Advisor	939,031	953,058	955,140	967,857	853,058	853,058
Parks and Recreation	34,044,929	35,469,451	44,653,052	35,909,825	33,807,366	31,551,531
Planning and Land Use	41,883,413	62,496,736	39,565,906	27,588,064	33,503,037	22,667,171
Public Works	192,953,444	276,805,070	337,027,688	208,972,577	232,300,012	196,857,857
Total	$ 360,689,986	$ 492,224,147	$ 557,601,062	$ 368,470,881	$ 418,960,040	$ 360,275,749

Executive Office Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Land Use and Environment Executive Office		10.00			10.00	10.00
Total		10.00			10.00	10.00

Executive Office Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Land Use and Environment Executive Office	$ 3,998,665	$ 6,361,312	$ 6,845,823	$ 3,855,874	$ 6,248,612	$ 4,147,362
Total	$ 3,998,665	$ 6,361,312	$ 6,845,823	$ 3,855,874	$ 6,248,612	$ 4,147,362

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 1,315,306	$ 2,470,295	$ 2,470,295	$ 1,571,827	$ 2,887,497	$ 2,083,276
Services & Supplies	2,683,359	3,729,017	4,213,528	2,284,047	3,361,115	2,064,086
Capital Assets Equipment	—	162,000	162,000	—	—	—
Total	$ 3,998,665	$ 6,361,312	$ 6,845,823	$ 3,855,874	$ 6,248,612	$ 4,147,362

Executive Office Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Charges For Current Services	$ 1,043,423	$ 500,000	$ 500,000	$ 564,021	$ 600,000	$ 500,000
Miscellaneous Revenues	309	—	—	—	—	—
Other Financing Sources	212,500	212,500	212,500	—	—	—
Use of Fund Balance	(727,509)	2,212,000	2,696,511	(144,959)	2,080,000	—
General Purpose Revenue Allocation	3,469,942	3,436,812	3,436,812	3,436,812	3,568,612	3,647,362
Total	$ 3,998,665	$ 6,361,312	$ 6,845,823	$ 3,855,874	$ 6,248,612	$ 4,147,362

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Agriculture, Weights & Measures

Department Description

The Department of Agriculture, Weights and Measures (AWM) protects public health, the environment and local agriculture by enforcing laws and regulations.

AWM:

- *Ensures the safe use of pesticides and investigates illnesses.*
- *Inspects eggs for defects to prevent food-borne illnesses.*
- *Prevents the establishment of pests that require pesticide controls, sting or severely injure people, and inhibit growing fresh, nutritious fruits, vegetables and other plants.*
- *Promotes the use of effective biocontrol measures.*
- *Regulates organic growers, certified producers and certified farmers' markets to allow local marketing of fresh commodities.*
- *Ensures accurate net quantity of packaged goods and accuracy of commercial weighing, measuring and scanning devices.*
- *Protects people from injury and disease caused by wildlife.*

Mission Statement

Ensure the health and safety of all residents by promoting the sustainability of agriculture and protecting the environment. Protect consumers and ensure a fair marketplace by verifying products are sold by accurate weights, measures and prices.

2010-11 Accomplishments

Strategic Initiative – Environment

- Protected the county's $1.5 billion agricultural industry and the environment from damaging exotic insects, diseases and noxious nonnative weeds.
  - Provided outreach to community and industry regarding California requirements for Asian Citrus Psyllid, Light Brown Apple Moth and Mediterranean Fruit Fly quarantines.
  - Conducted ten Detector Dog Team outreach activities for schools, plant hobbyists and related industry groups providing information and raising awareness about protection of regional agriculture.

  - Created an informational flyer about the spread of invasive pests and inserted it into all parcels inspected by Detector Dog Teams.
  - Utilized the American Recovery and Reinvestment Act (ARRA) grant for the treatment and removal of invasive weeds at 68 sites, 16 more than the original 52 targeted locations. For the first time, 100% of invasive weed sites were treated.
  - Integrated a countywide preventative release program of sterile Mediterranean fruit flies with the current pest detection program while maintaining current trapping efficiencies. This area-wide program helped to end the continuous Medfly quarantines which occurred throughout the county since late 2008.

Strategic Initiative – Safe and Livable Communities

- Ensured the health and safety of residents by completing a Pesticide Drift Protocol for incorporation into the Emergency Response Area Plan, enabling first responders to provide appropriate services in the event of unintentional drift of pesticides outside the intended target area.
- Ensured fairness and equity in the marketplace.
  - Inspected 603 (87%) of 695 gas stations for compliance with petroleum signage and labeling laws.
  - Enhanced enforcement presence and supplemented monitoring of gas station accuracy by conducting 51.5% of complaint investigations as undercover test purchases during weekends and evenings to assess compliance when businesses are not expecting an enforcement presence.

- Worked with the regulated community by developing and conducting two outreach presentations to local merchants and retailers about price accuracy compliance.
- Continued to ensure consumers' confidence that "they get what they pay for", by conducting annual inspections on major retail devices, including: registered computing scales, registered water dispensers and counter scales.
- Mitigated the effects of a potential countywide Light Brown Apple Moth quarantine that would have severely restricted shipping locally grown flowers, nursery plants, fruits and vegetables and hampered the industry's economic health. Implemented a "Prequarantine Certification Program" to ensure growers proactively met shipping requirements.

Required Discipline – Continuous Improvement

- Developed and implemented the Cross Program Inspector Pilot to maximize staffing resources by cross utilizing inspectors between the Pesticide Regulation and Plant Health and Pest Prevention Programs in order to meet each program's seasonal needs without hiring temporary workers.
- Implemented a Government Without Walls (GWOW) program, maximizing the use of mobile technology by headquartering inspectors within their assigned work areas. Government Without Walls is an initiative to reduce costs and maximize efficiencies by mobilizing the workforce in nontraditional settings with the following results:
  - Increased the number of total inspections performed as less time is spent in the office and commuting to and from work areas. Number of Retail Fuel Meters completed shows a 3% increase (19,835 to 20,471); Number of Retail Water Meters completed shows a 10% increase (1,497 to 1,651); Number of Computing Scales shows an 8% increase (6,072 to 6,572); Number of Dormant Scales shows an 18% increase (925 to 1,088); Number of Jeweler Scales shows an 80% increase (256 to 461); Number of Point of Sale (POS) initial inspections shows a 4% increase (1,175 to 1,220).
  - Reduced the need for office space, phone lines, desktop PCs and Local Area Network (LAN) lines. Eliminated 14 office cubicles in the new Hazard Way building and replaced them with fewer hoteling stations. Eliminated 10 phone lines since GWOW inspectors are using their cell phones in the field. Replaced 13 desktop PCs with tablet computers and secure wireless access.
  - Due to new contracts, increased number of inspections and additional inspectors in the field, actual vehicle mileage increased by 12,357.
- Developed and implemented a plan to redistribute the annual device registration and payment processing workload to eliminate the need for hiring temporary staff. Devices are commercially-used weighing and measuring apparatus, which include gas pumps, scales, water dispensers and utility sub-meters such as gas, water and electric.
- Centralized customer registration payment processing to improve efficiency and accountability.

Required Discipline – Information Technology

- Implemented online issuance of compliance certificates for the export of agricultural commodities, allowing fees to be paid over the Internet and providing customers with instant access to their shipment records.
- Improved efficiency by automating and streamlining the enforcement and administrative civil penalty process across four divisions/programs thus providing improved workflow, increasing accuracy and assuring timeliness.
- Developed a plan for providing customers with the ability to conveniently manage their accounts, pay fees and print registrations from their home or business through the use of the Web-based application Accela Citizen Access.

Required Discipline – Essential Infrastructure

- Prepared for transition to the remodeled Hazard Way Topaz buildings within the County Operations Center. The relocation to this facility will enable the department to consolidate service to the same location.

Required Discipline – Regional Leadership

- The Agricultural Commissioner/Sealer of Weights and Measures served as President, of the California Agricultural Commissioner and Sealers' Association (CACASA), as well as serving on the Board of Directors, the Legislative Committee and the Nursery Industry Roundtable. Improved recruitment and technical skills required of Agricultural Inspectors statewide by changing minimum qualifications for entrance to the Agricultural Inspector Exams.
- Served as the CACASA representative for advocacy at the federal level on bills and proposals for Early Pest Detection and Surveillance - Farm Bill 10201; Insect Detection Appropriation; and Pest Exclusion Appropriation – Canine Inspection Teams.

- Worked cooperatively with local industry in a coordinated effort to prevent destructive pests and plant diseases that affect agriculture commerce such as:
  - Asian Citrus Psyllid/Huanglongbing - an insect vector and disease that kills citrus.
  - Diaprepes Root Weevil – a beetle that attacks the roots and leaves of 270 plant species.
  - Gold Spotted Oak Borer - a new invasive species to San Diego County which attacks native oak trees.
  - Tomato Yellow Leaf Curl Virus – an insect-borne virus that attacks tomatoes and peppers.
  - Mediterranean Fruit Fly – an invasive insect that attacks over 250 plant species including San Diego County crops of avocados, tomatoes and citrus.
  - Light Brown Apple Moth – an exotic pest species that attacks a wide variety of common fruits, vegetables and flowers grown residentially and commercially.
  - European Grapevine Moth – a destructive pest of grapes and other plants.
  - Red Imported Fire Ant – an aggressive invasive species that attacks people and animals.

2011-13 Objectives

Strategic Initiative – Environment

- Protect the health and safety of the county's $1.5 billion agricultural industry and its residents from damaging exotic insects, diseases and noxious nonnative weeds.
  - Use ARRA grant funds to treat and remove invasive weeds at 100% of the 55 known sites.
  - Protect the environment by ensuring early detection of European Grapevine Moth, a devastating pest of grapevines. Staff will place and maintain traps at 100% of commercial vineyards adjacent to current trap sites during the high activity season (April – October).
  - Coordinate Light Brown Apple Moth quarantine efforts with industry, state and federal agencies to minimize the impact to the local agricultural commerce.
  - Protect residential gardens and commercial produce from insidious pest infestations and avoid the widespread use of pesticides against new pests by placing and maintaining traps designed for early pest detection.

Strategic Initiative – Safe and Livable Communities

- Conduct 30 Organic Spot Inspections to verify that produce advertised as "organic" is registered and certified as organic to ensure food quality, safety and integrity.
- Create an informational flyer on Standard Enforcement requirements for businesses using commercial scales and/or meters and point-of-sale systems to be sent to all city licensing departments within the county in order to improve awareness among retailers of the laws that regulate these types of businesses.
- Promote fresh and healthy dietary options for county residents through farmers' market certification, inspections and outreach.
- Conduct at least three outreach presentations to educate local merchants about price accuracy compliance to continue ensuring consumers are charged the correct price at retail businesses.
- Double the number of undercover residential fumigation inspections to increase enforcement presence where violations affect public health and worker safety.

Required Discipline – Continuous Improvement

- Develop and implement a plan to improve efficiency and accountability while streamlining the clerical processing function in the Plant Health and Pest Prevention program.
- Develop and implement a plan to cross utilize clerks between the programs to maximize staffing resources in order to meet each program's seasonal needs.
- Conduct training of County Integrated Pest Management Coordinators on the least toxic methods of pest control. Building upon last year's training using information stations, a pre-survey will be sent to participants to determine personalized training needs.

Required Discipline – Essential Infrastructure

- Consolidate service functions by transitioning to the remodeled Hazard Way Topaz buildings within the County Operations Center by June 2012 to better serve customers.

Required Discipline – Information Technology

- Implement bar coding of registration invoices for faster processing by June 2012.
- Use data collected departmentwide through the Business Case Management System to pinpoint problem areas causing increased health and safety risks to deploy resources and focus on solutions and methods of prevention.
- Provide three industry outreach presentations demonstrating and promoting the new statewide online pesticide use reporting system, which gathers required

data and is designed to increase department efficiencies, and develop a plan to reduce data entry time with the new system by June 2012.

- Leverage existing technology using the Phytosanitary Certificate Issuance and Tracking system to collect 90% of all plant certification fees and issue 90% of all plant certificates, while allowing customers to pay fees electronically and have access to their shipment records 24/7 by June 2012.

Related Links

For additional information about Agriculture, Weights and Measures, refer to the website at http://www.sdcounty.ca.gov/awm/.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Plant and insect samples diagnosed within two weeks of submission	100% of 39,157	100% of 20,000	100% of 31,811[1]	100% of 20,000[2]	100% of 20,000
Protect San Diego agriculture by:					
— Plant shipments certified by Pierce's Disease Control Program that arrive at destination with no viable life stages of the Glassy-winged sharpshooter[3]	99% of 1,462	99% of 1,462	100% of 2,356[4]	100% of 2,700	100% of 2,700
Pesticide illness investigations completed within State guidelines of 120 days	74% of 67	100% of 67	79% of 61[5]	100% of 85	100% of 85
Annual fumigation inspections	100% of 260	100% of 260	100% of 260	100% of 260	100% of 260
Number of initial and new installations annual inspections for these registered retail devices:					
— Fuel meters inspected	98% of 19,835	100% of 19,835	100% of 20,471[7]	100% of 19,453	100% of 19,453
—Taximeters inspected	100% of 1,464	100% of 1,464	100% of 1,363	100% of 1,382	100% of 1,382
— Water dispensers inspected	100% of 1,497	90% of 1,497	100% of 1,428	90% of 1,458	90% of 1,458
— Computing scales inspected	100% of 6,072	90% of 6,072	100% of 6,040	90% of 5,881	90% of 5,881
— Counter scales inspected	94% of 741	80% of 741[6]	100% of 592	80% of 743	80% of 743

Table Notes

[1] Increase is due to Light brown apple moth quarantine requirements, continued Asian citrus pysllid trappings and range surveys for Duponchelia fovealis (a moth).

[2] It is anticipated that exotic pests such as Asian citrus psyllid and Mediterranean fruit fly (Medfly) will be eradicated or sharply contained so the projections for Fiscal Years 2011-12and 2012-13 reflect previous historical actuals.

[3] Glassy-winged sharpshooter is a vector Pierce's Disease, which is fatal to grapevines.

[4] Increase is due to a sustained increase in shipments.

[5] Thirteen investigations required more than 120 days to complete due to greater complexity, lack of cooperation and/or delays by external parties, and new program personnel learning curves. There were a total of 131 investigations in Fiscal Year 2010-11 including "Priority" and "Other" categories that were not required to be completed in 120 days.

[6] Incorrect data entry of type of scale in Accela caused Fiscal Year 2010-11 Adopted numbers to be inflated. The number of counter scales has been corrected in Fiscal Year 2011-12.

[7] Includes total initial inspection and new installations.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No change in staffing.

Expenditures

Net increase of $0.1 million.

- Salaries and Benefits — net increase of $0.3 million. Increase of $0.7 million reflects negotiated labor agreements and an increase in retirement contributions, offset by a decrease of $0.4 million in temporary help and retirement offset.
- Services and Supplies — net decrease of $0.2 million primarily due to a decrease in one-time expenses related to the routine maintenance of structures, and contracted and professional/specialized services. This is partially offset by an increase of $0.6 million rebudgeted one-time costs related to the Business Case Management System (BCMS) for report scripts and configuration development for Pest Detection and Accela Mobile Office. These enhancements will improve customer service to the public.
- Capital Assets Equipment — decrease of $0.05 million due to completed procurement of vehicles and equipment.

Revenues

Net increase of $0.1 million.

- Licenses, Permits & Franchises — increase of $0.05 million in fees for plant export certification.
- Intergovernmental Revenues — net decrease of $0.02 million includes a decrease in invasive weed grant revenue; federal pest prevention grant revenue; egg quality contract revenue; and American Recovery and Reinvestment Act grant revenue for removal of invasive weeds; offset by an increase in Unclaimed Gas Tax revenue.
- Charges for Current Services — increase of $0.01 million due to services provided in special districts for increased treatment of Arrundo and cattails in flood control areas.
- Miscellaneous Revenues — decrease of $0.06 million due to discontinuance of bait sales as a result of federal label requirement changes.
- Use of Fund Balance — net decrease of $0.06 million due to completion of one-time projects. A total of $0.7 million of Land Use and Environment Group fund balance is rebudgeted for one-time funding related to the Business Case Management System and one-time negotiated salary adjustment; $0.16 of General Fund fund balance is also budgeted for a one-time negotiated salary adjustment.
- General Purpose Revenue Allocation — increase of $0.2 million due to an increase in negotiated labor agreements and an increase in retirement contributions.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $0.8 million is primarily due to the anticipated completion of one-time information technology projects of $0.9 million, offset by a $0.1 million increase due to a negotiated benefit as well as an increase in retirement contributions.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Agriculture, Weights and Measures		150.00			150.00	150.00
Total		150.00			150.00	150.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Agriculture, Weights and Measures	$ 18,163,934	$ 19,176,512	$ 19,955,790	$ 17,539,100	$ 19,274,073	$ 18,497,417
Fish and Wildlife Fund	18,669	37,000	37,000	10,209	37,000	37,000
Total	$ 18,182,603	$ 19,213,512	$ 19,992,790	$ 17,549,309	$ 19,311,073	$ 18,534,417

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 13,440,986	$ 14,452,102	$ 14,523,114	$ 13,678,554	$ 14,766,967	$ 14,848,006
Services & Supplies	4,757,363	4,673,410	5,333,798	3,816,517	4,504,606	3,646,911
Other Charges	23,144	38,000	44,500	17,865	39,500	39,500
Capital Assets Equipment	535,758	50,000	91,379	53,063	—	—
Expenditure Transfer & Reimbursements	(574,649)	—	—	(16,691)	—	—
Total	$ 18,182,603	$ 19,213,512	$ 19,992,790	$ 17,549,309	$ 19,311,073	$ 18,534,417

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Licenses Permits & Franchises	$ 3,761,648	$ 3,467,500	$ 3,467,500	$ 3,945,572	$ 3,522,500	$ 3,522,500
Fines, Forfeitures & Penalties	130,509	16,250	16,250	166,023	16,250	16,250
Revenue From Use of Money & Property	79	—	—	52	—	—
Intergovernmental Revenues	8,985,321	9,312,214	9,703,896	9,477,960	9,295,223	9,151,715
Charges For Current Services	401,546	359,779	359,779	411,014	372,258	372,258
Miscellaneous Revenues	104,024	109,400	109,400	120,394	49,560	49,560
Other Financing Sources	—	—	—	4,415	—	—
Use of Fund Balance	(344,972)	920,750	1,308,346	(1,603,742)	857,523	20,750
General Purpose Revenue Allocation	5,144,448	5,027,619	5,027,619	5,027,619	5,197,759	5,401,384
Total	$ 18,182,603	$ 19,213,512	$ 19,992,790	$ 17,549,309	$ 19,311,073	$ 18,534,417

Air Pollution Control District

Department Description

The Air Pollution Control District (APCD) protects people and the environment from the harmful effects of air pollution. Air quality is continuously monitored throughout the San Diego Air Basin and programs are developed to achieve clean air through reduced emissions. The APCD issues permits that limit air pollution, it adopts regulations and ensures adherence to air pollution control laws and it administers grants and funds used to reduce regional mobile source air pollutant emissions through incentive programs.

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.

2010-11 Accomplishments

Strategic Initiative – Kids

- Reduced schoolchildren's exposure to both cancer-causing and smog-forming air pollution.
  - Received final installment of multi-year state funding for Lower-Emission School Bus programs. In Fiscal Year 2010-11, the District's Mobile Incentive Program executed contracts for retrofitting or replacing 126 school buses thereby reducing 3.6 tons of emissions per year.
  - Provided grants to 19 school districts located in the county for retrofit or replacement of diesel school buses. This number exceeds the original goal of eight school districts due to full reinstatement of State Lower-Emission School Bus Program funds.
- Provided 100% of affected school districts with written reports identifying facilities emitting toxic air contaminants near planned future school sites.

Strategic Initiative – Environment

- Continued the development of an Ozone State Implementation Plan that provides for timely attainment of the federal 8-hour ozone standard through cost-effective emission control measures. The Environmental Protection Agency (EPA) has issued a proposed ruling to classify San Diego as a "Moderate" ozone nonattainment area. EPA's final ruling, expected in summer 2011, will require submittal of an Ozone State Implementation Plan within 12 months.
- Conducted and/or hosted 19 training classes for businesses to assist them in understanding the applicable APCD rules and regulations, exceeding the goal of 10 training classes.
- Federal requirements for air monitoring of lead (Pb) at two San Diego County regional airports were postponed until December 28, 2011. The APCD will commence monitoring on December 29, 2011. Lead is a metal that severely affects human health if it is ingested or inhaled and it especially affects children.
- Inspected 8,462 priority emission sources to ensure compliance with air pollution control standards, exceeding the original target of 7,400. Priority emission sources include all APCD permitted operations such as gas stations, auto body shops, dry cleaners and power plants.
- Inspected 60% of 500 asbestos demolitions/renovations where notifications are received to ensure proper handling and removal of hazardous materials.
- Completed 97% of 210 required refined toxic air contaminant emission health risk assessments within 30 days as part of APCD permitting activities to verify compliance of new and expanding businesses with health risk standards.
- Relocated the Alpine air monitoring station with minimal disruption in service. The Kearny Mesa station is scheduled to be relocated by June 2012. Both relocations are due to construction activities that would adversely affect data quality and disrupt air monitoring activities.

Required Discipline – Customer Satisfaction

- Distributed 75% of 400 instead of 1,000 initial settlement letters for completed notice of violation cases within thirty days. The number of violations decreased due to increased outreach to the regulated community. Completed notices indicate that a violation has been corrected and the business operation has returned to safe, compliance status. APCD ensured that 75% of business operations quickly returned to compliance status within thirty days in order to maintain public health and safety.
- Enhanced the Blue Sky Innovation Award, which recognizes businesses who work to reduce their emissions of air pollutants to levels below what the law requires, by expanding it from one to three annual awards encompassing the categories of small, medium and large facilities/businesses.

Required Discipline – Regional Leadership

- Provided expertise and input to the San Diego Association of Governments (SANDAG) on regional transportation planning to reduce greenhouse gases from motor vehicles, as required by recent State legislation.
- Administered and participated in meetings of the federal San Diego/Tijuana Air Quality Task Force, which was formed to help identify and reduce air pollution problems in the border region in order to better protect public health and the environment.
- Partnered with the San Diego Industrial Environmental Association by attending and participating in three meetings and its annual conference. This partnership results in a better mutual understanding of each organization's challenges and the development of solutions to air quality issues through education and collaboration.

2011-13 Objectives

Strategic Initiative – Kids

- Reduce school children's exposure to both cancer-causing and smog-forming air pollution by fully expending the State Lower-Emission School Bus Program funding to retrofit or replace an estimated 230 older, higher emitting buses operating in the county.

Strategic Initiative – Environment

- Prepare proposed rule amendments and/or new rules for consideration by the Air Pollution Control Board for compliance with EPA's Greenhouse Gas Tailoring Rule, which applies Clean Air Act permitting programs to major stationary sources of greenhouse gas emissions.
- Within 12 months of EPA's final ruling to classify San Diego as a nonattainment area for the federal 8-hour ozone standard, complete and submit an Ozone State Implementation Plan to the EPA, which demonstrates the timely attainment of the ozone standard through cost-effective emission control measures.
- Implement "through-the-probe", which is a more current and updated mechanism to audit the District's Air Quality Monitoring Network. This measurement was recommended by EPA to increase the accuracy of all pollutant measurements.
- In order to simplify the interpretation of air quality data for the public, the currently available air quality concentration levels posted in the District's website will be replaced by corresponding Air Quality Index (AQI) values, a more familiar measurement. This will give the public a better understanding of air quality's health effects.
- Reduce air pollution emissions and health risk from freight movement by utilizing State Goods Movement Emission Reduction Program funding. This will reduce emissions by awarding grants to equipment owners to retrofit, repower, or replace an estimated 100 older, higher emitting heavy-duty diesel trucks.

Strategic Initiative – Safe and Livable Communities

- Create new permit conditions for all existing permits by June 2013, to incorporate recently adopted National Emission Standards for Hazardous Pollutants for coating and stripping operations thereby reducing cancer risk to the public.

Required Discipline – Customer Satisfaction

- Update 70% of APCD's application forms to reflect current rule and regulations data needs by June 2012.
- Prepare engineering evaluation templates by June 2012, for five equipment types for incorporation into the Business Case Management System, a newly implemented IT system which centralizes records management and application processes. The templates will streamline the engineering evaluation process by standardizing data presentation, emission estimation techniques and rule analyses.

- Streamline the District's internal contracting process for award of mobile source incentive grant funds. Implementation of this streamlined process will allow for faster disbursement of grant awards resulting in quicker project completion and realization of emission benefits.

Required Discipline – Regional Leadership

- Administer and participate in meetings of the federal San Diego/Tijuana Air Quality Task Force, which was formed to help identify and reduce air pollution problems in the border region in order to better protect public health and the environment.

Related Links

For additional information about the Air Pollution Control District, refer to the website at http://www.sdapcd.org/index.html.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Scheduled equipment /facilities inspections completed [1]	100% of 7,420	100% of 7,400	100% of 8,462	100% of 7,400	100% of 7,400
All citizen complaints investigated and contact made within 24 hours of reported complaint.[2]	100% of 515	100% of 515	100% of 555[2]	100% within two business days of 515[2]	100% within two business days of 515
Annual number of low-polluting vehicle incentive projects completed under the mobile sources of emissions reduction programs	83[3]	150	292[3]	200	200
Valid ozone data collection per year [4]	N/A	85% of data	93% of data	90% of data	90% of data

Table Notes

[1] Indicates the completion levels for inspections of air contaminant emitting equipment/facilities. Target based on commitments established with the State Air Resources Board.

[2] The majority of complaints from the public are due to dust-related pollution from construction and visible emissions. 100% of public complaints are investigated. APCD responds to complaints the same day if a complaint is received during the business day.

APCD cannot control the number of complaints received and cases to investigate but sets targets for the percentage of complaints that are responded to in a timely manner and thoroughly investigated as a measure of internal department performance standards. The average annual number of complaints received over the past three years is 571.

[3] Indicates the number of projects completed under the mobile source emission reduction programs in a specific fiscal year. Funded projects may take up to three years to complete. The State suspended funding of the Goods Movement Emission Reduction and School Bus programs effective December 2008. The State reinstated funding for these programs in 2009 and 2010. As a result, completed projects increased in Fiscal Year 2010-11.

[4] This is a new measure beginning in Fiscal Year 2010-11. The EPA requires 75% data capture to designate valid data. APCD exceeded this goal by more than 20% in Fiscal Year 2010-11 and has a target goal of 90% of data in Fiscal Years 2011-12 and 2012-13.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No changes in staffing.

Expenditures

Net increase of $3.9 million.

- Salaries and Benefits — net increase of $0.2 million reflects negotiated labor agreements as well as increases in County retirement contributions.
- Services and Supplies — increase of $1.3 million is primarily due to costs associated with external department overhead payments, facilities and fleet maintenance, information technology, laboratory supplies related to ambient monitoring requirements, and mobile office enhancements to the Business Case Management System.
- Other Charges — net increase of $0.8 million due to the rebudgeting of $3.4 million of mobile source emission reduction incentive project funds that could not be distributed to eligible projects by June 2011 but are anticipated to be completed in Fiscal Year 2011-12, offset by a decrease of $2.6 million in ongoing incentive funding.
- Capital Assets Equipment — increase of $0.1 million due to the purchase of additional equipment due to more stringent EPA monitoring requirements.
- Operating Transfers Out — net increase of $1.5 million due to an increase of $1.7 million in anticipated administrative costs for incentive projects and to support operations, offset by a decrease of $0.2 million due to the reduced operating costs for the permit processing system.

Revenues

Net increase of $3.9 million.

- Licenses, Permits & Franchises — net decrease of $0.7 million which reflects the adverse effect of the economy resulting in a decrease of applications and renewals, but also assumes the adoption of an annual fee revision prepared in accordance with Board of Supervisors Policy B-29 "Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery" for the purpose of establishing fees for services provided.
- Intergovernmental Revenue — increase of $3.4 million due to an increase of $2.7 million for the rebudgeting of anticipated incentive program funds that could not be distributed to eligible projects by June 2011 but are anticipated to be completed in Fiscal Year 2011-12, and $0.7 million increase in ongoing EPA grant revenues to offset additional costs associated with ambient monitoring requirements.
- Other Financing Sources — increase of $1.7 million due to an increase of $1.3 million in operating transfers from the Air Quality Improvement Trust Fund to support operations and $0.4 million in operating transfers from various incentive funds for administrative costs related to mobile source emission reduction activities.
- Use of Fund Balance — net decrease of $0.5 million for a total budget of $1.2 million. This includes a decrease of $0.9 million - $0.5 million in the Air Quality Power General Mitigation Fund, as fewer matching funds are required for incentive projects and $0.4 million in the APCD Operations. This is offset by an increase of $0.4 million mainly due to the rebudgeting of funds already received for incentive projects. Total Fund Balance of $1.2 million will be used for incentive projects and for mobile office enhancements to the Business Case Management System.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $3.5 million; $4.0 million decrease due to the projected completion in Fiscal Year 2011-12 of funding for mobile source emission reduction incentive projects and one-time mobile office enhancements offset by $0.5 million increase in Salaries and Benefits due to a negotiated benefit, an increase in County retirement contributions and an increase to support programs resulting from new federal and State Greenhouse Gas Regulations.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Air Pollution Control District Programs		146.00			146.00	146.00
Total		146.00			146.00	146.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Air Pollution Control District Programs	$ 32,128,447	$ 41,220,708	$ 57,699,134	$ 35,997,811	$ 45,088,021	$ 41,565,212
Total	$ 32,128,447	$ 41,220,708	$ 57,699,134	$ 35,997,811	$ 45,088,021	$ 41,565,212

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 14,301,770	$ 15,804,020	$ 15,859,416	$ 14,395,649	$ 16,029,775	$ 16,513,030
Services & Supplies	4,139,113	3,255,166	4,303,173	3,999,585	4,506,095	4,326,126
Other Charges	7,651,970	15,508,920	29,371,790	10,213,405	16,321,543	12,503,689
Capital Assets Equipment	141,376	215,000	241,840	199,652	310,000	310,000
Operating Transfers Out	5,894,219	6,437,602	7,922,914	7,189,520	7,920,608	7,912,367
Total	$ 32,128,447	$ 41,220,708	$ 57,699,134	$ 35,997,811	$ 45,088,021	$ 41,565,212

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Licenses Permits & Franchises	$ 5,358,429	$ 8,279,842	$ 7,579,842	$ 6,800,780	$ 7,547,662	$ 8,044,447
Fines, Forfeitures & Penalties	1,765,130	900,000	900,000	1,109,965	900,000	900,000
Revenue From Use of Money & Property	174,807	50,000	50,000	129,557	30,000	30,000
Intergovernmental Revenues	19,401,537	23,526,746	31,740,662	17,993,083	26,975,972	24,070,056
Charges For Current Services	1,454,538	352,518	352,518	682,448	331,278	337,172
Miscellaneous Revenues	165,417	158,000	158,000	148,511	167,322	171,170
Other Financing Sources	5,689,106	6,225,102	7,518,112	7,192,699	7,920,608	7,912,367
Use of Fund Balance	(1,880,517)	1,728,500	9,400,000	1,940,769	1,215,179	100,000
Total	$ 32,128,447	$ 41,220,708	$ 57,699,134	$ 35,997,811	$ 45,088,021	$ 41,565,212

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
SAN DIEGO
MDCCCLI

Environmental Health

Department Description

The vision of the department of Environmental Health (DEH) is environmental and public health through leadership, partnership and science. By implementing our vision, DEH enhances San Diegans' quality of life by protecting public health and safeguarding environmental quality, through the enforcement of local, state and federal laws. DEH regulates the following: retail food safety; public housing; public swimming pools; small drinking water systems; onsite wastewater systems; generation, storage and onsite treatment of medical and hazardous waste; hazardous materials; as well as underground and aboveground storage tanks. In addition, DEH serves as the Solid Waste Local Enforcement Agency and prevents diseases carried by rats and mosquitoes.

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."

2010-11 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Reduced the incident rate of major chlorine violations found at public swimming pools by 4.2% (237 to 227) closely approaching the goal of 5%. The department changed from a colorimetric to a digital test kit which more accurately identifies borderline violations that may have been missed before.
- Protected public health and helped prevent vector-borne disease.
  - Continued trapping rats at port of entry sites where freight is received by boat, airplane or truck from foreign origin.
  - Conducted tests twice a year for plague and verified flea species from rats trapped in these areas.
  - Trapped and tested 883 mice/voles from 94 different locations during the year resulting in 46 positive for Hantavirus, a rare pulmonary syndrome caused by the virus.

Strategic Initiative – Environment

- Continued working towards full implementation of the Aboveground Petroleum Storage Act (APSA) to protect the county's residents and natural resources from aboveground petroleum storage tank releases.
  - Continued partnership with the APSA workgroup stakeholder group for full implementation of the APSA.
  - Inspected an additional 42% of facilities (253 of 600) subject to the APSA, and will inspect an additional 12% (73 of 600) by June 2012. This will result in a total of 95% of facilities (570 of 600) subject to the APSA inspected by June 2012.

Strategic Initiative – Kids

- Responded to 100% of reports (18 of 18) from the County Department of Public Health Services of elevated blood lead levels in children within 24 hours to two weeks, depending on the blood-lead level reported.
- Educated over 10,000 students on awareness and protection from mosquito-borne diseases and other vector-related diseases; proper disposal of household hazardous, electronic and universal wastes; awareness of hazardous materials and careers in environmental health by conducting outreach presentations to primary and/or secondary school children at school or other outreach events each year.

Required Discipline – Customer Satisfaction

- Maintained average plan review cycle time for new retail food and public swimming pool projects at an average time level of 10.4 days, which is 48% less than the 20 day average time level required by California law, closely approaching the goal of 50%.

- Completed the review and approval/disapproval of plan check permits for installation, repair and removal of Underground Storage Tanks (UST) for 95% of plans (380 of 400) within 10 working days. This action improved customer service by ensuring that UST contractors have a timely review of their projects; and additionally, this measure protected the environment from contamination due to leaks from USTs.
- Responded to complaints about mosquitoes, rats and flies by contacting 90% of complainants within three days.
- Completed 99% of mosquito control requests for service within 21 days or less after initial contact.
- Water well applications and recycled water plans can now be submitted electronically and payments can be completed online.

Required Discipline – Continuous Improvement

- The State has not completed implementation of statewide regulations that will require the development of design criteria for alternative on-site wastewater treatments but they recently released a new timeline to adopt regulations by March 2012. Based on this timeline, the criteria will be completed by September 2012.
- Continued efforts to reduce the department's annual consumption of paper by 10% by switching to electronic copies to provide information.
  - Provided public forms on the Department's website for customers to download in order to improve customer service and reduce printing and mailing costs.
  - Posted public outreach presentations on the Internet, allowing customers to review presentations at their convenience and download presentation slides.
  - Began using email instead of paper forms to notify inspectors that permitted facilities have changed their regulatory status and require an inspection. These notifications occur approximately 1,000 times per year and take 3 to 4 s of paper and 1 to 3 days to travel to outlying offices. The use of emails decreased the notification time and saved 3,500 pieces of paper.

Required Discipline - Information Technology

- Imaged records associated with septic system designs and installations (four-year goal of 63,000 records). The goal is to complete the imaging of archived septic system design records within a four-year period; imaging the remaining 30,000 files by June 2012. Aproximately 36,000 files have been imaged over 2.5 years (60% of four-year goal). Due to staffing reductions this past year, 36% of the Fiscal Year 2010-11 goal was not achieved.
- Expand the number of facilities by 43% (from 9 to 21) subject to the Unified Program that can participate in the online submittal of hazardous materials inventory information, with an emphasis on businesses with multiple sites in the county. The number of actively participating facilities in this pilot project has remained at 9 for Fiscal Year 2010-11 due to ongoing changes in DEH's Business Case Management System (BCMS) and the California Environmental Reporting System (CERS). There has been a 57% increase in online submittals of hazardous materials inventory information from participating facilities. More importantly, these facilities are advising both Cal/EPA and DEH on system design and function. The Unified Program is the consolidation of six State environmental programs into one program that conducts inspections of businesses that handle hazardous materials.
- The goal of providing Web access to allow customers to perform file reviews was delayed until late 2011 due to the department's conversion to a new, upgraded permit database.
- Continued promoting the use of electronic subscriptions and updates on various programs to the public and stakeholders through GovDelivery. Continued posting information of interest for the public and stakeholders on the department's website and at the Department of Environmental Health Facebook .
- Developed an electronic brochure library on the Vector Control Program website to allow for easy access and printing of Vector Control educational brochures.

2011-13 Objectives

Strategic Initiative – Safe and Livable Communities

- Protect public health and help prevent vector-borne disease.
  - Trap rodents at port of entry sites where freight from foreign origin is received by boat, airplane or truck. Conduct tests twice a year for plague and verified flea species from rodents trapped in these areas.
  - Trap at 50 different locations and test any captured mice/voles, by taking blood samples, for the presence of Hantavirus, a rare pulmonary syndrome caused by the virus.

- Sample 40 different locations for the presence of tick-borne illness during tick season (November - May).
- Work with environmental groups, local municipalities, other coastal counties, lawmakers and the State Water Resources Control Board to identify and implement a sustainable funding source for beach-water quality monitoring by April 2012.
- Partner with the California Department of Public Health to conduct a local study that will evaluate the effect of operator training in overall compliance with the regulatory requirements of the Public Swimming Pool Program.
- Improve the regulated housing inspection program by developing a Healthy Housing Program Initiative to improve knowledge about safe and healthy behaviors.

Strategic Initiative – Environment

- Continue working towards full implementation of the Aboveground Petroleum Storage Act (APSA) to protect the county's residents and natural resources from aboveground petroleum storage tank releases by inspecting an additional 12% of facilities (73 of 600) subject to the APSA by June 2012. This will result in a total of 95% facilities (570 of 600) inspected by June 2012.
- Perform 90% (194 of 215) of waste tire generators inspections by June 2012 to achieve compliance through oversight and education for the purpose of protecting public health, safety and the environment by reducing the illegal handling, storage, hauling and disposal of waste tires.
- Develop and implement an Environmental Corrective Action Program which will allow the Land Water Quality Division to provide oversight for the cleanup of contaminated groundwater, protect groundwater resources and provide stakeholders with a new resource to assist them with cleanup efforts by June 2012.

Strategic Initiative – Kids

- Respond to 100% of reports from the County Department of Public Health Services of elevated blood lead levels in children within 24 hours to two weeks, depending on the blood-lead level reported.
- Educate 2,500 children on: awareness and protection from mosquito-borne diseases and other vector-related diseases; proper disposal of household hazardous, electronic and universal wastes; awareness of hazardous materials; increased awareness of the restaurant Grade Card system and careers in environmental health by conducting outreach presentations to primary and/or secondary school children at schools or other outreach events each year.

Required Discipline – Fiscal Stability

- Obtain a General Permit from the federal and State resource agencies to facilitate the implementation of the Vector Habitat Remediation Program (VHRP). The VHRP provides funding for public and private sector projects to implement long-term solutions for controlling mosquito breeding habitat by physically altering chronic breeding sites in ways that will reduce mosquito breeding habitat and improve the effectiveness of mosquito breeding control measures in an environmentally friendly manner. Upon receipt of the General Permit, notify all city managers and habitat conservancy groups of the program and general permit to solicit eligible projects.

Required Discipline – Customer Satisfaction

- Improve customer service.
  - Respond to complaints about mosquitoes, rats and flies by contacting 95% of complainants within three days.
  - Complete 95% of mosquito control requests for service within 21 days or fewer less after initial contact.
  - Investigate and treat aerial identified green pools within 21 days of identification. Green pools are neglected swimming pools that are "green" due to a lack of chlorination or operating water filtration system.
  - Conduct two outreach presentations related to safe food management and permit requirements to two Food and Housing Division stakeholder groups with the goal of improving food management practices and decreasing the number of unpermitted businesses.

Required Discipline – Regional Leadership

- Continue to partner with prosecutors and other regulatory agencies to enforce compliance with hazardous waste, hazardous materials and underground storage tanks laws when cooperative and educational efforts fail. Send two inspectors to the Federal Law Enforcement Training Center's Advanced Environmental Crimes course, multi-jurisdictional taskforce training by June 2012. This training promotes multi-agency inspections and enforcement when cooperative and educational efforts fail. DEH graduates

of this training have had great success working in partnership with law enforcement in enforcing environmental protection laws.

- Continue to coordinate with other local jurisdictional household hazardous waste programs to explore options for regional cooperation, cost sharing and joint public education opportunities. Participate and assist in facilitating regional committee meetings to identify, by June 2013, at least one program element that will improve service delivery and reduce program costs through regional collaboration.

Required Discipline – Continuous Improvement

- Explore establishing a partnership with the University of California San Diego by June 2013 that would complement and add resources to the Vector Control program, which prevents vector-borne diseases.
- Establish a novel surveillance program for West Nile Virus (WNV) using raccoons, opossums and ground squirrels which would give baseline data on wild animals living in close proximity to human residences for WNV presence and consequent risk to public health by June 2013.
- Complete an engineer's design package that includes design criteria for alternative on-site wastewater treatment systems, based on upcoming State regulations. Hold two stakeholder training sessions and post the design packet on the department's website.

Required Discipline – Information Technology

- Image records associated with septic system designs and installations (four-year goal of 63,000 records). The goal is to complete the imaging of archived septic system design records within a four-year period; imaging the remaining 30,000 files by June 2012.
- Develop new online tools that will streamline business processes and improve customer service.
  - Provide an online reporting form on the Vector Control Program website for residents to request service for rat related nuisances by June 2012.
  - Provide an online food borne illness reporting form for the department website.
  - Enhance customer service by providing Web access to allow customers to perform file reviews without coming into the office.
    - Site Assessment and Mitigation (SAM) records by June 2012.
    - Records associated with septic system designs and installations by June 2012.
- Develop an online Unified Program Facility Permit application and have 10% of new permit applications (100 of 1,000) in Fiscal Year 2011-12 use the online form to apply for their permit.
- Continue to phase the implementation of electronic reporting requirements on facilities that are required to report hazardous materials and hazardous waste inventory under Assembly Bill (AB) 2286, *Unified Hazardous Waste and Hazardous Materials,* for an estimated 100 facilities, as part of the Hazardous Materials Division transition into a new business case management system.

Related Links

For additional information about the Department of Environmental Health, refer to the website at http://www.sdcounty.ca.gov/deh/ and the Department of Environmental Health Facebook .

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Respond to complaints about mosquitoes, rats and flies by contacting complainants within 3 days[1]	N/A	95%	94% of 2,468	95%	95%
Average number of days to complete review of septic system layouts	10	10	8	10	10
Percentage of all plans and permits for installation, repair, and removal of Underground Storage Tank (UST) reviewed and approved within 10 working days of receiving a complete application	96% of 400	95%	95% of 400	95%	95%
Reduce (from the previous year's total) the incident rate (# violations per 1,000 inspections) of major chlorine violations found at public swimming pools by 5% per year[3]	237[2]	225	227	216	204
Number of facilities subject to the Aboveground Petroleum Storage Act (APSA) that are inspected annually. Goal is to inspect 95% (570) of approximately 600 by Fiscal Year 2011-2012.	214[4] of 600	163 of 600	253 of 600	73[5] of 600	N/A
All monitoring well permit applications to be processed, reviewed, and approved within an average of 8 working days	95% of 690	95%	100% of 673	95%	95%
All mosquito control Requests for Service closed within 21 days or less after initial contact	97% of 1,403	95%	99% of 684	95%	95%

Table Notes

[1] Failure to meet the 95% contact goal appears to stem from a database tracking issue. The existing system does not consistently allow for the inspection date to be recorded and staff has been using the contact date field to record the inspection date. The new tracking system should correct this issue; interim measures, including manual tracking on separate spreadsheet, are in place.

[2] The number in the table for Fiscal Year 2009-10 Actuals is 237 not 213 as reported in the Fiscal Year 2010-12 Adopted Operational Plan. The lower number was erroneously calculated least year by including data from follow-up inspections instead of using just routine inspections.

[3] Improper chlorine levels in swimming pools can be the source of many diseases such as Giardia, Cryptosporidia and E. coli. Reducing chlorine violations in public swimming pools protects and enhances public health by reducing the risk of exposure to these diseases. The department changed from a colorimetric to a digital field testing kit. The new kits more accurately identify borderline chlorine violations that would have been missed, increasing the number of violations cited.

[4] Thirty (30) facilities were inspected in Fiscal Year 2008-09 which are no longer reflected in this table but are included in the goal of 570 of 600 facilities to be inspected by June 2012.

[5] The projections of inspections for Fiscal Year 2010-11 was exceeded which caused a decrease in the number of expected inspections for Fiscal Year 2011-12.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

Decrease of 3.00 staff years.

- Decrease of 2.00 staff years due to a reduction in project submittals for septic, water well permits, and land use projects in the Land & Water Quality Division as a result of the downturn in economy overall.
- Decrease of 1.00 staff years in the Finance Division as a result of a reduction in workload.

Expenditures

Net decrease of 1.8 million.

- Salaries and Benefits — net increase of $0.2 million. Increase of $0.8 reflects negotiated labor agreements and an increase in County retirement contributions offset by a decrease of $0.5 million for the reduction of 3.00 staff years outlined above, other salary adjustments for modified or vacant positions that are not anticipated to be filled in Fiscal Year 2011-12 and a decrease of $0.1 in overtime pay due to completion of projects in Fiscal Year 2010-11.
- Services and Supplies — net decrease of $2.3 million. Includes the following increases; $0.1 million in Equipment Maintenance for instrument repair and calibration for the Homeland Security program; $0.3 million in Interdepartmental Costs related to California Environmental Quality Act (CEQA) review of the proposed East Otay Mesa Recycling and Landfill Facility; $0.7 million in Consultant Contract costs associated with outreach in the Vector Control program and costs related to work on the proposed East Otay Mesa Recycling and Landfill facility; and $0.1 million in Network Services due to contractual cost increases; offset by following decreases; $0.5 million due to the reduction of vector remediation projects; $0.3 million in Rents and Leases due to the relocation to the new County Operations Center; $0.3 million in Special Department Expense for one-time projects completed in the Vector Control and Hazardous Materials Management programs; $1.6 million in Application Services, $0.3 million in Desktop Computing, and $0.5 million in Catalog Items as a result of completion of one-time costs for IT projects including the implementation of the Business Case Management System (BCMS), an IT system which centralizes records management and application processes.
- Capital Assets Equipment — increase of $0.3 million for the purchase of equipment in the Homeland Security, Radiological Health and Occupational Health programs.

Revenues

Net decrease of $1.8 million.

- Licenses Permits & Franchise Fees — increase of $0.7 million includes an increase of $0.3 million in Hazardous Materials permit revenue and an increase of $0.4 million in Food Facility permit revenue to align with actual costs.
- Intergovernmental Revenues — increase of $0.1 million in the Urban Area Security Initiative grant funding for emergency response training and equipment.
- Charges For Current Services — net decrease of $0.7 million. Increase of $0.8 million in Other Government Health Fees based on a revenue agreement with the East Otay Mesa Recycling and Landfill Facility, LLC., for costs related to California Environmental Quality Act (CEQA) review of the proposed East Otay Mesa Recycling and Landfill Facility offset by a decrease of $1.5 million in Vector Control Program Benefit Assessment funds due to completion of one-time projects in Fiscal Year 2010-11.
- Miscellaneous Revenues — decrease of $0.3 million due to completion of one-time costs associated with the implementation of the BCMS.
- Fund Balance Component Decreases — increase of $0.6 million for additional one-time IT projects and related costs associated with final development and implementation of the BCMS.
- Use of Fund Balance — net decrease of $2.2 million. A total of $2.2 million budgeted includes $1.7 million to finish implementation of the BCMS; $0.1 million in related IT projects; $0.2 million to continue data imaging projects; $0.1 million to offset Tribal Liaison costs and fire victim permit fee waivers; and $0.1 million for beach-water quality monitoring.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $3.7 million. An increase of $0.2 million in Salaries and Benefits reflects a negotiated benefit increase as well as increases in County retirement contributions offset by a decrease of $3.6 million in Services and Supplies related to the completion of one-time IT and data imaging projects and $0.3 million in Capital Equipment

related to purchases made in Fiscal Year 2011-12 for the Homeland Security, Radiological Health and Occupational Health programs.

Permit and fee revenue assumes the adoption of a fee adjustment prepared in accordance with Board of Supervisors Policy B-29 "Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery" for the purpose of establishing fees for services provided by the department.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Environmental Health		285.00			282.00	282.00
Total		285.00			282.00	282.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Environmental Health	$ 35,579,176	$ 49,704,300	$ 50,861,529	$ 37,629,562	$ 47,848,861	$ 44,099,141
Total	$ 35,579,176	$ 49,704,300	$ 50,861,529	$ 37,629,562	$ 47,848,861	$ 44,099,141

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 27,154,737	$ 30,161,741	$ 30,161,741	$ 26,992,429	$ 30,386,215	$ 30,580,746
Services & Supplies	8,268,169	19,512,559	20,515,288	10,672,449	17,154,646	13,488,395
Other Charges	40,005	—	—	—	—	—
Capital Assets Equipment	241,534	30,000	184,500	160,965	308,000	30,000
Expenditure Transfer & Reimbursements	(125,269)	—	—	(196,280)	—	—
Total	$ 35,579,176	$ 49,704,300	$ 50,861,529	$ 37,629,562	$ 47,848,861	$ 44,099,141

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Licenses Permits & Franchises	$ 20,046,869	$ 19,210,930	$ 19,210,930	$ 20,868,515	$ 19,883,002	$ 19,718,085
Fines, Forfeitures & Penalties	262,886	313,094	313,094	264,034	313,094	313,094
Intergovernmental Revenues	3,428,076	4,417,728	4,667,956	3,442,903	4,477,106	4,003,878
Charges For Current Services	12,702,913	18,567,318	18,567,318	12,526,300	17,876,336	18,323,144
Miscellaneous Revenues	899,846	2,726,980	2,726,980	1,724,695	2,450,940	1,740,940
Fund Balance Component Decreases	2,532,524	—	—	—	591,920	—
Use of Fund Balance	(4,293,938)	4,468,250	5,375,251	(1,196,885)	2,256,463	—
Total	$ 35,579,176	$ 49,704,300	$ 50,861,529	$ 37,629,562	$ 47,848,861	$ 44,099,141

Farm and Home Advisor

Department Description

The Farm and Home Advisor (FHA) Office conducts educational programs and applied research in a partnership with the County of San Diego, the University of California and the U.S. Department of Agriculture. This brings together the resources of these entities to address local issues, and to empower individuals and organizations with research-based information to improve themselves and their communities. The Advisors are University academic professionals with expertise in the areas of Agriculture, Natural Resources, Youth Development, 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 U.S. Department of Agriculture and the County in order to help individuals, families, businesses and communities address agricultural, environmental, horticultural, and public health issues.

2010-11 Accomplishments

Strategic Initiative – Kids

- Provided nutrition education for 400 low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety, exceeding the goal of reaching 200 families.
- Trained 100 teachers and youth leaders to implement nutrition education for children and youth from low-income families, exceeding the goal of training 50.
- Supported the 4-H Program.
  - Distributed monthly science skill building activities to each community club (25) and military childcare centers (7) reaching approximately 1,468 4-H youth members.
  - Established a 4-H youth project at the Borrego Springs Elementary School After School program using teens as teachers and the 4-H science curriculum on water and gardening for 50 youth and 10 teens.
  - Supported 350 volunteers to conduct community-based educational programs to 25 4-H clubs and 7 after school sites.

Strategic Initiative – Environment

- Protected water quality and promoted water conservation.
  - Developed four online water quality outreach classes to help the agricultural producers better manage water quality issues in their day-to-day operations.
  - Developed and deployed informational water quality kiosks throughout the agricultural community to teach the importance of preventing excess water from leaving agricultural properties and entering into the storm drainage system.
  - Provided outreach information and developed materials on controlling invasive and other species that foul the bottoms of recreational boats in order to protect water quality and prevent costly consumer boat repairs. Conducted eight workshops for 320 members of the boating industry, exceeding the goal of providing two workshops. Posted materials on the University of California (UC) Extension website for public access.
- Conducted 10 grower workshops titled "Ask the Advisor" for 230 members of the nursery and floriculture industries on issues impacting production and economic viability in these industries.
- Evaluated the potential for controlling Diaprepes root weevil using chemical application to the soil, releasing beneficial nematodes in the soil. The results are currently being compiled and reviewed, and will be posted on the UC Extension and San Diego County websites. The research on releasing beneficial parasitoids in trees is in process and should be completed by July 2012, at which time the results will be compiled and reviewed for UC Extension and County website posting.

- Developed research-based Web materials for nursery stock growers, commercial growers of host (infested) plants and the general public on controlling the Diaprepes root weevil on the County and UC Extension websites. This completed the fourth and final year of the Diaprepes root weevil project.

Strategic Initiative – Safe and Livable Communities

- Evaluated wildfire education and outreach programs by collecting stakeholder feedback. The evaluation focused on the impact wildfire and outreach programs have on increasing safety and/or wildfire risk mitigation behaviors. An online survey was conducted and given to fire authorities, community organizations and other professional groups as well as interested residents. 115 evaluation surveys were completed. Stakeholder feedback will determine future goals and efforts.
- Continued to work collaboratively with County departments, fire authorities, government agencies, University staff and community groups to enhance wildfire-related research, education and outreach.
- Managed the Master Gardener volunteers.
  - Provided over 1,500 volunteer hours to the urban horticultural program and FHA hotline.
  - Provided consultations to 4,102 residents regarding best practices in the areas of home gardening, landscaping and pest management. Conducted 41 events throughout the county and reached 14,087 residents in the same topic areas.

Required Discipline – Customer Satisfaction

- Reduced paper usage and mailing costs 10% by reengineering methods and procedures of developing and distributing materials, scanning documents and electronically distributing monthly 4-H newsletters.

2011-13 Objectives

Strategic Initiative – Kids

- Improve youth development, school readiness and nutrition in the county.
  - Provide administrative and instructional material support for the 350 4-H volunteer leaders in order to conduct community-based educational programs to 25 4-H clubs and seven after-school sites.
  - Provide parent education in the topics of early literacy and school readiness to 600 preschoolers throughout the county.
  - Provide nutrition education for 200 low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety.

Strategic Initiative – Environment

- Protect water quality and promote water conservation.
  - Complete five agricultural water workshops, either online or site specific, to educate agricultural and other water users about stormwater regulations and requirements, best management practices, record keeping and employee training.
  - Continue to deploy informational water quality kiosks throughout the agricultural community to teach the importance of preventing excess water from leaving agricultural properties and entering into the storm drainage system.
- Develop and distribute an informational flyer on pesticide application to businesses, agencies and individuals in the agricultural industry for pesticide applicators to be informed about regulations, practices and requirements for their businesses in order to reduce pesticide violations.
- Provide annual displays of examples of "best management practices" of water quality and runoff control for growers, and the general public to view and use self-assessment materials on their own properties, as shown at the Carlsbad Flower Fields and the San Diego County Fair.
- Provide outreach information and develop materials on controlling invasive and other species that foul the bottoms of recreational boats in order to protect water quality and prevent costly consumer boat repairs.
- Expand the number and size of demonstrations of habitat restoration techniques learned from research in collaboration with U.S. Fish and Wildlife Service, City and County of San Diego Parks and Recreation, Barnett Ranch Open Space Park, University of California, Irvine and Irvine Ranch Conservancy.
- Conduct research projects on various crop types to evaluate water use levels and newer varieties or alternate crops for the region, including blueberries, blackberries, avocados-guava, mandarins, pomegranate and carambola (star fruit). As water prices continue to rise, the new crop types are expected to consume less water, thereby increasing and bolstering economic growth.

Strategic Initiative – Safe and Livable Communities

- Continue to work collaboratively with County departments, fire authorities, government agencies, University staff and community groups to enhance wildfire-related research, education and outreach at 20 meetings and two workshops, webinars or conferences

to facilitate interagency collaboration for wildfire preparedness and safety for residents.

- Continue collaborative work on the development of Gold Spotted Oak Borer (GSOB) education and outreach programming with GSOB and forest health interagency workgroups. Cooperatively pursue opportunities for further GSOB research, education and outreach.
- Promote and support the Master Gardener volunteer program in order to continue providing a phone hotline, educational exhibits and other activities on home horticulture for county residents.

Related Links

For additional information about the Farm and Home Advisor Office, refer to the website at www.sdcounty.ca.gov/fha.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Staff-provided administrative assistance for projects, grants, and contracts (# projects/ total $ value of projects, grants, and contracts)	52 projects $4,043,774	50 projects/ $4,000,000	50 projects/ $4,0000,000	50 projects/ $4,000,000	50 projects/ $4,000,000
Staff-provided coordination, and assistance, and training for 4-H, Master Gardener, and other related volunteer programs (# volunteers/ volunteer hours)	922 vol./ 250,851 hrs	1,100 vol/ 200,000 hrs	1,100 vol/ 200,000 hrs	1,100 vol/ 200,000 hrs	1,100 vol/ 200,00 hrs
Research new specialty crops and varieties such as dragon fruit, specialty vegetables, blueberries to determine commercial viability	2 projects	2 projects	2 projects	2 projects	2 projects
Provide nutrition education for low-income families with children, emphasizing healthful nutrition practices, food resource management, and food safety[1]	450 families	200[1] families	400[1] families	200[1] families	200 families

Table Notes

[1] Adopted participant numbers for performance measures in nutrition education are set by State funding contract requirements; Actual participant numbers are routinely higher.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

Decrease of 2.00 staff years due to operational changes and consolidation of duties.

Expenditures

Net decrease of $0.1 million.

- Salaries and Benefits — net decrease of $0.17 million due to the reduction of 2.00 staff years as described above partially offset by an increase due to negotiated labor contracts and an increase in County retirement contributions.
- Services and Supplies — increase of $0.07 million due primarily to costs associated with contracted services and facilities maintenance.

Revenues

Net decrease of $0.1 million.

- Use of Fund Balance — total of $0.1 million budgeted to support the one-time funding for the completion of the Agricultural Water Quality Program and a one-time negotiated salary adjustment.

Budget Changes and Operational Impact: 2011-12 to 2012-13

No net change.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Farm and Home Advisor		5.00			3.00	3.00
Total		5.00			3.00	3.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Farm and Home Advisor	$ 939,031	$ 953,058	$ 955,140	$ 967,857	$ 853,058	$ 853,058
Total	$ 939,031	$ 953,058	$ 955,140	$ 967,857	$ 853,058	$ 853,058

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 408,075	$ 351,975	$ 261,626	$ 239,853	$ 181,549	$ 183,472
Services & Supplies	530,956	601,083	693,514	728,005	671,509	669,586
Total	$ 939,031	$ 953,058	$ 955,140	$ 967,857	$ 853,058	$ 853,058

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Use of Fund Balance	$ 54,769	$ 100,000	$ 102,082	$ 114,799	$ —	$ —
General Purpose Revenue Allocation	884,262	853,058	853,058	853,058	853,058	853,058
Total	$ 939,031	$ 953,058	$ 955,140	$ 967,857	$ 853,058	$ 853,058

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Parks and Recreation

Department Description

The Department of Parks and Recreation (DPR) enhances the quality of life for county residents and visitors of all ages. DPR promotes health and wellness, safe communities, community ownership, and civic pride through more than 150 programs, events and activities at five community centers, two recreation centers and state-of-the-art sports complexes. Our award-winning park system includes 34 local and seven regional parks, eight camping parks, over 300 miles of trails, fishing lakes, ecological preserves, and open space preserves. The department operates and manages over 45,000 acres of park lands and eight historic park sites that foster an appreciation of nature and history. Park facilities are open year-round and departmental programs enrich the lives of all patrons with a special focus for families, seniors, people with disabilities and at-risk youth.

Mission Statement

The Department of Parks and Recreation enhances the quality of life in San Diego County by providing opportunities for high quality parks and recreation experiences and preserving regionally significant natural and cultural resources.

2010-11 Accomplishments

Strategic Initiative – Kids

Promoted healthy and active lifestyles and fostered positive development for youth through programs and services that created rewarding recreational experiences and encouraged community involvement.

- Expanded participation in the Environmental Education and Park Passport Program through the distribution of 1,400 park passports by the program's second year anniversary.
- Increased community involvement for 1,800 young people by providing volunteer opportunities at 77 community volunteer work events, such as tree planting, park cleanup, trails maintenance and installation of fencing.
- Promoted recreational opportunities and environmental awareness for 20,000 youth by conducting formal and informal environmental education programs at more than 12 park facilities with an emphasis on water quality, watershed awareness, and natural and cultural resources and by providing 28 outdoor adventure and education activities.
- Increased positive and healthy recreation activities for youth by providing over 101 health-related events and classes, including a wide variety of environmental education and teen programs for 5,778 youth in the San Diego region, in support of the County's Childhood Obesity Action Plan and the Greater San Diego Recreation and Parks Coalition for Health and Wellness.

Strategic Initiative – Environment

Acquired, preserved and enhanced significant natural and historical/cultural resources and designed, developed, and operated park facilities in an environmentally responsible and efficient manner that promoted resource sustainability.

- Installed three photovoltaic systems at the Lakeside, Fallbrook and Spring Valley Community Centers to reduce reliance on fossil fuels and reduce annual operating costs, thereby delivering a positive return on investment.
- Upgraded one park facility with artificial turf and four park facilities with smart irrigation controllers to conserve water resources, reduce overall maintenance and provide state-of-the-art playing fields for year-round sports programs.
- Initiated five biological and cultural surveys at the following preserves: Escondido Creek, San Luis Rey, Del Dios, Santa Margarita and East Otay Mesa; completed four Resource Management Plans (RMPs) updates at the following preserves: Lawrence and Barbara Daley, Escondido Creek, Del Dios and Ramona Grasslands; and implemented RMPs in 19 preserves to

ensure viability of open space habitats, natural and cultural resources and enhance passive recreational opportunities.

- Published monthly articles regarding energy savings tips and benefits of energy efficiency and conservation on both the internal and external newsletters.
- Provided recycle bins at all staffed Parks and Recreation facilities to encourage park visitor participation in activities that conserve natural resources.

Strategic Initiative – Safe and Livable Communities

Acquired, developed and maintained facilities that support community needs, provided safe and accessible opportunities to gather together, promoted park stewardship and celebrated diversity while connecting communities.

- Promoted community health and well-being by providing 59 adult health-related events, classes and activities serving at least 653 older adults throughout the San Diego region.
- Amended five existing and executed two new operating and maintenance agreements to broaden existing facility sports programs and provide additional recreational services for the community.
- Provided opportunities to bring families and communities together through 47 special events including Movies in the Park, It's How We Live Festivals and National Trails Day.
- Enhanced local and regional parks and increased recreational opportunities for the public by completing eight projects in six communities: Spring Valley Community Center Addition/Expansion, Jess Martin Park Exercise Pathway, Campo Playground, Bancroft Rock House Restoration, Live Oak Playground, Collier Park Soccer Arena, Sweetwater Loop Trail, Sweetwater RV Campground Expansion - Phase I & Betterments.
- Reduced fire fuel hazards and maintained fire safe zones in 24 park facilities through continued implementation of vegetation management practices.
- Obtained 1,072 completed online surveys from the public and recreational project priority lists from 12 Local Park Planning Areas and County Service Area advisory boards to determine communities' recreational center needs and future park projects.

Required Discipline – Fiscal Stability

- Improved existing services and organizational effectiveness by completing a Cost Recovery, Resource Allocation and Revenue Enhancement Study including analysis of pricing, operational strategies and working methodologies. The department will continue to implement the recommended strategies and methodologies of the study.

Required Discipline – Continuous Improvement

- Demonstrated the department's commitment to delivering quality services to the public by achieving compliance with standards for Steps 1-3 of the National Recreation and Park Association's Commission for Accreditation of Park and Recreation Agencies (CAPRA) national accreditation process, developing and submitting an annual report summarizing the department's accomplishments, fiscal management, operational effectiveness and addressing the department's continued compliance with CAPRA accreditation standards. The department aims to be the first accredited county park system in California by the fall of 2011.

2011-13 Objectives

Strategic Initiative – Kids

Promote healthy and active lifestyles and foster positive development for youth through programs and services that create rewarding recreational experiences and promote community involvement and keep communities safe.

- Host two Teens on Trails group events to promote healthy lifestyles and civic responsibility, while providing a valuable service to the community.
- Foster positive development of 5,500 youth through 150 recreation programs and services that increase physical, intellectual, social and/or emotional abilities.
- Promote environmental awareness and responsibility through environmental education programs at 10 school facilities.
- Increase recreational opportunities for youth with school-sponsored sports at five park facilities.

Strategic Initiative – Environment

Acquire, preserve and enhance significant natural and historical/cultural resources and design, develop, and operate park facilities in an environmentally responsible and efficient manner that promotes resource sustainability.

- Increase environmental stewardship by educating 2,000 youth about the importance of natural resources, including conservation and sustainability strategies through Energy Saving Adventures and Outdoor Adventures Programs.

- Promote energy efficiency and use of renewable resources by participating in 75 outreach events that focus on public education of conservation and sustainability practices.
- Utilize the Mitigation Land Policy, adopted by the Board of Supervisors, to generate $75,000 of revenue for acquisitions and operations and maintenance for Multiple Species Conservation Program (MSCP) lands.
- Acquire 375 acres within the MSCP plan areas.
- Improve energy and water efficiency in eight department facilities by various means, such as native landscaping, retrofitting or installing new water- and energy-efficient equipment, replacing older vehicles with energy-efficient vehicles, and reducing water and energy usage.
- Install five new solar trash compacting receptacles at parks to maintain service levels and reduce maintenance costs and staffing time for trash disposal.
- Replace trees affected by the Gold Spotted Oak Borer at five park locations to protect the current Live Oak tree population and replace diseased or dying trees with varieties of pest resistant oak trees.

Strategic Initiative – Safe and Livable Communities

Acquire, develop and maintain facilities that support community needs, provide safe and accessible opportunities to gather together, promote park stewardship and celebrate diversity while connecting communities.

- Secure funding to ensure stability and operations at various park facilities.
- Increase volunteer patrol hours by 10% (from 2,962 to 3,258 hours). This will assist in creating safer parks and preserves by providing extra security for park users.
- Promote healthy lifestyles for 2,000 adults and seniors through participation in 60 recreation programs.
- Identify two program sponsors for the County Adopt-A-Trail Program to foster community ownership in the maintenance and security of the County's trail systems.
- Provide inviting and accessible places to recreate by designing new facilities and retrofitting three existing park facilities to be ADA accessible.
- Provide added safety and security measures at six existing park facilities through various measures including the installation of new LED lighting.
- Enhance local and regional parks and increase recreational opportunities for the public by completing seven park development projects in five communities.
- Mitigate fire fuel hazards and maintain fire safe zones in 24 park facilities through continued implementation of fuel management practices.
- Certify three Department of Parks and Recreation employees through Department of Environment Health to become pool operators for management of three facilities with pool and water features so they can provide on-site maintenance and reduce operating costs.
- Increase park safety and enforcement response times by identifying roles and responsibilities between department and law enforcement/fire agencies through the creation of mutual aid agreements.
- Add three community gardens to build better health, foster community ownership and enhance civic pride.

Related Links

For additional information about the Department of Parks and Recreation, refer to the website at http://www.sdcounty.ca.gov/parks/.

Follow us on Facebook and Twitter at

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http://twitter.com/sandiegoparks.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Number of parkland acres owned and managed	44,616	44,937	45,187	45,275	45,462
Number of volunteers/number of volunteer hours[1]	4,066/ 97,515	1,850/ 92,000	3,021/ 94,890	3,000/ 94,500	3,000/ 94,500
Number of unduplicated Youth Diversion participants [2]	5,382	5,000	5,778	5,000	5,000
Number of park facilities improved or developed	7	8	8	7	7
Number of miles of trails managed in the County Trails Program	325	326	326	328	328
Percentage /Number of camping reservations placed online	50%/ 14,877	65%/ 15,000	72%/ 16,000	65%/ 15,200	65% 15,200
Number of gallons saved at smart irrigation controller converted facilities [3]	N/A	N/A	N/A	17,000,000	20,000,000

Table Notes

[1] The term "Volunteers" in this performance measure refers to the total number of unregistered, one-day volunteers. It does not include registered volunteers such as resident volunteers, volunteer patrol and docents.

[2] Youth Diversion programs consist of department Teen Center and Community Center programs; An Unduplicated Youth is counted once regardless of being registered in multiple programs.

[3] This is a new measure as of Fiscal Year 2011-12. Due to declining water resources, in December 2009, DPR began implementing conservation measures and tracking water usage through smart irrigation controllers which tailor watering schedules and run times automatically to meet specific landscape needs at various park sites. As of June 2011, the department is projected to install smart irrigation controllers at 19 park facilities. By achieving this goal, the department will meet the objective of improving energy and water efficiency.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

Net change of 0.00 staff years.

- Decrease of 1.00 staff year in the Administrative Services Division to avoid redundancy with the Geographic Information Systems (GIS) process as this service can be provided by other departments within the County.
- Increase of 1.00 staff year in the Recreation Division to provide additional assistance in areas related to coordination of volunteers and public services.

Expenditures

Net decrease of $1.7 million.

- Salaries and Benefits — net increase of $0.7 million due to an increase reflecting negotiated labor agreements, County retirement contributions and to maintain operational days and hours at County park facilities.
- Services and Supplies — net decrease of $2.3 million
  - Increase of $0.1 million for Public Liability Insurance premiums to reflect actuarial projections.
  - Increase of $0.3 for one-time funding related to park monument signs.
  - Increase of $0.1 million for one-time funding related to marketing study.
  - Decrease $0.5 million for contracted services due to the completion of Resource Management plans for MSCP preserve lands that include Area Specific

Management Directives (ASMDs) for species management and monitoring, Vegetation Management Plans and public access plans.
  - Decrease of $0.6 million is due to the investment and upkeep of park facilities which has reduced on-going maintenance costs and a decrease in service contracts for park maintenance.
  - Decrease of $0.1 million for one-time funding related to the completion of the Business Case Management System software implementation.
  - Decrease of $0.1 million for the reduction of lease costs achieved by relocating to the County Operations Center.
  - Decrease of $1.0 million due to the completion of major maintenance projects in Fiscal Year 2010-11.
  - Decrease of $0.6 million due to the completion of contracted services funded by the TransNet Land Management grant.
- Other Charges — increase of $0.02 million due to property taxes and assessments for land acquisitions.
- Operating Transfer Out — decrease of $0.03 million due to alignment of operating costs in Park Special Districts.

Revenues

Net decrease of $1.7 million.

- Taxes Current Property — net decrease of $0.04 million due to a reduction in assessment funds from property taxes.
- Revenue From Use of Money & Property — increase of $0.04 million for operating leases for County-owned property.
- Intergovernmental Revenues — decrease of $0.6 million for the completion of the TransNet Land Management grant.
- Charges for Current Services — increase of $0.1 million due to completion of the expansion and upgrades of Sweetwater Regional Park.
- Miscellaneous Revenues — increase of $0.06 million due to a technical adjustment for fees related to park and camping fees.
- Other Financing Source — decrease of $0.03 million due to reallocation of seasonal staff for service to Park Special Districts.
- Use of Fund Balance — net decrease of $1.9 million. A total of $3.1 million is budgeted for use as follows:
  - $1.8 million to complete major maintenance projects on essential building systems and structures and water conservation upgrades.
  - $0.3 million to maintain operational days and hours at County park facilities.
  - $0.3 million for the purchase and installation of park entrance monument signs.
  - $0.3 million for park maintenance in Park Special Districts.
  - $0.2 million for negotiated labor agreements.
  - $0.1 million for marketing study to evaluate products, expectations, market competition and branding.
  - $0.1 million for the dredging and clean up of the Tijuana River Valley.
- General Purpose Revenue Allocation — increase of $0.7 million for negotiated labor agreements and County retirement contributions.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $2.3 million due to completed major maintenance, one-time funded projects and one-time funding provided to maintain operational days and hours at County park facilities offset by increases in negotiated benefits and retirement contributions.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Parks and Recreation		175.00			175.00	175.00
Total		175.00			175.00	175.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Parks and Recreation	$ 29,418,115	$ 31,218,200	$ 38,296,536	$ 31,520,527	$ 29,520,207	$ 27,303,120
Park Land Dedication	1,304,597	563,900	2,344,051	829,407	568,900	568,900
Park Special Districts	3,322,216	3,687,351	4,012,465	3,559,891	3,718,259	3,679,511
Total	$ 34,044,929	$ 35,469,451	$ 44,653,052	$ 35,909,825	$ 33,807,366	$ 31,551,531

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 17,031,141	$ 17,429,920	$ 17,313,920	$ 16,925,961	$ 18,122,623	$ 17,916,772
Services & Supplies	13,639,705	15,783,426	23,098,454	15,981,604	13,433,736	11,404,932
Other Charges	212,677	40,000	608,061	585,743	60,000	60,000
Capital Assets Equipment	72,012	181,000	192,456	59,051	181,000	105,000
Expenditure Transfer & Reimbursements	—	—	—	(5,465)	—	—
Operating Transfers Out	3,089,394	2,035,105	3,440,160	2,362,931	2,010,007	2,064,827
Total	$ 34,044,929	$ 35,469,451	$ 44,653,052	$ 35,909,825	$ 33,807,366	$ 31,551,531

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Taxes Current Property	$ 1,784,498	$ 1,818,829	$ 1,812,829	$ 1,741,396	$ 1,777,123	$ 1,777,123
Taxes Other Than Current Secured	8,226	16,756	16,756	6,815	11,506	11,506
Licenses Permits & Franchises	949,313	478,950	478,950	1,301,283	483,950	483,950
Fines, Forfeitures & Penalties	3,473	—	—	2,982	—	—
Revenue From Use of Money & Property	922,336	905,331	905,331	954,586	944,622	962,824
Intergovernmental Revenues	509,930	930,333	1,188,666	482,408	312,439	298,394
Charges For Current Services	5,179,192	5,200,965	4,988,632	5,171,103	5,318,866	5,337,611
Miscellaneous Revenues	223,245	10,000	559,882	328,042	70,000	70,000
Other Financing Sources	1,898,492	2,035,106	2,020,106	1,972,628	2,010,007	2,064,827
Fund Balance Component Decreases	1,241,733	—	—	—	—	—
Use of Fund Balance	1,690,968	5,000,000	13,608,719	4,875,402	3,113,182	270,000
General Purpose Revenue Allocation	19,633,523	19,073,181	19,073,181	19,073,181	19,765,671	20,275,296
Total	$ 34,044,929	$ 35,469,451	$ 44,653,052	$ 35,909,825	$ 33,807,366	$ 31,551,531

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Planning and Land Use

Department Description

The Department of Planning and Land Use (DPLU) ensures that new and existing development promotes safe and livable communities by applying land use policies. Typical land use policies include fire resistant construction standards and setbacks, building codes and other planning tools to preserve and protect San Diego County and its residents. DPLU works with property owners to process privately initiated land development projects including residential, commercial and industrial development. Since land development projects are a collaborative effort involving the public and local government, DPLU has an ongoing commitment to improve the land development process through efficiencies that result in reduced costs and processing times for the County and project applicants.

Mission Statement

To enhance the safety and livability of communities through the efficient application of land use programs that balance growth and conservation.

2010-11 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Improved community health and safety conditions through removal of vacant/dilapidated buildings and elimination of substandard housing.
  - Met goal of responding within 24 hours to all 1,709 new community complaints that requested assistance in resolving code violations.
  - Resolved over 1,458 cases to improve community health and livability.
  - Posted five properties for abatement resulting in the elimination of hazardous living conditions.
- Utilized land use planning to reduce the risk of structure loss and improve safety during wildfires for the residents living in the unincorporated areas of the county through amendments to County ordinances that address wildfire risks.
- Collaborated with the Public Safety Group to transfer the County Fire Authority to the Public Safety Group in accordance with the 2010 County Fire Deployment Study.
- Expanded renewable energy and green building programs using American Reinvestment and Recovery Act grants.

  - Issued 1,000 solar photovoltaic permits at no cost to property owner. County review of solar projects ensures safe installation of solar equipment to protect homes and lives.
  - Completed County Energy Code update to promote efficient use of energy in new development.
- Developed long-range planning documents to guide future development by balancing growth and conservation in the county while coordinating with communities and other stakeholders.
  - Presented the County's General Plan Update and associated Environmental Impact Reports (EIR) to the Board of Supervisors.
  - Remained on target to initiate updates on the implementing documents associated with the General Plan Update, including updates to the County Community Plans and County Zoning Ordinance by winter 2011.
  - Improved and streamlined land development process by updating County regulations including Boutique Wineries Ordinance, Density Bonus Ordinance and Zoning Ordinance Amendments. Improvements to local ordinances reduce processing times for customers and result in lower costs for the public and the County.
- Improved information systems by utilizing Geographic Information Systems (GIS) to update and improve the road information layers for Native American reservation lands to reflect changes in roads and landmarks on tribal land.
- Improved recreation opportunities for the region through creation of a GIS mapping tool for County trails. The mapping application provides improved recreational opportunities and enhances livable communities by identifying established trails.

Strategic Initiative – Environment

- Preserved the quality of life for county residents by implementing habitat conservation programs such as the Multiple Species Conservation Program (MSCP) and the Special Area Management Plan (SAMP). The MSCP and SAMP are plans that streamline the development process and facilitate the creation of viable permanent open space preserves.
  - Completed the draft Otay SAMP.
  - Updated the County Biological Guidelines to determine which portions of the county would be eligible for Burrowing Owl mitigation habitat. State and federal agencies required identification of suitable Burrowing Owl habitat in order for several development projects to move forward. This update has resolved the issue, thus allowing projects to continue.
  - Completed the public comment period and draft EIR to amend the South County MSCP to obtain coverage for the endangered Quino Checkerspot butterfly within the South County MSCP.
- Supported local agriculture through partnerships with landowners and other stakeholders and promoted economically viable farming with the introduction of the Purchase of Agriculture Conservation Easement Program (PACE).
- DPLU facilitated greater use of the California Manual of Vegetation by allowing for its use in biological studies prepared on behalf of the County and through coordination with other agencies. Formal adoption is not necessary or planned. Use of the Manual continues to grow as other agencies support it.

Required Discipline – Continuous Improvement

- Continued on schedule to complete implementation of Accela Automation in 2011-12. Accela, a new information system, facilitates a collaborative environment that empowers the residents and the County by increasing accessibility and transparency of information and enables the Land Use and Environment Group's business processes to deliver high value quality services in the most efficient and timely manner.
- Streamlined the land development permit process resulting in shorter cycle times and reduced costs for customers and the County.
  - Coordinated with the wind turbine industry to reengineer the permit process for wind turbines, including noise and mechanical review. This resulted in a more efficient review process.
  - Reengineered the process for Minor Deviation permits, resulting in faster cycle times for customers. Cycle times were reduced from an average of 3.5 months to 7 days. This allows applicants to make minor adjustments to projects without revisiting the entire approval process.
- Implemented online and self-service tools to improve customer service and reduce operating costs.
  - Launched a self-service kiosk for land development counter services. The kiosk allows customers to perform self-service functions when they arrive at the office, resulting in reduced wait times for customers.
  - Developed an online plan submittal process to facilitate electronic processing of common land development permits, resulting in reduced processing costs and faster review times.
  - Implemented online calculators for customers to estimate costs associated with processing land development projects.
- Made initial contact with the public within 24 hours of receipt of new code complaints to ensure prompt resolution of violations impacting public health and safety.

Required Discipline – Fiscal Stability

- Managed budget and staffing levels by balancing housing market fluctuations with fiscal and customer service stability.

Required Discipline – Customer Satisfaction

- Ensured customer satisfaction with the core services provided by department staff as key indicators of the Department's operational performance. Customer service was solution oriented, responsive and promoted clear communication. Fundamental measurements of customer service success included:
  - Turnaround times for inspections, document review and plan check.
  - Wait times at Building and Zoning Counters.
  - Work backlog level for project managers and subject area specialists.
  - Number of discretionary projects moved through the review process to reach final decision and/or resolution.

Required Discipline – Information Technology

- Coordinated with multiple County departments to better develop understanding of the next generation technology that is available with ArcGIS Server, a sophisticated Geographic Information System tool. This tool allows increased customization of the

software to meet business needs of departments in a collaboration-based system that will improve customer service.

2011-13 Objectives

Strategic Initiative – Safe and Livable Communities

- Reduce risks to lives by ensuring buildings and improvements are designed and constructed in accordance with building safety codes.
  - Review proposed building plans to ensure homes are properly designed.
  - Explain building code requirements and develop educational tools to simplify the explanation of codes to the public.
  - Conduct building inspections during construction to ensure homes are built in accordance with approved building plans.
- Protect livable communities through the consistent application and reasonable implementation of County land use and zoning standards.
  - Ensure future development meets community guidelines and sustains community character.
  - Ensure future development occurs in areas safe for growth, away from hazards such as unsafe slopes, geologic fault lines, flood or other natural hazards.
- Reduce risks of wildfire by collaborating with the County Fire Authority in the application of land use policies that promote development that mitigates wildfire impacts.
  - Ensure proposed development meets wildfire setback requirements and conforms to fire safe codes approved by fire agencies. This protects new homes as well as existing communities.
  - Develop a Community Evacuation Route Study for the communities of Jamul/Dulzura and Valley Center. These pilot-studies will assess the need for additional roads for evacuation in times of emergencies such as wildfires.
  - Implement the 2011 Consolidated Fire Code, which will consolidate the fire codes of the 16 individual fire districts and the County Service Area 135.
- Improve community health and safety conditions through removal of vacant dilapidated buildings and elimination of substandard housing.
  - Respond to the public within 24 hours of receipt of new code complaints.
  - Improve quality of life through the abatement of hazardous living conditions in communities within the unincorporated areas of the county.
- Improve the efficiency of land use programs that guide the physical development of the County's land through a balance of growth and conservation while collaborating with communities.
  - Present four proposed amendments to the County's land development ordinances that improve business process, simplify regulations and reduce processing times for customers.

Strategic Initiative – Environment

- Complete the American Recovery and Reinvestment Act (ARRA) Energy Stimulus programs, including the Energy Code Update, Solar Photovoltaic Expedite Program and Climate Action Plan. ARRA grant projects allow the County to implement key energy programs at a reduced cost to customers and the County.
- Promote green building, including sustainable building practices, renewable energy and energy efficiency through economic incentives such as reduced fees and fee waivers.

Required Discipline – Continuous Improvement

- Continue to identify and implement process improvements to streamline the land development process to reduce processing costs and times for customers as well as the County.
  - Develop outreach and education materials for customers regarding the land development process. The land development process can be complicated and challenging based on the State and federal requirements that local agencies must enforce. The development of outreach materials to explain the process will simplify efforts for customers.
  - Initiate a process improvement to convert discretionary permit requirements to over-the-counter ministerial permits. Discretionary permits often take several months to process, while ministerial permits can be issued in a much shorter time frame for customers. The shorter processing time will reduce customer costs.
  - Conduct two reengineering projects to improve the efficiency of land development project review.
  - Develop a Building Inspection Self-Certification program. This program will be a private/public collaboration between the County and builders to improve the efficiency of the building inspection process. It will allow builders the opportunity to self-certify certain building inspections, thus reducing the time for a County building inspector to visit the project site.

Required Discipline – Information Technology

- Complete implementation of Accela Automation in 2011-12. Accela facilitates a collaborative environment that empowers the residents and the County by increasing accessibility and transparency of information and enables the Land Use and Environment Group's business processes to deliver high value quality services in the most efficient and timely manner.

Required Discipline – Fiscal Stability

- Manage budget and staffing levels by balancing housing market fluctuations with fiscal and customer service stability through cross-training staff, reengineering assessment and utilizing overflow contracts for peak work periods.
  - Forecast a 5% growth in building permits year-over-year for the next two years.
  - Forecast no change in discretionary permit volume in Fiscal Year 2011-12 and a slight increase in smaller sized discretionary permits in Fiscal Year 2012-13.

Required Discipline – Customer Satisfaction

- Ensure customer satisfaction with the core services provided by department staff as key indicators of the Department's operational performance. Customer service will be solution oriented, responsive and promote clear communication.

Related Links

For additional information about the Department of Planning and Land Use, refer to the website at http://www.sdcounty.ca.gov/dplu/.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Building and Zoning Counter Wait Time (in minutes)	22	24	20[1]	20	20
Achieve 15 day turnaround for Residential Plan Checks (% goal met)	81%	60%	95%[2]	80%	80%
Percentage of Building Inspections completed next day	100% of 25,034	100% of 25,000	100%[3] of 23,597	100% of 25,000	100% of 25,000
Project Planning average turnaround times (average days variance - early or late variance / amount of tasks closed on time)	3.5 days early for 7,705 tasks	2 days early for 7,800 tasks	3 days early for 8,117 tasks[4]	2 days early for 8,300 tasks[5]	2 days early for 8,400 tasks[5]
Project Planning percentage of on time performance / amount of closed tasks	75% of 7,705 tasks	80% of 7,800 tasks	85% of 8,117 asks[6]	80% of 8,300 tasks	80% of 8,400 tasks
Project Planning average backlog in weeks (average weeks backlog = total open hours / total scheduled productive hours)	2.0	2.0	2.0	2.0	2.0
Project Planning number of discretionary projects to reach final decision and resolution	396	340	372[7]	350	360
New GIS Layers added to the Enterprise Data Maintenance Environment	7	10	50[8]	12	12

Table Notes

[1] Staffing reductions have been made since Fiscal Year 2008-09 related to a downturn in building permit and plan check revenue and activity. Temporary staff was eliminated and full-time staff was reduced. Significant business process reengineering activities were implemented in Fiscal Year 2009-10 and 2010-11, which resulted in the ability to contain wait times to a 20-minute average and avoid larger impacts due to staffing reductions.

[2] The 95% outcome surpassed the target goal; however, this was due to several reengineering and process improvements that have been implemented in recent years. It is anticipated that increases in workload over the next two years will impact the turnaround time for plan checks.

[3] The volume of inspections is tracking to decline slightly compared to Fiscal Year 2009-10, falling below Fiscal Year 2010-11 projections. Inspection numbers are based on customer demand and thus subject to customer requests for inspection. Despite the decreased number of inspections, DPLU continues to track a slight increase in overall permit volume and believes Fiscal Year 2011-12 and Fiscal Year 2012-13 numbers will again reach the 25,000 threshold.

[4] This performance measure addresses the total number of discretionary projects that have reached a final decision and/or resolution, as opposed to measuring completion of individual work tasks. The Fiscal Year 2010-11 Actuals is higher than the Fiscal Year 2010-11 Adopted goal due to the mix of permit types that were being processed as well as higher workload than initially forecasted. The number of tasks completed is largely dependent on customer submittals. Customers submitted more work/tasks for DPLU to process than was anticipated for this year.

[5] Current workload trends demonstrate that there will be a slight increase in new projects submitted for Fiscal Years 2011-12 and 2012-13.

[6] The Fiscal Year 2010-11 Actuals is higher than the Fiscal Year 2010-11 Adopted goal due to the mix of permit types that were being processed as well as higher workload than initially forecasted.

[7] Based on current forecasts, it is anticipated that this number will gradually increase over the next two years due to an increase in permit activity by customers.

[8] The Fiscal Year 2010-11 Actuals is significantly higher than the Fiscal Year 2010-11 Adopted goals due to the unforeseen spike in workload from other County departments requesting additional layers of information. The number of future additional layers is finite, thus future additional layers are not expected to reach the Actuals for Fiscal Year 2010-11.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Note: The amounts shown in the Fiscal Year 2009-10 and Fiscal Year 2010-11 Adopted Budget columns have been restated to exclude the following County Service Areas and associated Fire Mitigation Funds: Elfin Forest (CSA 107), Mount Laguna (CSA 109), Palomar Mountain (CSA 110), Boulevard (CSA 111), Campo (CSA 112), San Pasqual (CSA 113), Pepper Drive (CSA 115), and San Diego Regional Fire Authority (CSA 135). This reflects the mid-year transfer of the San Diego County Fire Authority from the Land Use and Environment Group to the Public Safety Group.

Staffing

Net decrease of 32.00 staff years includes transfers between divisions and other departments as follows:

- Decrease of 1.00 staff year in Support Services due to the consolidation of human resource activities within the department.
- Net increase of 1.00 staff year in Advance Planning. Transfer of 2.00 staff years from MSCP to Advanced Planning to consolidate programs under one chief to optimize resources and efficiency. Decrease of 2.00 staff years due to a reorganization of duties within the department. Transfer of 1.00 staff year from Project Planning for work on the business process reengineering (BPR) initiative Discretionary to Ministerial review.
- Net decrease of 11.00 staff years in Project Planning. Decrease of 9.00 staff years that are related to a reduction in the discretionary permit processing intake as well as the transfer of 1.00 staff year each to Advance Planning and Code Enforcement. DPLU has implemented various reengineering activities to mitigate the impacts of reduced staffing.
- Decrease of 5.00 staff years in MSCP to consolidate this program under Advance Planning. Delete 3.00 staff years due to the reorganization of programs and the transfer of 2.00 staff years to Advance Planning.
- Decrease of 2.00 staff years in Building due to business process reengineering efforts and a resulting reorganization of duties within the division.
- Decrease of 12.00 staff years in Fire Prevention as a result of the mid-year transfer of the San Diego County Fire Authority to the Public Safety Group (PSG).
- Decrease of 1.00 staff year in Code Enforcement as a result of reorganization of duties within the division.
- Decrease of 1.00 staff year in Land Use Environment Group GIS Support related to the mid-year transfer of the San Diego County Fire Authority division to PSG.

Expenditures

Net decrease of $29.0 million.

- Salaries and Benefits — net decrease of $2.7 million due to the staffing reductions listed above offset by an increase that reflects negotiated labor agreements and an increase in County retirement contributions.
- Services and Supplies — net decrease of $25.4 million.
  - Increase of $1.6 million in IT accounts for implementation and software costs for the Business Case Management System (BCMS), in consultant contracts related to one-time only funding BPR initiatives and the PACE program costs which is offset by the completion of a portion of the General Plan Update, Fire Safe Evacuation Study and document digitalization for discretionary permits.
  - Decrease of $27.0 million in services and supplies accounts related to the transfer of the San Diego County Fire Authority.
- Capital Assets Equipment — decrease of $0.5 million in Capital Assets accounts related to the transfer of the San Diego County Fire Authority.
- Expenditure Transfers & Reimbursement — decrease of $0.1 million in cost applied accounts related to GIS work for General Fund divisions.
- Operating Transfers Out — decrease of $0.3 million related to the transfer of the San Diego County Fire Authority.

Revenues

Revenues assume the adoption of an annual fee revision prepared in accordance with Board of Supervisors Policy B-29 "Fees, Grants, Revenue Contracts - Department Responsibility for Cost Recovery" for the purpose of establishing fees for services provided by this department.

Net decrease of $29.0 million.

- Licenses, Permits & Franchises — increase of $0.4 million related to the adoption of an annual fee revision and increased workload anticipated for the Building Division.
- Intergovernmental Revenues — decrease of $4.1 million primarily related to completion of grant project for the Energy Efficiency Conservation Block Grant as well as the transfer of Fuels Reduction Program grants as related to the transfer of the San Diego County Fire Authority.
- Charges for Current Services — decrease of $1.8 million related to the downturn in the overall economy and transfer of the zoning counter to General Fund funding.
- Other Financing Sources — decrease of $0.4 million related to the transfer of the San Diego County Fire Authority.
- Use of Fund Balance — a net decrease of $9.8 million. A total of $9.4 million is budgeted for use in as follows: $3.3 million of General Fund fund balance for the PACE Program ($2.0 million); BPR Initiatives ($1.0 million) and funding per negotiated labor agreements ($0.3 million); $6.1 million of Land Use and Environment Fund Balance for the State Greenhouse Gas Guidelines Phase 1 ($0.3 million); Building Permit Self Certification ($0.4 million); BCMS training ($0.4 million) as well as rebudgets for one-time funding related to the BCMS ($2.0 million), Zoning Ordinance Update ($1.5 million), Fire Safe Evacuation Study ($0.3M), building permit fee waivers related to Firestorm 2007 ($0.8 million), waste abatements ($0.2 million) and costs related to the case backlog in Code Enforcement and the BPR implementation ($.02 million).
- General Purpose Revenue Allocation — net decrease of $13.2 million that reflects the transfer of the San Diego County Fire Authority to the Public Safety Group offset by additional allocations for the zoning counter.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $10.8 million due primarily to the anticipated completion of one-time projects offset by an increase due to a negotiated benefit and an increase in County retirement contributions.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Support Services		14.00			13.00	13.00
Advance Planning		10.00			11.00	11.00
Regulatory Planning		76.00			65.00	65.00
Multi-Species Conservation		5.00			—	—
Building		42.00			40.00	40.00
Fire Prevention		12.00			—	—
Codes Enforcement		22.00			21.00	21.00
LUEG GIS Support		11.00			10.00	10.00
SanGIS		4.00			4.00	4.00
Total		196.00			164.00	164.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Support Services	$ 3,403,705	$ 6,418,505	$ 6,570,794	$ 4,017,501	$ 4,567,434	$ 2,530,783
Advance Planning	1,655,128	4,142,907	7,231,930	2,312,954	8,699,873	1,216,460
Regulatory Planning	9,013,357	10,859,693	10,859,693	8,434,649	9,068,937	8,762,618
Multi-Species Conservation	850,621	1,029,597	1,046,584	550,422	—	—
Building	5,031,543	5,450,691	5,450,691	5,087,573	6,043,798	5,330,267
Fire Prevention	19,018,990	29,247,364	3,031,636	2,950,817	—	—
Codes Enforcement	2,907,718	2,803,481	2,808,753	2,247,706	2,814,497	2,464,589
LUEG GIS Support	2,351	1,612,494	1,633,822	1,216,946	1,437,717	1,487,951
SanGIS	—	932,004	932,004	769,496	870,781	874,503
Total	$ 41,883,413	$ 62,496,736	$ 39,565,906	$ 27,588,064	$ 33,503,037	$ 22,667,171

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 19,927,494	$ 21,677,655	$ 20,553,923	$ 17,855,610	$ 19,004,418	$ 18,248,646
Services & Supplies	20,863,145	40,020,668	18,700,384	9,684,901	14,640,335	4,559,666
Other Charges	860,274	—	—	—	—	—
Capital Assets Equipment	96,686	543,575	56,762	30,174	—	—
Expenditure Transfer & Reimbursements	(14,185)	—	—	(237,458)	(141,716)	(141,141)
Operating Transfers Out	150,000	254,838	254,838	254,838	—	—
Total	$ 41,883,413	$ 62,496,736	$ 39,565,906	$ 27,588,064	$ 33,503,037	$ 22,667,171

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Taxes Other Than Current Secured	$ 44,415	$ —	$ —	$ —	$ —	$ —
Licenses Permits & Franchises	2,602,687	2,366,762	2,366,762	2,823,040	2,799,962	3,384,417
Fines, Forfeitures & Penalties	475,671	586,050	586,050	500,937	570,000	552,000
Revenue From Use of Money & Property	2,431	—	—	1,181	1,000	1,000
Intergovernmental Revenues	4,010,496	8,738,750	7,199,403	3,365,253	4,598,967	920,163
Charges For Current Services	9,708,426	10,843,861	10,824,477	8,621,792	8,998,043	10,306,942
Miscellaneous Revenues	106,691	11,000	21,000	236,588	—	—
Other Financing Sources	37,606	405,924	355,924	358,059	—	—
Use of Fund Balance	4,408,174	19,234,787	(2,097,312)	(8,628,388)	9,423,803	179,887
General Purpose Revenue Allocation	20,486,816	20,309,602	20,309,602	20,309,602	7,111,262	7,322,762
Total	$ 41,883,413	$ 62,496,736	$ 39,565,906	$ 27,588,064	$ 33,503,037	$ 22,667,171

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
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Public Works

Department Description

The Department of Public Works (DPW) enhances the health and safety of residents through a variety of critical activities. DPW is responsible for: County-maintained roads; traffic engineering; private land development civil engineering review and construction inspection; design engineering and construction management; land surveying and map processing; cartographic services; watershed quality and flood protection; County Airports; solid waste planning and diversion; inactive landfill management; wastewater systems management; environmental review services and special districts.

Mission Statement

Preserve and enhance public safety and quality of life through reliable, cost-effective infrastructure.

Foster partnerships that strengthen relationships with communities and industry.

Provide quality and responsive service through highly motivated, professional and knowledgeable staff in a safe work environment.

Continually improve quality of service through optimal resource management.

2010-11 Accomplishments

Strategic Initiative – Kids

- Enhanced school children's safety throughout the unincorporated areas of the county.
  - Completed construction or awarded construction contracts for six Capital Improvement Projects that improve traffic flow around schools and provide safe routes to schools (goal was five).
  - Reviewed all discretionary development projects and school projects within the county and neighboring cities during the environmental process to ensure all impacts to traffic on County roads, pedestrian access and safety concerns are identified and mitigated.
  - Repainted and re-marked crosswalks and roadway legends adjacent to all 116 public school locations throughout the unincorporated areas of the county. This keeps children safe from motoring traffic around their schools and provides safe routes to school. This is an annual goal because markings need to be fresh and visible to ensure maximum benefit.
  - Worked with school administrators to analyze, identify and implement school zone improvements for pedestrians, bicyclists, buses and automobiles at 15 schools (14 public and 1 private). The public schools served represent 12% of all public schools in the unincorporated area of the county (goal was 12 schools).
- Engaged children and their families in enriching activities.
  - Encouraged interest in aviation by providing 30 tours, presentations and community events at County Airports and encouraged interest in aviation through airfield events including special events at Gillespie Field Airport, Fallbrook Airpark, Ramona Airport and Borrego Airport.

Strategic Initiative – Environment

- Assisted the Department of Environmental Health in successful implementation of the Vector Control Remediation Program and issuance of the first Regional General Permit in the State for this type of program. Created a database of all DPW mitigation sites/assets that help track the monitoring and maintenance requirements needed to ensure permit compliance and ensure successful restoration of habitat throughout the county.
- Cleaned 456.3 miles of sewer mains within the sanitary sewer system to protect public health and the environment by minimizing the risk of sanitary sewer overflows (goal was 450).
- Protected a sustainable watershed.

- Conducted 166 presentations on watersheds and water quality to high school students at 90% of unincorporated county public high schools as a long-term strategy for achieving positive behavioral changes (goal was 150).
- Conducted 594 site investigations. These investigations provide crucial data for understanding the condition of receiving waters in all eight county watersheds and how the watersheds are impacted by discharges from unincorporated communities (goal was 350).
- Removed 27.680 cubic yards of debris from culverts, drainage channels and roads through a systematic cleaning program to prevent pollution of the county's rivers, bays and ocean (goal was 25,000).
- Swept 18,953 lane-miles of roadway to clean debris from road surfaces and prevent pollution of the county's rivers, bays and ocean (goal was 16,000).

- Identified two roadway corridors with closely spaced signalized intersections, developed traffic signal timing plans and implemented traffic signal coordination to ease traffic congestion and delays at 68 intersections in the unincorporated areas of the county. Signal coordination decreases stops and idling, which improves traffic flow and reduces vehicle emissions thereby protecting air quality.
- Restored the eight-acre Valley Center Bridge site with native vegetation.
- Worked to maintain at least 50% solid waste diversion from landfills.
  - Coordinated with all private developments with permits or permits pending (42) that have 40,000 square feet or more of building space, to increase tonnage of construction and demolition materials being diverted from landfills with a goal of diverting 90 percent of inert materials (such as concrete lumber and metals) and 50 percent of other recyclable materials (such as carpeting).
  - Recycled 112,000 gallons of used oil and 20,000 used oil filters.
  - Reached 108 multifamily complexes and assisted them in beginning recycling programs.
  - Worked with 90 hospitality businesses to begin recycling programs.
  - Promoted oil and filter recycling by holding 10 special oil collection and filter exchange events that drew more than 1,000 participants, with over 600 filters exchanged.
  - Held six tire amnesty events in Fallbrook, Spring Valley, Lakeside, Ramona, Alpine and Valley Center that collected 4,966 tires. DPW also provided tire collection for a countywide Tijuana River cleanup effort that included six cleanup events and collection of 3,703 tires.
- Completed three public outreach presentations to North County neighborhood associations and local organizations regarding McClellan-Palomar Airport operations and the County's efforts to minimize noise impacts.
- Obtained the County's third five-year Regional General Permit that allows workers to clean flood control and drainage facilities without costly individual permits. This program has saved $10 million in its first ten years.
- Developed a new department policy with the purpose of ensuring proposed habitat mitigation or biological open space does not conflict with flood control facilities and their continuous maintenance.

Strategic Initiative – Safe and Livable Communities

- Updated Sewer Facility Master Plans for Lakeside, Alpine, Spring Valley and Winter Gardens Sanitation Districts that identify and prioritize capital improvements to reduce the risk of sewer spills and facilitate implementation of the County's General Plan.
- Enhanced safety for motorists and pedestrians by awarding construction contracts for seven (non school-related) Capital Improvement Projects in county communities to enhance safety and improve traffic flow.
- Enhanced flood control by updating four Drainage Master Plans (40% of County's special drainage areas) serving various communities throughout the county. Master Plans identify drainages and prioritize future flood control projects in each community. Having a plan in place enhances the County's ability to obtain state and federal funding to build those projects and prevent future harm to public and private facilities from flood waters.
- Completed development of a real-time flood forecasting model and protocol to predict the extent of river flooding to be used for major rivers in the unincorporated areas. This tool will enable early safety notifications to residents.
- Prepared four road reviews to evaluate County roads with higher than statewide average collision rates and implemented short-term recommendations. Recommended long-term improvements to the Project Planning Committee for funding prioritization.

- Submitted applications for grant funding to prepare Community Right-of-Way Development Standards for two communities (Alpine and Ramona) to help maintain the community character as future road improvements are constructed.
- Successfully obtained a $0.7 million grant for installation of a traffic signal and interconnection (simultaneously programmed traffic signals) in Fallbrook.
- Received a "Project of the Year" Award from the San Diego Chapter of the Institute of Transportation Engineers for the "Rumble Strip" project on South Grade Road on Palomar Mountain. The project dramatically decreased traffic accidents by etching a rumble strip down the centerline to alert drivers who may drift from their lane over the centerline so that they can make a quick correction.
- Awarded $29.7 million in infrastructure construction contracts during Fiscal Year 2010-11. This work added value to local communities and infused money into the construction industry during the economic downturn.
- Completed the Valley Center Heritage Trail project, a 2.5-mile linear, landscaped roadside multi-use park and trail in Valley Center.
- Prompt response and mobilization of resources during winter storm emergency:
  - Cleared roads of debris 24/7 during storm events including clearing large boulders from roadways and providing detours during major flooding.
  - Delivered sandbags and 200 tons of sand for public use.
  - Responded to 346 call-outs and 150 customer service requests.

Required Discipline – Fiscal Stability

- Reorganized Sanitation and Sewer Maintenance Districts into a single Sanitation District to increase financial stability and reduce rate volatility to ratepayers; enhanced abilities to respond to emergent operational and capital needs; and simplified administration of County sanitation services.
- In response to uncertainties in State funding for local streets and roads, the department has decreased staffing levels steadily since Fiscal Year 2008-09, when it had 459 positions, to today with 413 positions in Fiscal Year 2010-11 and 407 positions proposed for Fiscal Year 2011-12. DPW Land Development Division successfully used staff reassignments to meet decreased demand from private industry. Staff was successful in maintaining customer service goals (goal is 10 days between submittal by developer and return to developer) with effective use of available staff and resources.

Required Discipline – Continuous Improvement

- Ensured a safe work environment by conducting 42 safety inspections at department job sites by June 2011.
- Improved asset management by investing in a project to use the Geographic Information Services (GIS) to map 28 different types of public assets, such as street lights, culverts, roads and sewer lines. This improved the department's ability to respond to emergencies and other problems quickly and accurately.
- Supported the Land Use and Environment Group's efforts to design and implement a new Business Case Management System (BCMS) to streamline permit processing and enhance customer service.

2011-13 Objectives

Strategic Initiative – Safe and Livable Communities

- Complete the environmental review process for the South Santa Fe Avenue – South Segment Reconstruction Project by June 2012 in coordination with Caltrans in order to position the project for federal funding.
- Complete construction of Jamacha Blvd. Phase 2 to improve the roadway to an acceptable level of service, and improve safety by providing pedestrian and bicycle accommodations.
- Prepare four road reviews to evaluate County roads with higher than statewide average collision rates and recommend implementation measures to help reduce the number of collisions.
- Clean 450 miles of sewer mains within the sanitary sewer system to protect public health and the environment by minimizing the risk of sanitary sewer overflows.
- Inspect 20 miles of targeted sewer mains within the sanitary sewer system to identify sewer defects and facilitate proactive facility repairs to reduce the risk of sanitary sewer spills.
- Upgrade wastewater treatment processes at the Rancho del Campo Water Pollution Control Facility to ensure compliance with regional water quality standards and to protect public health and the environment.

Strategic Initiative – Environment

- Perform over 8,000 stormwater inspections during the construction phase on private development projects to ensure compliance with the state's requirements, reduce erosion and minimize downstream pollutants.
- Protect a sustainable watershed.
  - Provide water quality and watershed education by conducting 150 presentations to high school students at 90% of unincorporated county public high schools as part of a long-term strategy for achieving positive behavioral changes.
  - Conduct outreach to residents with information and resources on stormwater pollution prevention at 15 community events throughout the unincorporated areas of the county.
  - Remove 25,000 cubic yards of debris from culverts, drainage channels and roads through a systematic cleaning program to prevent pollution of the county's rivers, bays and ocean.
  - Sweep 16,200 lane-miles of roadway to clean debris from road surfaces and prevent pollution of the county's rivers, bays and ocean.
  - Complete three public outreach presentations to North County neighborhood associations and local organizations regarding McClellan-Palomar Airport operations and the County's efforts to minimize noise impacts.
  - Complete Hazardous Material Remediation study at Gillespie Field. Obtained an FAA grant of $200,000 for the study, which includes soils testing and proposes cleanup measures, and is a requirement for using an area of Gillespie Field for enhanced aviation development.
  - Identify a roadway corridor with closely spaced signalized intersections for purposes of developing traffic signal retiming plans. Implement traffic signal coordination on the corridor to improve traffic congestion and reduce delays.
- Attend 50 Watershed Urban Runoff Management Program (WURMP) meetings to foster water quality improvement through collaborative planning with partner agencies. The County actively participates in developing and implementing WURMPs to improve surface water quality in eight county watersheds. Collaboration with partner agencies helps align priorities, leverage resources and identify regional efficiencies.
- Manage solid waste and oil generated in the unincorporated areas of the county.
  - Work with all private developments with permits or permits pending (estimated 85) that have 40,000 square feet or more of building space, to increase tonnage of construction and demolition materials being diverted from landfills with a goal of diverting 7,000 tons or 90% of inert materials and 50% of other recyclable materials.
  - Complete 10 oil collection events - recycling 90,000 gallons of used oil and 13,000 used oil filters by June 2012.
  - Complete four tire collection events – recycling 4,000 tires.
  - Assist 50 hospitality businesses and 20 multifamily complexes in initiating recycling programs.
  - Provide education about recycling programs and benefits to 50 school classrooms.

Strategic Initiative – Kids

- Ensure construction work by utilities and private developers in the County's right of way that is within 1,000 feet from a school site provides safe access to schools for families and children.
- Repaint and re-mark crosswalks and roadway legends adjacent to all 116 public school and 17 private school locations throughout the unincorporated areas of the county. This keeps children safe from motoring traffic around their schools and provides safe routes to get to school. This is an annual goal because markings need to be fresh and visible to ensure maximum benefit.
- Work with school administrators to analyze, identify and implement school zone improvements for pedestrians, bicyclists, buses and automobiles at 12 schools. This represents 9% of all public and private schools in the unincorporated areas of the county.

Required Discipline – Fiscal Stability

- Upgrade the flare control and recording systems that monitor flare effectiveness and operational status at inactive landfills to touch screen systems that operate better in extreme weather conditions and have lower operations costs. This upgrade will reduce annual costs by $40,000.

Required Discipline – Continuous Improvement

- Improve departmental asset management through a GIS-based inventory that includes asset locations, photos and other data to enhance availability. This will allow field staff to more quickly and accurately locate assets.
- Develop a State-approved Mitigation Program in partnership with the Department of Parks and Recreation. This initiative will provide a plan for

mitigation using county-owned lands and ensuring long-term protection of habitat while reducing short- and long-term mitigation costs, streamlining the mitigation and permitting processes, and meeting evolving State requirements.

Related Links

For additional information about the DPW, refer to the website at http://www.sdcounty.ca.gov/dpw/.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
School zone circulation improvements identified and implemented at existing public and private schools in the unincorporated areas of the county for pedestrians, bicyclists, buses and automobiles[1]	11% of 116	10% of 116	12% of 116	9% of 133[1]	9% of 133
Developments at and near schools that include pedestrian facilities and traffic safety features to enhance safe routes to schools[2]	100%	100%	100%	100%	100%
Number of cubic yards of drainage waste/ debris removed to protect water quality	28,802	25,000	27,680	25,000	25,000
New infrastructure construction sites that utilize erosion control measures[3]	100% of 33	100% of 35	100% of 26	100% of 35	100% of 35
Miles of sewer mains cleaned in County Sanitation and Sewer Maintenance Districts[4]	462	450	456	450	450
Construction contracts awarded for Capital Improvement Projects in county communities and construction contracts completed or awarded for projects near schools that enhance safety and improve traffic flow (total number of Capital Improvement Projects)[5]	27	12	26	12	12

Table Notes

[1] Beginning in Fiscal Year 2011-12, this Performance Measure will include the total of existing private as well as public schools in the unincorporated area of the county. Previously, only the number of existing public schools was identified. However publicly maintained streets abut private schools as well as public schools, and safety is important at all of them.

[2] This measure includes both open and closed projects occurring through the fiscal year. The value to the public of this measure is that 100% of development projects adjacent to schools are addressed for safety issues, which is very important for children's' safety and well-being. Due to the economic downturn, many projects are open for a longer period and fewer are closing quickly. This is impacting the number of projects being overseen by the private development construction inspection team. DPW continues to get new right-of-way permits routinely and so the numbers overseen fluctuate greatly.

[3] The County has active Public Works construction sites and must maintain proper stormwater controls throughout construction to ensure they will not cause pollution (such as silt and debris) to enter county watersheds. No matter how many construction sites there are, all sites must have controls.

[4] There are 427 miles of sewer mains in County systems; some are re-cleaned during the year.

[5] This reflects the number of major Capital Improvement Projects (CIP) initiated (designed and construction contract awarded) during the year to enhance community traffic flow and safety. In Fiscal Years 2008-09 and 2009-10, the County received transportation project monies from "Proposition 1B," a voter approved influx of congestion relief funding, resulting in a large number of transportation improvement projects. This was one-time funding and will no longer be received.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

Net decrease of 8.00 staff years to align expenditures with ongoing revenue and workload and one transfer between divisions.

- Decrease of 6.00 staff years in the Road Fund as a result of a reduction in *Highway Users Tax* revenue and decreased workload.
  - Decrease of 3.00 staff years in the Transportation Program includes: the reduction of 1.00 staff year in Roads to align expenditures with Highway User Tax revenue; the reduction of 1.00 staff year in Field Engineering due to fewer construction projects in the Road Fund; and the transfer of 1.00 staff year to Land Development's Cartographic division.
  - Net decrease of 1.00 staff year in the Land Development program includes the reduction of 2.00 staff years related to reductions in Road Fund project funding and workload offset by the transfer in of 1.00 staff year from the Transportation Program.
  - Decrease of 2.00 staff years in the Engineering Services Program resulting from a reduction in workload and revenue generating projects in the Road Fund includes the reduction of 1.00 staff year in Materials Laboratory and 1.00 staff year in Capital Improvement Program Project Development.
- Decrease of 1.00 staff year in Solid Waste Management - Inactive Waste Site Management's Recycling Program, due to the consolidation of management oversight with Land Development.
- Decrease of 1.00 staff year in the General Fund due to outsourcing of compliance tasks for the Stormwater Permit program. The impact to the Watershed Protection Program, (WPP) will be a gain in specialized expertise in community-based social marketing, survey design and mass media strategies enabling WPP to measurably improve knowledge and behavior over the long-term and maintain compliance with the Stormwater Permit.

Expenditures

Net decrease $44.5 million.

- Salaries and Benefits — net increase of $0.8 million reflects negotiated labor agreements and an increase in County retirement contributions, partially offset by a decrease due to the reduction of 8.00 staff years as noted above.
- Services and Supplies — net decrease of $29.2 million primarily due to decreases in Road Fund projects near completion or completed Proposition 1B, *Transportation Bond Program* funded (fund balance) projects; decrease in Public Liability insurance and Countywide overhead costs; a decrease in contributions to the Equipment Acquisition Internal Service Funds (ISFs), and a decrease of one-time Campo Wastewater upgrades, offset by increases in major maintenance projects in Transportation, and costs for services provided to DPW by other County departments.
- Other Charges — net increase of $0.4 million includes a $3.7 million increase for anticipated right-of-way acquisition costs for the Bear Valley Parkway project and a $0.7 million increase in structure, equipment and infrastructure depreciation expense due to increases or improvements in capital assets, partially offset by a $4.0 million reduction in contribution to the Environmental Trust Fund due to the deletion of one-time funding of General Fund fund balance.
- Capital Assets/Land Acquisition — net increase of $8.3 million due to a $9.7 million increase in capital improvement projects in the Sanitation District and Airports, offset by a $1.4 million decrease due to completion or near completion of capital projects.
- Capital Assets Equipment — Increase of $0.8 million in the Equipment Acquisition ISF funds for vehicle purchases to satisfy operational needs and to retire vehicles failing to meet State emission control standards.
- Fund Balance Component Increases — decrease of $32.1 million due to one-time use of fund balance in the Sanitation Districts to establish replacement reserves for infrastructure and equipment.
- Operating Transfers Out — net increase of $6.6 million includes an increase of $1.5 million between the Road Fund and the Equipment Acquisition Road Fund ISF and an increase of $5.4 million between DPW General Fund and Flood Control District offset by a decrease of $0.3 million in the transfer between the Equipment Operations ISF and the Road Fund Equipment Acquisition ISF.

Revenues

Net decrease of $44.5 million.

- Taxes Current Property — decrease of $0.07 million based on projected taxes from property owners.

- Taxes Other Than Current Secured — increase of $0.8 million due to an increase in TransNet sales tax budgeted for projects in the Road Fund.
- Licenses Permits & Franchises — net increase of $0.1 million due to a projected increase in projects in the Road Fund and passenger facility charges at County operated airports and an offsetting decrease due to reduced workload for map reproduction and a change in reporting of permit revenue.
- Revenue From Use of Money & Property — net decrease of $0.4 million comprised of a $0.7 million decrease and offsetting $0.3 million increase. The decrease of $0.7 million includes $0.5 million decrease due to reduced equipment rental rates for Road Fund owned equipment, a decrease of $0.1 million due to declining interest on investments and deposits, and a $0.1 million decrease in royalties due to the change in reporting for customs, tie downs, and landing fees and lower fuel sales at County airports. The offsetting increase of $0.3 million includes $0.2 million for rental properties owned by County airports and a $0.1 million increase for change in reporting of County Airport royalties.
- Intergovernmental Revenues — net increase of $1.7 million comprised of an increase of $5.1 million and an offsetting decrease of $3.4 million. The increase of $5.1 million includes an increase of $0.8 million in *State Construction Other* and an increase of $3.0 million in *Federal Highway Planning & Construction* for *Federal Highway Administration (FHWA)* projects in the Road Fund and federal audit requirements, an increase of $0.1 million in *State Aid Other State Grants* for a matching grant for Landfill's Bonsall project, an increase of $0.1 million in *State Aid State Oil Grant* for oil recycling, a $0.15 million increase in *Federal DOT Airport* due to change in revenue reporting for annual entitlement grant for Borrego airport, a $0.3 million increase in *Federal Aid for Disaster* for projects in locations affected by the 2010 Winterstorm emergency disaster, a $0.7 million increase in *Community Development Block Grant* funding for new projects. The offsetting decrease of $3.4 million includes a $1.5 million decrease in *Federal Aid Bridges/FHWA* and $0.2 million decrease in *Federal Other Federal Grants* due to federal audit requirement mentioned above, a $1.4 million projected decrease of *Highway Users Tax,* and a decrease of $0.3 million in Proposition 1B revenue due to discontinuation of funding.
- Charges for Current Services — net increase of $1.8 million comprised of an increase of $3.8 million and an offsetting decrease of $2.0 million. The increase of $3.8 million includes $3.0 million for new or continuing projects funded by Transportation Impact Fee, Inactive Waste, Airport, Flood Control, Sanitation Districts, Survey Emolument, and the General Fund; increased management support for Landfill and Wastewater Enterprise Fund operations; an increase of $0.3 million due to projected utility development workload increases, an increase of $0.4 million due to an increased contribution from the Environmental Trust Fund for landfill operations, and an increase of $0.1 million due to change in reporting of customs revenue. Offsetting decreases of $2.0 million include a decrease of $0.1 million due to a change in reporting of customs revenue, a decrease of $0.6 million due to a reduction in sewer service charge rates related to the consolidation of the sanitation districts, a decrease of $0.4 million due to fewer sanitation capital improvements projects generating shared contribution from other agencies, a decrease of $0.1 million in cogeneration sales of gas at San Marcos and fewer projected projects in the permanent road divisions, a decrease of $0.2 million in solid waste tonnage fees due to decreases in operating costs, a decrease of $0.4 million due to a decrease in private development work, and a decrease of $0.15 million due to capital projects near completion.
- Miscellaneous Revenues — decrease of $0.09 million primarily due to projected decrease of revenue from insurance for firestorm recovery claims.
- Other Financing Sources — net increase of $6.6 million due to a $1.5 million increase in an operating transfer between the Equipment Acquisition Road Fund ISF and the Road Fund and a $5.4 million increase in operating transfer between DPW General Fund and Flood Control District, offset by a decrease of a one-time $0.3 million operating transfer between the Equipment Operations ISF and the Equipment Acquisition Road Fund ISF.
- Fund Balance Component Decreases — net increase of $7.6 million for a total budget of $16.3 million for the San Diego County Sanitation District, for replacement capital projects in Spring Valley, Lakeside, Alpine and Winter garden service areas.
- Use of Fund Balance — net decrease of $62.7 million from Fiscal Year 2010-11 includes the reduction of one-time funding in the various sanitation districts, a decrease for Proposition 1B capital improvement

projects in the Road Fund, and the decrease of the one-time operating transfer between Equipment Operations ISF and the Equipment Acquisition Road Fund ISF. Budgeted use of $38.1 million of Fund Balance includes:

- One-time General Fund fund balance of $1.0 million includes $0.9 million for the Bacteria Total Maximum Daily Load (TMDL) project in the WPP and $0.06 million for negotiated salary and benefit increase in WPP.
- One-time Land Use and Environment Group fund balance of $1.1 million includes $0.2 million for Stormwater Financing Reports to update reports due to mandated changes in the stormwater program; $0.04 million in grant match for the Integrated Regional Water Management (IRWM) Data Management System; $0.1 million for SANDAG Quality of Life initiative to enhance public transit, habitat conservation, shoreline preservation and water quality programs; $0.3 million for implementation of enterprise Business Case Management System (BCMS) in DPW, $0.1 million for electronic plan submittal of private developer engineering plans to enhance customer service and project review, $0.4 million for document digitization to decrease paper storage in advance of DPW divisions moving to the new COC Operations center, and $0.01 million for an online database for reporting recycling waste haulers tonnage information to the State.
- Rebudget of $6.4 million of Land Use and Environment Group fund balance in DPW General Fund for one-time projects that will continue into Fiscal Year 2011-12: $5.4 million for the County's match for the Federal Emergency Management Agency reimbursement of the Woodside Drainage Project, $0.1 million for updating of Sweetwater and Jamul's Drainage Master Plans, $0.1 million for Residential Pest Management public education project, $0.05 million for Proctor Valley road vacationing process, $0.5 million for implementation of enterprise Business Case Management Solution, $0.1 million for Sweetwater/Prospect/Euclid utility undergrounding project, and $0.25 million for document digitization to decrease paper storage in advance of DPW divisions moving to the new COC Operations center.
- One-time funding of $29.6 million budgeted for one-time projects in various DPW funds including purchasing replacement or new equipment in the DPW Internal Service Equipment Acquisition funds; one-time capital improvement projects in the Airports Program, consolidated San Diego County Sanitation District, and Road Fund; maintenance for paving projects and potential emergencies in the Permanent Road Divisions, and irrigation projects in the County Service Area landscaping districts.

- General Revenue Allocation — increase of $0.1 million in DPW General Fund to offset negotiated wage and benefit costs as well as increased County retirement contributions in the Watershed Protection Program.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $35.4 million is due to a decrease of $12.1 million in services and supplies due to projected completion of projects, $7.3 million decrease in Other Charges due to completed right-of-way for Bear Valley project, $9.4 million decrease in Capital Assets/Land Acquisition due to completion of capital improvement projects in the Airport Enterprise Fund and San Diego County Sanitation District, decrease of $0.8 million in Capital Asset Equipment due to reduced spending in the Equipment Acquisition ISFs, and $6.2 million decrease in operating transfer out due to $0.8 million decrease in operating transfer out between the Road Fund and the Equipment Acquisition Road Fund Internal Service Fund and $5.4 million decrease in operating transfer out between DPW General Fund and the Flood Control District, offset by a $0.5 million increase in Salaries and Benefits due to a negotiated benefit and an increase in retirement contributions .

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Transportation Program		204.00			201.00	201.00
Land Development Program		85.00			84.00	84.00
Engineering Services Program		74.00			72.00	72.00
Solid Waste Management Program		18.00			17.00	17.00
Management Services Program		50.00			50.00	50.00
General Fund Activities Program		29.00			28.00	28.00
Airports Program		35.00			35.00	35.00
Wastewater Management Program		39.00			39.00	39.00
Total		534.00			526.00	526.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Transportation Program	$ 29,517,599	$ 35,941,335	$ 36,682,828	$ 31,692,289	$ 35,903,433	$ 35,271,781
Land Development Program	13,824,503	14,939,372	15,338,325	13,242,124	15,289,859	15,270,531
RF Emergency Services	666	—	—	—	—	—
Engineering Services Program	53,416,597	69,258,350	108,663,841	41,320,090	45,456,341	36,181,306
Solid Waste Management Program	7,427,460	6,399,817	7,759,938	6,802,481	7,117,264	6,547,237
Management Services Program	12,700,057	11,582,405	11,812,187	10,810,415	11,872,151	11,221,036
General Fund Activities Program	21,162,130	21,936,846	24,447,563	15,306,379	17,457,242	8,057,479
Airports Program	13,150,466	16,159,561	22,958,053	13,616,359	17,785,677	14,469,228
Wastewater Management Program	5,798,371	6,717,074	6,902,775	5,975,983	6,921,099	7,047,829
Sanitation Districts	18,894,376	65,705,450	71,079,502	53,776,732	40,703,296	34,113,796
Flood Control	5,940,065	7,182,806	8,548,120	5,336,573	12,579,400	7,179,400
County Service Areas	371,237	515,389	544,066	274,281	544,069	525,312
Street Lighting District	1,606,889	1,663,654	1,679,059	1,567,594	1,797,313	1,923,618
Permanent Road Divisions	1,358,643	8,278,463	8,764,504	1,441,435	7,959,608	7,959,608
Equipment ISF Program	7,784,384	10,524,548	11,846,926	7,809,844	10,913,260	11,089,696
Total	$ 192,953,444	$ 276,805,070	$ 337,027,688	$ 208,972,577	$ 232,300,012	$ 196,857,857

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 57,599,731	$ 60,706,208	$ 59,887,950	$ 56,148,703	$ 61,543,052	$ 62,056,435
Services & Supplies	113,057,613	147,475,468	195,335,570	104,998,500	118,282,592	106,107,276
Other Charges	19,866,925	20,320,144	21,246,288	13,528,182	20,675,404	13,364,284
Capital Assets/Land Acquisition	—	12,274,500	22,192,802	70,460	20,543,500	11,100,000
Capital Assets Equipment	19,141	2,506,000	3,614,378	(45,762)	3,278,500	2,480,000
Expenditure Transfer & Reimbursements	—	—	—	(255)	—	—
Fund Balance Component Increases	—	32,144,972	32,144,972	32,144,972	50,000	50,000
Operating Transfers Out	2,410,035	1,377,778	2,605,728	2,127,778	7,926,964	1,699,862
Total	$ 192,953,444	$ 276,805,070	$ 337,027,688	$ 208,972,577	$ 232,300,012	$ 196,857,857

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Taxes Current Property	$ 5,441,101	$ 5,370,688	$ 5,370,688	$ 5,254,592	$ 5,305,496	$ 5,305,496
Taxes Other Than Current Secured	24,701,500	9,158,793	26,233,850	9,421,083	9,997,488	11,031,638
Licenses Permits & Franchises	408,479	166,000	166,000	554,349	267,190	267,190
Fines, Forfeitures & Penalties	33,064	—	—	102,355	—	—
Revenue From Use of Money & Property	17,350,127	19,471,772	19,471,772	20,506,674	19,083,405	20,161,430
Intergovernmental Revenues	121,823,553	69,683,887	80,175,605	74,394,048	71,406,254	70,487,615
Charges For Current Services	62,018,930	54,974,114	56,957,028	55,529,181	56,807,841	55,671,185
Miscellaneous Revenues	468,329	1,279,098	5,624,721	842,042	1,191,598	175,125
Other Financing Sources	2,355,729	1,377,778	2,127,778	4,031,921	7,926,964	1,699,862
Fund Balance Component Decreases	—	8,650,112	8,650,112	8,650,112	16,261,474	12,058,760
Use of Fund Balance	(47,869,516)	100,785,100	126,362,406	23,798,493	38,063,054	13,888,808
General Purpose Revenue Allocation	6,222,147	5,887,728	5,887,728	5,887,728	5,989,248	6,110,748
Total	$ 192,953,444	$ 276,805,070	$ 337,027,688	$ 208,972,577	$ 232,300,012	$ 196,857,857

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County of San Diego

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Community Services Group Summary & Executive Office

Group Description

The Community Services Group Executive Office ensures fiscal responsibility and provides management direction for six County departments and the San Diego County Redevelopment Agency. These six departments are:

- Animal Services
- Housing and Community Development
- County Library
- Registrar of Voters
- General Services
- Purchasing and Contracting

Through these departments, the Community Services Group provides a wide variety of public services to County residents and offers internal support services to County departments. Public services include animal protection, sheltering and adoption; 33 branch libraries and two mobile libraries with collections and programs; housing assistance such as rental and first-time homebuyer programs; community and economic development; and voter and election services. Internal support services include managing County facilities, major maintenance projects, capital improvements, fleet management, Countywide contracting oversight and procurement, and energy usage management.

Mission Statement

To provide cost-effective and responsive services to our customers – the public, client cities and County departments. These services are provided with an emphasis on customer satisfaction, quality and value.

2010-11 Accomplishments

The departments of the Community Services Group collectively support all Strategic Initiatives and Required Disciplines and their efforts are detailed in subsequent sections. Accomplishments include:

- Maintained the planned schedule of library operations.
- Promoted lifelong learning through adult library programs attended by over 60,000 library patrons.
- Began the process of redrawing the County's five supervisorial districts based on the 2010 Census.
- Achieved 0% euthanasia rate for healthy, friendly shelter animals by reuniting them with owners or through adoptions.

- Reduced electricity consumption at County facilities by 5%.
- Maximized the availability of public safety vehicles by performing timely maintenance and upkeep on emergency fire apparatus and patrol vehicles.
- Provided rental assistance to over 100 homeless veterans and their families through two programs that combined affordable housing with other services from community partners.
- Converted the County's paper contracts to electronic media, allowing shredding and recycling of over 3,000 pounds of paper.

The County's commitment to the Required Discipline of Essential Infrastructure resulted in the completion of significant capital projects that provide modern, energy-efficient facilities that enhance their communities and benefit both County residents and County staff:

- New libraries in Ramona and Fallbrook, replacing much older, smaller facilities.
- Expansion of the Cardiff Library.
- Phase 1A of the County Operations Center (COC) in Kearny Mesa, including two office buildings, a parking structure, and infrastructure improvements to the entire campus.

2011-13 Objectives

Community Services Group activities over the next two years continue the departments' support of the County's Strategic Initiatives and dedication to internal and external customer service. Departments' objectives include:

- Maintaining library hours of service.

- Opening the new Lincoln Acres library, which includes a larger community room and new offices for Sheriff staff and for the Lower Sweetwater Fire Protection District.
- Conducting the three elections that are scheduled for 2012.
- Ensuring that 94% of Animal Services' patrol calls are on time.
- Reducing vehicle emissions for diesel vehicles and equipment.
- Completing scheduled preventive maintenance of County facilities to maximize operational efficiency and prolong their life and service.
- Providing resources to homeless families exiting from transitional housing.
- Expediting procurement services to internal County customers.

The next two years will also see further expansion of capital facilities and the integral involvement of the Community Services Group. The Department of General Services manages the capital program with the objectives of keeping projects on schedule and within budget. The Department of Purchasing and Contracting ensures that goods and services are procured with best practices in contracting bidding and oversight. Some of the significant multi-year projects that are either planned for Fiscal Year 2011-12 or in progress include:

- Phase 1B of the COC, allowing the relocation of County staff from the COC Annex, the County Administration Center (CAC) in downtown San Diego, and leased office space.
- Replacement Women's Detention Facility.
- New CAC Waterfront Park.
- New parking structure at Cedar and Kettner streets in downtown San Diego.
- New Rancho San Diego Sheriff's Station.
- Replacement of San Pasqual Academy housing and administration facilities destroyed in the 2007 Witch Creek Fire.

Related Links

For additional information about the Community Services Group, refer to the website at http://www.sdcounty.ca.gov/community/.

Executive Office Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No change in staffing.

Expenditures

A net decrease of $0.9 million.

- Salaries and Benefits — decrease of $0.1 million due to staff turnover, offset by an increase in salary and benefit costs due to negotiated labor agreements as well as increases in County retirement contributions.
- Services and Supplies — net decrease of $0.8 million, primarily due to one-time expenditures in Fiscal Year 2010-11.

Revenues

A net decrease of $0.9 million.

- Use of Fund Balance — net decrease of $0.8 million due to one-time expenditures in Fiscal Year 2010-11. Total fund balance of $3.3 million is for management reserves, which are held for department contingencies and emergencies, and to fund a one-time negotiated salary adjustment.
- General Revenue Allocation —decrease of $0.1 million, which reflects the management of limited County resources in the current economic environment.

Executive Office Budget Changes and Operational Impact: 2011-12 to 2012-13

Decrease of $0.1 million, reflecting management of limited County resources in the current economic environment.

Group Staffing by Department

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Community Services Executive Office		8.00			8.00	8.00
Animal Services		123.00			123.00	123.00
County Library		290.25			280.50	266.50
General Services		334.00			331.00	331.00
Housing & Community Development		102.00			102.00	102.00
Purchasing and Contracting		58.00			56.00	56.00
Registrar of Voters		63.00			63.00	63.00
Total		978.25			963.50	949.50

Group Expenditures by Department

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Community Services Executive Office	$ 1,773,730	$ 6,863,315	$ 8,215,651	$ 2,590,043	$ 5,999,161	$ 5,926,315
Animal Services	14,031,202	14,621,920	14,709,649	14,090,546	15,343,329	15,057,177
County Library	38,565,141	37,878,790	40,811,548	35,749,624	35,209,942	32,954,830
General Services	140,670,932	166,369,373	179,225,565	134,697,373	157,792,626	158,955,799
Housing & Community Development	19,354,346	26,473,349	45,266,515	23,806,535	24,139,672	21,464,938
Purchasing and Contracting	17,251,893	12,122,401	13,540,594	11,263,519	13,343,463	11,558,976
County of San Diego Redevelopment Agency	9,755,154	9,074,112	9,315,821	6,893,416	8,505,810	8,017,139
Registrar of Voters	15,756,560	20,046,031	22,485,866	16,421,478	28,772,369	20,349,768
Total	$ 257,158,956	$ 293,449,291	$ 333,571,208	$ 245,512,534	$ 289,106,372	$ 274,284,942

Executive Office Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Community Services Executive Office		8.00			8.00	8.00
Total		8.00			8.00	8.00

Executive Office Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Community Services Executive Office	$ 1,773,730	$ 6,863,315	$ 8,215,651	$ 2,590,043	$ 5,999,161	$ 5,926,315
Total	$ 1,773,730	$ 6,863,315	$ 8,215,651	$ 2,590,043	$ 5,999,161	$ 5,926,315

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 1,322,961	$ 1,429,920	$ 1,429,920	$ 1,244,152	$ 1,383,905	$ 1,380,049
Services & Supplies	450,768	2,183,395	3,985,731	1,332,319	1,365,256	1,296,266
Operating Transfers Out	—	—	250,000	13,572	—	—
Management Reserves	—	3,250,000	2,550,000	—	3,250,000	3,250,000
Total	$ 1,773,730	$ 6,863,315	$ 8,215,651	$ 2,590,043	$ 5,999,161	$ 5,926,315

Executive Office Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Intergovernmental Revenues	$ 449	$ —	$ —	$ —	$ —	$ —
Charges For Current Services	876,130	791,836	791,836	793,214	791,836	791,836
Other Financing Sources	—	—	4,500,001	4,500,000	—	—
Use of Fund Balance	(1,369,718)	4,050,000	902,335	(4,724,650)	3,272,846	3,250,000
General Purpose Revenue Allocation	2,266,868	2,021,479	2,021,479	2,021,479	1,934,479	1,884,479
Total	$ 1,773,730	$ 6,863,315	$ 8,215,651	$ 2,590,043	$ 5,999,161	$ 5,926,315

Animal Services

Department Description

The Department of Animal Services (DAS) 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. More than 26,000 animals enter the department's three shelters annually. The department provides animal-related law enforcement, sheltering, medical and pet adoption services to the unincorporated area of the County and, by contract, to the cities of San Diego, Carlsbad, Del Mar, Encinitas, Santee and Solana Beach.

Mission Statement

To protect the health, safety and welfare of people and animals.

2010-11 Accomplishments

Strategic Initiative – Kids

- Promoted child safety and injury prevention by conducting 91 animal safety and dog bite prevention presentations to area schools and other organizations that serve local youth.
- Encouraged children to read by supporting the County Library's Read for a Reason program and by providing an additional incentive to read. 9,613 children read a targeted number of books and DAS donated over 5,000 doggy waste bag holders to needy families with pets.
- Enhanced children's awareness of animal welfare issues and promoted the humane treatment of animals through participation in joint facility tours and humane education programs with the San Diego Humane Society, and by co-hosting 12 classroom or youth group visits to the Campus for Animal Care or other County animal shelters.
- Assisted young people in developing job skills that will help them become thriving, self-sufficient adults through participation in the County's Workforce Academy for Youth (WAY), the Youth Empowerment Services Program, the Animal Health Technology Program at Mesa College, the PIMA Medical Institute and Regional Occupation Programs from various schools within the County. The department provided job training opportunities to three WAY students, two Youth Empowerment Services students, one PIMA student and one Mesa College student.

Strategic Initiative – Safe and Livable Communities

- Achieved goal of 0% euthanasia of any healthy, friendly animal by reuniting animals with their owner or through adoption.
- Ensured 100% of all dogs and cats that could be safely vaccinated were vaccinated within 24 hours of intake at each shelter.
- Evaluated 100% of all animals in the shelters longer than 60 days by veterinary and behavior staff, to ensure the physical and emotional stability of the animals in a shelter environment.
- Responded to 88% (24,297 of 27,635) of patrol responses on time according to department protocols for responding to various levels of priority calls. This was below the target of 94.4% (26,087 of 27,635) due to staffing issues.
- Participated in four Community Emergency Response Team (CERT) meetings this year to inform and educate communities on emergency preparedness for their pets.
- Conducted 10 classes this year for the Responsible Pet Ownership program to teach responsible pet ownership to animal law violators and to reduce the burden on the court system. This exceeded the goal by 4 classes.

Required Discipline – Customer Satisfaction

- Met the goal of achieving a 4.72 customer satisfaction rating (on a scale of 1 to 5, with 5 being "excellent").

Required Discipline – Regional Leadership

- Made 15 presentations to community or industry groups describing department services, animal health and welfare issues, cruelty investigations and/or new animal-related legislation, exceeding the goal of 8 presentations.

- Met the goal of submitting three articles to trade journals or community publications to highlight department services, animal health and welfare issues, dog bite prevention and/or adoption opportunities.
- Met the goal of providing 24 dog bite prevention presentations to local area companies to promote the safety of their employees who may encounter dogs in the scope of their employment (e.g., SDG&E and the U.S. Postal Service).

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Continued to seek qualified, diverse applicants by attending four job fairs and advertising positions in periodicals targeted to minority populations to fill positions as needed.

Required Discipline – Continuous Improvement

- The department reunited with their owner or adopted into a new home 66.5% (15,460 of 23,259) of sheltered dogs and cats. While the department continued to explore new strategies to encourage adoptions and owner redemptions, fewer people adopted or reclaimed their pets during this fiscal year; therefore, the goal of ensuring 68.8% (16,002 of 23,259) was not met.
- The department was unable to meet the goal of ensuring that no more than 15.9% of treatable animals were euthanized by providing medical care where resources allowed and placing animals with rescue partners or adopters. Instead, 26.4% of treatable animals (6,530 of 24,736) were euthanized due to a weak economy and owners either surrendering or abandoning animals with serious medical conditions.
- Met goal to reduce the dependency on outsourcing veterinary clinics by increasing the number of in-house sterilization surgeries by 64% (863) over the previous year to reduce or eliminate wait times for adopters to take possession of their new pet.
- Developed and implemented two business process reengineering improvements that reduce costs or enhance customer service, productivity or revenue. The department redesigned and improved its process for micro-chipping animals. The department also made the administrative hearing process more efficient for the public.

Strategic Initiative – Information Technology

- Developed and implemented mobile networking capability in all patrol vehicles. Installed wireless laptop computers in each patrol vehicle to improve efficiency and accuracy of information, and to allow longer service in the field for the communities and cities that the department serves.

2011-13 Objectives

Strategic Initiative – Kids

- Promote child safety and injury prevention by offering at least 80 animal safety and dog bite prevention presentations per year to area schools and other organizations that serve local youth.
- Encourage children to read by supporting the County Library's Read for a Reason program and by providing an additional incentive to read.
- Enhance children's awareness of animal welfare issues and promote the humane treatment of animals through participation in a joint facility tour and humane education program with the San Diego Humane Society, and by co-hosting a minimum of 12 classroom or youth group visits per year to the Campus for Animal Care or other County animal shelters.
- Assist young people in developing job skills that will help them become thriving, self-sufficient adults through participation in the County's Workforce Academy for Youth, the Youth Empowerment Services Program, the Animal Health Technology Program at Mesa College, the PIMA Medical Institute and Regional Occupation Programs from various schools within the County. The department will provide job training opportunities to at least one participant in each program per year.

Strategic Initiative – Safe and Livable Communities

- Achieve goal of 0% euthanasia of any healthy, friendly animal by reuniting animals with their owner or through adoption.
- Ensure 100% of all dogs and cats that can be safely vaccinated are vaccinated within 24 hours of intake at each shelter.
- Evaluate 100% of all animals in the shelters longer than 60 days by veterinary and behavior staff to ensure the physical and emotional stability of the animals in a shelter environment.
- Ensure at least 94.4% of an estimated 28,700 patrol responses are on time according to department protocols for responding to various levels of priority calls.

- Participate in four Community Emergency Response Team (CERT) meetings per year to inform and educate communities on emergency preparedness for their pets.
- Conduct six classes per year for the Responsible Pet Ownership program to teach responsible pet ownership to animal law violators and to reduce the burden on the court system.

Required Discipline – Customer Satisfaction

- Ensure customers are satisfied with the services provided. A key indicator of how well service is provided will be to achieve a 4.72 or better customer satisfaction rating (on a scale of 1 to 5, with 5 being "excellent").

Required Discipline – Regional Leadership

- Make eight presentations per year to community or industry groups describing department services, animal health and welfare issues, cruelty investigations and/or new animal-related legislation.
- Submit at least three articles to trade journals or community publications to highlight department services, animal health and welfare issues, dog bite prevention and/or adoption opportunities.
- Provide at least 24 dog bite prevention and other educational presentations per year to local area community groups and companies to promote safety and education in the communities that the department serves.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Continue to seek qualified diverse applicants by attending four job fairs and advertising positions in periodicals targeted to minority populations to fill positions as needed.

Required Discipline – Continuous Improvement

- Ensure at least 68.8% of an estimated 26,000 sheltered dogs and cats are reunited with their owner or adopted into a new home.
- Ensure no more than 12.9% of treatable animals are euthanized by providing medical care where resources allow and placing animals with rescue partners or adopters.
- Reduce the dependency on outsourcing veterinary clinics by increasing the number of in-house sterilization surgeries by 33% (500) each year over the previous year to reduce or eliminate wait times for adopters to take possession of their new pet.
- Develop and implement at least two business process reengineering improvements that reduce costs or enhance customer service, productivity or revenue.

Related Links

For additional information about the Department of Animal Services, refer to the website at http://www.sddac.com/.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Sheltered dogs and cats either adopted or reunited with owners	64.3% of 23,382	68.8%	66.5% of 23,259	68.8%	68.8%
On-time patrol response[1]	91% of 27,569 calls	94.4%	88% of 27,635 calls	94.4%	94.4%
Adoptable shelter animals euthanized[2]	0%	0%	0%	0%	0%
Euthanized animals that were treatable	24%[3]	15.9%	26.4%[3]	12.9%	12.9%
Customer Satisfaction Rating[4]	4.62	4.72	4.72	4.72	4.72

Table Notes

[1] Patrol time response standards, varying by urgency of call, are established by contract with client cities.

[2] Treatable animals are only tracked in connection with euthanasia. Animals that are claimed or adopted are not medically or behaviorally categorized.

[3] The number of animals, primarily cats, with treatable conditions has significantly increased, constraining staff's ability to diagnose medical issues and treat sheltered animals. Cats with medical conditions are particularly problematic due to their numbers and lack of adoption or rescue options. In addition, medical staff continue to focus on additional in-house spay/neuter surgeries (a State mandate for adopted pets) due to fewer private veterinary clinics willing to contract with the County for those services.

[4] Scale of 1 to 5, with 5 being "excellent."

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No change in staffing.

Expenditures

Net increase of $0.7 million.

- Salaries and Benefits — increase of $0.3 million to reflect negotiated labor agreements as well as increases in County retirement contributions.
- Services and Supplies — increase of $0.5 million due to the replacement of the department's Integrated Voice Response system, scheduled major maintenance and anticipated contract cost increases to the outsourced spay and neuter contract as well as the off-site emergency veterinarian services contract.
- Capital Assets Equipment — decrease of $0.03 million due to planned one-time purchases completed in Fiscal Year 2010-11.

Revenues

Increase of $0.7 million.

- Charges for Current Services — increase of $0.3 million for the contract cities' proportional share of the department's operational budget.
- Use of Fund Balance — increase of $0.3 million for a total budget of $0.6 million. Uses of fund balance include $0.05 million for a one-time negotiated salary adjustment, $0.1 million for scheduled major maintenance, $0.3 million for a one-time technology project – Integrated Voice Response system, and $0.14 million rebudget for equipment for the medical facility at the Animal Shelter in Bonita.

- General Purpose Revenue Allocation — increase of $0.1 million due to increases in County retirement contributions and a negotiated benefit increase.

Budget Changes and Operational Impact: 2011-12 to 2012-13

A net decrease of $0.3 million is the result of increases in negotiated benefits as well as in retirement contributions offset by reductions in one-time projects.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Animal Services		123.00			123.00	123.00
Total		123.00			123.00	123.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Animal Services	$ 14,031,202	$ 14,621,920	$ 14,709,649	$ 14,090,546	$ 15,343,329	$ 15,057,177
Total	$ 14,031,202	$ 14,621,920	$ 14,709,649	$ 14,090,546	$ 15,343,329	$ 15,057,177

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 9,518,373	$ 10,175,495	$ 10,105,495	$ 9,845,818	$ 10,460,992	$ 10,575,028
Services & Supplies	4,373,002	4,376,425	4,533,265	4,244,728	4,842,337	4,482,149
Other Charges	97,039	—	—	—	—	—
Capital Assets Equipment	42,788	70,000	70,889	—	40,000	—
Total	$ 14,031,202	$ 14,621,920	$ 14,709,649	$ 14,090,546	$ 15,343,329	$ 15,057,177

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Licenses Permits & Franchises	$ 2,267,834	$ 2,181,409	$ 2,181,409	$ 2,210,720	$ 2,181,409	$ 2,181,409
Fines, Forfeitures & Penalties	2,667	3,000	3,000	3,188	3,000	3,000
Revenue From Use of Money & Property	56,509	50,000	50,000	67,368	66,061	50,000
Charges For Current Services	9,294,583	9,475,511	9,475,511	9,361,895	9,792,927	10,006,768
Miscellaneous Revenues	42,883	26,000	26,000	61,135	46,000	46,000
Other Financing Sources	83	—	—	—	—	—
Use of Fund Balance	(215,571)	286,000	373,729	(213,760)	583,932	—
General Purpose Revenue Allocation	2,582,215	2,600,000	2,600,000	2,600,000	2,670,000	2,770,000
Total	$ 14,031,202	$ 14,621,920	$ 14,709,649	$ 14,090,546	$ 15,343,329	$ 15,057,177

County Library

Department Description

The San Diego County Library (SDCL) provides services at 33 branch libraries and 2 mobile libraries. Library services include providing information in print, nonprint and online formats for lifelong learning; promoting reading and literacy skills; instruction and 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.

2010-11 Accomplishments

Strategic Initiative – Kids

- Partially met the 2010 youth summer reading enrollment goal of 29,000 participants by involving 26,424 children, parents and caregivers in library-sponsored literacy activities. This goal was not met because of significant reductions in Library staffing.
- Maintained the number of baby story times offered at 11 programs per month to expose families to library services and promote early literacy activities in families.

Strategic Initiative – Safe and Livable Communities

- Met the informational, recreational and cultural needs of the community and actively promoted reading and lifelong learning by ensuring the public has access to library resources and services and that the Library has the capacity to meet these goals.
  - Maintained the planned schedule of library operations.
  - Provided virtual library services that are available and relevant such as E-books, audio downloads and access to premium databases.
- Ensured that collections, materials and programs are current and relevant to meeting the needs and interests of a dynamic community.
  - Met the planned annual average circulation per item.
  - Exceeded the goal of public participation in adult programs that promote lifelong learning by serving 62,000 participants.

Required Discipline – Continuous Improvement

- Completed implementation of the SDCL Marketplace model by successfully implementing retail management techniques to merchandising library materials and display techniques to branch layout, in order to increase the capacity of SDCL to serve residents of San Diego County and increase access to library resources.

Required Discipline – Information Technology

- Completed implementation of the Radio Frequency Identification (RFID)-based system at 13 additional branches/bookmobiles to extend RFID to all 35 service outlets to increase the efficiency of library operations by increasing the ability of library customers to check out items themselves.

2011-13 Objectives

Strategic Initiative – Kids

- Support County of San Diego health and safety initiatives by maintaining current levels of services by presenting more than 100 health and safety programs per month.

Strategic Initiative – Safe and Livable Communities

- Support the County's Safe and Livable Communities initiative by maintaining current levels of services by presenting more than 200 after-school programs per month to enrich the quality of life for families.
- Meet the informational, recreational and cultural needs of the community and actively promote reading and lifelong learning by ensuring the public has access to library resources and services and that the SDCL has the capacity to meet these goals.
  - Maintain the planned schedule of library operations.

- Provide virtual library services that are available and relevant such as E-books, audio downloads and access to premium databases.
- Ensure that collections, materials and programs are current and relevant to meeting the needs and interests of a dynamic community.
  - Meet the planned annual average circulation per item.
  - Maintain participation in adult programs that promote lifelong learning by serving 54,000 participants.

Required Discipline – Continuous Improvement

- Complete redesign of circulation, programming and public support tasks performed in the branches to increase efficiency allowing SDCL to meet ongoing demands for services with staffing that has been significantly reduced due to resource constraints.

Required Discipline – Information Technology

- Complete the returned-materials pilot projects at the Fallbrook and Ramona branch libraries during Fiscal Year 2011-12 to model implementation at the seven branches that circulate the most library materials, to plan for implementation in Fiscal Year 2012-13.

Related Links

For additional information about the County Library, refer to the website at http://www.sdcl.org/.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Library hours open[1]	89,314.5	88,400	89,296	89,200	89,200
Annual average circulation per item[2]	6.46	6.68	9.95	7.79	8.25
Annual San Diego County Library Web hits[3]	123,463,035	111,000,000	93,083,414	120,000,000	120,000,000
Specialty subscription database usage per capita[4]	1.10	1.12	1.31	1.34	1.37
Use of SDCL virtual library services per capita[5]	2.49	2.41	2.78	2.80	2.90
Average satisfaction rating[6]	4.70	4.70	4.70	4.70	4.70
Average satisfaction of attendees at programs designed to meet the diverse needs of San Diego County[7]	4.75	4.75	4.75	4.75	4.75
Annual count of foot traffic at the library[8]	5,708,697	6,000,000	5,898,818	5,750,000	5,750,000

Table Notes

[1] Library hours open represents the overall level of accessibility that the community has to the library branches. The Fiscal Year 2010-11 Actual is higher than Adopted levels due to redesigned staffing plans which allowed an increase in hours open to the public without adding staff or staffing costs.

[2] Annual average circulation per item represents how relevant the materials are to customers. A higher level of circulation means that the materials are what customers want in the collection.

[3] Annual library Web hits are used by libraries as a measure of public use of virtual library services. Use of this measure allows inter-library comparisons and reflects current Internet traffic on the SDCL website. In Fiscal Year 2010-11, the Library website was significantly changed to increase the ease of use, resulting in fewer hits because the users were able to find what they wanted without scanning several s.

[4] Specialty subscription database usage per capita measures the usage by library patrons of premium databases that are not available on the general Internet. The specialty subscription database usage per capita shown in this report reflects a count that conforms to accepted professional standards for libraries. No significant increase is expected during the next two years as the current fiscal climate will result in the loss of some database services.

[5] Use of the SDCL virtual library services per capita measures the use of premium databases, E-Books, audio downloads and Web renewals by library patrons. Use of these services represents the penetration of virtual library services in the community. The SDCL virtual library services usage per capita baseline usage shown in this report reflects a count that conforms to accepted professional standards for libraries. No significant increase is expected during the next two years as the current fiscal climate will result in the loss of some virtual services.

[6] 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.

[7] 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.

[8] The number of persons using the library is a critical measure of the success of the San Diego County Library. This measure is taken from "people counters" that are installed at the entrance of each Branch Library. The measurement increases show the growth in use of physical library services.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

Decrease of 9.75 staff years to align staffing with available resources, continuing last year's trend. Although the impact of reduced staffing has been and will continue to be mitigated by library design, automation and improvement in business processes, customer services (e.g., answering general and reference questions, presenting programs, assisting with materials location, making materials recommendations, etc.) will be decreased and delays in services will result. Hours of operation are expected to be maintained.

Expenditures

Decrease of $2.7 million.

- Salaries and Benefits — very minor net change. Increases are due to wage and benefit costs that reflect negotiated labor agreements as well as increases in County retirement contributions, and decreases are the result of the reduction in staff years and an increase in the projected vacancy rate due to another round of planned reductions in staff years in Fiscal Year 2012-13.
- Services and Supplies — decrease of $3.8 million. This reduction consists of $0.4 million of Library Materials, $2.7 million reduction in one-time equipment expenditures due to Capital projects that were completed in Fiscal Year 2010-11, $0.4 million in Interdepartmental Costs paid to central support departments, $0.7 million reduction in funding for programs and a variety of contracted services, $0.6 million in one-time computer equipment purchases for the new branch libraries that were opened in Fiscal Year 2010-11, and reduced numbers of computers. These reductions were offset by increases in costs to maintain facilities of $0.8 million and other minor costs of $0.2 million.
- Capital Assets Equipment — increase of $0.6 million for purchase of automated library materials check-in and sorting equipment.
- Management Reserves — increase of $0.5 million in management reserves, which are maintained for unforeseen events and costs.

Revenues

Decrease of $2.7 million.

- Taxes Current Property — decrease of $0.3 million to reflect declining property valuations.
- Taxes Other Than Current Secured — increase of $0.1 million to reflect anticipated revenues.
- Charges for Current Services — decrease of $0.4 million to better align anticipated revenues with current trends.
- Miscellaneous Revenues — decrease of $2.2 million to reflect completion of two Capital projects and fewer donations from the public.
- Other Financing Sources — decrease of $0.4 million to reflect the end of General Fund support for the Matching Funds program.
- Use of Fund Balance — increase of $0.5 million to align with available resources in current and future years. The uses of fund balance are $1.0 million for Management Reserves, $0.8 million to continue the transition from the reductions in revenue, $0.2 million for Major Maintenance, $0.2 million to provide a match for public donation for library materials, $0.6 for acquisition of additional automated library materials handling equipment, $0.35 million to fund a one-time negotiated salary adjustment, and $0.1 million rebudgeted funding for District 1 library improvement projects for a total of $3.3 million.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $ 2.25 million is the result of a $0.8 million decrease in Salaries and Benefits, a $0.8 million decrease in Services and Supplies and a decrease of $0.6 million for prior year purchase of fixed asset materials handling equipment. The Salaries and Benefits reduction represents the elimination of 14.00 staff years, offset by a negotiated benefit increase and increases in County retirement contributions. The Services and Supplies reduction is primarily due to a reduction in discretionary maintenance. Property taxes are expected to decrease $0.3 million.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Library Operations and Administration		22.25			19.75	18.75
Library Professional & Technical Support Service		42.75			42.25	41.25
Library Branch Operations		225.25			218.50	206.50
Total		290.25			280.50	266.50

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Library Operations and Administration	$ 3,736,667	$ 5,674,979	$ 5,759,466	$ 3,264,841	$ 5,947,930	$ 5,462,701
Library Professional & Technical Support Service	11,254,251	7,643,088	8,635,509	7,238,806	7,638,620	6,610,047
Library Branch Operations	23,574,223	24,560,723	26,416,572	25,245,977	21,623,392	20,882,082
Total	$ 38,565,141	$ 37,878,790	$ 40,811,548	$ 35,749,624	$ 35,209,942	$ 32,954,830

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 22,074,175	$ 21,525,869	$ 21,525,869	$ 20,793,535	$ 21,537,781	$ 20,723,669
Services & Supplies	16,457,294	15,852,921	17,537,265	13,760,374	12,072,161	11,231,161
Capital Assets Equipment	33,672	—	574,777	562,078	600,000	—
Operating Transfers Out	—	—	673,637	633,637	—	—
Management Reserves	—	500,000	500,000	—	1,000,000	1,000,000
Total	$ 38,565,141	$ 37,878,790	$ 40,811,548	$ 35,749,624	$ 35,209,942	$ 32,954,830

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Taxes Current Property	$ 28,004,554	$ 28,235,612	$ 28,235,612	$ 27,304,052	$ 27,909,997	$ 27,662,352
Taxes Other Than Current Secured	241,825	375,192	375,192	204,394	437,569	437,569
Fines, Forfeitures & Penalties	—	—	—	(36,609)	—	—
Revenue From Use of Money & Property	117,266	122,900	122,900	65,146	105,000	105,000
Intergovernmental Revenues	2,361,663	1,149,817	1,256,472	2,301,420	1,150,000	1,150,000
Charges For Current Services	1,059,200	1,655,047	1,655,047	1,053,911	1,288,112	1,288,112
Miscellaneous Revenues	574,666	3,113,928	3,914,106	2,705,363	972,821	538,821
Other Financing Sources	2,768,865	350,000	350,000	351,818	—	—
Use of Fund Balance	3,437,101	2,876,294	4,902,219	1,800,130	3,346,443	1,772,976
Total	$ 38,565,141	$ 37,878,790	$ 40,811,548	$ 35,749,624	$ 35,209,942	$ 32,954,830

General Services

Department Description

The Department of General Services (DGS) is primarily an internal service department within the County of San Diego. The DGS ensures that other County departments have the necessary workspaces, services and vehicles to accomplish their own business objectives. These services range from real estate leasing and acquisition support to capital improvement and architectural planning; from facility maintenance and repair services to security management; from vehicle acquisition and maintenance to refueling services.

Mission Statement

To provide cost-effective, efficient, high-quality and timely support services to County departments, groups and agencies.

2010-11 Accomplishments

Strategic Initiative – Environment

- Improved County operations through sustainability efforts such as energy conservation.
  - Installed high-efficiency plumbing fixtures at George Bailey Detention Center saving enough water to supply 1,128 homes for a year – a $942,000 savings per year for the Sheriff.
  - Reduced electricity consumption at County facilities by 5% per square foot.
  - Completed American Recovery and Reinvestment Act of 2009 (ARRA) energy efficiency projects for photovoltaics, LED lighting, air-conditioning systems upgrades and improved building controls for lighting and air conditioning.
  - Completed the Ramona Library with a photovoltaic system providing approximately 15% of the facility's demand for electricity.
  - Reduced vehicle emissions for on- and off-road diesel vehicles and stationary diesel equipment in accordance with California Air Resources Board requirements.
  - Integrated 60% (1,467 of 2,432) of eligible hybrid/alternative fuel vehicles into the County's fleet in accordance with Board of Supervisors Policy H-2, *Fleet Vehicle Acquisition Policy*.
- Completed Proposition 50, *Water Security, Clean Water, Coastal and Beach Protection Act of 2002,* funded low-impact development stormwater management projects for improvements in the Chollas Creek watershed.
- Recycled an estimated 163 tons of material per month from County facilities diverting solid waste from landfills.

Required Discipline – Regional Leadership

- Received the California Counties Facilities Services Association *"2010 Public Facilities Award of Excellence"* (4th consecutive award) for outstanding organizational leadership in the maintenance and life cycle extension of County of San Diego public facilities. The award represents exceptional dedication to facilities excellence via: Best Practices, Process Innovation, Staff Development, Department Automation and Energy Conservation.
- Received the 2011 National Association of Counties award for the development and implementation of a Contract Services Direct Billing Program to provide client departments with accurate and timely billing for support contract services (e.g., trash, etc.).

Strategic Initiative – Safe and Livable Communities

- Supported client departments in their public safety efforts.
  - Maintained availability of County-supported fire apparatus at a minimum of 97% (31 of 32 vehicles).
  - Ensured maximum availability of law enforcement patrol vehicles at 95% (439 of 462 vehicles).

Required Discipline – Essential Infrastructure

- Provided time-critical (24/7) maintenance response to emergency requests involving life and safety issues or those posing an imminent risk to County assets and infrastructure, by responding and initiating corrective action to 100% (2,964) of all "emergency" requests within four hours of notification.
- Completed 97% (1,940 of 2,000) of scheduled preventive maintenance goals to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these same systems.
- Planned and executed the County's capital projects and other infrastructure projects in a timely and cost-effective manner, to meet departments' needs.
  - Completed project construction for the following libraries:
    - Expansion of the Cardiff Library.
    - Design-build construction of new libraries in the communities of Fallbrook and Ramona in December 2010 and January 2011, respectively, opening in January and February.
    - Began construction of the new Lincoln Acres Library, Park and Community Room project for completion in summer 2012.
  - Completed construction of County Operations Center (COC) Phase 1A buildings 201 and 202, certified as LEED Gold, and parking structure A, which hosts a 637,216 KwH SDG&E photovoltaic system.
  - Began construction on Phase 1B of the COC and Annex Redevelopment office buildings 203 and 204 and Conference Center for completion by December 2012.
  - Completed 30% of interior remodel of the downtown Law Library. Total remodel to be completed by fall 2011.
  - Issued contracts for 100% of the Fiscal Year 2010-11 Major Maintenance Improvement Plan projects to maintain and repair facilities in order to prolong their life and effectiveness.
  - Completed storage building construction and interior alteration in the Medical Examiner and Forensic Center for the occupancy of the Department of Environmental Health.
  - Began the reconstruction of the San Pasqual Academy housing units destroyed in the 2007 Witch Creek Fire. Total reconstruction to be completed by October 2011, following a planning update of the programmatic needs of the school and extended settlement negotiations with the insurance carrier.
  - Selected the design-build team to begin contract negotiations for award for new Women's Detention Facility project with Phase 1 completion scheduled December 2014.
  - Selected the design-build team to begin contract negotiations for award for new Rancho San Diego Sheriff's Station project with completion scheduled by summer 2013.
  - Lease of 440-bed Descanso Detention Facility postponed until December 2012 due to a slow rental market.

Required Discipline – Continuous Improvement

- Maximized postage discounts by bar coding 97% (483,925 of 496,333 pieces) of all standard business letters.

Required Discipline – Fiscal Stability

- Minimized the cost of space for County operations in leased facilities by monitoring the local market and negotiating favorable rental rates, with average rental rate for all County office leases at or below 96% ($2.10 per sq. ft. versus $2.01 per sq. ft.), rather than 90% of the market rate for Class B office space, due to lower rental rates in San Diego County which caused the County's rate as a percentage of the region to rise.
- Ensured maximum return on County leased properties by renegotiating leases and leasing additional properties to generate $12.3 million in rental income for an additional $68,000 over Fiscal Year 2009-10.

2011-13 Objectives

Strategic Initiative – Environment

- Improve County operations through sustainability efforts such as energy conservation.
  - Reduce overall electricity usage at County facilities by 2% in each fiscal year based on a kWh/square foot.
  - Reduce vehicle emissions for on- and off-road diesel vehicles and stationary diesel equipment in accordance with California Air Resources Board requirements.
  - Identify the County's 2011 carbon footprint and greenhouse gas emissions related to DGS Fleet vehicles and mobile equipment in accordance with Board of Supervisors Policy H-2, *Fleet Vehicle Acquisition Policy*.

Strategic Initiative – Safe and Livable Communities

- Support client departments in their public safety efforts.

- Maintain availability of County-supported fire apparatus at a minimum of 95%.
- Ensure maximum availability of law enforcement patrol vehicles at 95%.

Required Discipline – Essential Infrastructure

- Provide time-critical (24/7) maintenance response to emergency requests involving life and safety issues or those posing an imminent risk to County assets and infrastructure, by responding to and initiating corrective action for 100% of all "emergency" requests within four hours of notification.
- Complete 96% of scheduled preventive maintenance goals to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these systems.
- Plan and execute the County's capital projects and other infrastructure projects in a timely and cost-effective manner, to meet departments' needs.
  - Complete construction and occupy Phase 1B office buildings at the COC by December 2012.
  - Complete construction, by October 2011, of the new San Pasqual Academy Administration Building that was destroyed in the 2007 Witch Creek Fire.
  - Begin construction of the new Rancho San Diego Sheriff's Station for completion by summer 2013.
  - Begin design for the new Women's Detention Facility project with Phase 1 completion by December 2014.
  - Award design-build contract for new Cedar and Kettner streets parking structure development by June 2012 for completion by July 2014.
  - Award design-build contract for County Administration Center Waterfront Park by October 2011 for completion by December 2013.

Required Discipline – Continuous Improvement

- Maximize postage discounts by bar coding a minimum of 95% of all standard business letters.

Required Discipline – Fiscal Stability

- Minimize the cost of space for County operations in leased facilities by monitoring the local market and negotiating favorable rental rates, with average rental rate for all County office leases at or below 95% of the market rate for Class B office space.
- Generate new revenue to offset anticipated loss of 14 leases and $250,000 in revenue due to lease transfer to State Trial Courts.

Related Links

For additional information about the Department of General Services, refer to the website at

http://www.sdcounty.ca.gov/general_services/

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
MMIP and Capital projects completed within estimated budget[1]	93% of 202	93% of 200	93% of 129	93% of 150	93% of 150
Electricity consumption decrease per square foot [2]	3% of 17.02 kWh/SF	1% of 17.46 kWh/SF	5% of 17.46 kWh/SF	2% of 21.47 kWh/SF	2% of 20.83 kWh/SF
Law enforcement patrol vehicles available	97% of 465	95% of 450	95% of 462	95% of 470	95% of 488
Fire services program apparatus available	95% of 32	95% of 32	97% of 32	95% of 38	95% of 40
Time critical (24/7) emergency facilities maintenance requirements responded to and corrective action initiated within 4 hours of notification	100% of 1,889	100% of 1,889	100% of 2,964	100% of 2,960	100% of 2,960
Monthly facilities' Preventive Maintenance actions completed	95% of 2,000	96% of 2,000	97% of 2,000	96% of 2000	96% of 2,000
Applicable monthly mail bar coded / total pieces of mail[3]	96% of 614,000	95% of 660,000	97% of 496,333	95% of 496,300	95% of 496,300
County office space lease rate as a percentage of San Diego area Class B office rental rate[4]	89%	90%	96%	95%	95%
Increase in lease revenue year-to-year[5]	3%	0.5%	0.5%	0.0%	0.5%

Table Notes

[1] The number of projects completed in Fiscal Year 2010-11 reflected a reduced Major Maintenance Improvement Plan (MMIP) program and fewer discretionary requests due to continued budget pressure from the economic conditions and State budget; as well as incorporation of Condition Assessments into the Major Maintenance planning, allowing for consolidation of planned projects resulting in fewer larger projects at improved efficiency and cost. Fiscal Years 2011-12 and 2012-13 programs are expected to remain stable at this reduced level rather than increase until the economy stabilizes and the State budget picture improves.

[2] Fiscal Year 2010-11 Actuals include nondetention facilities only. Effective in Fiscal Year 2011-12, all County facilities are included in the electricity consumption target decrease.

[3] Fiscal Year 2010-11 total volume of mail decreased as a result of select client departments contracting directly with the State of California or local vendors for specific mail processing functions.

[4] Fiscal Year 2010-11, below market County leases and substantial continued lower market rental rates throughout the San Diego region have caused the percentage rate to rise from 90% to 96% ($2.10 per sq. ft. versus $2.01 per sq. ft.). In Fiscal Year 2011-12, below market County leases and continued lower market rental rates throughout the San Diego region will cause the percentage to drop slightly to 95% ($2.18 per sq. ft. versus $2.07 per sq. ft.).

[5] Fiscal Year 2010-11 new revenue leases were limited to four new cell site locations. In Fiscal Year 2011-12, new revenue leases will be limited to four or five new cell site locations with a 0% increase in revenues due to the loss in revenue from court-related leases (East County Regional Center) transferred to the State in July– December 2011.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

Net decrease of 3.00 staff years based on a change in the mail pick-up and delivery business model from two pick-ups and deliveries per day to one.

Expenditures

Net decrease of $8.6 million.

- Salaries and Benefits — increase of $1.3 million reflects negotiated labor agreements as well as increases in County retirement contributions.
- Services and Supplies — decrease of $9.6 million primarily due to a reduction in Major Maintenance expansion/walk-in projects.
- Other Charges — increase of $0.4 million associated with the California Energy Commission loan debt service obligation payments for energy projects.
- Capital Assets Equipment — increase of $0.06 million associated with the anticipated costs for Countywide replacement vehicles.
- Operating Transfers Out — decrease of $0.7 million primarily associated with the elimination of the one-time rebudget of funds for the purchase of additional vehicles for the Departments of Agriculture, Weights and Measures and Parks and Recreation ($0.9 million), offset with an increase in Major Maintenance to reimburse project manager labor support for the Major Maintenance Improvement Program projects ($0.2 million).

Revenues

Net decrease of $8.6 million.

- Revenue from Use of Money & Property — decrease of $0.2 million due to the anticipated transfer of East County Regional Center leases to the State of California.
- Intergovernmental Revenues — decrease of $1.0 million due to the transfer of Court facilities utilities and mail services to the State of California.
- Charges for Current Services — decrease of $5.5 million primarily due to the reduction in Major Maintenance expansion/walk-in projects.
- Miscellaneous Revenues — decrease of $0.2 million due to reclassification of the San Diego Gas & Electric Partnership revenues as Third Party Reimbursement (Charges for Services).
- Other Financing Sources — decrease of $0.7 million due to the increase in Operating Transfers In used to fund the ongoing Countywide Capital, Space Planning, Americans with Disabilities Act management, regulatory program and labor support to the Major Maintenance program ($0.3 million), offset by the elimination of one-time funding for the purchase of additional vehicles for the Departments of Agriculture, Weights and Measures and Parks and Recreation ($1.0 million).
- Use of Fund Balance — decrease of $1.0 million due to the elimination of the one-time rebudget of funds for the purchase of additional vehicles for the Departments of Agriculture, Weights and Measures and Parks and Recreation. The total budgeted amount ($8.5 million) is to fund the Fleet Management Internal Service Fund Countywide replacement acquisition program.
- General Purpose Revenue Allocation — increase of $0.05 million associated with the one-time 2% negotiated increase for salaries for the Department of General Services employees funded by the General Fund.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net increase of $1.2 million is the result of increases in Salaries and Benefits ($0.4 million) due to a negotiated benefit increase and increases in County retirement contributions; Services and Supplies ($0.7 million) due to anticipated increases in utilities ($0.8 million) and contracted services ($0.2 million), offset by a decrease in Fleet facilities major maintenance requirements ($0.3 million), and an increase in Capital Assets Equipment associated with the bi-annual purchase of mail sorting and postage machine equipment purchases.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Facilities Management Internal Service Fund		276.00			273.00	273.00
Fleet Management Internal Service Fund		58.00			58.00	58.00
Total		334.00			331.00	331.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Facilities Management Internal Service Fund	$ 107,164,658	$ 120,021,420	$ 129,681,641	$ 97,401,167	$ 112,029,829	$ 113,388,787
Fleet Management Internal Service Fund	32,104,273	43,947,953	46,992,924	34,745,693	44,286,797	44,087,012
General Fund Contribution to GS ISF's	1,402,000	2,400,000	2,551,000	2,550,514	1,476,000	1,480,000
Total	$ 140,670,932	$ 166,369,373	$ 179,225,565	$ 134,697,373	$ 157,792,626	$ 158,955,799

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 30,512,411	$ 32,078,622	$ 32,083,622	$ 31,303,478	$ 33,387,579	$ 33,812,701
Services & Supplies	93,366,262	108,022,790	117,218,791	87,908,833	98,392,535	99,106,586
Other Charges	11,594,517	11,120,285	11,512,257	11,279,155	11,506,890	11,506,890
Capital Assets/Land Acquisition	—	—	—	(440,339)	—	—
Capital Assets Equipment	—	9,348,544	12,455,928	194,705	9,408,247	9,428,247
Contingency Reserves	—	103,000	103,000	—	103,000	103,000
Operating Transfers Out	5,197,741	5,696,132	5,851,965	4,451,540	4,994,375	4,998,375
Total	$ 140,670,932	$ 166,369,373	$ 179,225,565	$ 134,697,373	$ 157,792,626	$ 158,955,799

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Revenue From Use of Money & Property	$ 2,046,004	$ 2,462,729	$ 2,462,729	$ 2,095,536	$ 2,243,679	$ 2,243,679
Intergovernmental Revenues	5,167,108	4,409,281	4,548,281	6,315,203	3,372,235	3,432,750
Charges For Current Services	124,762,353	141,512,818	153,885,676	119,808,639	135,980,011	137,074,669
Miscellaneous Revenues	1,352,714	1,034,508	886,008	1,107,690	872,421	872,421
Other Financing Sources	4,603,536	6,096,132	6,437,965	5,035,338	5,394,375	5,398,375
Residual Equity Transfers In	1,213,761	—	—	405,598	—	—
Use of Fund Balance	123,457	9,438,905	9,589,905	(1,485,632)	8,464,905	8,453,905
General Purpose Revenue Allocation	1,402,000	1,415,000	1,415,000	1,415,000	1,465,000	1,480,000
Total	$ 140,670,932	$ 166,369,373	$ 179,225,565	$ 134,697,373	$ 157,792,626	$ 158,955,799

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
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MDCCCLI

Housing and Community Development

Department Description

The Department of Housing and Community Development (HCD) 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.

2010-11 Accomplishments

Strategic Initiative – Kids

- Assisted 139 families with rental assistance under the Homelessness Prevention and Rapid Re-housing Program to help prevent families or individuals from becoming homeless or to rapidly re-house eligible individuals or families that are currently experiencing homelessness. The actual number of families assisted was less than the projected number of 150 due to higher subsidies for families that were literally homeless.
- Increased family re-unification through the County's Substance Abuse Recovery Management System (SARMS) by 10% (from 40 to 44 families assisted) by providing additional funding to expand the SARMS rental assistance program that provides decent, safe and sanitary housing. The SARMS program helps reunite children with their families.
- Provided 11 competitive academic scholarships to heads of household and/or their children who have established five-year family self-sufficiency goals in academic or vocational self-sufficiency, exceeding the goal of 10.
- Encouraged County Public Housing families to strive toward their academic goals and to reach their full potential through increased education by providing daily on-site academic tutoring at the Dorothy Street property computer center.

- Provided information and referral services to 437 families engaged in the pursuit of self-sufficiency through education and support programs.
- Improved playground safety and accessibility by replacing existing play equipment at Dorothy Street and making Americans with Disabilities Act (ADA) accessibility improvements at Dorothy Street and Melrose Manor public housing.
- Provided five competitive academic scholarships to public housing residents with the goal of achieving financial self sufficiency.

Strategic Initiative – Environment

- Ensured environmental reviews were performed on 100% of federally funded programs included in the Fiscal Years 2010-2012 Annual Funding Plans. In keeping with County policy of functional threading, environmental reviews were conducted by the Department of Public Works.
- Encouraged energy efficiency in new and rehabilitation projects by offering preferential scoring on all Notice of Funding Availability applications received that incorporate energy efficiency and green technologies.
- Promoted water conservation at Melrose Manor public housing site by replacing the traditional irrigation controller with a "smart" controller that adjusts irrigation water flow based on real-time weather conditions, which is expected to decrease annual water consumption by 37%.

Strategic Initiative – Safe and Livable Communities

- Provided funding for a Tenant-Based Rental Housing Assistance Program that assisted 12 survivors of domestic violence to secure safe, decent and sanitary housing.

- Conducted 18 community outreach meetings throughout the county to inform the public and stakeholders about affordable housing and community revitalization funding opportunities available annually through four federal entitlement programs: Community Development Block Grant, HOME Investment Partnerships Program, Emergency Shelter Grant and Housing Opportunities for Persons with AIDS. Two of the 18 meetings were Web-based.
- Conducted 10 community revitalization meetings to identify and address issues impacting community living standards.
- Implemented a pilot Tenant-Based Rental Assistance Program with specialized case management that assisted seven homeless veterans and their families in collaboration with community partners. The original projection of assisting 10 veteran families was not achieved due to program candidates opting to participate in the Veterans Affairs Supportive Housing (VASH) voucher program as it does not have a two-year limit.
- Assisted families in jeopardy of losing their homes to foreclosure by offering two foreclosure counseling seminars to inform homebuyers about financing options and strategies to avoid foreclosure.
- Encouraged community stability, improved health and safety, and provided accessibility enhancements to 56 low-income households through the First-Time Homebuyer Financial Assistance or Home Repair Programs.
- Provided funding for 12 public improvements for parks, libraries, athletic fields, community centers, health clinics, ADA improvements or affordable housing to promote wellness and enhance the quality of life for San Diego County neighborhoods, exceeding the goal of 8. The following projects were funded:
  - City of Coronado – Senior Center Rehabilitation Project
  - City of Del Mar – ADA Improvements Project – Camino Del Mar
  - City of Poway – Fire Station ADA Upgrade Project
  - City of Poway – North County Regional Winter Shelter Program
  - City of Poway – Residential Rehabilitation Loan Program
  - Fallbrook – Boys and Girls Club Swimming Pool Area Improvements
  - Lincoln Acres – Lincoln Acres Park Shade Structures
  - Ramona – Collier Park Parking Lot Construction
  - Rural Northeast – Rainbow Park Improvements Design Project
  - Spring Valley – Facility Improvements/Grossmont-Spring Valley Health Center
  - Urban County – Regional Cold Weather Shelter Voucher Program
  - Urban County – Home Repair Program
- Assisted 140 low-income families by providing rental assistance through the VASH program vouchers. These vouchers incorporate the U.S. Department of Housing and Urban Development (HUD) Housing Choice Voucher rental assistance for homeless veterans with case management and clinical services provided by the U.S. Department of Veterans Affairs (VA) at its medical centers and in the community. HUD authorized a maximum of 180 vouchers for issuance this fiscal year; however, vouchers issued were based on referrals from the VA.
- Promoted crime-free communities by maintaining the annual Crime-Free Certification of all public housing sites in collaboration with the local police department. The certification involves training and certification of property managers, includes a survey of the property by the local police department, and community awareness training of residents.
- Encouraged outdoor activity by creating an ADA-accessible picnic area with picnic tables, a community barbecue grill and a park bench at Melrose Manor public housing site.
- Promoted healthy living by adopting a no-smoking policy at all four public housing sites to reduce the public health risk associated with tobacco use.
- Promoted physical activity and healthy eating habits by implementing a community vegetable garden at Towncentre Manor public housing site.

Required Discipline – Continuous Improvement

- Conducted two business process reengineering projects to improve efficiency, reduce costs and streamline services for the HOME Investment and Partnerships Program and the Inspection Unit.
- Utilized TourSolver software to automate the scheduling and routing of 10,783 Housing Quality Standards inspections, allowing the department to reallocate approximately 300 staff hours annually.

Required Discipline – Information Technology

- Conducted two Web-based interactive presentations to stimulate interest and generate applications for funding for youth/elderly programs and community improvement projects.

- Documented business requirements and project design for the Community Development Division's Documentum project. This project will convert Community Development program documents to electronic images and store them in an electronic repository (Documentum) for staff to retrieve and utilize in their daily program administration and client interactions. The electronic repository will be designed to facilitate more efficient records storage and increase data safeguards. The project was originally designated for completion in Fiscal Year 2010-11, with implementation targeted for Fiscal Year 2011-12. Based on the most recent review of the business requirements, project completion is anticipated in Fiscal Year 2011-2012 with implementation to follow shortly thereafter.

Required Discipline – Customer Satisfaction

- Held four Section 8 owner/landlord seminars to educate owners on the requirements of the program as well as promote the benefits of participating as a partner.
- Achieved a customer service satisfaction rating of 4.9 (on a scale of 1 to 5 with 5 being excellent).

2011-13 Objectives

Strategic Initiative – Kids

- Provide 10 competitive academic scholarships annually to heads of household and/or their children who have established five-year family self-sufficiency goals in academic or vocational self-sufficiency, or that reside in Public Housing.
- Increase funding for Health and Human Services Agency's Hotel/Motel Voucher Program by 117% (from $30,000 to $65,000) to help close the gap needed for emergency housing for homeless families in the County's jurisdiction as identified by the Regional Task Force on the Homeless.
- Provide permanent housing for up to 100 eligible homeless families graduating from transitional housing programs provided by the County's Continuum of Care.
- Provide funding for continuation of the HOME Tenant-based Rental Assistance programs that serve up to 65 youth aging out of the foster care system and 44 families with children that are participants of the County's substance abuse recovery and reunification programs.

Strategic Initiative – Environment

- Ensure environmental reviews are performed on 100% of federally funded programs included in the Fiscal Years 2011-13 Annual Funding Plans. In keeping with County policy of functional threading, environmental reviews will be conducted by the Department of Public Works.
- Conduct a physical needs assessment for four Public Housing sites, allowing for the prioritization of future maintenance and capital improvement projects to identify potential energy-efficient improvements and to ensure that limited funding resources are allocated towards the best and highest use.

Strategic Initiative – Safe and Livable Communities

- Promote crime-free communities by renewing annual Crime-Free Certifications at all public housing sites, in collaboration with the local police department.
- Promote healthy living by implementing a no-smoking policy at all public housing sites to reduce the public health risk associated with tobacco use.
- Educate the community by conducting 16 community outreach meetings throughout the county regarding affordable and community revitalization funding opportunities available annually through four federal entitlement programs: Community Development Block Grant, HOME Investment Partnership Program, Emergency Shelter Grant and Housing Opportunities for Persons with AIDS.
- Address issues impacting community living standards by conducting 10 community revitalization meetings with policy makers and stakeholders.
- Promote Fair Housing by completing a minimum of 30 random site tests to ensure compliance with Fair Housing Laws.
- Increase communication channels by using information technology through www.CTN.org, emails and recorded phone messages to be able to provide timely housing-related information in the event of an emergency.
- Promote physical activity and healthy eating habits by implementing a community vegetable garden at one public housing site.

Required Discipline – Customer Satisfaction

- Hold four Section 8 owner/landlord seminars to educate owners on the requirements of the program as well as promote the benefits of participating as a partner.

- Achieve a customer service satisfaction rating of 4.70 or better (on a scale of 1 to 5 with 5 being Excellent).

Required Discipline – Information Technology

- Convert Community Development program documents to electronic images and store them in an electronic repository (Documentum) for staff to retrieve and utilize in their daily program administration and client interactions through implementation of the Documentum project utilizing the program and business design requirements identified in Fiscal Year 2011-12.
- Using advances in mobile technology, empower a minimum of five key employees with the skills and capability to perform their duties at alternative sites or remote locations in the event of an emergency.

Related Links

For additional information about the Department of Housing and Community Development, refer to the website at http://www.sdcounty.ca.gov/sdhcd/index.html.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Percentage of the maximum number of rental assistance vouchers in use, or the percentage of dollars spent on voucher cost, whichever is lower[1]	98% of 10,863	98% of 10,863	98% of 10,863	98% of 10,863	98% of 10,863
Households assisted through the Home Repair Program or the First-Time Homebuyer Program[2]	49	30	56	30	30
Special Program Tenant-Based Rental Assistance program utilization for: SARMS, Foster, HOPWA, Shelter Plus Care & VASH[3]	294	206	416	350	350
Number of Community Development projects completed to enhance low-income neighborhoods and communities[4]	20	28	33	23	23
Number of random site tests to ensure compliance with Fair Housing laws or regulations[5]	N/A	N/A	N/A	30	30
Percentage of leased units assisted through the Rental Assistance Division that are inspected annually to meet HQS standards[6]	100% of 10,783	100% of 10,783	100% of 10,783	100% of 10,783	100% of 11,234
Level of customer satisfaction[7]	4.9	4.7	4.9	4.7	4.7

Table Notes

[1] Maximum number of authorized rental assistance vouchers is 10,863; estimated funding from HUD for housing assistance payments is $91.0 million. HCD has experienced inconsistent Rental Assistance program funding and in order to provide HCD with administrative options in managing to HUD's funding appropriations, the percentage of vouchers utilized may be impacted in future operating years.

[2] The Home Repair Program emphasizes energy efficiency, accessibility and safety. The number of households to be assisted was reduced as the department anticipates a reduction in First-Time Homebuyer funding due to the lack of State grant funding to augment the First-Time Homebuyer Program.

[3] Program definitions: SARMS (Substance Abuse and Recovery Management System: housing assistance for family reunification; Foster: housing assistance for former foster youth ages 18-24 years; HOPWA: Housing Opportunities for Persons with AIDS; Shelter Plus Care: housing and services for homeless and disabled individuals and families; VASH – Veterans Affairs Supportive Housing: tenant-based housing assistance for homeless veterans. Effective Fiscal Year 2010-11, the VASH program is now included with the special needs community.

[4] It is anticipated that the number of completed projects will decline due to a 16% reduction in CDBG entitlement funds for Fiscal Year 2011-12, possible entitlement reductions in future years and potential nonfederal funding reductions impacting partner agencies administering CDBG projects.

[5] Fair Housing laws are federal laws that prohibit housing discrimination on the basis of race or color, national origin, religion, sex, familial status or disability.

[6] Housing Quality Standards (HQS) are the HUD minimum physical standards required for each assisted rental unit.

[7] Overall customer satisfaction rating on a scale of 1 (unsatisfactory) to 5 (excellent), where 4 is "very satisfactory."

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No change in staffing.

Expenditures

Net decrease of $2.3 million.

- Salaries and Benefits — increase of $0.3 million reflects negotiated labor agreements as well as increases in County retirement contributions.
- Services and Supplies — net decrease of $0.3 million primarily due to:
  - Decrease of $0.8 million in direct project cost associated with one-time economic stimulus grants.
  - Increase of $1.3 million in contracted services based on available Fiscal Year 2010-11 CDBG, HOME, and HOPWA entitlements allocated for affordable housing acquisition, rehabilitation, first-time homebuyer home ownership program for low-income families and community site improvements.
  - Increase of $0.8 million in project cost for Shelter Plus Care program based on newly awarded contracts.
  - Decrease of $1.5 million in project cost allocated for affordable housing and community development projects based on funding reductions in the annual grant awarded for CDBG, HOME and HOPWA programs for Fiscal Year 2011-12.
  - Increase of $0.5 million in operating expenses such as ongoing information technology, fuel, facility operations and maintenance.
- Other Charges — decrease of $2.4 million as a result of $1.5 million decrease in direct project cost for the First-Time Homebuyers and Downpayment & Closing Cost Assistance program due to discontinued supplemental funding from the California Department of Housing and Community Development; a decrease of $0.3 million in HOME project cost allocated for affordable housing rehabilitation and special needs population housing assistance; and a decrease of $0.6 million in direct project cost associated with the one-time Homelessness Prevention and Rapid Re-Housing economic stimulus grant.
- Expenditure Transfer & Reimbursements — decrease of $0.1 million from cost reimbursement resulting from less than anticipated Mental Health and Substance Abuse Program case referrals from Health and Human Services Agency due to decrease in program funding from the State. Since the amount to be reimbursed will be decreased, it has the effect of increasing expenditures.

Revenues

Decrease of $2.3 million.

- Intergovernmental Revenue — decrease of $2.2 million is due to a decrease of $0.8 million in prior year one-time economic stimulus grants and a decrease of $1.5 million in revenue from the California Department of Housing and Community Development for the First-Time Homebuyers and Downpayment & Closing Cost Assistance program.
- Miscellaneous Revenues — decrease of $0.1 million due to anticipated lower program income.
- Use of Fund Balance — prior year fund balance of $0.3 million is a rebudget of funding for the Community Development Documentum project to digitize loan and grant files.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $2.7 million is the result of a $0.4 million decrease in Services and Supplies due to elimination of one-time project cost for data automation from prior year, and a $2.3 million decrease in contracted services for multi-year projects due to elimination of available funding anticipated to be fully utilized in Fiscal Year 2011-12.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Housing & Community Development		102.00			102.00	102.00
Total		102.00			102.00	102.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Housing & Community Development	$ 9,815,598	$ 11,025,728	$ 11,150,066	$ 9,824,116	$ 11,915,777	$ 11,530,352
HCD - Multi-Year Projects	9,538,748	15,447,621	34,116,450	13,982,419	12,223,895	9,934,586
Total	$ 19,354,346	$ 26,473,349	$ 45,266,515	$ 23,806,535	$ 24,139,672	$ 21,464,938

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 8,384,413	$ 9,077,139	$ 9,077,139	$ 8,489,839	$ 9,387,557	$ 9,417,489
Services & Supplies	5,813,348	10,580,649	15,309,069	5,273,368	10,228,312	7,888,301
Other Charges	5,211,256	6,990,161	16,554,906	5,629,953	4,616,803	4,242,148
Expenditure Transfer & Reimbursements	(92,278)	(174,600)	(174,600)	(86,625)	(93,000)	(83,000)
Operating Transfers Out	37,606	—	4,500,001	4,500,000	—	—
Total	$ 19,354,346	$ 26,473,349	$ 45,266,515	$ 23,806,535	$ 24,139,672	$ 21,464,938

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Intergovernmental Revenues	$ 23,031,948	$ 25,664,828	$ 39,956,111	$ 24,103,730	$ 23,439,598	$ 21,139,317
Charges For Current Services	13,715	25,000	25,000	21,998	10,100	10,100
Miscellaneous Revenues	247,745	822,000	823,883	513,210	728,453	687,000
Use of Fund Balance	(3,567,583)	333,000	4,833,001	(460,923)	333,000	—
General Purpose Revenue Allocation	(371,479)	(371,479)	(371,479)	(371,479)	(371,479)	(371,479)
Total	$ 19,354,346	$ 26,473,349	$ 45,266,515	$ 23,806,535	$ 24,139,672	$ 21,464,938

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Purchasing and Contracting

Department Description

The Department of Purchasing and Contracting (P&C) 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. P&C ensures the competitive process is utilized for best price and highest quality while conforming to purchasing regulations and emphasizing excellent customer service practices. An ISF operates on a business-like model directly billing customer departments for the cost of services. Additionally, P&C is responsible for the Countywide content and records management programs.

Mission Statement

To provide the most effective and efficient delivery of quality goods and services to County departments.

2010-11 Accomplishments

Required Discipline – Fiscal Stability

- Achieved cost savings of $3.2 million for County customer departments by using innovative procurement methods such as reverse auctions, cooperative agreements, blanket purchase agreements and Procurement Card (P-Card) usage (which serves as a credit card for small purchases). This exceeds the goal of $2.0 million cost savings.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Developed and published to the intranet 7 of 14 essential procurement processes, which increases access to training. An additional seven processes were developed and published in Fiscal Year 2009-10.
- Provided training for more than 40 County staff in accessing and interpreting purchasing fiscal data in Oracle, the County's financial system, in order to better manage contracts and budgets.
- Provided annual individualized training to all County departments to ensure required operational practices related to records and content management are being implemented.

Required Discipline – Continuous Improvement

- Converted 73% (645 of 884) of customer requisitions to Standard Purchase Orders within 21 calendar days of receipt to expedite services to customers. Did not meet the goal of 80% due to short staffing and an increase in requisitions at fiscal year-end. New procedural requirements caused additional processing delays.
- Converted 47% (418 of 884) of customer requisitions to Standard Purchase Orders within 10 calendar days of receipt to expedite services to customers. Did not meet the goal of 50% due to short staffing and an increase in requisitions at fiscal year-end. New procedural requirements caused additional processing delays.
- Obtained agreed-upon acquisition plans and timelines from customer departments for 30% (78 of approximately 260) of projects, thereby streamlining the procurement process. Several departments were unable to fully comply with this requirement due to other priorities; therefore, the goal of 50% was not achieved.
- Completed conversion of paper contract documents to electronic media allowing departmental viewing of the files and allowed the shredding and recycling of over 3,000 pounds of paper. Future plans will allow viewing of these electronic documents by customer departments.

Required Discipline – Customer Satisfaction

- Conducted 14 outreach activities for potential customers in order to increase the supplier base and increase opportunities for competition, exceeding the goal of 3.
- Streamlined access to construction documents for suppliers to respond to needed services by issuing construction plans and specifications electronically

rather than by hard copy for 100% of 160 projects. This exceeded the goal of 25% due to the positive response by customer departments to participate in this project.

Required Discipline – Information Technology

- Implemented virtual bid openings, posting results of Requests for Bids on the County website, thereby reducing or eliminating the need for bidders to travel to Purchasing and Contracting offices to view bid results.
- Completed 90% of an upgrade to Documentum (the County's electronic document management tool) to increase data/records management functionality and availability to departments. However, due to the limited resources of the contracted IT vendor, this project was not 100% completed this fiscal year and will continue during next fiscal year.

Required Discipline – Regional Leadership

- Received a national award for "Achievement of Excellence in Procurement" for the tenth consecutive year, placing San Diego County within the top 1% of over 3,000 counties nationwide.
- Presented at several conferences highlighting innovative processes utilized at the County, including: "Creating a Foundation for Unified Records Management" at the California General Services Association annual conference and "The Use of Electronic Signatures in Public Procurement" at the California Association of Public Purchasing Officers conference.
- Received an Achievement Award for "Records Management, Seamless Systems Synchronization" from the National Association of Counties.

2011-13 Objectives

Required Discipline – Fiscal Stability

- Achieve cost savings of $2.1 million in Fiscal Year 2011-12 and $2.2 million in Fiscal Year 2012-13 for County customer departments by using innovative procurement methods such as reverse auctions, cooperative agreements, blanket purchase agreements and P-Card usage (which serves as a credit card for small purchases).

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Develop and publish to the intranet 5 of 10 essential procurement processes, forms or templates in Fiscal Year 2011-12 and the remaining 5 during Fiscal Year 2012-13, increasing access to training.
- Provide training for at least 40 County staff in accessing and interpreting purchasing fiscal data in Oracle, the County's financial system, in order to better manage contracts and budgets.
- Provide annual individualized training to all County departments to ensure required operational practices related to records and content management are being implemented.

Required Discipline – Continuous Improvement

- Expedite services to customers by converting requisitions to Standard Purchase Orders in a timely and efficient manner.
  - Convert at least 80% (880 of 1,100) of customer requisitions to Standard Purchase Orders within 21 calendar days of receipt.
  - Convert 50% (550 of 1,100) of customer requisitions to Standard Purchase Orders within 10 calendar days of receipt.
- Obtain agreed-upon acquisition plans and timelines from customer departments for 50% of approximately 250 projects, thereby streamlining the procurement process.

Required Discipline – Customer Satisfaction

- Conduct a minimum of seven outreach activities in Fiscal Year 2011-12 and seven in Fiscal Year 2012-13 for customers in order to increase the supplier base and increase opportunities for competition.
- Ensure 10 of 12 departments' records retention schedules due for revision in Fiscal Year 2011-12 and 12 of 14 in Fiscal Year 2012-13 are processed and finalized.
- Enable the receipt of electronic proposal documents through the County's e-procurement website. This will shorten solicitation timelines, reduce the need for potential suppliers to travel to County offices or ship documents, and reduce the need to store and route large paper documents.
- Publish expenditure contracts to the County intranet to make them available to departmental contract administrators, reducing the need to transmit copies to staff and for departments to retain and store hard copies of documents.

Related Links

For additional information about the Department of Purchasing and Contracting, refer to the website at http://www.sdcounty.ca.gov/purchasing/index.html.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Cost savings realized through use of cooperative agreements, reverse auctions, increased procurement card usage and other sources	$2.7 million	$2.0 million	$3.2 million	$2.1 million	$2.2 million
Purchase Requisitions converted to Purchase Orders within 21 days of receipt	83% of 1,251	80% of 1,500	73% of 884	80% of 1,100	80% of 1,200
Purchase Requisitions converted to Purchase Orders within 10 days of receipt	N/A	50% of 1,500	47% of 884	50% of 1,100	50% of 1,200
Procurement processes documented and available on the intranet (Target 100% of 14)	50% of 14	50% of 14	50% of 14	N/A	N/A
Procurement processes, forms or templates documented and available on the intranet (target 100% of 10)[1]	N/A	N/A	N/A	50% of 10	50% of 10
Construction plans and specifications electronically distributed to vendors[2]	N/A	25% of 200	100% of 160	N/A	N/A

Table Notes

[1] Continuation of prior fiscal years' goals of completing 14 essential procurement processes. An additional 10 measures will be identified for Fiscal Years 2011-13.

[2] This performance measure was 100% completed in Fiscal Year 2010-11 and is no longer being included effective Fiscal Year 2011-12.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

Decrease of 2.00 staff years to realign costs with resources and to reflect lower level of purchasing activity by customer departments.

Expenditures

Increase of $1.2 million.

- Salaries and Benefits — net increase of $0.1 million as a result of $0.2 million for negotiated labor agreements as well as increases in County retirement contributions, partially offset by $0.1 million from the elimination of 2.00 staff years.
- Services and Supplies — net increase of $0.6 million due to an increase of $0.6 million in lease and central support departments' costs and the rebudget of $0.5 million for the Documentum 6.5 upgrade, offset by the deletion of $0.3 million in one-time projects and $0.2 million decrease in BuyNet maintenance and Documentum remediation costs.
- Operating Transfer Out — net increase of $0.5 million due to the rebudget of the Documentum 6.5 upgrade in the Enterprise Content Management program.

Revenues

Net increase of $1.2 million.

- Charges for Current Services — increase of $0.5 million due to the increase in surcharge revenues based on the rates approved by the Cost Commission in January 2011.

- Other Financing Sources — increase of $0.5 million due to the rebudget of the Documentum 6.5 upgrade in the Enterprise Content Management program.
- Use of Fund Balance — increase of $0.2 million due to $0.5 million rebudget of the Documentum 6.5 upgrade offset by the deletion of prior year one-time costs of $0.2 million for the BuyNet improvements and Documentum remediation projects and the prior year's use of $0.1 million fund balance to lower ISF hourly contracting rate. The $1.5 million Use of Fund Balance funds the annual depreciation cost of the capitalized End User License Agreements and the Documentum 6.5 upgrade for the Enterprise Content Management program and a one-time negotiated salary adjustment.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Net decrease of $1.8 million primarily due to the decrease in depreciation cost of the fully accredited End User License Agreements and the deletion of one-time costs for the Documentum 6.5 upgrade in the Enterprise Content Management program.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Content/Records Services		6.00			6.00	6.00
Purchasing ISF		52.00			50.00	50.00
Total		58.00			56.00	56.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Content/Records Services	$ 4,193,846	$ 2,729,818	$ 3,438,551	$ 2,737,466	$ 3,279,545	$ 1,903,755
Purchasing ISF	6,961,180	7,767,583	7,768,310	6,774,086	7,907,622	7,995,221
General Fund Contribution	6,096,867	1,625,000	2,333,733	1,751,968	2,156,296	1,660,000
Total	$ 17,251,893	$ 12,122,401	$ 13,540,594	$ 11,263,519	$ 13,343,463	$ 11,558,976

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 5,843,382	$ 6,323,886	$ 6,228,271	$ 5,667,618	$ 6,408,207	$ 6,435,568
Services & Supplies	4,409,638	3,200,723	4,005,798	2,862,258	3,797,168	3,361,110
Other Charges	902,006	981,792	981,792	981,675	981,792	102,298
Expenditure Transfer & Reimbursements	—	(9,000)	(9,000)	—	—	—
Operating Transfers Out	6,096,867	1,625,000	2,333,733	1,751,968	2,156,296	1,660,000
Total	$ 17,251,893	$ 12,122,401	$ 13,540,594	$ 11,263,519	$ 13,343,463	$ 11,558,976

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Revenue From Use of Money & Property	$ 30,216	$ 20,000	$ 20,000	$ 14,548	$ 7,000	$ 6,000
Intergovernmental Revenues	—	—	—	555	—	—
Charges For Current Services	5,766,110	7,196,948	7,196,948	5,702,163	7,691,788	7,780,387
Miscellaneous Revenues	343,781	404,144	404,144	457,771	372,630	372,630
Other Financing Sources	6,094,630	1,625,000	2,333,733	1,765,540	2,156,296	1,660,000
Use of Fund Balance	3,395,156	1,251,309	1,960,769	1,697,942	1,470,749	79,959
General Purpose Revenue Allocation	1,622,000	1,625,000	1,625,000	1,625,000	1,645,000	1,660,000
Total	$ 17,251,893	$ 12,122,401	$ 13,540,594	$ 11,263,519	$ 13,343,463	$ 11,558,976

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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 (USDRIP) Area and the Gillespie Field Project Area, focused on the promotion of private sector investment and development. In addition, USDRIP goals include recreational and environmental protection and improvements. The USDRIP Area 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.

2010-11 Accomplishments

Upper San Diego River Improvement Project

Strategic Initiative – Kids

- No new financial assistance was provided for affordable housing developments, as no new housing development opportunities commensurate with available funding resources. Unused low and moderate income housing funds will be carried over to subsequent years and will be used to support future affordable housing development or rehabilitation activities.

- Provided safe and decent housing opportunities to 8 low-income families participating in the Local Rental Subsidy Program by ensuring that assisted units meet housing quality standards through annual recertification inspections.

Strategic Initiative – Environment

- Enhanced the greater San Diego River area of the Lakeside Community by implementing programs in accordance with the project area's Redevelopment Plan and Five-Year Implementation Plan:
  - Reduced Transportation Impact Fee (TIF) payments in the amount of $84,161 with the TIF Reimbursement Program for new private development within the project area.
  - Managed the Permit Processing Expedite Program for discretionary projects in the redevelopment area to reduce project review time by 50%.
  - Provided assistance of $100,000 bridge loan to the Lakeside River Park Conservancy and the San Diego River Conservancy to develop the portions of the San Diego River Trail as yet to be completed.

Strategic Initiative – Safe and Livable Communities

- Assisted the Lakeside Fire District with the financing and development of a new Lakeside fire station serving the project area pursuant to the Cooperative Agreement and disbursed $1,000,000 in funding for the construction of a new fire station and administrative office building.

Required Discipline – Fiscal Stability

- Maintained administrative expenses at or below 18% of tax increment revenue received.

Gillespie Field Redevelopment Project

Strategic Initiative – Kids

- No new financial assistance was provided for affordable housing development, as no new housing development opportunities commensurate with available funding resources. Unused low and moderate income housing funds will be carried over to subsequent years and will be used to support future affordable housing development or rehabilitation activities.
- Provided safe and decent housing opportunities to 4 low-income families participating in the Local Rental Subsidy Program by ensuring that assisted units meet housing quality standards through annual recertification inspections.

Strategic Initiative – Environment

- Continued to develop the Project Area in a manner consistent with the Redevelopment Plan and the Five-Year Implementation Plan:
  - Continued Environmental Impact Report/Environmental Assessment review process required to develop Cajon Air Center 70-acre parcel for aviation use. Completion was delayed due to additional technical studies needed for remediation of hazardous materials. Applied for $200,000 Federal Aviation Administration (FAA) grant for hazardous materials study for noise, air quality and biological technical reviews.
  - Completed Preliminary Engineering Review of the Cajon Air Center project area and received cost estimates for detailed design/construction of infrastructure.

Strategic Initiative – Safe and Livable Communities

- Removed abandoned driving range building on property at corner of Weld Blvd. and Cuyamaca Street, eliminating blight and making way for new Forrester Creek Industrial Park development.

Required Discipline – Fiscal Stability

- Maintained administrative expenses at or below 5% of tax increment revenue received.

2011-13 Objectives

The Governor's Proposed Budget includes the elimination of redevelopment agencies statewide. If the budget passes as proposed, San Diego County Redevelopment Agency (SDCRA) obligations will be assumed by a successor County department. Since the State budget has not yet been adopted, the SDCRA Operational Plan for Fiscal Years 2011-13 has been prepared assuming that it will remain as a separate, functioning agency.

Upper San Diego River Improvement Project

Strategic Initiative – Kids

- Continue to cooperate with and provide financial assistance to affordable housing developers for the development or rehabilitation of affordable housing, units, both inside and outside the Project Area.

Strategic Initiative – Environment

- Enhance the greater San Diego River area of the Lakeside Community by implementing programs in accordance with the project area's Redevelopment Plan and Five-Year Implementation Plan:
  - Reduce Transportation Impact Fee (TIF) payments with the TIF Reimbursement Program for new private development within the project area.
  - Manage the Permit Processing Expedite Program for discretionary projects in the redevelopment area.
  - Provide assistance to the Lakeside River Park Conservancy and the San Diego River Conservancy to develop the portions of the San Diego River Trail as yet to be completed.

Strategic Initiative – Safe and Livable Communities

- Assist the Lakeside Fire District with the financing and development of a new Lakeside fire station serving the project area pursuant to the Cooperative Agreement.

Required Discipline – Fiscal Stability

- Maintain administrative expenses at or below 7% of tax increment revenue received.

Gillespie Field Redevelopment Project

Strategic Initiative – Kids

- Continue to cooperate with and provide financial assistance to affordable housing developers for the development or rehabilitation of affordable housing, units, both inside and outside the Project Area.

Strategic Initiative – Environment

- Continue to develop the Project Area in a manner consistent with the Redevelopment Plan and the Five-Year Implementation Plan:
  - Complete Environmental Impact Report/Environmental Assessment review process required to develop Cajon Air Center 70-acre parcel for aviation use, including hazardous materials study for

noise, air quality and biological technical reviews and transplantation of ambrosia vegetation to Mission Trails. This will enable submittal of related $1.8 million grant request to the FAA for final design and infrastructure improvements. Anticipate executing land leases in Fiscal Year 2013-14.

- Execute new land leases for Forrester Creek Industrial Park and Marshall Avenue Industrial Park to enable development of these sites.

Required Discipline – Fiscal Stability

- Maintain administrative expenses at or below 5% of tax increment revenue received.

Related Links

For additional information about Gillespie Field, refer to the website at http://www.sdcounty.ca.gov/dpw/airports/gillespie.html.

For additional information about the Upper San Diego River Improvement Project, refer to the website at http://www.sdcounty.ca.gov/dplu/usdrip.html.

Upper San Diego River Improvement Project

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Estimated property tax increment	$1.6 million	$1.8 million	$1.6 million	$1.6 million	$1.6 million
Percentage of tax increment utilized for project administration	8.9%	18%[1]	7%[1]	7%	7%

Table Notes

[1] The increased percentage in project administration for Fiscal Year 2010-11 is due to a one-time consulting agreement anticipated for assistance with the sale of bond proceeds to fund the Lakeside Fire Department station. The actual is low for Fiscal Year 2010-11 because the consultant agreement for the sale of bond proceeds was put on hold pending the State budget regarding the Redevelopment agencies.

Gillespie Field Redevelopment Project

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Estimated property tax increment	$2.7 million	$2.8 million	$2.6 million	$2.7 million	$2.7 million
Percentage of tax increment utilized for project administration	5%	5%	5%	5%	5%
Newly developed land leases executed (in net acres)	0[1]	25	0[2]	9[3]	15[4]

Table Notes

[1] Fiscal Year 2009-10 – Forrester Creek Industrial Park delayed due to economy.

[2] Fiscal Year 2010-11 – Forrester Creek Industrial Park (phase 1) and Marshall Avenue Industrial Park (phase 1) delayed due to economy.

[3] Fiscal Year 2011-12 – Forrester Creek Industrial Park at Weld and Cuyamaca (phase 1).

[4] Marshall Avenue Industrial Park (phase 1) and Forrester Creek Industrial Park (phase 2).

Budget Changes and Operational Impact: 2010-11 to 2011-12

Upper San Diego River Improvement Project

Expenditures

Decrease of $0.6 million.

- Services and Supplies — decrease of $0.1 million in payments to consultants and administration support for financial analysis support for bond issuance.
- Other Charges – decrease of $0.5 million in payments to the Lakeside Fire Protection District in accordance with the Cooperative Agreement to provide financing for the construction of a new fire station and administrative office building.

Revenues

Decrease of $0.6 million.

- Taxes Other Than Current Secured — decrease of $0.1 million based on current fiscal year tax increment allocation.
- Revenue From Use of Money & Property and Other Financing Sources — total decrease of $0.05 million as a result of lower interest earnings due to a lower cash balance and as a result of lower amount of property taxes.
- Use of Fund Balance — decrease of $0.4 million for one-time payment to the Lakeside Fire Protection District in accordance with the financing agreement.

Gillespie Field Redevelopment Project

Expenditures

Overall minor decrease based on the following:

- Other Charges — net decrease of $0.1 million in Contributions to Others due to elimination of State mandated payment to Supplemental Educational Revenue Augmentation Fund offset by a scheduled loan repayment to the Airport Enterprise Fund.
- Operating Transfer Out — increase of $0.1 million due to a scheduled loan repayment to Airport Enterprise Fund.

Revenues

Overall minor decrease based on the following:

- Taxes Other than Current Secured — decrease of $0.1 million in tax increment revenue.
- Operating Transfer In — increase of $0.1 million due to a scheduled loan repayment to Airport Enterprise Fund.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Upper San Diego River Improvement Project

Decrease of $0.7 million in payments to the Lakeside Fire Protection District in accordance with the Cooperative Agreement to provide financing for the construction of a new fire station and administrative office building.

Gillespie Field Redevelopment Project

Increase of $0.2 million due to an increase in scheduled loan repayment to the Airport Enterprise Fund.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Total		0.00			0.00	0.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Upper San Diego River Redevelopment Project Area	$ 3,887,924	$ 3,271,100	$ 3,323,663	$ 1,861,574	$ 2,686,350	$ 1,998,350
Gillespie Field Redevelopment Project Area	5,867,229	5,803,012	5,992,157	5,031,841	5,819,460	6,018,789
Total	$ 9,755,154	$ 9,074,112	$ 9,315,821	$ 6,893,416	$ 8,505,810	$ 8,017,139

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Services & Supplies	$ 442,463	$ 723,826	$ 965,535	$ 272,006	$ 642,011	$ 734,624
Other Charges	5,978,180	4,995,796	4,995,796	3,373,501	4,424,449	3,681,298
Operating Transfers Out	3,334,511	3,354,490	3,354,490	3,247,909	3,439,350	3,601,217
Total	$ 9,755,154	$ 9,074,112	$ 9,315,821	$ 6,893,416	$ 8,505,810	$ 8,017,139

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Taxes Other Than Current Secured	$ 4,478,432	$ 4,515,522	$ 4,515,522	$ 4,140,765	$ 4,329,110	$ 4,366,572
Revenue From Use of Money & Property	80,760	92,350	92,350	37,453	49,350	49,350
Miscellaneous Revenues	60,000	688,000	688,000	2,755	688,000	—
Other Financing Sources	3,334,511	3,354,490	3,354,490	3,247,909	3,439,350	3,601,217
Use of Fund Balance	1,801,451	423,750	665,459	(535,466)	—	—
Total	$ 9,755,154	$ 9,074,112	$ 9,315,821	$ 6,893,416	$ 8,505,810	$ 8,017,139

Registrar of Voters

Department Description

The Registrar of Voters (ROV) 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 ROV is also responsible for providing access to the information needed for citizens to engage in the initiative, referendum and recall petition processes.

Mission Statement

Conduct voter registration and voting processes with the highest level of professional election standards, including accountability, security and integrity, thereby earning and maintaining public confidence in the electoral process.

2010-11 Accomplishments

Strategic Initiative – Environment

- Informed 1.4 million registered voters of countywide environmental programs and how to reduce environmental risks through "filler" s printed in the Sample Ballot and Voter Information Pamphlets that were mailed to all registered voters for the November 2010 Gubernatorial General Election.
- Printed 1.8 million November 2010 Gubernatorial General Election Sample Ballot and Voter Information Pamphlets (approximately 133 tons of paper) on paper containing as much as 20% post-consumer recycled paper.

Strategic Initiative – Safe and Livable Communities

- Conducted the November 2010 Gubernatorial General Election with a 64% voter turnout.
- Conducted San Diego County Employees Retirement Association (SDCERA) elections in November 2010 and May 2011.
- Increased the number of permanent vote-by-mail voters by 14.5% (from 600,000 to 687,000) by certification of the November 2010 Gubernatorial General Election.
- Processed 94% of mail ballots by the Monday after the November 2010 Gubernatorial General Election. Procedural changes implemented for processing returned mail ballots and the delayed return of a large amount of vote-by-mail ballots resulted in a lower than expected percentage.
- Increased the number of the department's fixed outreach locations for voter registration forms from 475 to 498. Seven of the 23 new fixed locations are sites serving older adults and persons with disabilities, including senior living and retirement centers, convalescent facilities, the Braille Institute of San Diego, and San Diego Center for the Blind.

Required Discipline – Customer Satisfaction

- Achieved an overall customer satisfaction rating of 4.7 (on a scale of 1 to 5, with 5 being "excellent"). Measurements of customer satisfaction include:
  - 4.6 for precinct voting including convenience and accessibility of poll locations, competence and helpfulness of poll workers, and a positive voting experience.
  - 4.7 for vote-by-mail services including ease of voting, clarity of instruction, and interaction with department staff.
  - 4.7 for poll worker training including training, content and audio-visual aids.
  - 4.7 for prompt and helpful service at the front counter.
- Processed 100% of valid voter registrations received on or before the 15-day close of registration prior to the November 2010 Gubernatorial General Election, ensuring all eligible registrants had an opportunity to vote.
- Ensured poll workers were reimbursed in a timely manner by mailing all poll worker stipends 14 working days after the November 2010 Gubernatorial General Election, exceeding the goal by one day.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Enhanced the skill set and knowledge of employees with regard to working in a diverse organization by ensuring that 100% of permanent employees completed the Embracing Diversity training.
- Encouraged employee awareness and knowledge of safety and security concerns by holding quarterly Safety and Security Committee meetings to review accidents and identify high-risk security concerns.
- 96% (50 of 52) of poll worker trainers completed online training assessments with scores of 96% (or higher) no later than 26 days prior to the November 2010 Gubernatorial General Election, ensuring knowledge-able instructors were available and prepared to train poll workers.

Required Discipline – Regional Leadership

- Staffed polling sites with qualified personnel for the November 2010 Gubernatorial General Election through the following recruitment efforts which exceeded expectation.
  - 100% of Precinct Inspectors by 42 days prior to election.
  - 90% of Touch Screen Inspectors by 43 days prior to election.
  - 90% of Assistant Inspectors by 43 days prior to election.
  - 100% of bilingual poll workers by 32 days prior to election.
- Completed the realignment of home precincts, based on 2010 census results.
- Assisted the County and other local jurisdictions in redistricting efforts, based on 2010 census results.

Required Discipline – Continuous Improvement

- Continued to enhance the efficiency of vote-by-mail ballots by implementing an automated processing system to screen, scan, sort, verify signatures, and slice returned mail ballot envelopes.
  - The automated system, together with enhanced verification and reconciliation of ballots returned and counted, was implemented during the November 2010 Gubernatorial General Election. A higher than expected learning curve for the automated system and tightened controls increased the per-mail-ballot labor cost of ballots returned in the November 2010 Gubernatorial General Election to 47 cents, a 17-cent increase from the June 2010 Gubernatorial Primary Election. As staff gains experience with these new mail ballot procedures, the department anticipates the labor cost will decrease.

Required Discipline – Accountability/Transparency

- Reengineered the business process for hiring temporary election workers, identifying the risks involved, and incorporated Management Control Initiatives (MCI) to mitigate those risks.

2011-13 Objectives

Pending legislation would eliminate the Presidential Primary Election in February 2012. At the time of preparation of this Operational Plan, however, it is a scheduled election and budget adjustments will be made if the legislation is enacted.

Strategic Initiative – Environment

- Continue to distribute information on County environmental issues to educate citizens about conservation efforts and reduce environmental risks by using “filler” s printed in the Sample Ballot and Voter Information Pamphlets mailed to all registered voters for the February 2012 and June 2012 Primary Elections and the November 2012 Presidential General Election.
- Conserve resources by printing the Sample Ballot and Voter Information Pamphlets for all elections conducted in Fiscal Years 2011-13 on post-consumer recycled paper.
- Participate in seeking legislative authority for online voter registration to provide greater convenience for voters and more accurate and timely data for the department.

Strategic Initiative – Safe and Livable Communities

- Conduct the February 2012 and the June 2012 Primary Elections, using the voter-approved Top Two Primary format in the June 2012 Election, incorporating the new decennial political district boundaries for the elections. A Top Two Primary allows voters to vote for any candidate running in each race (except for President and central committee). The two candidates who receive the most votes in the Primary Election qualify for the General Election.
- Increase the current number (687,000) of permanent vote-by-mail voters by 5% (or 34,350), for a total of 721,350, for the November 2012 Presidential General Election.

- By Monday after Election Day, process 85% of mail ballots received for the February 2012 and June 2012 Primary Elections and 90% for the November 2012 Presidential General Election.

Required Discipline – Customer Satisfaction

- Ensure customer satisfaction with core services by maintaining a 4.7 or better overall customer satisfaction rating (on a scale of 1 to 5). Measurements of customer satisfaction include:
  - Satisfaction with precinct voting including convenience and accessibility of poll locations, competence and helpfulness of poll workers, and a positive voting experience.
  - Satisfaction with vote-by-mail services including ease of voting, clarity of instruction, and positive interaction with department staff.
  - Poll worker satisfaction with poll worker training including training content and audio-visual aids.
  - Prompt and helpful service at the front counter.
- Process 100% of valid voter registrations received on or before the 15-day close of registration by the seventh day before the election to ensure eligible registrants are printed in the official roster and have the opportunity to vote in all elections in Fiscal Years 2011-13.
- Mail all poll worker stipends in 15 working days or less from Election Day for all elections in Fiscal Years 2011-13 to ensure all poll workers are reimbursed in a timely manner.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Continue encouraging employee awareness and knowledge of safety and security concerns by holding quarterly Safety and Security Committee meetings to review accidents and identify high-risk security concerns.
- Ensure 95% of poll worker trainers complete online training assessments with scores of 90% (or higher) no later than 26 days prior to the election to ensure poll workers are knowledgeable and familiar with the voter-approved Top Two Primary and any other election law changes.

Required Discipline – Regional Leadership

- Engage the community in the electoral process and ensure polling sites are sufficiently staffed with qualified personnel for the February 2012 and June 2012 Primary Elections and the November 2012 Presidential General Election by meeting the planned recruitment deadlines for poll workers.
- If required by the 2010 Census results, work with local community groups in adding a fifth language for election materials.
- Realign voting precinct boundaries to new decennial political district boundaries as a result of the 2010 census.

Required Discipline – Continuous Improvement

- Continue to enhance the processing efficiency of vote-by-mail ballots by maintaining an automated mail ballot processing system to screen, scan, sort, signature verify and slice returned mail ballot envelopes; and, by verifying and reconciling ballots returned and counted.
  - Increase volume of results reported in the first release at 8 p.m. for the February 2012 and June 2012 Primary Elections and the November 2012 Presidential General Election by ensuring that 33% or more of all ballots cast are included in the first Mail Ballot report.
  - Achieve per-mail-ballot labor cost of vote-by-mail ballots returned in the February 2012 and June 2012 Primary Elections at no more than 45 cents.
  - Achieve a 5-cent reduction in the per-mail-ballot labor cost of vote-by-mail ballots returned from the February 2012 and June 2012 Primary Elections to the November 2012 Presidential General Election.

Required Discipline – Accountability, Transparency and Ethical Conduct

- Incorporate Management Controls Initiatives by formulating project plans that include scope, methodology, schedule, deliverables and communication/training.

Related Links

For additional information about the Registrar of Voters, refer to the website at

http://www.sdcounty.ca.gov/voters/Eng/Eindex.shtml.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Overall Customer Satisfaction Rating[1]	4.72	4.70	4.70	4.70	4.70
Valid voter registrations received at close of registration that are processed by 7 days before the election[2]	100% of 38,535	100% of 25,000	100% of 31,881	100% of 40,000	100% of 50,000
Precincts tallied by 11:30 p.m. Election Night[3]	20% of 1,449	20% of 1,449	52.6% of 1,466	20% of 1,600	38% of 1,650
Mail ballots received that are tallied by the Monday after Election Day[4]	93% of 355,027	98% of 507,500	94% of 510,175	85% of 690,000	90% of 793,500
Number of days prior to Election Day that 100% of Precinct Inspectors are recruited[5]	42 days	40 days	42 days	40 days	40 days
Number of days prior to Election Day that 90% of Touch Screen Inspectors are recruited[5]	42 days	39 days	43 days	38 days	39 days
Number of days prior to Election Day that 90% of Assistant Inspectors are recruited[5]	43 days	32 days	43 days	32 days	32 days
Number of days prior to Election Day that 100% of bilingual poll workers are recruited[5]	18 days	18 days	32 days	18 days	18 days
Cost of processing returned vote-by-mail ballots[6]	30 cents	17 cents	47 cents	45 cents	40 cents

Table Notes

[1] Scale of 1-5, with 5 being "excellent."

[2] This measure tracks the number of valid registrations that are processed at the 15-day close of registration. The 100% goal in Fiscal Year 2012-13 is achievable with the adoption of online voter registration.

[3] The department reduced the number of voting precincts to 1,449 precincts for the June 2010 Gubernatorial Primary Election; however, only 20% of precincts were tallied by 11:30 p.m. due to reduced number of precinct scanners and the increased time required to print each Optical Scan (OS) precinct tape, which is typically longer in a primary election. The department used only 75 precinct scanners in the June 2010 Gubernatorial Primary Election, whereas the department used 150 precinct scanners in the November 2010 Gubernatorial General Election. The June 2012 Statewide Primary Election will be the first election conducted under the voter-approved Top Two Primary format. Due to this change, there could be a two-card ballot which will increase the scanning time and the time required to print each OS precinct tape. This necessitates the use of 150 or more scanners.

[4] Procedural changes implemented for processing returned mail ballot envelopes and the delayed return of vote-by-mail ballots by voters resulted in the lower percentage of tallied mail ballots in Fiscal Year 2009-10. On the day after the June 2010 Gubernatorial Primary Election, there were 163,000 additional mail ballots to be processed. On the day after the November 2010 Gubernatorial General Election, there were 196,177 mail-ballots to be processed. Although the number of mail-ballot voters continues to grow significantly as a percentage of overall voter turnout, it is anticipated that 85% of all vote-by-mail ballots received will be processed and tallied by Monday following Election Day for the February 2012 and June 2012 Primary Elections. The decrease in percentage is due to the voter-approved Top Two Primary format and the possibility of scanning a two-card ballot for the June 2012 Primary Election. The percentage is expected to increase to 90% following Election Day for the November 2012 Presidential General Election.

[5] These measures track the timely recruitment of poll workers prior to major elections, including Precinct Inspectors, Touch Screen Inspectors, Assistant Inspectors and poll workers with targeted language skills. The more days prior to the election that workers are recruited, the better the likelihood there will be sufficient staffing at the polls on Election Day. It should be noted that poll worker recruitment is always more difficult in a June primary election.

[6] During Fiscal Year 2009-10 the department conducted a detailed business process reengineering study that resulted in new and/or enhanced policies and procedures for processing all returned mail-ballot envelopes. These new policies and procedures, which focused on enhanced verification and reconciliation of ballots returned and counted, were implemented during the June 2010 Gubernatorial Primary Election. These accountability steps increased the per mail-ballot labor cost of vote-by-mail ballots returned in the June 2010 Gubernatorial Primary Election to 30 cents, a 5-cent increase from the November 2008 Presidential General Election. The automated system, together with enhanced verification and reconciliation of ballots returned and counted, was implemented during the November 2010 Gubernatorial General Election. A higher than expected learning curve for the automated system and tightened controls increased the per mail-ballot labor costs of vote-by-mail ballots returned in the November 2010 Gubernatorial General Election to 47 cents, a 17-cent increase from the June 2010 Gubernatorial Primary Election. As staff gains experience with these new mail ballot procedures, the department anticipates the labor cost will decrease.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No change in staffing.

Expenditures

Net increase of $8.7 million.

- Salaries and Benefits — net increase of $2.3 million primarily due to the scheduled February 2012 Presidential Primary election, increases in County retirement contributions, and costs related to negotiated labor agreements.
- Services and Supplies — increase of $8.6 million primarily due to scheduled February 2012 Presidential Primary election and first-time use of the voter-approved Top Two Primary format in the June 2012 Primary election; $2.8 million of increase is for one-time purchase of voting booths, Americans with Disabilities Act (ADA) booths, Precinct Inspector supply bag/ballot boxes and tools needed to improve voter accessibility for individuals with disabilities.
- Capital Assets Equipment — decrease of $0.9 million due to planned one-time equipment purchase completed in Fiscal Year 2010-11.
- Fund Balance Component Increases — decrease of $1.3 million due to one-time establishment in Fiscal Year 2010-11 to provide sustaining funding for election years with a fewer number of participating billable jurisdictions.

Revenues

Net increase of $8.7 million.

- Intergovernmental Revenue — net increase of $0.1 million due to an increase of $2.0 million in Help America Vote Act (HAVA) grant revenue to reimburse for the voting booths, ADA booths, Precinct Inspector supply bag/ballot box, and activities to improve voter accessibility for individuals with disabilities offset by a decrease of $1.9 million from suspended State funding for reimbursement of elections mandates.
- Charges for Current Services (Election Services) — decrease of $0.9 million as a result of the fewer number of billable jurisdictions that participate in the Primary election as compared to the Gubernatorial General election.
- Fund Balance Component Decreases — increase of $1.3 million to provide funding for the Presidential Primary Election which has a fewer number of participating billable jurisdictions.
- Use of Fund Balance — increase of $8.1 million for a total budget of $10.1 million. Uses of fund balance include: $6.6 million for the scheduled February 2012 Presidential Primary Election, $1.5 million for costs related to the voter-approved Top Two ballot design and the June 2012 Statewide Primary Election; $1.5 million for Vote-by-Mail; $0.4 million for unemployment insurance premiums; and $0.1 million for a one-time negotiated salary adjustment.

- General Purpose Revenue Allocation — increase of $0.1 million to provide funding for negotiated labor agreements as well as increases in County retirement contributions.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $8.2 million is the result of a decrease of $10.2 million, primarily due to funding two scheduled elections in Fiscal Year 2011-12 and the one-time purchase of election equipment funded by HAVA grant revenue, offset by an increase of $2.0 million in capital assets for one-time funding of furniture, fixtures and equipment for ROV's relocation from the County Operations Center Annex. The increase in Election Services revenues of $3.0 million is due to a greater number of billable jurisdictions that participate in the November 2012 Presidential General Election as compared to the June 2012 Primary election.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Registrar of Voters		63.00			63.00	63.00
Total		63.00			63.00	63.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Registrar of Voters	$ 15,756,560	$ 20,046,031	$ 22,485,866	$ 16,421,478	$ 28,772,369	$ 20,349,768
Total	$ 15,756,560	$ 20,046,031	$ 22,485,866	$ 16,421,478	$ 28,772,369	$ 20,349,768

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 6,883,573	$ 8,287,216	$ 8,287,216	$ 7,916,956	$ 10,571,250	$ 8,449,650
Services & Supplies	8,626,297	9,498,496	11,938,331	7,244,203	18,145,732	9,844,731
Capital Assets/Land Acquisition	—	—	—	—	—	2,000,000
Capital Assets Equipment	246,690	1,000,000	1,000,000	—	55,387	55,387
Fund Balance Component Increases	—	1,260,319	1,260,319	1,260,319	—	—
Total	$ 15,756,560	$ 20,046,031	$ 22,485,866	$ 16,421,478	$ 28,772,369	$ 20,349,768

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Intergovernmental Revenues	$ 1,232,572	$ 3,016,889	$ 3,016,889	$ 2,104,471	$ 3,167,438	$ 130,000
Charges For Current Services	1,973,809	3,697,373	3,697,373	3,086,488	2,782,000	5,755,000
Miscellaneous Revenues	4,574,852	60,000	60,000	5,149,103	60,000	60,000
Fund Balance Component Decreases	3,573,412	—	—	—	1,260,319	—
Use of Fund Balance	(7,287,663)	2,016,769	4,456,604	(5,173,583)	10,100,612	2,882,768
General Purpose Revenue Allocation	11,689,579	11,255,000	11,255,000	11,255,000	11,402,000	11,522,000
Total	$ 15,756,560	$ 20,046,031	$ 22,485,866	$ 16,421,478	$ 28,772,369	$ 20,349,768

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COUNTY OF
SAN DIEGO
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Finance and General Government Group

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Finance and General Government Group & Executive Office

Group Description

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

- *Consistent and fair administration of laws, regulations and policies.*
- *Targeted and effective training and support to ensure that employees are informed of laws and regulations.*
- *Genuine respect for fiduciary duties as stewards of taxpayer resources.*
- *Maintenance of a skilled, adaptable and diverse workforce focused on employee development and growth as knowledge workers prepared to serve the needs of today and tomorrow.*
- *Use of enabling technologies to improve business processes and operational excellence.*
- *Commitment to demonstrating the value of the services provided to County departments and the public, through performance monitoring and management.*
- *Active efforts to identify significant needs, challenges and risks through long-range strategic planning.*

Finance and General Government Group Departments

- Assessor/Recorder/County Clerk
- Treasurer-Tax Collector
- Chief Financial Officer
- Auditor and Controller
- County Technology Office
- Civil Service Commission

- Clerk of the Board of Supervisors
- County Counsel
- Grand Jury
- Human Resources
- County Communications Office

Mission Statement

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

2010-11 Accomplishments

Required Discipline – Fiscal Stability

- Aggressively pursued opportunities to reduce costs associated with the County's existing debt portfolio through strategies such as refunding and/or restructuring debt and early repayment of high interest rate debt. The County refunded the 2001 Metropolitan Transit System (MTS) Certificates of Participation (COPs) to take advantage of current market conditions, reducing the annual debt service payments by $0.35 million.
- Effectively managed the Treasurer's Investment Pool for the County and other local public entities to maximize cash resources without sacrificing the principle of safety or liquidity. The Treasurer-Tax Collector invested public monies held in the Treasury and maximized cash resources for a 0.84% rate of return in Fiscal Year 2010-11. Additionally, the Investment Pooled Money fund received reaffirmation of its AAAf/S1 rating.

- Continued efforts to anticipate changing market and economic conditions and analyze their impact on County finances and operations in order to ensure short and long-term fiscal stability and to facilitate the delivery of essential services to the public.
- Negotiated fiscally prudent extensions of Memoranda of Agreements with 19 of 25 bargaining units in 8 of the 9 employee organizations by June 2011. Negotiations continue with the remaining 6 bargaining units.

Required Discipline – Customer Satisfaction

- Delivered the highest quality legal services in an efficient and economic manner to facilitate the achievement of County government's goal to better serve the residents of San Diego County. County Counsel prevailed in 92% (76 of 83 cases) of court decisions in all lawsuits filed against the County.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Safeguarded public resources by ensuring that employees adhere to laws, regulations and policies through ongoing training and employee development programs such as management seminars, training academies and continuing legal education. Provided 40 internal and/or external training sessions for County Counsel staff, including Mandatory Continuing Legal Education, to ensure staff continued to provide the highest quality legal services to the County by remaining current on developments in the law.
- Provided local veterans work experience by establishing a temporary Veteran's Work Experience Program in order for them to learn new skills to improve opportunities in the workforce.

Required Discipline – Accountability/Transparency

- Provided audit services, including State mandated and operational/performance audits that ensure the integrity of management control systems, consistent performance across the enterprise and a best use of resources. Implemented 99% (182 of 184) of audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) on or before their due date.
- Created, maintained and provided official County records so that all members of the public may benefit from these services.

Required Discipline – Information Technology

- Provided information technology (IT) support to County departments to enhance services available to County residents. Completed a virtualization and consolidation project for County servers to reduce the total number of physical servers required for County operations. A 74% reduction was achieved and the project was completed under budget. Completed upgrades to the County's core human resources software applications to improve operational efficiency in timekeeping and personnel record management.

Required Discipline – Regional Leadership

- Hosted the 27th Annual San Diego County Economic Roundtable, the region's longest running local economic forecasting event. The event was open to the public and co-sponsored by the County of San Diego, San Diego Union-Tribune, San Diego Workforce Partnership, the University of San Diego School of Business Administration and Qualcomm.

Strategic Initiative – Environment

- Did not implement the CaliforniaFIRST program, a statewide pilot program that was designed to offer property owners financing for making certain energy efficiency and solar energy improvements to their homes or business with pay back for the loans attached to the property tax bill. The State opted to discontinue the pilot program prior to significant implementation at the County level.

2011-13 Objectives

Required Discipline – Fiscal Stability

- Maintain a property tax collection rate of 97% for secured taxes, and 97% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers by June 30, 2012.

Required Discipline – Customer Satisfaction

- Provide the public with the services that are of value to them in a competent and professional manner. These services include locating, identifying and appraising all property in San Diego County; recording all property ownership records; recording birth, death, marriage and Fictitious Business Name statements; issuing marriage licenses and offering civil marriage ceremonies; and issuing certified copies of vital records.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Maintain a high quality workforce by adhering to 98% (196 of 200) of established timelines for recruitment of County employees, and provide County departments

with positions that match their staffing needs by completing 98% (147 of 150) of classification activity requests by established timelines.

Required Discipline – Accountability, Transparency and Ethical Conduct

- Submit 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- Provide high quality audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, to improve performance across the enterprise, and to ensure the most efficient use of resources.
- Provide open access to County business by making audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

Required Discipline – Information Technology

- Complete the upgrade to Oracle, the County's key financial application. The upgrade of this application, which supports the County's overall financial management, will implement improvements that were identified through business process reengineering efforts, providing for the most efficient use of this application.
- Develop a County IT Risk Assessment Manual that will be used to ensure that IT security requirements are integrated into the County's IT structure and system development life cycle.

Related Links

For more information on the Finance and General Government Group, refer to the website at http://www.sdcounty.ca.gov/fg3/.

Executive Office Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No change in staffing.

Expenditures

Net increase of $0.2 million.

- Salaries and Benefits — increase of $0.2 million to reflect negotiated labor agreements, increases in County retirement contributions, and current staffing levels.
- Services and Supplies — minor net decrease as a result of a decrease in ongoing information technology (IT) project costs offset by an increase for one-time IT expenditures.

Revenues

Net increase of $0.2 million.

- Use of Fund Balance — increase of $1.2 million for a total of $45.0 million. Total use of fund balance is intended to provide $41.3 million in funding for the Integrated Property Tax System (IPTS), $1.1 million in short-term funding for increased information technology expenditure levels following completion of enterprise upgrades, $2.5 million for management reserves to address unanticipated IT project costs, and $0.2 million to fund a one-time negotiated salary adjustment.
- General Purpose Revenue Allocation — decrease of $1.0 million to reflect decrease of ongoing IT project costs and redistribution of General Purpose Revenue to various Finance and General Government Group departments for ongoing needs. Short-term funding of IT project costs is addressed through Use of Fund Balance described above.

Executive Office Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $44.0 million is primarily due to a decrease of $41.3 million as a result of the reduction of one-time IT appropriations related to the IPTS project in Fiscal Year 2011-12 and a decrease of $2.5 million in management reserves. Decrease in associated Use of Fund Balance reflects discontinuation of one-time funding for IT expenditures budgeted in the prior year.

Group Staffing by Department

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Finance & General Government Executive Office		6.00			6.00	6.00
Board of Supervisors		56.00			56.00	56.00
Assessor / Recorder / County Clerk		397.50			397.50	397.50
Treasurer - Tax Collector		121.00			121.00	121.00
Chief Administrative Office		14.50			14.50	14.50
Auditor and Controller		245.50			245.50	245.50
County Technology Office		16.00			16.00	16.00
Civil Service Commission		4.00			4.00	4.00
Clerk of the Board of Supervisors		37.00			36.00	36.00
County Counsel		135.00			135.00	135.00
Grand Jury		1.00			1.00	1.00
Human Resources		110.00			112.00	112.00
County Communications Office		22.00			22.00	22.00
Total		1,165.50			1,166.50	1,166.50

Group Expenditures by Department

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Finance & General Government Executive Office	$ 17,202,960	$ 49,136,220	$ 83,024,411	$ 26,788,011	$ 49,337,237	$ 5,340,294
Board of Supervisors	7,353,093	7,628,046	8,243,099	7,239,210	7,683,215	7,683,632
Assessor / Recorder / County Clerk	49,368,851	50,638,198	54,554,973	48,903,241	53,590,691	50,873,207
Treasurer - Tax Collector	17,669,519	19,148,452	20,158,749	17,355,006	20,854,463	19,870,451
Chief Administrative Office	4,602,994	4,379,445	4,444,304	4,099,283	4,303,059	4,325,864
Auditor and Controller	31,563,434	33,839,785	35,306,360	31,053,895	33,983,646	34,058,718
County Technology Office	129,079,653	139,910,787	152,780,438	127,945,445	136,921,919	117,783,839
Civil Service Commission	582,721	558,294	558,294	544,442	568,229	567,406
Clerk of the Board of Supervisors	8,399,128	6,380,645	7,945,919	6,734,792	6,458,189	6,529,271
County Counsel	21,845,765	22,554,021	22,863,369	21,390,129	22,361,077	22,236,367
Grand Jury	635,009	580,076	582,076	533,382	601,232	591,775
Human Resources	19,648,943	22,703,286	23,700,433	19,670,804	23,335,014	22,028,554
County Communications Office	3,064,472	2,879,771	2,894,608	2,557,914	3,154,141	3,160,875
Total	$ 311,016,542	$ 360,337,026	$ 417,057,035	$ 314,815,553	$ 363,152,112	$ 295,050,253

Executive Office Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Finance & General Government Executive Office		6.00			6.00	6.00
Total		6.00			6.00	6.00

Executive Office Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Finance & General Government Executive Office	$ 17,202,960	$ 49,136,220	$ 83,024,411	$ 26,788,011	$ 49,337,237	$ 5,340,294
Total	$ 17,202,960	$ 49,136,220	$ 83,024,411	$ 26,788,011	$ 49,337,237	$ 5,340,294

Executive Office Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 1,436,932	$ 1,089,843	$ 1,189,843	$ 1,180,190	$ 1,319,091	$ 1,132,436
Services & Supplies	15,766,027	45,546,377	79,334,568	25,607,821	45,518,146	4,207,858
Management Reserves	—	2,500,000	2,500,000	—	2,500,000	—
Total	$ 17,202,960	$ 49,136,220	$ 83,024,411	$ 26,788,011	$ 49,337,237	$ 5,340,294

Executive Office Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Charges For Current Services	$ 398,515	$ —	$ —	$ 607,826	$ —	$ —
Miscellaneous Revenues	—	—	—	8,091	—	—
Other Financing Sources	247,522	—	—	—	—	—
Use of Fund Balance	10,885,479	43,801,930	77,690,121	20,837,803	45,030,644	450,000
General Purpose Revenue Allocation	5,671,444	5,334,290	5,334,290	5,334,290	4,306,593	4,890,294
Total	$ 17,202,960	$ 49,136,220	$ 83,024,411	$ 26,788,011	$ 49,337,237	$ 5,340,294

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. Supervisorial District boundaries were adjusted for the Fiscal Year 2011-13 Adopted Operational Plan as a result of decennial redistricting activities in 2011. New district boundaries were adopted by the Board of Supervisors on September 27, 2011. (See map on page 3.)

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 609,000 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 Point Loma on San Diego Bay in the north to the U.S./Mexico international border in the south. At the heart of the district lies San Diego Bay, a 23-square mile resource for commerce, ecology and recreation.

The First Supervisorial District includes the incorporated cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, Grant Hill, La Playa, Lincoln Park, Logan Heights, Memorial, Mount Hope, Mountain View, Nestor, Otay, Palm City, Paradise Hills, parts of Point Loma, San Ysidro, Shelltown, Sherman Heights, Southcrest, South Bay Terraces, 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 is assisted by a highly experienced professional staff whose fundamental mission is to make County government work for citizens by focusing on outcome and results, not process and paperwork. Supervisor Cox's staff assists him in policy development, research and review of the County budget and operations, special projects and constituent services.

Since joining the Board of Supervisors, Supervisor Cox has brought about an evolution in County government by demanding accountability and fiscal discipline to reduce administration and increase services to the public. Supervisor Cox has focused on improving public safety to better protect residents and fight child and elder abuse; actively promoting the well-being of children, youth and families by creating more opportunities to succeed through innovative programs and projects like the San Pasqual Academy and the Bonita-Sunnyside and Lincoln Acres libraries.

Since taking office, Supervisor Cox has made it one of his highest priorities to improve the lives of foster children. Specifically, he has tirelessly worked to raise funds and provide programs, like School Success, to help foster children achieve academic success and graduate high school. In 2010, the graduation rate for foster children in San Diego was well over 85%, comparable to that of the general public and a dramatic change from 10 years ago when the rate was only 51%.

Supervisor Cox has made it a priority to improve access to health care in his district and countywide. As one of the two Supervisors who initiated the Healthcare Safety Net study in 2005, Supervisor Cox has provided hundreds of thousands of dollars in Neighborhood Reinvestment funds to local Community Clinics, and continues to work with clinics and hospitals to maintain and enhance the safety net in San Diego County. Supervisor Cox has improved accessibility to health and social services by using technology and creating innovative collaborations with community partners like 2-1-1 San Diego.

Supervisor Cox has worked to preserve open space while providing recreational opportunities through the creation of the Bayshore Bikeway, the Sweetwater River Bike Trail, Otay Valley Regional Park and the expansion of the

Sweetwater River Regional Park and the Tijuana River Valley Regional Park. In March 2011, Supervisor Cox unveiled an exciting project that doubled the number of campsites available to the public at the Sweetwater Summit Campground. Supervisor Cox has actively worked with State and federal agencies to fund projects that encourage people to use active transportation including walking and bicycling, thus reducing toxic auto emissions that pollute our air. In March 2011, Supervisor Cox secured $2.5 million from the State Coastal Conservancy to complete a significant segment of the Bayshore Bikeway. He is championing San Diego's effort to become the first California county to complete the California Coastal Trail which is a network of trails and routes spanning the entire coastline. Supervisor Cox has received praise from local environmental groups for leading a regional effort with all the coastal cities in the county to locate funding to restore the Beach Quality Safety Program, which preserves critical monitoring of our region's beaches, bays and waterways.

Supervisor Cox has worked with federal and local offices regarding the design and construction of the new San Ysidro Port of Entry and associated infrastructure to enhance international commerce and trade. Supervisor Cox is working to complete construction of State Route 905, State Route 11 and a second Otay Mesa international border crossing. Supervisor Cox was elected by his peers to serve as the President of the U.S./Mexico Border Counties Coalition and the California State Association of Counties and remains active on the boards of both organizations. He also serves on the boards of the National Association of Counties, and the San Diego County Regional Airport Authority.

District 2

Supervisor Dianne Jacob is proud to represent the people of San Diego County's majestic Second District which encompasses all of East County and includes the U.S./Mexico Border as its southern boundary, stretches to the mountains of the greater Julian area in its northern reaches and extends to the Imperial County line. The largest of the County's five districts, the Second District features 2,000 square miles of dynamic landscape including stunning chaparral, bustling downtowns, quiet forest and breathtaking desert. Home to more than 620,000 residents, including more than 270,000 unincorporated residents, the Second District has more unincorporated area residents than the other four districts combined. For this reason, many residents depend on County government for nearly all local public services and have more contact with their supervisor than in more urban districts.

The public's safety, stronger fire protection, new libraries, ball fields, recreational opportunities and a fiscally sound County government have been the hallmarks of Supervisor Jacob's leadership. She helped transform a county on the brink of bankruptcy into a strong, lean, service-driven organization that puts taxpayers first. Even before the Cedar Fire in 2003, Supervisor Jacob was working with rural fire agencies to improve fire protection and emergency medical services in rural areas where the threat of wildfire is the most severe. Since 2003, County government has invested over $200 million to make the region safer from wildfire. A former teacher, Supervisor Jacob has long made kids a top priority. Whether it's expanding health care coverage for young children or building and improving places for kids to play, Supervisor Jacob believes safe and healthy kids represent the district's bright future.

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

District 3

Supervisor Pam Slater-Price represents a district that includes the coastline, inland valleys, leading universities and research centers, a military base, bedroom communities and major employment centers. With more than 618,000 residents, District 3 overlays all or portions of five incorporated cities, including nearly a dozen distinct communities within the City of San Diego.

District 3 covers the coast from Torrey Pines,Encinitas, Del Mar and Solana Beach. These cities incorporated in 1986 but continue to receive law enforcement, library and other services from the County of San Diego.

Along the bustling coastline, Supervisor Slater-Price has championed efforts to restore and enhance the beaches, coastal lagoons and watersheds. She has overseen a multi-agency effort to restore the San Dieguito wetlands, and to

the north, at San Elijo Lagoon, the Supervisor pushed for construction of an award-winning, County-operated nature center.

During her tenure, Supervisor Slater-Price has voted to vastly improve fire protection and enhance Sheriff's protection. She has supported the County's acquisition of thousands of acres of permanent open space, fought for clean water protection, and has been a driving force behind strengthening environmental policies and well-planned development, such as 4S Ranch, which is in the supervisor's district.

District 3 bridges the coast to the inland corridor by way of Mira Mesa, where Qualcomm, Inc. – the region's largest private-sector employer – is headquartered. The northeast corner of District 3 includes historic Escondido and San Pasqual, communities with rich agricultural roots. Just south of Escondido and Lake Hodges is Rancho Bernardo, where multinational companies such as Sony and Northrop Grumman employ many thousands of residents. Moving south, District 3 includes the bedroom communities of Carmel Mountain Ranch, Scripps Ranch, Tierrasanta, Sabre Springs, Miramar and Mission Gorge. The District also overlays the Marine Corps Air Station Miramar.

By adhering to the County's General Management System, Supervisor Slater-Price promotes conservative fiscal policy, providing top-notch service to the public, strong support for the county's animal shelters, libraries and parks, a clean environment, and above all, safe and livable communities.

Supervisor Slater-Price works with all District 3 communities by recommending County funding to support a host of public safety, tourism, business and nonprofit groups at work serving children, families, seniors and the general public to enhance and improve quality of life.

District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically diverse district in San Diego County. Approximately 626,000 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 youth, assisting vulnerable seniors and enhancing public safety, to supporting growing the regional economy and making sure that the County of San Diego remains one of the best-managed counties in America.

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

The Fourth Supervisorial District spans 100 square miles, extending north to UC San Diego, west to the Pacific Ocean, east to Encanto and south to Paradise Hills. The district also includes the neighborhoods of Adams North, Alta Vista, Bay Ho, Bay Park, Birdland, Castle, Cherokee Point, Chollas Creek, City Heights (where more than 30 languages are spoken), Clairemont Mesa, Colina Del Sol, Corridor, Cortez, Crown Point, El Cerrito, Emerald Hills, Encanto, Fairmount Park, Fairmount Village, Golden Hill, Hillcrest, Jamacha Lomita, Kearny Mesa, Kensington, La Jolla, Linda Vista, Little Italy, Loma Portal, Middletown, Midway, Mission Beach, Mission Hills, Mission Valley, Morena, Normal Heights, North Park, Oak Park, Ocean Beach, Pacific Beach, Park West, Redwood Village, Serra Mesa, Skyline, South Park, Swan Canyon, Talmadge Park, University Heights, Valencia Park, Webster and north-eastern downtown San Diego. 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 is Chairman of the Board of Supervisors.

Supervisor 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. Currently, approximately 620,000 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 access to health care, public

safety resources, including improved methods of protecting the public from sexual predators, emergency preparedness and strong relationships with faith-based organizations.

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, Eagles Nest, Elfin Forest, Fairbanks Ranch, Fallbrook, Gopher Canyon, Harmony Grove, Hidden Meadows, Jesmond Dene, 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, Santa Ysabel 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 and citrus grower, so agriculture remains close to his heart. Agriculture is a major industry (the fifth 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. With water availability and distribution a critical need in the region, Supervisor Horn has been a leader in finding solutions to the water crisis.

Tourism and light 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 and recently the County-owned McClellan-Palomar Airport in Carlsbad underwent a $24 million improvement without using money from the County's general fund and paid for by the Federal Aviation Administration and Airport Enterprise funding. The changes include a new terminal and parking lots, new aircraft ramp, restaurant and an Immigration Customs Enforcement facility that allows private aircraft to bypass Lindbergh Field on international flights. Supervisor Horn is committed to protecting property rights, ensuring public safety, balancing growth, eliminating traffic congestion and preserving our natural resources.

Related Links

For additional information about the Board of Supervisors, refer to the website at http://www.sdcounty.ca.gov/general/bos.html.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Board of Supervisors District 1		9.00			9.00	9.00
Board of Supervisors District 2		11.00			11.00	11.00
Board of Supervisors District 3		11.00			11.00	11.00
Board of Supervisors District 4		10.00			10.00	10.00
Board of Supervisors District 5		13.00			13.00	13.00
Board of Supervisors General Offices		2.00			2.00	2.00
Total		56.00			56.00	56.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Board of Supervisors District 1	$ 1,256,503	$ 1,308,832	$ 1,508,832	$ 1,246,949	$ 1,308,832	$ 1,308,832
Board of Supervisors District 2	1,265,411	1,312,135	1,312,135	1,190,901	1,312,135	1,312,135
Board of Supervisors District 3	1,292,034	1,285,392	1,300,172	1,244,884	1,285,392	1,285,392
Board of Supervisors District 4	1,216,710	1,229,921	1,429,921	1,265,715	1,283,204	1,283,204
Board of Supervisors District 5	1,282,671	1,408,611	1,608,611	1,258,866	1,408,611	1,408,611
Board of Supervisors General Offices	1,039,763	1,083,155	1,083,428	1,031,895	1,085,041	1,085,458
Total	$ 7,353,093	$ 7,628,046	$ 8,243,099	$ 7,239,210	$ 7,683,215	$ 7,683,632

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 6,312,618	$ 6,617,967	$ 6,777,967	$ 6,204,357	$ 6,680,862	$ 6,681,279
Services & Supplies	1,040,474	1,010,079	1,465,132	1,034,853	1,002,353	1,002,353
Total	$ 7,353,093	$ 7,628,046	$ 8,243,099	$ 7,239,210	$ 7,683,215	$ 7,683,632

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Charges For Current Services	$ 1,952	$ —	$ —	$ 1,079	$ —	$ —
Miscellaneous Revenues	80	—	—	563	—	—
Use of Fund Balance	(320,586)	—	615,053	(390,478)	3,074	—
General Purpose Revenue Allocation	7,671,647	7,628,046	7,628,046	7,628,046	7,680,141	7,683,632
Total	$ 7,353,093	$ 7,628,046	$ 8,243,099	$ 7,239,210	$ 7,683,215	$ 7,683,632

Assessor/Recorder/County Clerk

Department Description

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

Mission Statement

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

2010-11 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Recorded property ownership in a timely manner facilitating access to ownership information for the buying, selling and financing of property.
- Located, identified and appraised 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.
- Recorded births, deaths, marriages and Fictitious Business Name statements in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs.
- Started project to electronically preserve critical recorded documents and vital records by scanning and indexing these documents to protect historical content documents from further deterioration. The expected project completion date is June 30, 2012.

Required Discipline – Fiscal Stability

- Collected, distributed and accounted for all mandated fees and transfer taxes so County departments, federal and State agencies, cities and special districts can fulfill their legal responsibilities.
- Initiated review of departmental fee structure with an expected completion date prior to June 30, 2012.

Required Discipline – Information Technology

- Implementation of a new computer-aided mass appraisal system has not yet occurred because the procurement process and subsequent implementation project for the new Integrated Property Tax System have not been completed. This project will enable the Assessor/Recorder/County Clerk (ARCC) to replace an aging legacy valuation system and allow the department to fully participate in the implementation of a new integrated property tax system.
- Development and implementation of a new integrated recording and vital records system is underway with a target completion date of June 2012. This will allow the ARCC to leverage necessary new technologies in order to maintain a high level of fiscal stability and service to citizens.
- Installed and implemented a records asset management solution to ensure compliance with business continuity objectives as well as legal retention requirements.
- Development underway to install an electronic recording module that will allow the department to electronically accept recorded documents. This is an immediate subsequent phase to the aforementioned integrated recording and vital records system, and the targeted implementation date is October 2012. This will enable the department to significantly reduce

document processing time, improve the accuracy of records and enhance customer service. In addition, title companies, government agencies and other trusted business partners will realize cost savings in recording documents and the speed at which documents are recorded will be greatly improved.

Required Discipline – Customer Satisfaction

- Provided the public with the services that are of value to them in a competent and professional manner. These services include locating, identifying and appraising all property in San Diego County; recording all property ownership records; recording birth, death, marriage and Fictitious Business Name statements; issuing marriage licenses and offering civil marriage ceremonies; and issuing certified copies of vital records.

2011-13 Objectives

Strategic Initiative – Safe and Livable Communities

- Record property ownership in a timely manner facilitating access to ownership information for 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 in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs. Complete project to electronically preserve critical recorded documents and vital records. Target completion date is June 30, 2012.

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 legal responsibilities.
- Continue to review departmental fee structure to ensure that costs for services are fully recovered.

Required Discipline – Information Technology

- Complete the development and implementation of a new integrated recording and vital records system. Due to a necessary extension of overall project timelines, implementation is now scheduled for June 2012. This will allow the ARCC to leverage necessary new technologies in order to maintain a high level of fiscal stability and service to its citizens.
- Continue with the development of an electronic recording module that will allow the department to electronically accept recorded documents. This is an immediate subsequent phase to the aforementioned integrated recording and vital records system. Due to a necessary extension of overall project timelines, implementation is now scheduled for October 2012. This will enable the department to significantly reduce document processing time, improve the accuracy of records and enhance customer service. In addition, title companies, government agencies and other trusted business partners will realize cost savings in recording documents; and the speed at which documents are recorded will be greatly improved.

Required Discipline – Customer Satisfaction

- Provide the public with the services that are of value to them in a competent and professional manner. These services include locating, identifying and appraising all property in San Diego County; recording all property ownership records; recording birth, death, marriage and Fictitious Business Name statements; issuing marriage licenses and offering civil marriage ceremonies; and issuing certified copies of vital records.

Related Links

For more information on the Assessor/Recorder/County Clerk, refer to the website at http://arcc.co.san-diego.ca.us/arcc/default.aspx.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Ownership records indexed within two business days[1]	99%	99%	99%	99%	99%
Mandated assessments completed by close of annual tax roll[2]	100%	100%	100%	100%	100%
Vital records, certificates and licenses indexed within 48 hours of receipt of all files so the public can have the most current information[3]	98%	98%	98%	98%	98%
Satisfactory customer service rating[4]	94%	94%	92%	94%	94%

Table Notes

[1] Measures the timely manner in which the public can access ownership information to facilitate the buying, selling and financing of property.

[2] Measures the performance in locating, identifying, and fairly and uniformly appraising all property. Completing one hundred percent of the annual assessment work is the goal in the County's first step to assessing and billing annual property taxes.

[3] Measures the timely manner in which the public can access vital records and certificates affording them the most current information.

[4] Customer satisfaction rating measures how individuals perceive the department's ability to provide services of value to them. This rating is determined based on the number of positive comments received to the total number of customers surveyed.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No change in staffing.

Expenditures

Increase of $3.0 million.

- Salaries and Benefits — increase of $1.4 million reflects negotiated labor agreements as well as increases in County retirement contributions, and $0.3 million for temporary help and overtime based on current expenditure levels and projected needs.
- Services and Supplies — increase of $1.4 million.
  - Net increase of $1.0 million in contracted services, primarily due to increases in one-time projects for Fiscal Year 2011-12: Integrated Recording System ($0.2 million); E-recording software/ enhancements ($0.2 million); Social Security Number (SSN) Truncation redaction back-file project ($0.6 million).
  - Increase of $0.1 million in new software licenses for new E-recording system.
  - Increase of $0.3 million in IT costs due to increased costs relating to the new integrated Recording and Vital Records System.
- Capital Assets Equipment — increase of $0.2 million to replace heavily used and aging copiers and scanners that can no longer be serviced due to the inability to obtain replacement parts.

Revenues

Net increase of $3.0 million.

- Revenue from Use of Money & Property — decrease of $0.1 million due to the termination of lease tenant agreements.
- Charges for Current Services — net increase of $1.4 million.

- Decrease of $0.2 million in Assembly Bill (AB) 2890, *Supplemental Tax Administration Reimbursement*, revenues due to the slowdown in housing sales.
- Increase of $0.4 million in Property Tax System Administration revenues to reflect anticipated collections from cities for services rendered ($0.3 million), and an increase of $0.1 million of AB 589, *State-County Property Tax Administration Grant Program,* revenues for one-time initiatives (software enhancements and map backfile film scanning project).
- Increase of recorded document fees of $0.6 million primarily as a result of an increase in the recording fee for existing service levels.
- Decrease of $0.4 million in Micrographics Trust Fund due to decreases in ongoing and one-time expenditures.
- Increase of $0.5 million in E-recording revenue due to one-time initiatives and ongoing cost for E-recording licenses.
- Increase of $0.3 million in SSN revenue due to one-time redaction back file project.
- Increase of $0.2 million in various other revenue sources: Modernization ($0.1 million) and Vital Records Improvement Project and marriage ceremonies revenue ($0.1 million).

- Use of Fund Balance — increase of $0.5 million to fund a one-time negotiated salary adjustment.
- General Purpose Revenue Allocation — increase of $1.2 million primarily for negotiated labor agreements, increased County retirement contributions, other projected personnel costs, and various services and supplies costs.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $2.7 million is primarily the result of reductions in Services and Supplies and Capital Asset Equipment due to the elimination of one-time initiatives from Fiscal Year 2011-12 ($2.4 million in contracted services, $0.2 million in software application and equipment costs, and $0.1 million from various expenditure categories). This is partially offset by an increase in Salaries and Benefits for a negotiated benefit increase and increases in County retirement contributions.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Property Valuation ID		263.00			263.00	263.00
Recorder / County Clerk		110.50			110.50	110.50
Management Support		24.00			24.00	24.00
Total		397.50			397.50	397.50

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Property Valuation ID	$ 29,270,520	$ 31,461,924	$ 31,704,423	$ 29,459,316	$ 31,919,032	$ 31,426,828
Recorder / County Clerk	16,374,368	16,010,517	19,682,851	15,557,554	18,522,213	16,286,351
Public Information Services	1,353,259	—	—	409,063	—	—
Management Support	2,370,704	3,165,757	3,167,699	3,477,308	3,149,446	3,160,028
Total	$ 49,368,851	$ 50,638,198	$ 54,554,973	$ 48,903,241	$ 53,590,691	$ 50,873,207

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 34,105,467	$ 35,515,770	$ 35,515,770	$ 34,344,971	$ 36,915,940	$ 37,001,567
Services & Supplies	15,224,604	15,097,428	18,989,921	14,514,679	16,449,751	13,746,640
Capital Assets Equipment	38,779	25,000	49,282	43,591	225,000	125,000
Total	$ 49,368,851	$ 50,638,198	$ 54,554,973	$ 48,903,241	$ 53,590,691	$ 50,873,207

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Licenses Permits & Franchises	$ 451,285	$ 500,000	$ 500,000	$ 464,742	$ 450,000	$ 450,000
Revenue From Use of Money & Property	73,056	120,000	120,000	64,933	56,000	56,000
Charges For Current Services	24,714,994	30,033,919	30,033,919	27,909,714	31,385,791	28,749,521
Miscellaneous Revenues	703,001	631,000	631,000	714,935	631,000	631,000
Use of Fund Balance	3,145,558	—	3,916,775	395,638	511,648	—
General Purpose Revenue Allocation	20,280,958	19,353,279	19,353,279	19,353,279	20,556,252	20,986,686
Total	$ 49,368,851	$ 50,638,198	$ 54,554,973	$ 48,903,241	$ 53,590,691	$ 50,873,207

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Treasurer-Tax Collector

Department Description

The Treasurer-Tax Collector is an elected County official whose duties are mandated by State law and the County Charter. These duties include banking, investment, disbursement and accountability for $6.5 billion in public funds; the billing and collection of approximately $4.6 billion in secured and $0.17 billion in unsecured property taxes for all local governments; and administering the Improvement Bond Acts of 1911, 1913 and 1915. The Treasurer-Tax Collector also administers the County's Deferred Compensation Program. In addition, as the only elected fiscal officer of the County, the Treasurer-Tax Collector holds the only permanent seat on the San Diego County Employees Retirement Association (SDCERA) Board.

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.

2010-11 Accomplishments

Treasury

Treasury consists of the Investment Division and the Accounting Division. The Investment Division is responsible for setting the daily cash balance for the County Pooled Investment Fund (Pool), investing for the Pool and dedicated portfolios, and reviewing documents and advising on the structure and pricing of all County and school debt issues. The Accounting Division performs various accounting functions related to tax collection and investments and provides financial services such as electronic fund transfers to other County departments and investment pool members.

Required Discipline – Fiscal Stability

- To safeguard public funds and maintain public trust, efficiently managed banking services for 360 accounts for both public entities and County departments. The Treasurer-Tax Collector also provided accurate recording of all funds on deposit and facilitated daily reconciliation of 113 bank accounts that are linked to the Master Treasury account.

- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector invested public monies held in the Treasury and maximized cash resources without sacrificing the principle of safety or liquidity, for a rate of return of 0.84% in Fiscal Year 2010-11. Additionally, the Investment Pooled Money fund received reaffirmation of its AAAf/S1 rating.

Required Discipline – Regional Leadership

- To assist public agencies in making informed decisions that minimize taxpayer cost when issuing debt and ensuring correct and timely payments to bond holders, the Treasurer-Tax Collector assisted in the issuance of approximately $1.18 billion in bonds during Fiscal Year 2010-11. The Treasury processed in a timely manner 236 interest payments and 224 principal payments for bonds where the County Treasury serves as the paying agent.
- Provided a learning platform and forum to address current government finance issues by facilitating three seminars: The Investment Symposium (58 attendees), the Debt Symposium (98 attendees) and the Fraud Prevention Seminar (122 attendees).

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Increased the number of certified Cash Handlers in the San Diego region by 157 (for a total of 537) through a certified Cash Handler's seminar hosted by the Treasurer-Tax Collector and the Association of Public Treasurers (United States and Canada). This award-winning program has strengthened internal controls and increased efficiency in processing and safeguarding cash.

- Developed "knowledge workers" within the Treasury Division by encouraging staff members to attend at least one professional development event. These events included the California Municipal Treasurers Association annual conference and workshop, Government Investment Officers Association annual conference, California Society of Municipal Finance Officers annual conference, California Association of County Treasurer-Tax Collectors Area V conference, San Diego Accounting Day and Government Finance Officers Association annual conference.

Required Discipline – Continuous Improvement

- Outsourced the electronic collection process for property tax payments as part of the larger Web Integrated Tax System project. This project will improve customer satisfaction and enhance efficiency of payment processing and reduce staff time.

Tax Collection

Tax Collection is responsible for mailing, sorting and batching approximately 1.4 million tax bills and statements per year; managing property tax refund activity, research of payment exceptions and erroneous payments and payment processing; collecting property taxes on personal property (unsecured taxes) and several other types of specialty taxes; issuing tax clearance certificates for mobile homes and maps; payment plan activities; and the management of all tax sale activities. Tax Collection is also responsible for providing customer service to County residents at the main branch and four additional branches located throughout the county.

Required Discipline – Fiscal Stability

- Prepared and mailed property tax bills and notices. Processed all secured and unsecured property tax payments timely and efficiently, enabling timely deposits. Deposited funds promptly and optimized investment opportunities on behalf of San Diego taxpayers. Collected tax payment at a rate of 98% for secured taxes, and 97% for unsecured taxes.

Required Discipline – Information Technology

- Participated in the procurement process for an Integrated Property Tax System (IPTS) in conjunction with the Assessor/Recorder/County Clerk, Auditor and Controller, and the County Technology Office.

Deferred Compensation

The Deferred Compensation Program administers all aspects of the 401(a) Incentive Retirement Deferred Compensation Plan and the 457 Deferred Compensation Plan. The Deferred Compensation Program is a voluntary way to save for retirement in addition to the County's pension system. These plans are available to full-time and part-time permanent employees of the County of San Diego.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Broadened the Countywide base of employees who are planning for financial security during retirement by the following measures:
  - Increased enrollment in the Deferred Compensation 457 Plan to 47.4% (611 additional participants).
  - Achieved the Deferred Compensation 457 Plan average deferral amount goal of $86 per pay period.
  - Educated employees on the Deferred Compensation Plan by presenting one Investment & Retirement Symposium on January 26, 2011 with participation of 180 individuals. The next symposium will be presented in October 2011. The Treasurer-Tax Collector has decided to present the two symposiums in January and October each year. Therefore, there was not a second symposium in Fiscal Year 2010-11.
  - Increased employee awareness and understanding by hosting 32 educational workshops with Nationwide Retirement Solutions, the County's deferred compensation plan provider, and an additional 60 joint presentations with the San Diego County Employees Retirement Association (SDCERA). Continued to create new promotional materials with each event.

2011-13 Objectives

Treasury

Required Discipline – Fiscal Stability

- To safeguard public funds and maintain public trust, will efficiently manage the provisions of banking services for public entities and County departments. The Treasurer-Tax Collector will also provide accurate recording of all funds on deposit and facilitate daily reconciliation of funds.
- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector will invest public monies held in the Treasury and maximize cash resources, without sacrificing the principles of safety or liquidity, for an anticipated weighted average rate of return of 0.70% in Fiscal Year 2011-12 and 0.75% in Fiscal Year 2012-13.

Required Discipline – Regional Leadership

- To assist public agencies in making informed decisions that minimize taxpayer cost when issuing debt and ensuring correct and timely payments to bond holders, the Treasurer-Tax Collector will provide broad-based financial and consulting services to public agencies within the San Diego County region.
- Provide a learning platform and forum to address current government finance issues by facilitating four seminars for Fraud Prevention, Nonprofit Organization Finance, Cash Handling, Debt Financing and Investment of Public Funds for local agencies.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Increase the number of certified Cash Handlers by 40 people in Fiscal Year 2011-12 and 40 people in Fiscal Year 2012-13 through a certified Cash Handler's seminar hosted by the Treasurer-Tax Collector and the Association of Public Treasurers (United States and Canada). This award winning program will continue to strengthen internal controls and increase efficiency in processing and safeguarding cash.
- Develop "knowledge workers" within the Treasury Division by encouraging professional development through seminar and conference attendance and participation in government finance organizations such as California Municipal Treasurers Association, Government Investment Officers Association and Government Finance Officers Association.

Required Discipline – Continuous Improvement

- Implement upgrade of SunGard treasury management software by June 30, 2012. This enhancement will allow for automatic paperless processing of investment transactions and provide additional automation and streamlining of Treasury processes.

Tax Collection

Required Discipline – Fiscal Stability

- Maintain a collection rate of 97% for secured taxes, and 97% for unsecured taxes by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers by June 30, 2012.

Required Discipline – Information Technology

- Participate in the further development of the Integrated Property Tax System in conjunction with the Assessor/Recorder/County Clerk, Auditor and Controller and the County Technology Office to prepare for deployment by a date agreed upon by the County and the selected contractor.

Deferred Compensation

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Broaden the Countywide base of employees who are planning for financial security during retirement by the following measures:
  - Maintain enrollment in the Deferred Compensation 457 Plan at 47.4% through June 30, 2013.
  - Increase the average participant contribution in the Deferred Compensation 457 Plan to $87 per pay period by June 30, 2012 and to $89 by June 30, 2013.
  - Continue to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums each fiscal year.
  - Continue to increase employee awareness and understanding by conducting educational workshops and redesigning promotional materials and presentations to increase the knowledge base of all employees by June 30, 2013.

Related Links

For additional information about the Treasurer-Tax Collector, refer to the website at http://www.sdtreastax.com/.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Secured Taxes Collected (% of total)[1]	97%	97%	98%	97%	97%
Unsecured Taxes Collected (% of total)[1]	97%	97%	97%	97%	97%
Rate of Return on Investment Pool (%)	1.20%	0.75%	0.84%[2]	0.70%[3]	0.75%[3]
Customer Satisfaction Ratings (Scale of 1-5, 5 being highest)[4]	4.50	4.70	4.71	4.70	4.70
Deferred Compensation Plan Asset Growth	14.8%	1%[5]	21%[5]	N/A[5]	N/A[5]
457 Deferred Compensation Plan average deferral amount per employee per pay period[6]	$84	$86	$86	$87	$89
Percentage of eligible County employees participating in the 457 Deferred Compensation Plan[7]	40.3%	40.4%	47.4%	47.4%	47.4%
Number of newly Certified Cash Handlers for the County and other government entities	51	40	157[8]	40[8]	40[8]

Table Notes

[1] With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes. The low actual collection rate is a result of the struggling real estate market. Continued lower collection percentages through 2013 are anticipated as the real estate market continues to struggle.

[2] The Rate of Return on Investment Pool was estimated to be 0.75% in Fiscal Year 2010-11 due to the Federal Reserve funds rate having remained set at a range of 2.00% to 0.00%.

[3] Since the Federal Reserve has maintained the Federal Funds target rate at the lowest possible range over Fiscal Year 2010-11, it is expected that as the economy improves, the Investment Pool's Rate of Return will increase accordingly. However, in the short term, higher yielding investments are expected to mature, which will lower the return until interest rates rise significantly.

[4] The Treasurer-Tax Collector mails more than one million tax bills per year. The public reaction to property taxes is strongly affected by economic conditions. This reaction is reflected on their Customer Satisfaction Surveys. They give excellent ratings for having their questions answered and the level of courtesy experienced; however, their overall experience is less than exceptional because they believe the taxes are too high.

[5]This measure is being discontinued effective 2011-12 because it is too dependent upon the performance of the financial markets. The Treasurer-Tax Collector has little control over the growth of plan assets; therefore, an influential objective cannot be identified.

[6] Despite uncertainty in the economic health of the country, employees maintained their Deferred Compensation average deferral amount per employee per pay period. The department will strive to increase plan awareness and to promote new plan services in order to keep contributions consistent.

[7] The Deferred Compensation program has experienced an increase in the percentage of County employees actively contributing to the 457 plan because financial markets have been strong during this time period. There is growth as some employees step back in after stopping all contributions. The department significantly increased participation in the plan by utilizing education seminars and promoting the use of Retirement Specialists. Note: the target percentages for Fiscal Years 2011-13 have been revised since the CAO Proposed Operational Plan was published. The new estimates are based on the actual for the prior fiscal year which is higher than originally anticipated.

[8] The number of newly Certified Cash Handlers increased in Fiscal Year 2010-11 due to a compliance requirement implemented by the Health and Human Services Agency and other departments understanding the value of the program. The number of newly Certified Cash Handlers will remain constant in 2011-12 and 2012-13 because most employees who require Cash Handling certification have been certified. It is also anticipated that turnover of cash handlers will be lower.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No change in staffing.

Expenditures

Increase of $1.7 million.

- Salaries and Benefits — increase of $0.2 million in salary and benefit costs reflect negotiated labor agreements as well as increases in County retirement contributions.
- Services and Supplies — increase of $1.5 million.
  - Increase of $0.6 million due to increased cost of banking services, software licenses and application maintenance and updates.
  - Increase of $0.4 million in one-time cost for the implementation of the Web Integrated Tax System (WITS) 3.0 infrastructure that will allow for a real-time client server property tax payment processing architecture.
  - Increase of $0.5 million for additional information technology service levels, increased cost of support for service applications and ongoing support costs of WITS.
  - Increase of $0.1 million in one-time cost for implementation of a SQL server upgrade, Treasurer-Tax Collector website redesign and conversion of paper mainframe reports to electronically delivered reports.

Revenues

Net increase of $1.7 million.

- Charges for Current Services — increase of $1.2 million.
  - Increase of $0.6 million due to anticipated revenue from fees and penalties for delinquent tax payments based on approved fee ordinance.
  - Increase of $0.3 million in property tax administrative fees.
  - Increase of $0.3 million in Banking Services Pooled Money due to implementation of enhanced technology solutions to provide improved performance and streamlined Treasurer-Tax Collector operations, thus increasing service and value to the Pool participants.
- Miscellaneous Revenues — increase of $0.2 million due to anticipated excess proceeds from tax sale.
- Use of Fund Balance — net decrease of $0.1 million for a total budget of $0.4 million.
  - $0.05 million of General Fund, fund balance for increase in salary and benefit costs reflecting negotiated labor agreements as well as increases in County retirement contributions.
  - $0.38 million of Finance and General Government Group fund balance for implementation of one-time projects to enhance technology solutions to provide improved performance and streamlined Treasurer-Tax Collector operations.
- General Purpose Revenue Allocation — increase of $0.3 million due to increase in ongoing costs of information technology.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $1.0 million primarily due to implementation of one-time information technology projects in Fiscal Year 2011-12, offset by an increase in County retirement contributions and a negotiated benefit increase.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Treasury		23.00			23.00	23.00
Deferred Compensation		3.00			3.00	3.00
Tax Collection		83.00			83.00	83.00
Administration - Treasurer / Tax Collector		12.00			12.00	12.00
Total		121.00			121.00	121.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Treasury	$ 5,867,406	$ 6,543,884	$ 6,630,753	$ 5,147,645	$ 6,863,607	$ 6,610,264
Deferred Compensation	119,230	311,299	311,299	109,308	302,532	307,980
Tax Collection	9,170,827	9,352,843	10,276,271	8,819,481	10,677,584	10,004,658
Administration - Treasurer / Tax Collector	2,512,057	2,940,426	2,940,426	3,278,572	3,010,740	2,947,549
Total	$ 17,669,519	$ 19,148,452	$ 20,158,749	$ 17,355,006	$ 20,854,463	$ 19,870,451

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 10,134,419	$ 10,690,081	$ 10,690,081	$ 9,999,557	$ 10,865,971	$ 10,989,428
Services & Supplies	7,535,100	8,458,371	9,468,668	7,355,450	9,988,492	8,881,023
Total	$ 17,669,519	$ 19,148,452	$ 20,158,749	$ 17,355,006	$ 20,854,463	$ 19,870,451

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Taxes Other Than Current Secured	$ (421)	$ —	$ —	$ —	$ —	$ —
Fines, Forfeitures & Penalties	981,192	1,035,450	1,035,450	1,004,287	1,035,450	1,035,450
Intergovernmental Revenues	—	—	—	(517)	—	—
Charges For Current Services	12,463,299	11,991,679	12,070,679	12,283,682	13,234,292	12,889,703
Miscellaneous Revenues	18,181	409,000	409,000	151,329	637,472	409,000
Use of Fund Balance	(1,263,484)	526,895	1,458,192	(1,269,203)	432,150	—
General Purpose Revenue Allocation	5,470,752	5,185,428	5,185,428	5,185,428	5,515,099	5,536,298
Total	$ 17,669,519	$ 19,148,452	$ 20,158,749	$ 17,355,006	$ 20,854,463	$ 19,870,451

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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 five business groups - which include Community Services, Finance and General Government, Land Use and Environment, Public Safety and the Health and Human Services Agency.

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

Mission Statement

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

2010-11 Accomplishments

During Fiscal Year 2010-11, the Chief Administrative Office continued to use the County's General Management System (GMS) to maintain core County services within available revenues, as well as to re-shape the County's organizational structure and implement additional efficiencies, new technologies and new ways of working that enable County workers to quickly identify and adapt to changing public needs or program realities. Throughout Fiscal Year 2010-11, the CAO closely monitored changing economic conditions and their impact on County operations and ensured that the region's interests were represented in discussions taking place to realign county and state responsibilities. The CAO also ensured that the County workforce is ready to address the region's present and future challenges and aggressively pursued opportunities to reduce costs throughout the organization

by reviewing opportunities for service consolidation, reengineering or the provision of services through alternate delivery methods.

Highlights of the CAO's Fiscal Year 2010-11 accomplishments, and how they relate to the County's 2010-2015 Required Disciplines and Strategic Initiatives, are listed below. Additional accomplishments and detailed information is provided in individual department and group Operational Plan narratives. Together, they demonstrate how the County worked in 2010-11 to achieve its Mission – "To efficiently provide public services that build strong and sustainable communities" – and its Vision – "A County that is safe, healthy and thriving."

Kids: Improve Opportunities for Children and Families

- The County continued to improve health and health care, helping children and the adults that care for them, by launching the County's Strategy Agenda for Health, *Live Well, San Diego!*, to improve services through four overarching strategies - changing the culture within, supporting healthy choices, pursuing policy changes for a healthy environment, and building a better service delivery system that is innovative and outcome-driven, emphasizing quality, efficiency, cost savings, and large-scale population-based improvements. Examples of this include:
  - Implemented additional pathways to eligibility for public assistance through online applications, 2-1-1 San Diego, and video interviewing resulting in increased enrollment of 21,863 (for a total two-year increase of 52,333) children and seniors in CalFresh (formerly Food Stamps), achieving three-year Nutritional Security Plan goal to enroll 50,000 children and seniors one year early.

- Integrated CalFresh application assistance and prescreening at 12 Earned Income Tax Credit sites.
- Partnered with San Diego Unified School District to promote CalFresh as a healthy, nutrition assistance program for low-income families.

- Implemented In-Home Supportive Services (IHSS) reform recommendations, including program integrity case reviews and unannounced home visits to protect taxpayer dollars and ensure appropriate level of care for consumers.
- Integrated Welfare-to-Work, Refugee Employment Services and Child Care under one contract to align programs and provide a one-stop service that promotes self-sufficiency.
- Maximized compliance with child support orders by promoting, enabling and ensuring payment for families. Informed and educated the community about child support services through proactive media relations and community outreach.
- Provided rehabilitative services to youth in custody to prepare them for success in the community.
- Improved safety for children and their families in school areas by repainting and re-marking crosswalks and roadway legends adjacent to all 116 public school locations throughout the unincorporated areas of the county, keeping children safe from traffic around their schools and providing safe routes to school.
- Assisted 140 low-income families by providing rental assistance in a program that combines rental assistance for homeless veterans with case management and clinical services provided by the U.S. Department of Veterans' Affairs.

Safe and Livable Communities: Promote Safe and Livable Communities

Addressed core law enforcement and public safety needs and implemented community-based initiatives to improve public safety.

- Worked collaboratively with criminal justice partners to expand the Local Reentry Program aimed at providing individualized rehabilitative programming to those in local custody. Collaborated with the Superior Court, California Department of Corrections and Rehabilitation to implement a Reentry Court to provide supervision and rehabilitation to recidivist felony offenders. Collaborated to develop and implement a reentry program for female offenders reentering the community after incarceration in Las Colinas Detention Facility.
- Participated in multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps and sobriety checkpoints.
- Successfully secured and removed an extremely dangerous residential structure contaminated with explosives and hazardous chemicals, bringing together law enforcement, emergency management, air quality, transportation and hazardous material experts to destroy unstable chemicals and explosives through a controlled burn, and to remove debris, clean the soil and ensure the safety of the neighborhood, the surrounding community and the region.
- Continued to enhance emergency preparedness for the region and protected residents from wildfire and other natural disasters:
  - Implemented Step II of the County's Fire and Life Safety Reorganization Report, which includes the merging of the five County Service Areas into the San Diego County Fire Authority – CSA 135.
  - Mitigated fire fuel hazards and maintained fire safe zones in 24 park facilities through continued implementation of vegetation management practices.
  - Improved regional leadership of the administrative functions and land use planning services related to fire and emergency medical services, while maintaining local operational control for fire and emergency medical response.
  - Continued to collaborate with fire service entities to improve fire protection and emergency response by providing ongoing funding for existing contracts and much needed resources to rural communities, such as response apparatus and centralized dispatch.
- Awarded construction contracts for seven Capital Improvement Projects that improve traffic flow and provide enhanced safety.
- Maintained the planned schedule of library operations with 89,296 hours open and promoted lifelong learning through adult literacy programs attended by 62,000 library patrons.
- Achieved the goal of 0% euthanasia of any healthy, friendly animal by reuniting animals with their owner or through adoption.

Environment: Manage the Region's Natural Resources to Protect Quality of Life and Support Economic Development

- Inspected 8,462 priority emission sources to ensure compliance with air pollution control standards. (Priority emission sources include all Air Pollution

Control District permitted operations such as gas stations, auto body shops, dry cleaners and power plants.)

- Installed three photovoltaic systems at existing facilities to reduce County reliance on fossil fuels and reduce annual operating costs, delivering a positive return on investment.
- Upgraded one park facility with artificial turf to conserve water resources, to reduce overall maintenance and to provide state-of-the-art playing fields for year-round sports programs.
- Protected local watersheds:
  - Conducted 166 presentations on watersheds and water quality to high school students at 90% of unincorporated County public high schools – as a long-term strategy for achieving positive behavioral changes.
  - Conducted 594 site investigations. These investigations provide crucial data for understanding the condition of receiving waters in all eight watersheds and how they are impacted by discharges from unincorporated communities.
- Preserved and enhanced the quality of life for county residents by implementing habitat conservation programs such as the Multiple Species Conservation Program (MSCP) and the Special Area Management Plan (SAMP), which streamlined the development process and helped create viable permanent open space preserves.

Required Disciplines: Promoting Operational Excellence

Fiscal Stability

- Maintained the County's strong credit ratings, saving current and future County residents millions of dollars in interest costs.
- Negotiated fiscally prudent extensions of Memoranda of Agreements with 19 of 25 bargaining units in 8 of the 9 employee organizations by June 2011. Negotiations continue with the remaining 6 bargaining units.
- Aggressively pursued opportunities to reduce costs associated with the County's existing debt portfolio through strategies such as refunding and/or restructuring debt and early repayment of high interest rate debt.
- Effectively managed the Treasurer's Investment Pool for the County and other local public entities to maximize cash resources without sacrificing the safety of principle or liquidity.
- Completed implementation of economic reality plans and implemented viable, cost-effective options identified in In-Home Supportive Services Reform activities.

Skilled, Adaptable and Diverse Workforce

- Continued to promote workforce initiatives such as Government Without Walls (GWOW) and ITIQ, that help County employees embrace change and continue to develop as knowledge workers who have the skills and competencies needed to work in new ways and with new tools - efficiently, effectively serving the needs of a changing region.
- Engaged in active workforce transition planning efforts including a website and other support elements to assist employees facing potential job changes or termination and assist departments with reorganization efforts related to workforce transition activity in order to increase efficiencies with fewer resources.
- Established a six-month Veteran's Work Experience Program that gave local veterans work experience and an opportunity to learn new skills, improving their chances for success in the workforce.

Information Technology

Continued implementation of technologies that improve operational efficiency or communication or that empower residents.

- Used technology to improve communication between the County Office of Emergency Services and local business members of the San Diego County Business Alliance.
- Installed mobile networking capability in Animal Services patrol cars with wireless laptops for reporting capability and operational efficiency.
- Completed the self-checkout and Radio Frequency Identification technology projects in 13 additional library branches.
- Migrated additional County documents to electronic rather than paper-based form, including procurement information and bid packages.
- Continued working to replace obsolete property tax systems with an efficient, state-of-the-art Integrated Property Tax System.
- Completed a virtualization and consolidation project for County servers, successfully reducing the total number of physical servers required for County operations by 74% and completing the project within the project budget.

- Completed upgrades to the County's core human resources software applications to improve operational efficiency in timekeeping and personnel record management.
- Successfully managed the transfer of the County's approximately $125 million-per year information technology outsourcing contract from Northrop Grumman to Hewlett Packard Enterprise Services, smoothly transitioning all County of San Diego information technology outsourcing services including Help Desk, Applications, Desktop, Network and Data Center services.

Essential Infrastructure

- Continued to work within the framework of the County's Capital Improvement Needs Assessment (CINA) process, and as responsible stewards of the public's buildings and infrastructure, to maintain County facilities and replace facilities that no longer efficiently meet the region's needs:
  - Successfully completed the County Operations Center (COC) and Annex Redevelopment – Phase 1A, a $188.5 million project that provides two space and energy-efficient office buildings, an energy-efficient central plant and one parking structure.
  - Began construction on Phase 1B of the COC and Annex Redevelopment, to further consolidate and modernize County operations and provide cost-effective, energy-efficient facilities that meet the public's current and future needs.
  - Completed construction of new branch libraries in Fallbrook and Ramona and began construction of a new Lincoln Acres library, park and community room, providing more services and better facilities to residents of those communities.
  - Completed design and began construction of 24 residential and administrative buildings and related infrastructure improvements at the San Pasqual Academy (SPA) to replace SPA buildings destroyed by the 2007 Witch Creek Fire.
  - Made significant progress toward replacement of the region's Las Colinas Women's Detention Facility by obtaining necessary State approvals and starting the process to select a design/build partner.
- Continued to perform maintenance work on County facilities to ensure that the public's facilities are safe and efficient spaces for customers and employees to conduct the public's business and to ensure that future generations are not saddled with costly repair or replacement expenses.

Customer Satisfaction

- Ensured that the public "gets what they pay for" by conducting annual inspections on major retail devices, including registered computing scales, water dispensers and counter scales, and by conducting outreach to local merchants and retailers about price accuracy compliance.
- Implemented the "Marketplace" model for library branches, which includes retail management techniques of physical layout and display.
- Expanded the use of social media tools to make it easy and convenient for residents to obtain real-time updates on issues they care about, such as road closure information, as well as information on County services, public meetings and events at parks, libraries and more.
- Increased the number of public services and forms provided on department websites, including e-comment, to make it easier for people to engage and do business with their government.
- Increased the number of public records, contracts and documents that are posted online, making it easier for residents to quickly, conveniently find the information they seek.
- Implemented collaborative negotiation with parents in partnership with the Administrative Office of the Courts to measure whether establishment or modification of child support orders done more expeditiously result in the receipt of full child support payments and parent satisfaction with the outcome.

Accountability/Transparency

- Completed implementation of management control initiatives in all five business groups to ensure fiscal responsibility, accountability and operational integrity.
- Provided audit services, including State mandated and operational/performance audits that ensure the integrity of management control systems, consistent performance across the enterprise and a best use of resources. Implemented 99% (182 of 184) of audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services on or before their due date.
- Created, maintained and provided official County records so that all members of the public may benefit from these services.
- Established a process to review and revise County Supervisorial district boundaries and populations, using 2010 census data, in compliance with all applicable laws.

Continuous Improvement

- Implemented Government Without Walls (GWOW) initiatives in departments throughout the enterprise, maximizing use of mobile technology that headquarters County staff within their assigned work areas, deploys the workforce in nontraditional ways and expands the amount of work and training done online, which:
  - Increased productivity by reducing staff time spent in the office and commuting to work or training sites.
  - Reduced monthly vehicle mileage, saving fuel and vehicle maintenance costs.
  - Reduced the need for office space, phone lines and desktop computers.
- Reduced electricity consumption at County facilities by 5% and implemented facility management performance metrics that provide real-time information to building managers and tenants on space usage, expenditures and needs, increasing accountability and enabling building managers and tenants to manage facility resources more efficiently.

Regional Leadership

- Successfully conducted the November 2010 Gubernatorial General Election for all participating jurisdictions, offices and propositions.
- Led and coordinated countywide disaster exercises to assess and improve the region's ability to respond to a disaster.

2011-13 Objectives

During Fiscal Years 2011-13, the Chief Administrative Office will work with the Board of Supervisors to ensure that County government in San Diego remains fiscally sound, operationally strong and able to meet the core needs of County residents within available revenues. To accomplish this, the CAO will continue to use the County's General Management System (GMS) to implement the Board's priorities, as well as to maintain the County's established management disciplines and commitment to innovation, continuous improvement and excellence.

The CAO will continue to closely monitor changing economic conditions and the uncertainties surrounding key State revenue sources and will work with CAOs in other California counties to protect local revenues and interests as the new State administration works to redefine State/County roles, responsibilities and revenues.

The CAO will also continue to implement additional efficiencies, new technologies and new ways of working that allow the organization to better meet changing public needs or program realities, and will examine ways to provide services through alternate delivery methods that include consolidation, reengineering and expanded partnerships with other entities that serve similar customers or have similar missions and goals.

Highlights of the CAO's Fiscal Year 2011-13 objectives, and how they relate to the County's Strategic Plan, are listed below. Additional objectives and detailed information is provided in individual department and group Operational Plan narratives. Together, they form a coordinated strategy that moves the County closer to achieving its Mission – "To efficiently provide public services that build strong and sustainable communities" – and its Vision – "A County that is safe, healthy and thriving."

Kids: Improve Opportunities for Children and Families

- Continue implementation of *Live Well, San Diego!* to achieve the Health and Human Services Agency's vision of healthy, safe and thriving communities by:
  - Building a better service delivery system that recognizes the importance of safety in achieving healthy people, healthy communities and thriving families.
  - Supporting positive choices that integrate healthy and safe living and encourage financial stability.
  - Pursuing policy and environmental changes that make it easier to be healthy, enhance safety, and support communities that thrive.
  - Improving the culture from within by recognizing that traumatic events impact individual health, community safety and financial stability and designing services accordingly.
- Promote the well-being of children and the self-sufficiency of families through the success of the child support program. Establish partnerships and implement child support related programs with community-based organizations who deal with non-custodial parents.
- Provide resources to homeless families exiting from transitional housing.
- Protect public health and help prevent disease via education and awareness of vector-borne diseases and proper disposal of household hazardous, electronic and universal waste.

Environment: Manage the Region's Natural Resources to Protect Quality of Life and Support Economic Development

- Acquire 375 acres within the Multiple Species Conservation Plan (MSCP) areas. The MSCP streamlines the development process and facilitates the creation of viable permanent open space preserves.
- Complete adoption of a new County General Plan, to provide an up-to-date, consistent framework for development that streamlines the development and development review processes.
- Perform over 8,000 stormwater inspections during the construction phase on private development projects to ensure compliance with the state's requirements, reduce erosion and minimize downstream pollutants.
- Complete 10 oil collection events - recycling 90,000 gallons of used oil and 13,000 used oil filters; and complete four tire collection events – recycling 4,000 tires.
- Protect the health and safety of the county's $1.5 billion agricultural industry and its residents from damaging exotic insects, diseases and noxious nonnative weeds.
- Encourage sustainable development and promote green building, including sustainable practices, renewable energy and energy efficiency through economic incentives such as reduced fees and fee waivers.
- Acquire, preserve and enhance significant natural and historical/cultural resources and design, develop and operate park facilities in an environmentally responsible and efficient manner that promotes resource sustain-ability.

Safe and Livable Communities: Promote Safe and Livable Communities

- Continue to provide programs that break the cycle of criminal recidivism for adults and youth, protect the public and focus on the successful reentry of offenders into the community upon leaving incarcer-ation.
  - Provide rehabilitative services to youth in custody to assist in preparing them for success in the community.
  - Participate in and support Offender Reentry Court, Behavioral Health Court, Adult and Juvenile Drug Court, Homeless Court and the Veterans Treatment Review Calendar to help ensure clients obtain the services they need to become self-sufficient and maintain a crime free lifestyle.
  - Conduct 525 compliance audits in the unincorporated area and contract cities to assure that registered sex offenders remain in compliance with court ordered offender registration requirements.
- Maintain adequate Sheriff patrol staffing to achieve performance goals for response time for priority calls.
- Enable timely progress of the justice system by completing 95% of homicide examination reports within 60 days or less.
- Continue to strengthen the County's and communities' ability to prepare, respond and recover from disasters.
  - Develop an advanced post-disaster recovery initiative that will provide a comprehensive program that identifies steps the County can take pre-disaster that will accelerate recovery after a catastrophic event.
  - Complete the Regional Communications System replacement plan by January 2012 with funding provided by the Urban Area Security Initiative.
  - Complete Step II of the County's Fire and Life Safety Reorganization Report, which includes the merging of the five County Service Areas into the San Diego County Fire Authority – CSA 135.
  - Continue to work towards 24-hour staffing at all fire stations in coordination with the local fire districts.
  - Reduce risk of structure loss during wildfires through land use policies and regulations.
  - Provide public outreach notification on the Defensible Space Program, the inspection process and procedures to residents in the unincorporated area.
  - Develop and implement a public awareness campaign on the County's new Accessible AlertSanDiego mass notification system that directs blind, hard-of-hearing and deaf/blind residents to the ReadySanDiego website.
  - Establish a public information program on the tenth anniversary of 9/11 to educate and advise the general public as to how to recognize and report suspicious activity. The program will be designed to reach 3.1 million residents as well as visitors to San Diego County by having the program available on the Web, through distributed materials, the local media and through community events.
- Award and manage construction contracts for road improvement projects in various county communities to enhance safety and improve traffic flow.

- Increase teen driving safety through education and awareness by conducting Start Smart classes and two community teen driving fairs.
- Improve the connections between health and safety professionals, building a better system that recognizes the importance of safety in achieving healthy people and healthy communities.
- Maintain library hours open to provide patron access to library materials and services.

Required Disciplines: Promoting Operational Excellence

Fiscal Stability

- Maintain the County's fiscal stability through active monitoring of economic conditions, sound accounting, auditing, budgetary practices and management discipline, and commitment to maintaining strong credit ratings and prudent reserves.
- Aggressively pursue opportunities to restructure the County's debt portfolio to maximize taxpayer savings.
- Maintain a strong Treasurer's Investment Pool.
- Complete negotiations of fiscally prudent successor agreements with 23 of 25 existing bargaining units and 7 of 8 existing employee organizations by June 2013. The remaining 2 bargaining units and 1 employee organization have successor agreements in place through June 2014.

Information Technology

- Use the investments made in modern information technology to maximize efficiency and improve service.
- Continue work to obtain and implement a new Integrated Property Tax System and complete upgrades to the County's key financial systems.
- Ensure that transfer of County's information technology outsourcing contract to Hewlett Packard continues to be smooth and seamless to system users and that all operations and contract conditions are successfully executed.
- Implement and expand the use of the Juvenile Electronic Library System (JELS) to improve the case management process. (JELS is a project to integrate Probation Reports into the DA's juvenile case management system for use in the courtroom.)

Skilled, Adaptable and Diverse Workforce

- Maintain a robust, diverse and adaptable workforce capable of meeting future public service needs efficiently and effectively.
- Secure fiscally-responsible labor agreements with remaining employee labor organizations.

Continuous Improvement

- Continue to use business process reengineering and evidence-based practices to further improve County operations to ensure that the County uses the most effective and efficient strategies to sustain critical public services.
- Expand use of social media to focus on reaching the public and employees directly with strategic, targeted communications that align with County goals, including launch of new InSite intranet site, County News Center digital newsroom and continued use of other social media tools such as Twitter and Facebook.
- Continue to improve animal shelters and the medical treatment of animals to make them adoptable sooner.

Customer Satisfaction

- Improve land development customer service by streamlining permit processing.
- Continue to expand use of social media tools and on-line services so the public can access information or do business with the County at their convenience.

Regional Leadership

- Keep communities safe through regional leadership in criminal justice and public safety.
- Maintain a focus on border security by conducting proactive, intelligence driven operations in conjunction with local and federal law enforcement partners.
- Conduct 18 tabletop exercises with multiple federal, state, county departments, 18 cities, special districts in the unincorporated areas and nongovernmental agencies by April 2012 to focus on the Southern California Catastrophic Earthquake Response Plan.
- Collaborate with criminal justice partners and social service providers to develop protocols for a High Risk Domestic Violence Team to support improved outcomes for victims of domestic violence.
- Participate in multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps and sobriety checkpoints.
- Continue to contribute to research efforts in childhood death by actively participating in the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, MECAP, NICHD and the California SIDS Advisory Council. Participation includes attending meetings, providing statistics and case examples, and lending expertise.

- Efficiently conduct the three elections scheduled for 2012 for all participating agencies, in compliance with all laws.

Essential Infrastructure

- Design and construct capital improvements for the new Women's Detention Facility replacement, the County Administration Center Waterfront Park and related new parking garage at Cedar and Kettner streets in downtown San Diego, Phase 1B of the County Operations Center development in Kearny Mesa, the new Rancho San Diego Sheriff's station, and the replacement of the Lincoln Acres library, replacing a much older and smaller facility.
- Improve energy and water efficiency in eight department facilities by various means, such as native landscaping, retrofitting or installing new water- and energy-efficient equipment, replacing older vehicles with energy-efficient vehicles, and reducing water and energy usage.

Accountability, Transparency and Ethical Conduct

- Continue to promote accountability and transparency in the use of federal economic stimulus funds, by expanding the amount of County business information online, and by implementing audit recommendations on or before due date.

Related Links

For additional information about the Chief Administrative Office, refer to the website at http://www.sdcounty.ca.gov/cao/.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No staffing changes.

Expenditures

Net decrease of $0.1 million.

- Salaries and Benefits — increase of $0.1 million reflects negotiated labor agreements as well as increases in County retirement contributions.
- Services and Supplies — decrease of $0.2 million is primarily associated with reduced Public Liability Internal Service Fund premiums as a result of an adjustment to the allocation model.

Revenues

Net decrease of $0.1 million.

- Charges for Current Services — increase of $0.1 million as a result of an increase in external department overhead payments (A-87).
- Use of Fund Balance — increase of $0.04 million to fund a one-time negotiated salary adjustment.
- General Purpose Revenue Allocation — decrease of $0.2 million as a result of reductions in Public Liability expenses and increased A-87 revenue.

Budget Changes and Operational Impact: 2011-12 to 2012-13

No significant changes.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Executive Office		6.00			6.00	6.00
Office of Intergovernmental Affairs		4.50			4.50	4.50
Internal Affairs		4.00			4.00	4.00
Total		14.50			14.50	14.50

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Executive Office	$ 1,891,025	$ 1,645,523	$ 1,645,638	$ 1,604,691	$ 1,483,854	$ 1,501,398
Office of Intergovernmental Affairs	1,331,427	1,380,931	1,427,504	1,223,257	1,410,749	1,409,574
County Memberships and Audit	741,263	762,261	780,083	645,992	770,638	778,677
Internal Affairs	639,279	590,730	591,080	625,343	637,818	636,215
Total	$ 4,602,994	$ 4,379,445	$ 4,444,304	$ 4,099,283	$ 4,303,059	$ 4,325,864

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 2,555,388	$ 2,414,430	$ 2,414,430	$ 2,397,335	$ 2,493,377	$ 2,488,143
Services & Supplies	2,047,606	1,965,015	2,029,874	1,701,947	1,809,682	1,837,721
Total	$ 4,602,994	$ 4,379,445	$ 4,444,304	$ 4,099,283	$ 4,303,059	$ 4,325,864

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Charges For Current Services	$ 31,074	$ 72,170	$ 72,170	$ 72,692	$ 170,864	$ 133,864
Miscellaneous Revenues	(3)	—	—	—	—	—
Use of Fund Balance	(11,533)	—	64,859	(280,684)	42,348	—
General Purpose Revenue Allocation	4,583,456	4,307,275	4,307,275	4,307,275	4,089,847	4,192,000
Total	$ 4,602,994	$ 4,379,445	$ 4,444,304	$ 4,099,283	$ 4,303,059	$ 4,325,864

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
SAN DIEGO
MDCCCLI

Auditor and Controller

Department Description

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

Mission Statement

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

2010-11 Accomplishments

Required Discipline – Accountability/Transparency

- Submitted 100% (1,668) of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- Processed 94% (146,865 of 156,101) of County payments within five business days after receipt of invoice by Accounts Payable to ensure timely payment of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.

The goal of 100% was not achieved due to time delays in filling vacant positions in the Accounts Payable division.

- Provided high quality audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, to improve performance across the enterprise, and to ensure the most efficient use of resources. Implemented 99% (182 of 184) of audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) on or before their due date.
- Met the arbitrage limit as established by bond counsel within four months of the date of issuance of the Tax and Revenue Anticipation Notes (TRANs). Meeting the arbitrage limit within the specified time ensures that the County avoids penalties associated with excessive TRANs borrowing.
- Completed the County's Comprehensive Annual Financial Report (CAFR) for the fiscal year ending June 30, 2010. The CAFR report presents the financial results of the fiscal year, upholding transparency and accountability in the use of public funds.

Required Discipline – Regional Leadership

- Received the State Controller's Award for Achieving Excellence in Financial Reporting for the fiscal year ending June 30, 2009.
- Received a 2011 National Association of Counties (NACo) Achievement Award for the Accountability and Transparency of American Recovery and Reinvestment Act (ARRA) of 2009 funds.
- Received the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the Fiscal Years 2010-12 Operational Plan.

- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the County's CAFR for the fiscal year ending June 30, 2010.
- Received the GFOA Award for Outstanding Achievement in Popular Annual Financial Reporting for the County's Popular Annual Financial Report (PAFR) for the fiscal year ending June 30, 2009.

Required Discipline – Information Technology

- In coordination with the Assessor/Recorder/County Clerk, the Treasurer-Tax Collector and the County Technology Office, completed the vendor selection process for the Integrated Property Tax System, which will significantly improve property assessment, tax collection and apportionment activities in the County.
- Completed upgrades to the PeopleSoft personnel data management and Kronos timekeeping systems. These upgrades included improvements identified through business process reengineering, which will provide for more efficient timekeeping and place the County on fully supported versions of the applications. Commenced the upgrade to Oracle, the County's key financial application. The upgrade of this application, which supports the County's overall financial management, will implement improvements that were identified through business process reengineering efforts, providing for the most efficient use of these applications.
- Implemented Oracle Business Intelligence, including a data warehouse reporting feature for Kronos, PeopleSoft and BRASS data. The system went live June 30, 2011. This implementation is considered the first "wave" in preparation for the multi-year Oracle Enterprise Business Suite upgrade to Version 12.1.3.

Required Discipline – Fiscal Stability

- Maintained the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investors Service), AAA (Standard & Poor's) and AAA (Fitch Ratings) to ensure lower debt interest costs.
- Accurately identified current and future revenue, as well as cost and cash flow trends, in a timely manner in order to facilitate allocation of limited resources to San Diego County groups and departments.

2011-13 Objectives

Required Discipline – Accountability, Transparency and Ethical Conduct

- Submit 100% of federal, State and local financial reports and annual financial statements that comply with regulations and reporting standards for County departments, outside government agencies, investors and taxpayers by their due dates to ensure accountability and transparency of financial transactions.
- Process 100% of County payments within five business days after receipt of invoice by Accounts Payable to ensure timely payment of vendors and contractors. The prompt payment of invoices ensures that the County captures any discounts that are available for early invoice payment.
- Provide high quality audit services, including State mandated and operational/performance audits, to ensure the integrity of management control systems, to improve performance across the enterprise, and to ensure the most efficient use of resources.
- Meet the arbitrage limit as established by bond counsel within four months of the date of issuance of the Tax and Revenue Anticipation Notes (TRANs). Meeting the arbitrage limit within the specified time ensures that the County avoids penalties associated with excessive TRANs borrowing.

Required Discipline – Regional Leadership

- Earn the State Controller's Award for Achieving Excellence in Financial Reporting for the fiscal year ending June 30, 2010.
- Continue to apply for recognitions through GFOA – Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Award for Outstanding Achievement in Popular Annual Financial Reporting for the PAFR.

Required Discipline – Information Technology

- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office, continue the implementation of the Integrated Property Tax System, which will significantly improve property assessment, tax collection and apportionment activities in the County.

- Complete the upgrade to Oracle, the County's key financial application. The upgrade of this application, which supports the County's overall financial management, will implement improvements that were identified through business process reengineering efforts, providing for the most efficient use of this application.
- Complete documentation of requirements for the upgrade or replacement of the County's Budget Reporting Analysis and Support System (BRASS), to properly scope effort and cost for a new system.

Required Discipline – Fiscal Stability

- Maintain the County's strong issuer credit ratings of Aa1 (GSR) (Moody's Investors Service), AAA (Standard & Poor's) and AAA (Fitch Ratings) to ensure lower debt interest costs.
- Accurately identify current and future revenue, as well as cost and cash flow trends, in a timely manner in order to facilitate allocation of limited resources to San Diego County groups and departments.

Related Links

For additional information about the Auditor and Controller, refer to the website at http://www.sdcounty.ca.gov/auditor/.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Planning – Project General Purpose Revenue[1] accurately – Variance in actual General Purpose Revenue compared to budget	3.4%[2]	2.5%	2.1%	2.5%	2.5%
Planning – Meet the arbitrage[3] limit as established by bond counsel within 4 months of the date of issuance of the Tax and Revenue Anticipation Notes (TRANs)[4, 5]	N/A	YES	YES	YES	YES
Processing – County payments processed within 5 days of receipt of invoice in Accounts Payable	100% of 169,053	100%	94% of 156,101	100%	100%
Reporting – Financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date	100% of 1,890	100%	100% of 1,668	100%	100%
Auditing – Audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) that were implemented on or before their due date[6]	100% of 167	94%	99% of 184	95%	95%

Table Notes

[1]General Purpose Revenue (GPR) represented approximately 25.5% of the General Fund financing sources in Fiscal Year 2010-11. This revenue comes from property taxes, property tax in lieu of vehicle license fees, sales taxes (and property tax in lieu of sales tax), real property transfer tax and miscellaneous other sources. GPR is an integral component of the County's overall budget as the County has the most discretion in its use. Therefore, it is essential to maintain accurate forecasts of this revenue.

[2] Actual General Purpose Revenue for Fiscal Year 2009-10 exceeded budget by 3.43%. The positive variance in General Purpose Revenue is primarily attributable to a higher than assumed County share of property tax revenue, lower delinquency rates that resulted in higher revenues in both the current secured property tax and Teeter Tax Reserve Excess accounts, and to Real Property Transfer Tax revenue being better than budget due to an unexpected reversal in the downward trend of transaction activity that the County had been experiencing.

[3] Arbitrage is a type of tactical investment meant to capture slight differences in price for the County's benefit. When there is a difference in the price of securities in two different markets, the arbitrageur simultaneously buys at the lower price and sells at the higher price.

[4] This measure relates to the accuracy of cash flow projections used in determining cash borrowing needs each year as part of the TRANs borrowing program. Meeting the arbitrage limit within the specified time ensures the County avoids penalties associated with excessive TRANs borrowing.

[5] New measure effective Fiscal Year 2010-11.

[6] Audit recommendations seek to improve and strengthen County operations in areas such as internal control, effectiveness and efficiency of operations, and compliance with federal, State and local laws based on audit findings identified by audit fieldwork activities. The implementation percentage quantifies the impact and quality of OAAS audit recommendations towards improving County operations in accordance with the objectives of the General Management System. While all audit recommendations are viewed as important, the OAAS uses a ranking system to establish implementation deadlines. Audit recommendations are ranked according to the probability of occurrence and dollar amount of exposure to the County, and results reported.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No change in staffing.

Expenditures

Net increase of $0.1 million.

- Salaries and Benefits — increase of $0.35 million reflects negotiated labor agreements as well as increases in County retirement contributions.
- Services and Supplies — decrease of $0.2 million, primarily as a result of reduced lease costs associated with the relocation of the Office of Revenue and Recovery.

Revenues

Net increase of $0.1 million.

- Miscellaneous Revenues — decrease of $0.3 million as a result of an anticipated reduction in Revenue and Recovery pass-thru payments for collection activity.
- Use of Fund Balance — increase of $0.35 million to fund a one-time negotiated salary adjustment.
- General Purpose Revenue Allocation — increase of $0.1 million to fund ongoing cost increases.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net increase of $0.1 million is the result of an increase in Salaries and Benefits due to a negotiated benefit increase and an increase in County retirement contributions, partially offset by a decrease in Services and Supplies for facility space costs.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Audits		15.00			15.00	15.00
Office of Financial Planning		13.00			13.00	13.00
Controller Division		96.00			96.00	96.00
Revenue and Recovery		92.00			92.00	92.00
Administration		18.50			18.50	18.50
Information Technology Mgmt Services		11.00			11.00	11.00
Total		245.50			245.50	245.50

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Audits	$ 2,165,057	$ 2,497,900	$ 2,508,960	$ 1,994,355	$ 2,501,686	$ 2,505,889
Office of Financial Planning	2,318,234	2,237,929	2,281,391	2,175,641	2,263,693	2,271,207
Controller Division	10,315,132	11,100,539	11,771,973	10,402,270	11,172,215	11,247,807
Revenue and Recovery	8,783,603	9,501,846	9,734,164	8,935,975	9,326,856	9,247,812
Administration	2,338,989	2,727,615	2,912,473	2,658,781	2,579,233	2,646,005
Information Technology Mgmt Services	5,642,419	5,773,956	6,097,400	4,886,873	6,139,963	6,139,998
Total	$ 31,563,434	$ 33,839,785	$ 35,306,360	$ 31,053,895	$ 33,983,646	$ 34,058,718

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 21,875,229	$ 23,319,443	$ 23,319,443	$ 21,459,772	$ 23,672,973	$ 23,920,551
Services & Supplies	9,687,494	10,520,342	11,975,617	9,583,528	10,309,673	10,137,167
Other Charges	712	—	1,500	803	1,000	1,000
Capital Assets Equipment	—	—	9,800	9,792	—	—
Total	$ 31,563,434	$ 33,839,785	$ 35,306,360	$ 31,053,895	$ 33,983,646	$ 34,058,718

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Intergovernmental Revenues	$ 62,885	$ 33,278	$ 33,278	$ 53,996	$ 36,325	$ 36,325
Charges For Current Services	6,923,637	6,638,145	6,638,145	6,325,075	6,643,874	6,381,889
Miscellaneous Revenues	223,206	454,867	454,867	165,767	157,688	157,688
Use of Fund Balance	(2,960,977)	—	1,466,575	(2,204,438)	348,196	—
General Purpose Revenue Allocation	27,314,683	26,713,495	26,713,495	26,713,495	26,797,563	27,482,816
Total	$ 31,563,434	$ 33,839,785	$ 35,306,360	$ 31,053,895	$ 33,983,646	$ 34,058,718

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County Technology Office

Department Description

The County Technology Office (CTO) provides a full range of information technology (IT) services for County employees and San Diego County residents. The purpose of the CTO is to lead, guide and direct the optimal business management of IT for County business groups and departments.

Mission Statement

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

2010-11 Accomplishments

Required Discipline – Information Technology

- Provided consistently high quality services such as e-mail, phones, Internet, intranet and application development to support County departments. Certain services are benchmarked against industry standards through continuous monitoring of services for compliance with the IT Outsourcing Agreement requirements.
- Implemented industry standard quality checkpoints for projects to improve cost, schedule and technical performance. Continued the delivery of services according to industry standards and agreed upon objectives.
- Initiated the systematic upgrade of the County's desktop computers to the Microsoft Windows 7 operating system and the remediation of applications, as needed, to ensure compatibility.
- Initiated migration from Oracle Portal to a Microsoft SharePoint Internet Web platform to provide a new and improved website. The environment provides a way to share information with others, manage documents from start to finish and publish reports to help make better decisions. It also includes migration tools and a new design.
- Completed the virtualization and consolidation project for County servers to reduce the number of physical servers. A 74% reduction was achieved and the project was completed under budget.
- Completed the assessment and migration of five business applications from Oracle database to Microsoft SQL database. This eliminated the security risk that was present with the unsupported versions of Oracle database and took advantage of the Microsoft Enterprise Licensing agreement SQL database pricing. This project realized a $210,000 cost avoidance by utilizing funding from Microsoft's Safe Passage offering, as well as a cost savings of $61,000 by not having to upgrade the unsupported versions of Oracle database.

- Continued to provide modern, secure and supported versions of core software and applications on County computers such as upgrading to Microsoft Office 2007.
- Completed the incorporation of Internet Explorer 8 into the County IT environment to provide state-of-the-art capabilities not available with the current version of Internet Explorer 6.

Required Discipline – Customer Satisfaction

- Conducted both an annual IT All County Survey and an annual IT Management Survey in support of IT services and IT customer satisfaction. Utilized feedback from the surveys to provide for continuous improvements in services.
- Launched a redesign of the "IT Threading Meetings" to provide for greater communication, collaboration and IT innovation sharing across all departments. This was done based on feedback received directly from the IT All County Customer Satisfaction survey. Also, continued the distribution of the CTO Weekly Operational Newsletter to provide communication that directly impacts day-to-day operations and provides updates on major IT initiatives.
- Provided customer focused support as it relates to change management, ensuring that communication was achieved across all business groups and the customer experience was a key objective for all the

software deployments, including Microsoft Windows 7 and Microsoft Office 2007, to ensure employees receive the full benefit of the software.

Required Discipline – Fiscal Stability

- Maintained IT costs for services at rates established in the IT Outsourcing Agreement. New services were benchmarked and analyzed for best value to the County to provide a fair and reasonable price.

Required Discipline – Continuous Improvement

- Reduced the overall unresolved IT disputes by 20% using last fiscal year as the baseline.
- Continued to work diligently with Northrop Grumman, the County's IT outsourcing provider, on improving service offering in many areas, including:
  - Implementing an IT Project Management Office that has become the home for many of the department's improvement initiatives, such as Quality Reviews.
  - Feedback based on lessons learned and customer surveys.
  - Weekly project review meetings.
- Revised and implemented seven new IT security processes and procedures as well as IT policies to ensure that the County has an IT security life cycle management structure that adapts to new IT threats and continuously reduces the County's exposure to overall IT risk.
- In December, the information provided for IT advanced planning processes was expanded by establishing schedules for enterprise software upgrades and other enterprise initiatives. This better enables County departments to budget for timely upgrades.
- Provided oversight and leadership for the Integrated Property Tax System (IPTS) initiative, which will replace more than 40 aging applications used by the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, and Auditor and Controller to determine, collect and apportion property taxes.

Required Discipline – Regional Leadership

- Participated in several conferences and presented at two, as well as participated on panels in other forums.

2011-13 Objectives

Required Discipline – Information Technology

- Develop a County IT Risk Assessment Manual that will be used to ensure that IT security requirements are integrated into the County's IT structure and system development life cycle. This manual will include at a minimum: guidelines for conducting IT system categorization; control selection and implementation; security assessments; and identifying system authorization and logging requirements.
- Identify the requirements, develop the project plans, determine the budgets and manage the implementation of two key enterprise initiatives: (1) Identity and Access Management which will result in ease of access and use of IT systems by all County employees; and (2) Enhancements to the County's SharePoint-based systems which will provide new online opportunities for County-public collaboration such as sending and receiving documents electronically.
- Continue the systematic upgrade of the County's desktop computers to the Microsoft Windows 7 operating system and the remediation of applications, as needed, to ensure compatibility.
- Identify opportunities to leverage new technologies like Self-Service User Portal SharePoint and Unified Communications, to improve communicating IT and telecommunication service information to the end user.

Required Discipline – Customer Satisfaction

- Using the results of the 2010 IT customer satisfaction surveys, conduct targeted research to understand specific opportunities for improvement, and develop strategies for improving satisfaction as measured by the survey.
- Develop a feedback process to assess how well infrastructure and applications projects met the needs of County departments. Assess the extent to which the solution is working for them, and determine whether the projects achieved the results they expected.
- Improve customer satisfaction by implementing new procedures with a goal of resolving IT disputes within 60 days of initiation.

Required Discipline – Fiscal Stability

- Identify and adopt alternative software development methods that will shorten development time. This will allow for faster return on investment by delivering incremental business value to the customer.
- Maintain IT costs for services at rates established in the IT Outsourcing Agreement. New services will be benchmarked and analyzed for best value to the County to provide a fair and reasonable price.

Required Discipline – Continuous Improvement

- Establish a collaborative environment to support the discipline of Project Management including offerings on training recommendations, certifications and coaching.
- Institutionalize project quality reviews and establish metrics for measuring improvements in project cost, schedule and technical performance.
- Identify and implement controls to provide timely and predictable service delivery by establishing clear workflows that involve the customer in a timely manner.
- Provide project oversight and management for design, development and implementation of the Integrated Property Tax System, which will replace more than 40 aging applications used by the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, and Auditor and Controller to determine, collect and apportion property taxes.

Related Links

For additional information about the CTO, refer to the website at http://www.sdcounty.ca.gov/cto/.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Projects implemented on time and within budget[1]	87% of 38	95% of 40	84% of 37	N/A	N/A
Customer satisfaction with Outsourcing Support Services[2a]	95%	95%	96%	N/A	N/A
Customer Satisfaction with Outsourcing Contractor Services[2b]	N/A	N/A	N/A	65%	68%
Accuracy of contractor billing for IT outsourcing services, with a minimum 95% accuracy rate[3]	97.5%	97.5%	99.7%	N/A	N/A
Reduction of overall unresolved IT disputes with a minimum reduction of 10%[4]	12%	15%	20%	15%	15%
IT initiatives resulting from CTO-driven advanced planning[5]	3	3	3	3	3
Upgrade to Microsoft Windows 7 operating system[6, 7]	N/A	N/A	N/A	90%	100%

Table Notes

[1] This Performance Measure is being discontinued effective Fiscal Year 2011-12, as the CTO works on defining new measures that provide more outcomes about quality and business value of deliverables.

[2a] Satisfaction with Contractor Support Services is measured by a customer satisfaction survey of County employees. For July - December 2009, a rating scale was used from 1 (unsatisfied) to 5 (very satisfied), where 3 is considered "satisfactory." A new customer satisfaction survey started in January 2010 which uses a rating scale from 1 (unsatisfied) to 3 (very satisfied). Effective Fiscal year 2011-12 this measure will be discontinued in place of the new measure based on the All County IT Customer Satisfaction Survey.

[2b] This is a new measure for customer satisfaction to reflect the satisfaction with Contractor Support Services as measured by the annual All County IT Customer Satisfaction survey. The national average rating is based on a database comparison of similar studies, as reported by Gartner Inc.

[3] Discontinuing this measure as performance in this area has steadily increased and it is now at an optimal operating level.

[4] Fiscal Year 2010-11 data will be used as the baseline in determining the 10% reduction in overall IT disputes for Fiscal Year 2011-12.

[5] CTO-driven advanced planning initiatives such as Email Archiving, Justice Electronic Library System (JELS) and conversion to SharePoint for the County intranet were implemented into the County IT environment through infrastructure projects.

[6] New measure effective Fiscal Year 2011-12.

[7] Annual number of computer desktops refreshed will be used as the baseline.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No change in staffing.

Expenditures

- Net decrease of $3.0 million in the County Technology Office's operating budget.
  - Salaries and Benefits — increase of $0.1 million reflects negotiated labor agreements as well as increases in County retirement contributions.
  - Services and Supplies — decrease of $1.2 million as a result of a decrease in one-time IT projects from prior year.
  - Management Reserves — decrease of $1.9 million as a result of the completion of the Server Consolidation and Virtualization project. No management reserves are budgeted for Fiscal Year 2011-12.
- No net increase in the Information Technology Internal Service Fund (ISF) expenditures.

Revenues

- Net decrease of $3.0 million in the County Technology Office's operating budget.
  - Intergovernmental Revenues and Charges for Current Services — increase of $0.3 million primarily due to an increase in revenue associated with external department overhead payments (A-87).
  - Use of Fund Balance — decrease of $3.5 million as result of a decrease in one-time funding for information technology projects. Budgeted fund balance of $2.5 million will fund Enterprise Resource Planning (ERP) initiatives related to system access management, website design, virtualization of desktop computers and data storage.
  - General Purpose Revenue Allocation — increase of $0.2 million due to increases in County retirement contributions and a negotiated benefit increase.
- No net increase in the Information Technology ISF.
  - Charges for Current Services — decrease of $0.8 million due to net decrease in departmental projections of required IT services typically paid through the Information Technology ISF.
  - Other Financing Sources — increase of $0.8 million in Operating Transfers from the General Fund due to an increase in enterprise software application annual license agreements.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Total expenditures decrease by $19.1 million primarily as a result of a decrease of $16.6 million in the Information Technology ISF due to anticipated completion of one-time IT projects and projected decreases in IT services required by various County departments. A $2.5 million reduction exists in the County Technology Office's operating budget due to the anticipated completion of one-time IT initiatives.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
CTO Office		16.00			16.00	16.00
Total		16.00			16.00	16.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
CTO Office	$ 8,133,724	$ 12,248,422	$ 13,194,045	$ 8,602,266	$ 9,251,411	$ 6,702,030
Information Technology Internal Service Fund	120,945,929	127,662,365	139,586,393	119,343,180	127,670,508	111,081,809
Total	$ 129,079,653	$ 139,910,787	$ 152,780,438	$ 127,945,445	$ 136,921,919	$ 117,783,839

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 2,761,734	$ 2,761,609	$ 2,761,609	$ 2,724,840	$ 2,871,096	$ 2,866,292
Services & Supplies	131,697,701	135,289,178	148,158,829	122,800,259	134,050,823	114,917,547
Other Charges	2,959,436	—	—	2,420,346	—	—
Capital Assets/Land Acquisition	(8,339,218)	—	—	—	—	—
Management Reserves	—	1,860,000	1,860,000	—	—	—
Total	$ 129,079,653	$ 139,910,787	$ 152,780,438	$ 127,945,445	$ 136,921,919	$ 117,783,839

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Intergovernmental Revenues	$ 4,047	$ 3,880	$ 3,880	$ 3,880	$ 13,126	$ 13,126
Charges For Current Services	124,503,854	124,368,865	135,522,819	115,460,642	123,859,700	107,050,242
Miscellaneous Revenues	206,681	100,000	100,000	379,629	100,000	100,000
Other Financing Sources	2,861,311	3,689,471	3,689,471	1,998,345	4,454,688	4,675,447
Use of Fund Balance	(4,504,009)	6,050,000	7,765,697	4,404,378	2,549,381	—
General Purpose Revenue Allocation	6,007,769	5,698,571	5,698,571	5,698,571	5,945,024	5,945,024
Total	$ 129,079,653	$ 139,910,787	$ 152,780,438	$ 127,945,445	$ 136,921,919	$ 117,783,839

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.

2010-11 Accomplishments

Required Discipline – Customer Satisfaction

- Achieved a positive customer satisfaction rating of 95%.
- Provided customers with hearings that were fair, impartial and efficient in order to achieve legally sound decisions.
- Ensured direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters.
- Provided a neutral environment that facilitated open discussion of issues for departments, employees and employee representatives, resulting in fair and unbiased outcomes.
- Resolved 55% (16 of 29) of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Participated in ongoing training in areas of human resources, technology, workplace safety, professional development, fraud prevention and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.
- Half of all Commission employees established personal development plans and completed at least one training to improve skills and assist in the growth of County knowledge workers.

Required Discipline – Accountability/Transparency

- Ensured all decisions made by the Commission took into consideration fairness, due process and were in compliance with the law. The decisions were thoroughly reviewed by Commissioners, staff and counsel.
- Distributed 100% (18) of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public.
- Conducted Management Controls Initiative workshops to identify and reduce risks to achieving departmental goals.

Required Discipline – Continuous Improvement

- Maintained and updated desk book manual on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency and effectiveness.
- Improved process for referring discrimination complaints for investigation upon receipt of complaint, reducing lag time by as much as one month.
- Established database of important Commission cases for easier, more efficient reference by staff.
- Adopted a more concise hearing report format that reduces costs and limits legal liability.
- Revised department's Records Management Plan to provide greater internal consistency and limit legal liability.

2011-13 Objectives

Required Discipline – Customer Satisfaction

- Achieve a positive customer satisfaction rating of 95% or above.
- Provide customers with hearings that are fair, impartial and efficient in order to achieve legally sound decisions.
- Ensure direct access to information through proper referral of inquiries from departments, employees, employee representatives and organizations and the public, related to human resources matters.
- Provide a neutral environment that facilitates open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.
- Resolve 55% of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Participate in ongoing training in areas of human resources, technology, workplace safety and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.

Required Discipline – Accountability, Transparency and Ethical Conduct

- Ensure all decisions made by the Commission will take into consideration fairness, due process and are in compliance with the law. The decisions will be thoroughly reviewed by Commissioners, staff and counsel.
- Distribute at least 95% of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public.

Required Discipline – Continuous Improvement

- Maintain and update desk book manual on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency and effectiveness.

Related Links

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

http://www.sdcounty.ca.gov/civilservice/.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Positive customer satisfaction rating	96%	95%	95%	95%	95%
Personnel disputes resolved without need of an evidentiary hearing[1]	64% of 28	55%	55% of 29	55%	55%
Commission decisions distributed within 48 hours of Commission approval	100% of 13	95%	100% of 18	95%	95%

Table Notes

[1] Resolving personnel disputes without a full evidentiary hearing saves money and staff time for the Commission office, other County departments, employees and prospective employees.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No change in staffing.

Expenditures

Slight increase in salary and benefit costs reflects negotiated labor agreements as well as increases in County retirement contributions.

Revenues

No significant changes.

Budget Changes and Operational Impact: 2011-12 to 2012-13

No significant changes.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Civil Service Commission		4.00			4.00	4.00
Total		4.00			4.00	4.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Civil Service Commission	$ 582,721	$ 558,294	$ 558,294	$ 544,442	$ 568,229	$ 567,406
Total	$ 582,721	$ 558,294	$ 558,294	$ 544,442	$ 568,229	$ 567,406

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 492,742	$ 503,308	$ 503,308	$ 496,377	$ 514,988	$ 514,165
Services & Supplies	89,979	54,986	54,986	48,064	53,241	53,241
Total	$ 582,721	$ 558,294	$ 558,294	$ 544,442	$ 568,229	$ 567,406

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Charges For Current Services	$ 53,134	$ 53,720	$ 53,720	$ 53,720	$ 57,201	$ 57,201
Use of Fund Balance	(38,885)	—	—	(13,852)	8,760	—
General Purpose Revenue Allocation	568,472	504,574	504,574	504,574	502,268	510,205
Total	$ 582,721	$ 558,294	$ 558,294	$ 544,442	$ 568,229	$ 567,406

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 of Supervisors General Office and manages over $16 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. Five program areas are included within the department: Executive Office, Public Services, Legislative Services, CAC Facilities Services and CAC Major Maintenance.

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.

2010-11 Accomplishments

Strategic Initiative – Environment

- Reduced CAC water consumption by 20% by maintaining and expanding water conservation efforts, thereby preserving limited resources.

Required Discipline – Accountability/Transparency

- Ensured the efficiency and transparency of the property tax assessment appeal process by processing 15,203 property tax assessment appeal applications quickly and accurately. 95% of these were processed within 7 days of receipt.
- Provided open access to County business by making audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

Required Discipline – Essential Infrastructure

- Maintained the CAC physical infrastructure in a superior manner by completing 1,315 preventative work orders as scheduled.

Required Discipline – Customer Satisfaction

- Ensured satisfaction with the services provided by achieving consistently high ratings on 6,427 customer surveys.

2011-13 Objectives

Strategic Initiative – Environment

- Manage CAC water consumption in a manner that ensures environmental sustainability and preserves limited resources.

Required Discipline – Accountability, Transparency and Ethical Conduct

- Ensure the efficiency and transparency of the property tax assessment appeal process by processing property tax assessment appeal applications quickly and accurately.
- Provide open access to County business by making audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

Required Discipline – Essential Infrastructure

- Maintain the CAC physical infrastructure in a superior manner by completing preventative work orders as scheduled.

Required Discipline – Customer Satisfaction

- Ensure satisfaction with services provided by achieving consistently high ratings on surveys of over 2,000 customers.

Related Links

For additional information about the Clerk of the Board of Supervisors, refer to the website at http://www.sdcounty.ca.gov/cob/.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Average score on internal customer surveys[1]	4.9 of 2,450 surveys	4.9	4.9 of 6,427 surveys	4.9	4.9
Property tax assessment appeal applications reviewed for quality and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process[2]	98% of 21,029 applications	92%	95% of 15,203 applications	92%	92%
CAC Facilities Services preventative maintenance work orders completed as scheduled	99% of 1,425 work orders	98%	100% of 1,315 work orders	98%	98%
Audio recordings of Board of Supervisors meetings added to Clerk of the Board Internet site within five days of the related meeting	98% of 40 recordings	100%	100% of 41 recordings	100%	100%

Table Notes

[1] Scale of 1-5, with 5 being "excellent."

[2] During Fiscal Year 2010-11, total applications received were 15,203. Target varies with volume: 1-5,000 received - 92%, 5,001 – 10,000 received - 90%, 10,001 or more received - 80%.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

Decrease of 1.00 staff year as a result of the anticipated demolition of the J.B. Askew Building. The reduced staffing will result in no change to the levels of building maintenance service provided by the department as the square footage maintained is expected to be reduced as a result of the demolition.

Expenditures

Increase of $0.08 million.

- Salaries and Benefits — increase of $0.04 million reflects negotiated labor agreements as well as increases in County retirement contributions, partially offset by salary and benefit reductions resulting from a decrease of 1.00 staff year.
- Services and Supplies — increase of $0.04 million in information technology costs due to increased cost of maintaining automated systems.

Revenues

Net increase of $0.08 million.

- Revenue from Use of Money & Property — decrease of $0.04 million in rents & concessions due to potential loss of parking revenue during Askew Building demolition.
- Charges for Current Services — increase of $0.12 million due to increased revenue from passport application and photo services.
- Use of Fund Balance — a total of $0.3 million in one-time funding is for seismic evaluation of the CAC and unanticipated repairs, and for a one-time negotiated salary adjustment.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net increase of $0.07 million reflects an increase of $0.03 million in Salaries and Benefits due to an increase in County retirement contributions and a negotiated benefit increase, as well as an increase of $0.04 million in services and supplies costs.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Legislative Services		11.00			11.00	11.00
CAC Facilities Services		10.00			9.00	9.00
Public Services		11.00			11.00	11.00
Executive Office		5.00			5.00	5.00
Total		37.00			36.00	36.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Legislative Services	$ 1,101,049	$ 1,039,619	$ 1,039,619	$ 1,035,801	$ 1,109,960	$ 1,114,876
CAC Facilities Services	3,179,800	3,157,603	3,427,037	2,871,852	3,091,939	3,102,584
Assessment Appeals	101	—	—	760	—	—
Public Services	928,093	1,003,241	1,003,241	952,737	1,047,168	1,060,237
Executive Office	989,141	875,182	1,338,212	1,249,550	969,122	1,011,574
CAC Major Maintenance	2,200,944	305,000	1,137,810	624,092	240,000	240,000
Total	$ 8,399,128	$ 6,380,645	$ 7,945,919	$ 6,734,792	$ 6,458,189	$ 6,529,271

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 3,121,871	$ 3,368,258	$ 3,368,258	$ 3,236,442	$ 3,408,475	$ 3,436,672
Services & Supplies	5,267,341	3,012,387	4,577,661	3,498,350	3,049,714	3,092,599
Capital Assets Equipment	10,018	—	—	—	—	—
Expenditure Transfer & Reimbursements	(102)	—	—	—	—	—
Total	$ 8,399,128	$ 6,380,645	$ 7,945,919	$ 6,734,792	$ 6,458,189	$ 6,529,271

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Revenue From Use of Money & Property	$ 92,671	$ 95,000	$ 95,000	$ 133,940	$ 60,000	$ 60,000
Charges For Current Services	565,704	305,800	402,960	981,938	428,309	428,309
Miscellaneous Revenues	12,905	12,185	12,185	17,328	12,085	12,085
Use of Fund Balance	1,717,667	295,000	1,763,114	(71,073)	278,087	230,000
General Purpose Revenue Allocation	6,010,180	5,672,660	5,672,660	5,672,660	5,679,708	5,798,877
Total	$ 8,399,128	$ 6,380,645	$ 7,945,919	$ 6,734,792	$ 6,458,189	$ 6,529,271

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COUNTY OF
SAN DIEGO
MDCCCLI

County Counsel

Department Description

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

Mission Statement

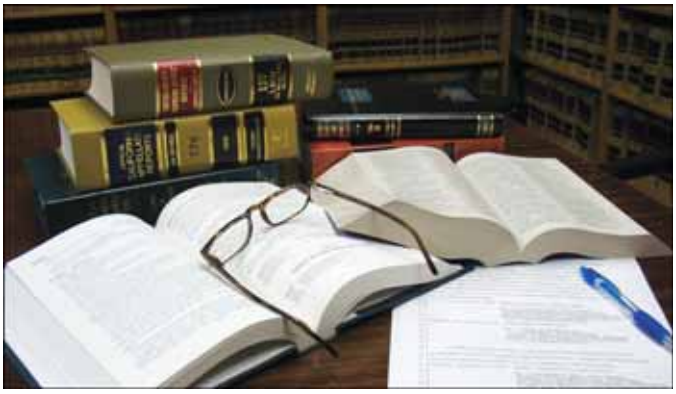
To deliver the highest quality legal services to our clients as efficiently and economically as possible in order to facilitate the achievement of County government's goal to better serve the residents of San Diego County.

2010-11 Accomplishments

Required Discipline – Fiscal Stability

County Counsel aggressively represented the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.

- Prevailed in 92% (76 of 83 cases) of court decisions in all lawsuits filed against the County.
- Achieved a success rate of 100% (15 cases) in County code enforcement and other lawsuits where the County was the plaintiff by winning in court or obtaining favorable financial settlements.
- Handled 100% (105 cases) of the defense of all lawsuits filed in California against the County, where there was no conflict of interest which would have required outside counsel to handle the case, thereby reducing outside counsel costs to the County and taxpayers.



Required Discipline – Customer Satisfaction

County Counsel provided quality, accurate, effective and timely legal advice to all County departments so that they could fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively.

- Completed 100% (29) of all advisory assignments for the Board of Supervisors and the Chief Administrative Officer (39) by their due dates.
- Completed 98% (1,520 of 1,552) of all advisory assignments for County departments by the agreed upon due dates.
- Enhanced County Counsel law student internship program to provide quality service to clients.

Required Discipline – Regional Leadership

County Counsel attorneys engaged in numerous leadership roles in the County and throughout the State, which provided positive and constructive influence in the professional practice of law in the region.

- Maintained significant involvement in the activities of 16 regional organizations and committees.

Required Discipline – Skilled, Adaptable and Diverse Workforce

County Counsel provided education and risk mitigation training to County officers and employees in furtherance of a committed, capable and diverse workforce.

- Provided 67 education programs on selected legal subjects for County departments.
- Provided 76 specialized risk mitigation sessions, such as risk roundtables, settlement committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.

- Provided 40 internal and/or external training sessions for County Counsel staff, including Mandatory Continuing Legal Education, to ensure staff continued to provide the highest quality legal services to the County by remaining current on developments in the law.

Required Discipline – Information Technology

County Counsel optimized its information technology systems to improve operational efficiency and service to customers.

- Took steps to implement the use of a document repository to allow efficient electronic retrieval of court briefs, legal indexed opinions, closed session letters, and settlement committee minutes and related documents. Full implementation is planned for Fiscal Year 2011-12.
- Explored solutions for an outside database that may be used for sharing electronic discovery (a.k.a., e-discovery) and litigation data with other parties.
- Researched alternatives to the existing office practice management system, which manages all case and advisory information, retains client and contract information, stores supporting legal documents, and tracks time and billing information.
- Explored expanded use of available mobile technologies to increase efficiencies. Expanded the use of Blackberry technology to advisory attorneys and investigative staff, allowing them to respond to clients quickly. Acquired more Microsoft Office Communication Server accounts and purchased additional webcams and a conference phone to reduce travel costs that may be associated with meetings away from the office.

2011-13 Objectives

Required Discipline – Fiscal Stability

County Counsel will aggressively represent the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.

- Prevail in 90% or more of court decisions in all lawsuits filed against the County.
- Achieve a success rate of 85% or more in County code enforcement and other lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
- Handle 95% or more of the defense of all lawsuits filed in California against the County, unless a conflict of interest requires outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.

Required Discipline – Customer Satisfaction

County Counsel will provide quality, accurate, effective and timely legal advice to all County departments so that they can fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively.

- Complete 95% of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
- Complete 80% or more of all advisory assignments for County departments by the agreed upon due dates.
- Continue County Counsel law student internship program to provide quality service to clients.

Required Discipline – Regional Leadership

County Counsel attorneys will engage in numerous leadership roles in the County and throughout the State, which will provide positive and constructive influences in the professional practice of law in the region.

- Maintain significant involvement in the activities of at least 10 regional organizations and committees.

Required Discipline – Skilled, Adaptable and Diverse Workforce

County Counsel will provide education and risk mitigation training to County officers and employees in furtherance of a committed, capable and diverse workforce.

- Provide 30 or more education programs on selected legal subjects for County departments.
- Provide 50 or more specialized risk mitigation sessions, such as risk roundtables, settlement committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.
- Provide 24 or more internal and/or external training sessions for County Counsel staff, including Mandatory Continuing Legal Education, to ensure staff continues to provide the highest quality legal services to the County by remaining current on developments in the law.

Required Discipline – Information Technology

County Counsel will optimize its information technology systems to improve operational efficiency and service to customers.

- Implement the use of a document repository to allow efficient electronic retrieval of court briefs, legal indexed opinions, closed session letters, and settlement committee minutes and related documents.
- Transition to a new Web-based office practice management system, which manages all case and advisory information, calendaring capabilities, retains client and contract information, stores supporting legal documents, and tracks time and billing information.
- Improve the County Counsel intranet site by continuing to provide legal links and other information which could support client departments.
- Enhance the department's Internet site by offering the public the option of downloading claim forms, which will offer immediate customer satisfaction and reduce costs related to mailing forms to requesting parties.
- Continue to expand use of available mobile technologies, such as implementing Web-based solutions or increasing the use of mobile computing to increase efficiencies.

Related Links

For additional information about County Counsel, refer to the website at http://www.sdcounty.ca.gov/CountyCounsel/.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Resolved court cases filed against the County in which County will prevail (County success rate)	93% (77-6 record)	90%[1]	92% (76-7 record)	90%[1]	90%
Cases against the County that were handled by County Counsel	100% (83 of 83 cases)	95%	100% (105 of 105 cases)	95%	95%
Success rate in County cases against other parties	92% (11 of 12 cases)	85%	100% (15 of 15 cases)	85%	85%
Advisory assignments for Board of Supervisors to be completed by the due date	100% (23 assignments)	95%[2]	100% (29 assignments)	95%[2]	95%
Advisory assignments for all departments completed by the due date	99% (1,512 of 1,514 assignments)	80%[2]	98% (1,520 of 1,552 assignments)	80%[2]	80%
Number of training programs presented by County Counsel	69	30	67[3]	30	30
Number of risk mitigation education sessions provided by County Counsel	61	50	76[3]	50	50

Table Notes

[1] The Office of County Counsel established aggressive goals for the years prior to 2010 when it was at full staffing levels. However, for the years 2010 through 2012, there will be staff reductions that will impact the level of legal services provided to departments. It is anticipated that the reduced level of legal services will affect the ability to maintain the more aggressive objectives set in previous years.

[2] Due to a decrease in staffing in advisory services, County Counsel may experience a reduced ability to provide advisory legal guidance and assistance to departments in a timely manner.

[3] County Counsel reengineered processes and relied upon volunteer attorneys and legal interns to absorb some of the more routine workload to enable the deputies to provide clients the risk mitigation and training sessions necessary to maintain its efforts towards reducing/eliminating liability risks to the County.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No change in staffing.

Expenditures

Net decrease of $0.2 million.

- Salaries and Benefits — increase of $0.25 million due to negotiated labor agreements as well as increases in County retirement contributions.
- Services and Supplies — increase of $0.13 million due to anticipated increases in information technology costs.
- Expenditure Transfer and Reimbursements — decrease of $0.02 due to changes in staffing cost reimbursements. Since the amount to be reimbursed will be decreased, it has the effect of increasing expenditures.
- Management Reserves — decrease of $0.6 million due to anticipated completion of project to purchase new practice management application in Fiscal Year 2010-11.

Revenues

Net decrease of $0.2 million.

- Charges for Current Services — decrease of $0.6 million due to decreases in program revenues particularly in developer project workloads.
- Miscellaneous Revenues — increase of $0.2 million based on anticipated attorney fee recoveries.
- Use of Fund Balance — net decrease of $0.5 million due to anticipated purchase of new practice management software in Fiscal Year 2010-11, partially offset by increase in use of General Fund fund balance for negotiated one-time salary adjustment.
- General Purpose Revenue Allocation — increase of $0.7 million based on increases in overall program costs.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $0.1 million due to nonrecurring one-time salary adjustment included in prior year, offset by increases in County retirement contributions and a negotiated benefit increase.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
County Counsel		135.00			135.00	135.00
Total		135.00			135.00	135.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
County Counsel	$ 21,845,765	$ 22,554,021	$ 22,863,369	$ 21,390,129	$ 22,361,077	$ 22,236,367
Total	$ 21,845,765	$ 22,554,021	$ 22,863,369	$ 21,390,129	$ 22,361,077	$ 22,236,367

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 21,002,320	$ 21,328,515	$ 21,178,515	$ 20,572,494	$ 21,574,801	$ 21,466,379
Services & Supplies	1,620,649	1,365,006	2,424,354	1,480,700	1,499,346	1,474,200
Expenditure Transfer & Reimbursements	(777,204)	(739,500)	(739,500)	(663,065)	(713,070)	(704,212)
Management Reserves	—	600,000	—	—	—	—
Total	$ 21,845,765	$ 22,554,021	$ 22,863,369	$ 21,390,129	$ 22,361,077	$ 22,236,367

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Charges For Current Services	$ 10,349,583	$ 10,549,408	$ 10,549,408	$ 10,420,332	$ 9,955,485	$ 9,993,879
Miscellaneous Revenues	89,820	60,000	60,000	50,953	225,109	5,000
Use of Fund Balance	(617,310)	655,000	964,348	(370,769)	193,984	—
General Purpose Revenue Allocation	12,023,672	11,289,613	11,289,613	11,289,613	11,986,499	12,237,488
Total	$ 21,845,765	$ 22,554,021	$ 22,863,369	$ 21,390,129	$ 22,361,077	$ 22,236,367

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
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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. The Grand Jury reviews and evaluates procedures, methods and systems utilized by government to determine whether they can be made more efficient and effective. It may examine any aspect of county government and city government, including special legislative districts and joint powers agencies, to ensure that the best interests of San Diego County citizens are being served. Also, the Grand Jury may inquire into written complaints brought to it by the public. Additionally, Penal Code §904.6 authorizes the empanelment of a second Grand Jury to issue criminal indictments. Civil grand jurors are selected from a pool of applicants nominated by Superior Court Judges. Grand jurors serve in office for one year. Jurors impaneled to review and issue criminal indictments are drawn from the petit (regular trial) jury pool, as needed, at the request of the District Attorney. Department support staff consists of one full-time coordinator and one part-time assistant.

Mission Statement

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

2010-11 Accomplishments

Strategic Initiative – Safe and Livable Communities

- Reviewed and investigated 123 citizens' complaints, issues, and other County matters of civil concern brought before the Grand Jury.
- Conducted 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 76 criminal indictments, and prepared other reports and declarations as mandated by law (Penal Code §939.8, et seq.).

2011-13 Objectives

Strategic Initiative – Safe and Livable Communities

- Review, prioritize and investigate all citizens' complaints, issues and other County matters of civil concern brought before the Grand Jury by assembling a well-qualified and widely representative civil panel to ensure that city and county governmental entities are operating as efficiently as possible.
- Support the District Attorney with hearings on criminal matters (Penal Code §904.6).

Related Links

For additional information about the Grand Jury, refer to the website at http://www.sdcounty.ca.gov/grandjury/.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No change in staffing.

Expenditures

Minor one-time increase in Services and Supplies related to carpet replacement in the Grand Jury office.

Revenues

Minor one-time increase in Use of Fund Balance for carpet replacement described above.

Budget Changes and Operational Impact: 2011-12 to 2012-13

No significant changes.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Grand Jury		1.00			1.00	1.00
Total		1.00			1.00	1.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Grand Jury	$ 635,009	$ 580,076	$ 582,076	$ 533,382	$ 601,232	$ 591,775
Total	$ 635,009	$ 580,076	$ 582,076	$ 533,382	$ 601,232	$ 591,775

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 116,878	$ 115,471	$ 115,471	$ 108,047	$ 113,686	$ 114,155
Services & Supplies	518,131	464,605	466,605	425,335	487,546	477,620
Total	$ 635,009	$ 580,076	$ 582,076	$ 533,382	$ 601,232	$ 591,775

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Miscellaneous Revenues	$ 73	$ —	$ —	$ —	$ —	$ —
Use of Fund Balance	(43,186)	—	2,000	(46,694)	21,595	—
General Purpose Revenue Allocation	678,122	580,076	580,076	580,076	579,637	591,775
Total	$ 635,009	$ 580,076	$ 582,076	$ 533,382	$ 601,232	$ 591,775

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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. DHR serves as the in-house human resources 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; labor relations; and administration of employee incentive and career development programs.

Mission Statement

To 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.

2010-11 Accomplishments

Required Discipline – Fiscal Stability

- Negotiated fiscally prudent extensions of Memoranda of Agreements with 19 of 25 bargaining units in 8 of the 9 employee organizations by June 2011. Negotiations continue with the remaining 6 bargaining units.

Required Discipline – Information Technology

- Introduced a new online Supervisors' Certificate Program and made it available to all supervisors to better support the development of Supervisors so that they and their staff can better serve the public.
- Introduced Microsoft Office 2007 countywide through classroom and Web-based training. Recorded 17,386 online course registrations and 3,434 classroom registrations.
- Developed electronic filing cabinets in the Documentum enterprise content management application for all background check, classification information and classification activity request files, to eliminate storage costs associated with the retention of paper files.

- Implemented the automated Medical Standards In-service Tracking (MSIT) system to assist in monitoring compliance with Cal/OSHA requirements (California Division of Occupational Safety and Health).
- Due to vendor delays, the project to implement the online testing of applicants has been carried over to Fiscal Year 2011-12.
- Completed a full application upgrade on the Human Resources Information System to PeopleSoft 9.0 version, thereby maintaining adequate systems support levels and enhancing personnel, payroll and benefits tracking capabilities for County employees.
- Upgraded the County Learning Management System with the SumTotal 8.2 version in April 2011 to improve efficiencies and streamline processes.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Provided local veterans with work experience opportunities by establishing a temporary Veteran's Work Experience Program in order for them to learn new skills to become more marketable in the workforce.
- Provided transition services to employees during workforce reduction periods to minimize the impact of layoffs prior to July 2010.

Required Discipline – Continuous Improvement

- Reengineered and centralized County background checks to include the Health and Human Services Agency (HHSA), to reduce duplication of effort and maximize efficiencies.
- Developed an enhanced Employee Discount Program to improve services and discounts for employees.

2011-13 Objectives

Required Discipline – Fiscal Stability

- Negotiate fiscally prudent successor agreements for In-Home Supportive Services Public Authority by January 2012.
- Negotiate fiscally prudent successor agreements with 23 of 25 existing bargaining units and 7 of 8 existing employee organizations by June 2013. The remaining 2 bargaining units and 1 employee organization have successor agreements in place through June 2014.

Required Discipline – Information Technology

- Convert existing Procurement Card (P-Card) classroom training content into Web-based materials and resources for all P-Card holders and approvers by June 30, 2013.
- Implement online testing of applicants, when available through the NeoGov vendor, and set up testing sites using County computers in a proctored environment to streamline and reduce testing costs. NeoGov is an online applicant tracking system.
- Utilize the applicant self-scheduling interview feature in the NeoGov system for high volume recruitments in 50% of County departments.
- Conduct a feasibility study on converting workers' compensation paper case files to electronic form to enhance file security, enable more efficient sharing of data with others requiring file access, and to reduce costs associated with the storage and production of paper files, by June 2012.
- Convert workers' compensation paper case files, where feasible, to electronic form to enhance file security, enable more efficient sharing of data with others requiring file access and reduce costs associated with the storage and production of paper files by June 2013.
- Create an automated Performance Evaluation process within the Human Resources Information System in order to reduce paper and streamline retrieval of completed evaluation data, by June 2013.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Implement Sexual Harassment Prevention for Supervisors online to ensure compliance with Assembly Bill (AB) 1825, *Sexual Harassment: Training and Education*, and work closely with the Training and Development community for completion among all supervisors by June 30, 2012.
- Implement Sexual Harassment Prevention for non-supervisors online to ensure Countywide completion among all employees by June 30, 2013.
- In support of the Government without Walls (GWOW) initiative, develop Web-based training for supervisors to manage their employees that are working offsite, by June 2012.
- Provide transition services to employees during workforce reduction periods to minimize the impact of layoffs.
- Maintain a high quality workforce by adhering to 98% (196 of 200) of established timelines for recruitment of County employees.
- Provide departments with positions that match their staffing needs by completing 98% (147 of 150) of classification activity requests by established timelines.

Required Discipline – Continuous Improvement

- Develop and implement an automated "On-Boarding" application to integrate and engage new employees into the County work environment from onset of employment offer through their first year of employment, by June 2012.
- Develop and implement Leave of Absence presentations to employees via Webcasts from their computers, to avoid travel expenses and to maximize efficiencies, by June 2012.
- Competitively procure an Employee Benefits Broker and Consultant Services contract by June 2012; a Medical Provider for the Workers' Compensation and Medical Standards Program contracts by September 2012; an Investigative Services contract for Workers' Compensation by August 2012 and a Managed Care Services contract for Workers' Compensation by July 2012.

Related Links

For additional information about the Department of Human Resources, refer to the website at http://www.sdcounty.ca.gov/hr/.

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Classification activity requests completed within prescribed time frame	100% of 149	94% of 150	100% of 144	98% of 150	98% of 150
Recruitment plan/service agreements/timelines met	99% of 228	95% of 200	99% of 403	98% of 200	98% of 200

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

Increase of 2.00 staff years due to the transfer of positions from the Health and Human Services Agency (HHSA) to support the Department of Human Resources Background Investigation Unit.

Expenditures

Net increase of $0.6 million.

- Salaries and Benefits — increase of $0.3 million reflects negotiated labor agreements, increases in County retirement contributions and the costs associated with two positions for the centralization of County background services.
- Services and Supplies — increase of $0.4 million due to the "On-Boarding" system application project ($0.3 million); continued funding for the Workforce Academy for Youth (WAY) program; and an increase in ongoing expenditures for facility occupancy costs at the County Operations Center ($0.1 million).
- Expenditure Transfer and Reimbursements — decrease of $0.1 million due to the cost reimbursement from HHSA for County background services.

Revenues

Net increase of $0.6 million.

- Charges for Current Services — increase of $0.4 million due to an increase in external department overhead payments (A-87) for services rendered.
- Miscellaneous Revenue — decrease of $0.2 million due to the Veteran's Experience program contract not being extended.
- Use of Fund Balance — increase of $0.3 million for a total budget of $1.2 million to fund the "On-Boarding" system application project ($0.7 million), the WAY program ($0.3 million), and a one-time negotiated salary adjustment ($0.15 million).
- General Purpose Revenue Allocation — increase of $0.1 million to fund facility occupancy costs associated with the relocation of staff to the County Operations Center.

Budget Changes and Operational Impact: 2011-12 to 2012-13

Net decrease of $1.3 million is primarily the result of a decrease in one-time funding associated with the WAY program ($0.3 million), one-time prior year salary adjustment ($0.2 million), and the completed implementation of the "On-Boarding" system application ($0.7 million).

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Department of Human Resources		110.00			112.00	112.00
Total		110.00			112.00	112.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Department of Human Resources	$ 19,648,943	$ 22,703,286	$ 23,700,433	$ 19,670,804	$ 23,335,014	$ 22,028,554
Total	$ 19,648,943	$ 22,703,286	$ 23,700,433	$ 19,670,804	$ 23,335,014	$ 22,028,554

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 12,532,339	$ 12,986,237	$ 12,986,237	$ 12,658,965	$ 13,335,782	$ 13,136,981
Services & Supplies	7,116,604	9,717,049	10,708,630	7,006,272	10,151,322	9,045,931
Capital Assets Equipment	—	—	5,567	5,567	—	—
Expenditure Transfer & Reimbursements	—	—	—	—	(152,090)	(154,358)
Total	$ 19,648,943	$ 22,703,286	$ 23,700,433	$ 19,670,804	$ 23,335,014	$ 22,028,554

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Intergovernmental Revenues	$ 181	$ —	$ —	$ 172	$ 7,473	$ 7,473
Charges For Current Services	1,429,676	1,326,283	1,326,283	1,316,096	1,761,121	1,761,121
Miscellaneous Revenues	6,152,439	7,151,581	7,151,581	6,393,442	6,922,664	6,740,930
Use of Fund Balance	(1,985,961)	865,000	1,862,147	(1,399,328)	1,158,290	—
General Purpose Revenue Allocation	14,052,608	13,360,422	13,360,422	13,360,422	13,485,466	13,519,030
Total	$ 19,648,943	$ 22,703,286	$ 23,700,433	$ 19,670,804	$ 23,335,014	$ 22,028,554

County Communications Office

Department Description

Established by the Board of Supervisors in 1997, the County Communications Office (CCO), formerly known as the Department of Media and Public Relations, ensures that information about County issues, programs and services moves quickly and accurately to the public, employees and news organizations. Moreover, the department oversees emergency communications, media relations, overall content of the County's external and internal websites, social media messages and internal communications. The department is responsible for news releases, newsletters, publications and several major multimedia Board presentations, as well as the operation and programming of the County government access channel, County Television Network (CTN). Additionally, the County Communications Office administers and monitors the County and State franchise agreements with video providers operating within unincorporated areas of the county. The Communications Office team is comprised of award-winning writers, producers, videographers and public affairs professionals. The staff has extensive experience in communications for the public, private and nonprofit sectors through Web, print and broadcast media. As part of their duties, staff members explore emerging technologies and social media to ensure that the County continues to be able to communicate effectively with residents.

Mission Statement

To build confidence in County government by providing clear and accurate information on County programs. To achieve world class communications status and become a preferred information provider by using current technology and communications tools.

2010-11 Accomplishments

Strategic Initiative – Safe and Livable Communities

- During emergency drills, provided accurate and timely emergency response and recovery information to the public and media. Used websites and social media, cell phone alerts, and the news media to ensure the public would have had the information needed to minimize loss, accelerate recovery and maintain confidence in County government.

  - Met 100% (35) of County Communications Office benchmarks for each emergency response drill in Fiscal Year 2010-11.

Required Discipline – Accountability/Transparency

- Educated San Diego County residents, decision makers, the media and County employees on County programs so they could benefit from government services and improve the overall quality of life in San Diego County.
  - Met 100% of goal by producing 184 programs, segments, public service announcements, presentations, Web videos and internal videos highlighting County Strategic Initiative programs and services in Fiscal Year 2010-11.
- Collected and promoted County stories on Strategic Initiatives and/or performance, providing information, accountability and transparency to taxpayers, the public and County employees.
  - Placed 7,858 media stories, exceeding goal of 1,700 stories, about the County's Strategic Initiatives and/or performance.

Required Discipline – Information Technology

- Improved the design and navigation of the County's overall intranet system to promote self-sufficiency and improve employee productivity and, as a result, provide better customer service to the public.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Provided timely, accurate and appropriate information to the media and internal customers so that a relationship of trust and cooperation can be maintained and to ensure the questions and concerns of the public are addressed.

- Provided 33 media trainings, exceeding goal of 23, to County departments to ensure that information provided to the public and media is accurate and appropriate.
- Assisted County employees in becoming knowledge workers by providing training on new technological communication tools and on how to best use those tools to communicate better within the County as well as outside the organization. CCO staff completed 124 group or individual training sessions to help staff become better users of social media, websites and new technological tools.

2011-13 Objectives

Strategic Initiative – Safe and Livable Communities

- Build credibility as the source of County information, both internally among County staff and externally among county residents.
  - Begin the creation of easy-to-understand, complete instructions – in written form or video – that explain where and how the media and public can find information on County websites. Complete 10 videos or articles in Fiscal Year 2011-12 and 15 more in Fiscal Year 2012-13.

Required Discipline – Accountability, Transparency and Ethical Conduct

- Create awareness among taxpayers about the value of County programs and services, emphasizing the fact that the County of San Diego is a responsible steward of tax dollars by posting 160 video presentations and 6,400 news media placements. In Fiscal Year 2012-13, complete another 160 video presentations and 6,500 news media placements.
- Work proactively to deliver vital information including County news, challenges and successes directly to San Diegans and position the County to define itself, rather than relying on traditional media to do so.
  - Keep the news site updated regularly to establish the site as a news source. Add at least one new content item (article or video) every business day within peak viewing periods for a total of 260 during Fiscal Year 2011-12, and another 260 during Fiscal Year 2012-13.

Related Links

For additional information about the County Communications Office and/or CTN, refer to the website at http://www.sdcounty.ca.gov/dmpr/ or http://www.ctn.org

Performance Measures	2009-10 Actuals	2010-11 Adopted	2010-11 Actuals	2011-12 Adopted	2012-13 Approved
Trainings by Communications Office staff in new technological communications tools	46	20	124	N/A[1]	N/A
Media trainings conducted by Communications Office staff for other departments	23	23	33	N/A[1]	N/A
New presentations, programs, segments, PSAs, Web videos and internal videos[2] produced by CTN highlighting one or more Strategic Plan Initiatives or performance stories	142	150	184	160	160
Media placements coordinated by Communications Office staff	2,808	1,700	7,858[3]	6,400[3]	6,500[3]
Benchmarks met for each emergency drill or training[4]	93%	93%	100%	N/A	N/A
"How To" instructions created – in written form or video - that explain where and how the media and public can find information on County websites[5]	N/A	N/A	N/A	10	15
CCO will participate in two emergency preparedness drills to test readiness[5, 6]	N/A	N/A	N/A	2	2
News items (article or video) posted on news site within peak viewing periods[5, 7]	N/A	N/A	N/A	260	260

Table Notes

[1] As expected, these trainings will decrease as employees become more comfortable with social media and other technological tools. Training will continue to be offered, however, this measure will no longer be presented in the Operational Plan; it will be monitored internally.

[2] CTN includes videos produced for other departments in Fiscal Year 2010-11.

[3] Adopted goal for 2010-11 and 2011-12 reflects the newly reorganized County Communications Office and an unexpected higher number of media placements. Because of the reorganization of CCO, the department has changed the way County news stories are promoted so that it is more efficient and more successful in reaching the public. The way news media hits are counted has also been improved; plus, there has been an increase in the number of online news media.

[4] The Communications Office used a point system to determine whether staff members are meeting benchmarks on technology, individual preparedness, contact lists, news releases and briefings, County website updates and CTN emergency information. Although CCO continues to work on emergency preparedness, there will be a new measurement for CCO readiness.

[5] New measure effective Fiscal Year 2011-12.

[6] To better reflect emergency readiness, CCO has created an internal committee dedicated to the emergency plan and has developed a more extensive plan.

[7] Peak viewing days are regular business days or periods of local emergency.

Budget Changes and Operational Impact: 2010-11 to 2011-12

Staffing

No change in staffing.

Expenditures

Net increase of $0.3 million.

- Salaries and Benefits — increase of $0.1 million due to negotiated labor agreements as well as increases in County retirement contributions.
- Services and Supplies — decrease of $0.05 million primarily due to projected decreases in minor equipment purchases.
- Capital Assets Equipment — increase of $0.1 million for one-time capital expenditures to replace and/or upgrade aging CTN production equipment.
- Expenditure Transfer & Reimbursements — decrease of $0.1 million as a result of reduced expenditure transfers associated with work performed for the Health and Human Services Agency. Since the amount to be reimbursed will be decreased by $0.1 million, it has the effect of increasing expenditures by $0.1 million.

Revenues

Increase of $0.3 million.

- Licenses, Permits & Franchises — increase of $0.1 million in Public Educational Governmental Access Fees, which will be used to fund one-time expenditures noted above.
- Use of Fund Balance — increase of $0.05 million to fund a one-time negotiated salary adjustment.
- General Purpose Revenue Allocation — increase of $0.15 million to offset reduced expenditure transfers noted above.

Budget Changes and Operational Impact: 2011-12 to 2011-13

No significant changes.

Staffing by Program

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
County Communications Office		22.00			22.00	22.00
Total		22.00			22.00	22.00

Budget by Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
County Communications Office	$ 3,064,472	$ 2,879,771	$ 2,894,608	$ 2,557,914	$ 3,154,141	$ 3,160,875
Total	$ 3,064,472	$ 2,879,771	$ 2,894,608	$ 2,557,914	$ 3,154,141	$ 3,160,875

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 2,370,115	$ 2,501,875	$ 2,501,875	$ 2,464,096	$ 2,569,000	$ 2,575,734
Services & Supplies	364,846	563,506	578,343	334,439	514,141	514,141
Capital Assets Equipment	81,990	237,000	237,000	72,602	356,000	356,000
Expenditure Transfer & Reimbursements	—	(422,610)	(422,610)	(313,223)	(285,000)	(285,000)
Operating Transfers Out	247,522	—	—	—	—	—
Total	$ 3,064,472	$ 2,879,771	$ 2,894,608	$ 2,557,914	$ 3,154,141	$ 3,160,875

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Licenses Permits & Franchises	$ 203,943	$ 307,500	$ 307,500	$ 280,125	$ 394,000	$ 394,000
Revenue From Use of Money & Property	8,876	—	—	—	—	—
Charges For Current Services	680	—	—	329	—	—
Miscellaneous Revenues	740	—	—	3,495	—	—
Use of Fund Balance	(103,980)	—	14,837	(298,306)	43,238	—
General Purpose Revenue Allocation	2,954,213	2,572,271	2,572,271	2,572,271	2,716,903	2,766,875
Total	$ 3,064,472	$ 2,879,771	$ 2,894,608	$ 2,557,914	$ 3,154,141	$ 3,160,875

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Capital Program

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Capital Program

Capital Program Introduction

To provide a formal groundwork for the Capital Program, the Board of Supervisors adopted Policy B-37, *Use of the Capital Program Funds*. This policy establishes the funding methods, administration and control, and allowable uses of the Capital Program Funds.

The Capital Program is composed of the following major funds:

- **County Health Complex Fund** contains budgeted amounts for capital projects related to the Rosecrans Health Complex and other health facilities other than the County's Edgemoor property (described below).
- **Justice Facility Construction Fund** contains budgeted amounts for capital projects related to the County's detention facilities, Sheriff's stations, crime laboratories and other criminal justice facilities.
- **Library Projects Fund** contains budgeted amounts for the acquisition and construction of County Library facilities.
- **Multiple Species Conservation Program Fund** was established during Fiscal Year 2010-11 and contains budgeted amounts for the acquisition of land related to the Multiple Species Conservation Program (MSCP), which were previously reported in the Capital Outlay Fund (described below). The MSCP seeks to preserve San Diego's natural areas, native plants and animals and refine the development process, thereby conserving the quality of life for current and future generations.
- **Capital Outlay Fund** encompasses land acquisitions and capital projects that do not fall into the previous four program categories. Examples include open space and parkland acquisition excluding the MSCP, the development of these lands, and the purchase or construction of buildings for the delivery of County services.
- **Edgemoor Development Fund**. In 1979, the Board of Supervisors approved Board Policy F-38, *Edgemoor Property Development*, which provides guidelines for the use, development and disposition of the County's 326 acres of property located in the City of Santee, known as the Edgemoor property. The Edgemoor Development Fund was established pursuant to the policy and states that 100% of the revenues produced by this property from the lease and sale of land are to assist in the reconstruction of the Edgemoor Skilled Nursing Facility. As a fund established to account for the financial resources to be used for the acquisition or construction of major capital facilities, it is included in the Capital Program. A portion of the cost of replacing the Edgemoor facility was funded by Certificates of Participation (COPs) executed and delivered in January 2005 and December 2006. The Edgemoor Development Fund provides funding for the principal and interest payments related to the COPs.

Capital Program Funds are used for:

- The acquisition and construction of new public improvements including buildings and initial furnishings and equipment.
- Land and permanent on-site and off-site improvements necessary for the completion of a capital project.
- The replacement or reconstruction of permanent public improvements which will extend the useful life of a structure, including changes in the use of a facility.

The following restrictions apply and the following expenses are not to be funded from the Capital Program Funds:

- Expenditures which do not extend the useful life of a structure or will only bring the facility to a sound condition. These are considered maintenance expenses.
- Feasibility studies, facility master plans, or other analytical or research activities that do not relate directly to the implementation of a project.
- Furnishings or equipment not considered a permanent component of the facility.
- Roads, bridges, or other similar infrastructure projects that are provided for through special revenue funds such as the Road Fund.

The Board of Supervisors may appropriate funding from any legal source to the Capital Program Funds for present or future capital projects. The Board of Supervisors has jurisdiction over the acquisition, use and disposal of County-owned real property and County-leased property

under the authority of Government Code §23004. All proceeds from the sale of fixed assets (land and structures) are allocated to the Capital Program Funds unless otherwise specifically directed by the Board of Supervisors. Administrative policies and procedures have been established to provide appropriate controls on the scope of projects and expenditure of funds.

The Capital Improvements Planning Process is outlined in Board of Supervisors' Policy G-16, *Capital Facilities and Space Planning*. The process reflects the goals of the County's Five-Year Strategic Plan and emphasizes the role of the Department of General Services (DGS) as steward for the management and planning of the County's capital facilities. DGS coordinates the implementation of Policy G-16 by setting a schedule, designing a process and creating evaluation criteria for establishing the Capital Improvements Needs Assessment (CINA).

In accordance with Policy G-16, the CINA is prepared and presented annually to the Board of Supervisors to guide the development of both immediate and long-term capital projects for funding. The CINA includes a comprehensive list of all current and anticipated capital projects over a five-year period. Funded projects are given first priority, followed by partially funded projects and, finally, unfunded projects. Preparation of the CINA involves the following process:

- A "Call for Projects" begins in August when departments submit projects including a description, estimated costs and level of available funding. This is an opportunity for departments to submit high priority capital projects for review and evaluation. Capital requests are defined per County Administrative Manual, Item 0050-01-06 *Capital, Space and Maintenance Requests*, as those projects which improve or enhance an existing facility or space within it. The definition includes projects that increase the value or extend the useful life of a structure, such as construction of walls or partitions, construction or change of public counter areas, installation of water tanks on County property, development of parkland, and construction of new transit centers.
- The Facilities Planning Board, which consists of the Assistant Chief Financial Officer/Auditor and Controller, the five Group Finance Directors and the Director of DGS, reviews and prioritizes the projects. In order to plan effectively for the County's overall capital needs and to make efficient use of resources, capital projects are prioritized using specific criteria including but not limited to:
  - Strategic Plan linkage
  - Critical need: life, safety and emergency
  - State/federal mandates: legal binding commitments
  - Operating budget impacts: quantifiable reduced operating costs
  - Maintenance budget impacts: quantifiable reduced maintenance costs
  - Customer service benefits
  - Quality of life
- The Facilities Planning Board makes a presentation and recommendations to the Group General Managers and Chief Financial Officer who then either concur with or modify the recommendations.
- The CINA is presented to the Chief Administrative Officer (CAO) for final review and approval, and then is presented to the Board of Supervisors for its acceptance and referral to the CAO to determine project timing and the funding mechanisms to implement the plan.

Once funding is identified, projects are included in the two-year Operational Plan capital program, usually in the year they are to be initiated. In some instances, resources may be accumulated over time and the project is started only after all the funding is in place. Each organizational Group is responsible for identifying funding sources for its projects. 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*.

The Board of Supervisors or the CAO also may recommend mid-year adjustments to the budget as circumstances warrant to meet emergent requirements or to benefit from unique development or purchase opportunities. A budget adjustment may be made if the project request meets at least one of the following criteria:

- Public or employee health/safety is threatened by existing or imminent conditions.
- The County will face financial harm (property damage, loss of revenue, litigation, etc.) if prompt action is not taken.
- The Board of Supervisors has approved a new program or program change which specifically includes

Any appropriations remaining in the capital project at the end of the fiscal year automatically roll over into the next fiscal year along with any related encumbrances until the project is completed.

The tables beginning on page 476 provide information for the Capital Program Funds for Lease Payments[1], followed by a list of the County's current outstanding Capital Projects.

[1] Lease Payments are budgeted in the General Fund in Finance Other. In order to consolidate all Capital activity, the Lease Payments detail is displayed at the end of the Capital Program section for informational purposes.

Capital Appropriations

The Fiscal Years 2011-13 Adopted Operational Plan includes $146.0 million in new appropriations for various capital projects. The following section briefly describes the amount and purpose of each capital item.

Women's Detention Facility

The existing Las Colinas Women's Detention Facility (LCDF) is located in Santee in east San Diego County. It was converted from a juvenile facility in 1977 and today serves as the primary booking and holding facility for women arrested in San Diego County. The current facility is inadequate to serve projected future inmate populations and provide for programs to serve the counseling, training and education needs that are vital to reducing recidivism of women offenders. In 2001, the Sheriff's Department completed a Master Plan which, along with subsequent planning efforts incorporating statistical analyses, projected the need for a 1,216-bed replacement women's facility. Preliminary estimates indicate a total cost for the project of approximately $289.2 million, including offsite improvements. In March 2008, the Board of Supervisors approved the submission of an application to the State of California for grant funding under the provisions of Assembly Bill (AB) 900, the *Public Safety and Offender Rehabilitation Services Act of 2007*, to pay for a portion of the costs. The State of California announced an award of $100.0 million for the project, provided certain terms are met. Final County project funding of $70.0 million of General Purpose Revenue is included in Fiscal Year 2011-12 for the new Women's Detention Facility Construction project. This amount will be combined with $130.0 million of General Purpose Revenue budgeted in previous fiscal years ($55.0 million in Fiscal Year 2010-11 and $75.0 million in Fiscal Year 2009-10) to bring the total amount of County funding to $200.0 million.

County Administration Center (CAC) Waterfront Park

In 2000, the County began exploring the possibility of converting the parking lots on the north and south sides of the County Administration Center (CAC) into a public waterfront park. Subsequently, a Master Plan for the CAC Waterfront Park was approved; the plan provides facilities for organized activities, such as weddings, celebrations and other events, and recreational activities, such as walking and picnicking. The current scope of the project includes construction of a park to meet the highest sustainability and water conservation goals and provision of public underground parking. Construction is anticipated to begin in early

2012 and end in late 2013. Additional appropriations of $35.1 million are included in Fiscal Year 2011-12, which, together with previous funding of $9.1 million, will be sufficient to complete the project. The additional $35.1 million in appropriations is funded by Centre City Development Corporation Redevelopment restricted fund balance of $5.1 million and $30.0 million of proceeds from the sale of long-term obligations issued in August 2011.

Cedar and Kettner Development

In conjunction with the approval of the CAC Waterfront Park Project, the Board of Supervisors also approved the development of County-owned property located at the intersection of Cedar Street and Kettner Boulevard in downtown San Diego to provide replacement parking for the CAC and possible County office and private business space. The site is 52,500 square feet, located two blocks from the CAC and near the center of the Little Italy community. Construction of the parking structure at Cedar and Kettner is anticipated to begin in early to mid-2013 and to be completed in mid-2014. For Fiscal Year 2012-13, appropriations of $26.2 million are approved to be funded with proceeds from the sale of long-term obligations, and will provide additional funding to the $0.7 million appropriated to date.

Multiple Species Conservation Program

The County of San Diego Multiple Species Conservation Program (MSCP), adopted by the Board of Supervisors in 1997, is an integral part of the County's program to conserve the region's natural environment and increase the amount of land available to the public for parks and open space. The goals of the MSCP are to maintain and enhance the County's unique native habitats and species and to promote regional economic viability through streamlining the land use permitting process. Since 1997, $49.7 million from the General Fund has been spent on MSCP land acquisition, which leveraged $88.3 million in federal, State and local grants, and was used to acquire more than 16,748 acres throughout the county. Funding in Fiscal Year 2011-12 of $10.0 million is based on $2.5 million of General Purpose Revenue and $7.5 million of General Fund fund balance. In Fiscal Year 2012-13, an additional $2.5 million of General Purpose Revenue allows for the continuation of this program.

Agua Caliente Regional Park Cabins

Agua Caliente County Park is located in the Anza-Borrego Desert, an unincorporated area of the County, and is well known for its therapeutic hot spring pools and unique desert environment. The park also offers camping, picnicking, hiking, accommodations for large group events, and places for visitors to enjoy nature. This project consists of purchasing and installing environmentally conscious-designed cabins that are ideal for the desert setting. For Fiscal Year 2011-12, the project is funded with $0.5 million of General Fund fund balance.

Sweetwater Lane Park Exercise Path

Sweetwater Lane County Park is an 11-acre park in the community of Spring Valley that provides a variety of recreational facilities, including four softball / baseball fields, seven soccer fields, a tot lot, an Americans with Disabilities Act (ADA)-compliant exercise path, and a concession building with restrooms. The park is a day use park unless organized leagues are using the fields, which are equipped with lights for night games. The project will augment the existing exercise path and provide for 30 stations established in six different areas of the park along the path. The stations will include shaded benches that offer rest areas along the path. For Fiscal Year 2011-12, $0.3 million of Community Development Block Grant funding is planned to fund this project.

Sweetwater Lane Park Synthetic Turf

Another project at the Sweetwater Lane County Park is to replace grass on the sport fields with synthetic turf. The synthetic turf will result in water conservation and provide for increased use of the playing fields at the park. For Fiscal Year 2011-12, $0.6 million of project funding is based

on an operating transfer from the San Miguel Park County Service Area; these funds will supplement existing General Fund funding for the project.

Lincoln Acres Park Pavilion and Playground

Lincoln Acres County Park is a 0.47-acre neighborhood day use park in the unincorporated area of the County. It features a playground and public restrooms as well as a Community Building which can be rented by the public. The project involves the design and construction of a 16-foot diameter pavilion, a children's playground for ages two to five years old. This includes the hardscape and landscape of a 1,032-square foot space and improvements including installation of landscaping and irrigation, concrete walks, construction of the pavilion, installation of playground equipment and protective playground surfacing. The proposed playground is an expansion of the existing park adjacent to the Lincoln Acres Library; the library is under construction as a part of a new community building. For Fiscal Year 2011-12, $0.1 million of Community Block Grant money funds this project. Completion of this project is estimated for spring 2012.

Goodland Acres Park Improvements

Goodland Acres County Park is a 1.34-acre park located in the community of Spring Valley and features a playground, basketball court, horseshoe pits, and restrooms. This project will include the construction of a new playing surface, benches, and backboard post improvements for the basketball court as well as lighting improvements. For Fiscal Year 2011-12, $0.1 million of Community Block Grant funds supports this project. Completion of this project is estimated for spring 2012.

Don Dussault Park Improvements

Don Dussault County Park is a 0.75-acre park located in a residential area of Fallbrook. This local park is centered around a junior playground and features shaded seating and a drinking fountain. The project includes improvements to redesign the playground in order to meet current codes. Over one-half of the park acreage is currently undeveloped with plans for the addition of a tot lot, picnic area, an Americans with Disabilities Act (ADA) parking stall, accessible paths, exercise stations, fencing, landscaping and irrigation. All components of the project will meet current ADA and safety standards. $0.1 million of Community Development Block Grant funding is included in Fiscal Year 2011-12.

Oakoasis Park Improvements

This project will be located at the 397-acre Oakoasis Preserve in the unincorporated community of Lakeside. The preserve currently features 2.5 miles of trails and sweeping views of mountains. The project includes new picnic facilities, an amphitheater, a scenic overlook, replacement of existing restrooms, and water improvements including a well, water tank, fire hydrants and connecting distribution lines. This project will incorporate input from the Barona Band of Mission Indians to incorporate Native American artistic influences. For Fiscal Year 2011-12, $0.1 million is based on Indian Gaming Grant funds, and will supplement existing funding from the General Fund and Firestorm 2003 Insurance funds.

Long-Term Animal Care Facility

The County of San Diego currently operates three animal shelters throughout the County. Funding of $0.5 million, based on General Fund fund balance during Fiscal Year 2011-12, will provide for an improved structure to shelter and care for animals that must be held for extended periods of time, for such events as court cases, administrative actions or investigations. This new facility at the animal shelter in Bonita is anticipated to have larger kennels, an integrated exercise area and interaction areas. Many of these animals are bonded to each other, and having an area where they can interact freely will be beneficial to their long-term mental and physical health. Also, some of the animals anticipated to be served by this additional shelter are aggressive and dangerous; these animals are now sheltered with the general shelter population, with potential contact with the public, in smaller cages and more confined areas. This facility could house 15-18 animals at any given time.

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 major capital projects are scheduled for completion during Fiscal Years 2011-13.

County Operations Center (COC) and Annex Redevelopment — Phase 1B

The COC and Annex Redevelopment - Phase 1B project (Phase 1B) will provide two additional 150,000 square foot office buildings, a conference center with cafeteria, and improvements to existing COC buildings to accommodate departmental moves. This phase will be entirely cash financed and, therefore, there will be no annual debt service payments.

Phase 1B is the second of three stand-alone phases of the total COC and Annex Redevelopment project. Phase 1A reached substantial completion in October 2010, and with the completion of Phase 1B, the new COC campus will provide four 150,000 square foot office buildings, a multi-level parking structure, a new central plant, and a conference center with food services. The project aims to provide a single, cohesive campus for County employees who are currently located at the COC, the Annex and various leased properties; provide more parking and improved accessibility to County clients. Phase 1B will achieve annual lease savings of approximately $1.6 million as County employees move out of leased facilities and onto the COC campus.

County Administration Center (CAC) Waterfront Park

As noted on page 438, the CAC Waterfront Park will provide public-use green space in downtown San Diego along the water and next to the historic CAC. This project will not only provide a public recreation space, but it will also serve to develop and enhance the downtown community of the City of San Diego.

The CAC Waterfront Park project will provide gardens and fountains for the public to enjoy for years to come. As well, the project will provide facilities for planned events from weddings and other family occasions to community festivals. The project also includes parking for visitors with business at the CAC. The project is anticipated to meet the highest sustainability and water conservation goals. The capital budget for this project is $44.2 million, funded by a County contribution of $14.2 million - which includes amounts received under an agreement with the Centre City Development Corporation (CCDC Agreement) - and bond proceeds of $30.0 million. The long-term financing results in annual principal and interest payments of $2.1 million beginning in Fiscal Year 2011-12, which are anticipated to be fully offset by revenues received under the CCDC Agreement.

Guajome Regional Park Photovoltaic Improvements

Guajome County Park is located in the coastal City of Oceanside. It features camping, a cabin, fishing ponds, 4.5 miles of trails, new playgrounds and a basketball court, and a wedding gazebo. The Photovoltaic Improvements project includes installing a ground mounted 300 kilowatt photovoltaic system at the Park to offset a portion of the park's electricity demands. The project is estimated to be completed in fall 2011 and is anticipated to cut energy consumption by as much as 57%. No additional staff years will be required.

Sweetwater Regional Park Energy Efficiency Upgrades

Sweetwater Regional Park is a 500-acre County park providing a wide range of activities to the public, including campsites with water and electricity, equestrian facilities, miles of trails for hikers, horseback riders, and mountain bikers, an amphitheater, a 2,000 square foot community room with kitchen facilities, and new playgrounds. During Fiscal Year 2010-11, design and construction began on the

grid-tied photovoltaic system to offset park electricity consumption. This project is estimated to be completed in spring 2012 and is anticipated to cut energy costs for the park by as much as 70%. No additional staff years will be required.

Capital Program Summary

Budget by Fund

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Capital Outlay Fund	$ 94,143,056	$ 136,235,000	$ 321,125,914	$ 98,491,217	$ 37,277,000	$ 26,240,000
County Health Complex	18,932	—	—	—	—	—
Justice Facility Construction Fund	12,178,473	56,250,000	156,569,792	9,045,993	70,000,000	—
Library Projects Fund	10,893,604	—	17,747,019	10,295,520	—	—
Multiple Species Conservation Fund	—	—	27,882,609	10,526,359	10,000,000	2,500,000
Edgemoor Development Fund	9,566,578	9,692,095	10,234,510	9,891,642	9,942,645	9,811,883
Total	$ 126,800,642	$ 202,177,095	$ 533,559,844	$ 138,250,730	$ 127,219,645	$ 38,551,883

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Services & Supplies	$ 501,503	$ 407,000	$ 10,017,196	$ 9,681,601	$ 663,000	$ 533,000
Other Charges	1,284,876	—	—	—	—	—
Capital Assets/Land Acquisition	115,949,188	192,485,000	513,822,153	118,855,907	117,277,000	28,740,000
Capital Assets Equipment	—	—	435,400	435,400	—	—
Fund Balance Component Increases	250,000	—	—	—	—	—
Operating Transfers Out	8,815,075	9,285,095	9,285,095	9,277,822	9,279,645	9,278,883
Total	$ 126,800,642	$ 202,177,095	$ 533,559,844	$ 138,250,730	$ 127,219,645	$ 38,551,883

Budget by Categories of Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Revenue From Use of Money & Property	$ 401,134	$ 429,553	$ 429,553	$ 296,767	$ 321,012	$ 328,197
Intergovernmental Revenues	6,550,940	6,208,883	16,745,664	7,023,844	10,000,037	4,263,686
Miscellaneous Revenues	3,788,333	—	2,033,558	450,504	—	—
Other Financing Sources	113,577,426	191,985,000	510,254,995	120,884,741	111,541,000	33,960,000
Fund Balance Component Decreases	250,000	—	—	—	—	—
Use of Fund Balance	2,232,809	3,553,659	4,096,074	9,594,876	5,357,596	—
Total	$ 126,800,642	$ 202,177,095	$ 533,559,844	$ 138,250,730	$ 127,219,645	$ 38,551,883

Revenue Detail

	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Interest on Deposits & Investments	$ 140,720	$ 185,671	$ 185,671	$ 56,535	$ 77,130	$ 38,254
Rents and Concessions	260,414	243,882	243,882	240,231	243,882	289,943
Aid from Redevelopment Agencies	—	—	—	—	5,139,000	—
Recreation Areas	290,342	—	2,181,376	181,376	—	—
Highways	(2,569)	—	—	—	—	—
State Construction - Other	—	—	52,576	—	—	—
State Coastal Protection Bonds Proposition 12	104,477	—	49,786	15,117	—	—
State Coastal Protection Bonds Proposition 40	4,274,437	—	1,741,361	1,617,995	—	—
State Coastal Protection Bonds Proposition 50	839,530	—	300,000	300,000	—	—
State Aid Other State	—	—	3,200,000	2,600,000	—	—
Federal Department of Interior 15.916	—	—	746,000	—	—	—
Federal Aid HUD CDBG 14.218	803,607	—	1,041,607	655,932	540,000	—
Fed Transportation and HUD Appropriation Act 14.251	244,719	—	2,781	2,781	—	—
Federal Other	—	5,708,883	5,708,883	—	4,264,037	4,263,686
Federal Other Federal Grant	(3,604)	—	71,293	643	—	—
Other Intergovernmental	—	—	1,150,000	1,150,000	—	—
Indian Gaming Grants	—	—	—	—	57,000	—
Federal ARRA - Energy, Efficiency & Conservation Block Grant	—	500,000	500,000	500,000	—	—
Miscellaneous Revenue Prior Year	(68,364)	—	—	—	—	—
Donations From Private Party	—	—	15,698	—	—	—
Miscellaneous Revenue Other	2,681,819	—	—	—	—	—
Other Miscellaneous	1,174,878	—	1,981,359	450,504		
Other Sales	—	—	36,500	—	—	—
Operating Transfer From General Fund	50,819,482	191,985,000	402,901,181	58,778,547	80,960,000	2,500,000
Operating Transfer From Road Fund	2,950	—	477,950	—	—	—
Operating Transfer From Parkland Dedication	1,149,697	—	909,803	160,035	—	—
Operating Transfer From Other / Special District	122,240	—	237,760	59,730	600,000	—
Operating Transfer From Library Fund	—	—	673,637	633,637	—	—

[1] *Negative numbers represent accounting adjustments, such as prior period accounting corrections or a project not meeting the County of San Diego's capitalization threshold.*

Revenue Detail

	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Operating Transfer From Asset Forfeiture Funds	—	—	3,124,000	—	—	—
Operating Transfer From Proposition 172 Fund	—	—	3,605,561	—	—	—
Reimbursement from SANCAL - Bond Proceeds	—	—	67,133,948	36,312,423	29,981,000	26,240,000
Reimbursement from SDRBA COC - Bond Proceeds	61,467,604	—	24,751,550	24,751,550	—	—
Proceeds from Solid Waste	—	—	6,250,786	—	—	—
Sale of Fixed Assets	15,453	—	188,820	188,820		5,220,000
Designated Justice System	—	—	—	—	—	—
General Reserve - All Funds	250,000	—	—	—	—	—
Use of Fund Balance	2,232,809	3,553,659	4,096,074	9,594,876	5,357,596	—
Total	$ 126,800,642	$ 202,177,095	$ 533,559,844	$ 138,250,730	$ 127,219,645	$ 38,551,883

[1] Negative numbers represent accounting adjustments, such as prior period accounting corrections or a project not meeting the County of San Diego's capitalization threshold.

Capital Outlay Fund

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Services & Supplies	$ —	$ —	$ 9,067,781	$ 9,067,781	$ —	$ —
Other Charges	1,284,876	—	—	—	—	—
Capital Assets Equipment	—	—	435,400	435,400	—	—
Capital Assets/Land Acquisition	92,858,180	136,235,000	311,622,733	88,988,036	37,277,000	26,240,000
Total	$ 94,143,056	$ 136,235,000	$ 321,125,914	$ 98,491,217	$ 37,277,000	$ 26,240,000

Capital Projects Detail

	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget[1]	Fiscal Year 2010-11 Actuals[1]	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Services & Supplies						
1011214 County Operations Center and Annex Phase 1A	$ —	$ —	$ 9,067,781	$ 9,067,781	$ —	$ —
Total - Services & Supplies	$ —	$ —	$ 9,067,781	$ 9,067,781	$ —	$ —
Other Charges						
1000284 HHSA Office Parking Structure	$ 1,284,876	$ —	$ —	$ —	$ —	$ —
Total - Other Charges	$ 1,284,876	$ —	$ —	$ —	$ —	$ —
Capital Assets Equipment						
1011214 County Operations Center and Annex Phase 1A	$ —	$ —	$ 435,400	$ 435,400	$ —	$ —
Total - Capital Assets Equipment	$ —	$ —	$ 435,400	$ 435,400	$ —	$ —
Capital Assets/Land Acquisition						
1000121 Trail Easement Acquisitions (KA2973)	$ —	$ —	$ 65,183	$ 643	$ —	$ —
1000011 Waste Site Land Acquisition (KA8950)	—	—	6,250,786	—	—	—
1000246 Otay Valley Regional Park Phase II Acquisition (KA0550)	1,329	—	168,725	8,667	—	—
1000249 Escondido Creek Acquisition (KA0551)	1,699,681	—	141,766	—	—	—
1005335 Valley Park Acquisition (KA4478)	—	—	493,773	—	—	—

Capital Projects Detail

	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget[1]	Fiscal Year 2010-11 Actuals[1]	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
1005337 I-122 Allotment - Supervisorial District 5 Acquisitions (KA4480)	—	—	8,656	—	—	—
1006952 Stowe Trail Acquisition (KA5321)	8,585	—	501,073	2,858	—	—
1007108 San Luis Rey River Park Acquisition (KA5325)	2,634,570	—	68,044	—	—	—
1008954 East County Trails Acquisition	11,356	—	207,943	28,095	—	—
1009548 Lakeside Soccer Fields Acquisition	—	—	789,937	4,548	—	—
1014133 I-122 Loss Allotment - Supervisorial District 2 Acquisition (1011758)	—	—	240,600	—	—	—
1014261 MSCP Bonsall Land Project (1013479)	1,300,300	—	101,550	200	—	—
1000040 Volcan Mountain West Acquisition (KK3421)	44,146	—	176,001	228	—	—
1014124 Energy Upgrades to Park Facilities Sweetwater Regional	—	1,500,000	1,500,000	4,827	—	—
1014125 County Operation Centers and Annex Phase 1B	—	119,800,000	119,800,000	19,836,253	—	—
1014126 Animal Services Replacement Cat Housing Facility	—	460,000	460,000	204,905	—	—
1014127 Animal Services Multi-Purpose Barn	—	200,000	200,000	141,058	—	—
1014146 San Dieguito Park Improvements	122,240	—	537,760	59,730	—	—
1014147 Tijuana River Valley Equestrian Center	—	—	117,000	—	—	—
1014351 Agua Caliente Water and Sewer Electric Line Replacement	—	1,275,000	1,275,000	157,882	—	—
1014352 Swiss Park Trail Connection and Improvements	—	—	700,000	66,246	—	—
1014353 Fallbrook Community Center Photovoltaic Improvements	—	250,000	264,815	264,815	—	—
1014733 Lincoln Acres Park Shade Structures Improvements	—	—	180,000	2,976	—	—
1014734 Rainbow Park Improvements	—	—	50,000	42,747	—	—
1014735 Collier Park Parking Lot Improvements	—	—	146,000	21,430	—	—

Capital Projects Detail

	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget[1]	Fiscal Year 2010-11 Actuals[1]	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
1014849 Sweetwater Regional Park Equestrian Trail Phase 3	—	—	396,000	—	—	—
1015093 Cedar and Kettner Development	—	—	660,000	270,267	—	26,240,000
1015196 Rancho Guajome Adobe Park Volunteer Vehicle Pad	—	—	60,000	—	—	—
1015180 Guajome Regional Park Volunteer Vehicle Pad	—	—	60,000	—	—	—
1015181 Lamar Park Volunteer Vehicle Pad	—	—	100,000	—	—	—
1015197 San Dieguito Park Shade Structures	—	—	147,000	2,732	—	—
1015515 Agua Calienta Park Cabins	—	—	—	—	500,000	—
1015516 Sweetwater Lane Park Exercise Path	—	—	—	—	250,000	—
1015517 Lincoln Acres Park Pavilion and Playground	—	—	—	—	110,000	—
1015518 Goodland Acres Park Improvements	—	—	—	—	100,000	—
1015519 Don Dussault Park Improvements	—	—	—	—	80,000	—
1015559 Long-Term Animal Care Facility	—	—	—	—	460,000	—
1000193 Cactus Park Sports Fields (KN2968)	—	—	7,002	—	—	—
1000035 Sweetwater Regional Park Equestrian Center Phase I (KN2669)	—	—	556	—	—	—
1000029 Otay Lakes Park Restoration (KN7022)	2,674	—	32,153	3,358	—	—
1000239 Otay Valley Regional Park Fencing/Trees (KN2752)	1,231	—	11,840	—	—	—
1000227 Guajome Regional Park Community Sport Fields and Visitor Center (KN8015)	—	—	211,198	—	—	—
1000234 Spring Valley Gymnasium (KK0865)	46,392	—	16,249	16,249	—	—
1000235 Edgemoor Skilled Nursing Facility (KK0866)	155,437	—	415,158	12,142	—	—
1000207 Sweetwater Summit Campground and Local Park Improvements (KN3106)	2,312,215	—	2,704,259	2,378,408	—	—
1000213 Collier Park Facility Design (KN9032)	3,310	—	—	—	—	—

Capital Projects Detail

	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget[1]	Fiscal Year 2010-11 Actuals[1]	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
1006608 Pine Valley Ball Field Improvements (KN5303)	79,132	—	355,539	12,535	—	—
1000138 Sweetwater Park State Route 125 Mitigation (KN3406)	—	—	52,576	—	—	—
1005256 Lindo Lake Well (KN3407)	—	—	(1,126)	(1,126)	—	—
1005258 Lakeside Baseball Park (KN3412)	49,037	—	200,762	4,882	—	—
1004981 Felicita Park Improvements (KN3414)	112,065	—	1,333,307	37,817	—	—
1005259 Guajome Park Playground/Restroom/Dock Improvements (KN3415)	—	—	6,614	—	—	—
1005262 Sweetwater Trails/ Bikeways Construction (KN3419)	341,291	—	1,161,871	1,142,149	—	—
1015204 County Administration Waterfront Park (KK3421)	225	—	6,513,705	470,563	35,120,000	—
1000036 San Luis Rey River Park Planning and Development (KN3432)	35,147	—	5,054,479	205,371	—	—
1014139 Simon Preserve/Trail Construction (KN4452)	—	—	75,000	—	—	—
1000285 San Elijo Lagoon Nature Center Expansion (KN4464)	27,924	—	170,658	5,405	—	—
1005106 San Dieguito Recycled Water Retrofit Improvements (KN4481)	—	—	68,394	3,272	—	—
1006572 Spring Valley Community Center Expansion (KN5498)	1,280,400	—	372,572	270,186	—	—
1008292 Americans With Disabilities Act (ADA) Ball Field	24,998	—	562,879	527,454	—	—
1009268 Otay Valley Regional Park Trail Improvements	3,028,241	—	1,869,104	938,916	—	—
1009269 Lindo Lake Boathouse Restoration	62	—	154,263	—	—	—
1010406 Hilton Head Park Phase II Improvements	72,849	—	185	185	—	—
1010407 Guajome Regional Park Restrooms	30,667	—	369,934	363,587	—	—
1010431 Otay Valley Regional Park Staging Area	—	—	211,981	—	—	—
1010432 Otay Valley Regional Park Active Recreation Area	331,162	—	6,151	6,151	—	—

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Capital Projects Detail

	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget[1]	Fiscal Year 2010-11 Actuals[1]	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
1010429 Heritage Park Victorian Home Improvements	1,578,137	—	2,421,863	2,421,761	—	—
1010593 Heise Well Replacement	5,275	—	—	—	—	—
1010779 Campo Community Center Stormwater System Improvement	—	—	32,635	—	—	—
1015187 Agua Caliente Pavilion Replacement (1011443)	234,553	—	25,917	—	—	—
1015188 Tijuana River Valley Trails Habitat Restoration (1011445)	76,759	—	123,043	18,977	—	—
1014138 Whaley Compound ADA Improvements (1011447)	—	—	100,000	—	—	—
1015190 Los Penasquitos Adobe/ Barn ADA (1011448)	99,115	—	425	425	—	—
1015191 Ranger Housing Improvements (1011449)	813,487	—	1,658,733	1,322,178	—	—
1014137 Brodiaea Restoration Enhancement and Protection (1011473)	—	—	50,000	—	—	—
1010973 Tijuana River Valley Sports Complex Concept Plan	41,898	—	309,251	28,463	—	—
1010977 Otay Valley Regional Park Local Staging Area	76,026	—	223,974	—	—	—
1011214 County Operations Center and Annex Phase 1A	61,467,604	—	82,537,911	51,560,792	—	—
1015192 Fire Erosion Control Hellhole Canyon (1011440)	28,236	—	2,477	—	—	—
1015193 Fire Recovery Erosion Control William Heise Park (1011442)	5,557	—	6,883	6,616	—	—
1014134 Tijuana River Valley Trail Construction (1011723)	—	—	673,999	—	—	—
1015194 Mt Olympus Preserve Improvements (1011952)	11,619	—	338,381	165	—	—
1015131 HHSA PSG CSG Office Relocations (1012285)	461,139	—	47,043,861	36,170	—	—
1015140 San Pasqual Academy Residences (1012286)	503,242	—	8,646,158	4,385,838	—	—
1015141 Oakoasis Park Improvements (1012152)	96,688	—	1,185,492	226,965	57,000	—
1015142 Hilton Head Park Irrigation (1012343)	85,913	—	—	—	—	—
1015172 Guajome Regional Park Improvements (1012922)	91,016	—	31,695	30,691	—	—

Capital Projects Detail

	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget[1]	Fiscal Year 2010-11 Actuals[1]	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
1015146 Lakeside Washrack (1012937)	2,950	—	477,950	—	—	—
1015170 County Reserve Fire Recovery (1012951)	98,650	—	311,327	—	—	—
1015171 Lindo Lake Tennis Courts Renovation (1012953)	197,120	—	2,501	2,501	—	—
1014666 San Pasqual Academy Water Well (1012959)	127	—	449,873	341,211	—	—
1014255 San Pasqual Academy Sports Field (1013116)	51,300	—	8,700	—	—	—
1015171 Jess Martin Exercise Path and Park Improvements (1013102)	509,739	—	132,269	95,846	—	—
1015178 Lakeside Community Center Photovoltaic System (1013103)	81,652	250,000	446,995	390,116	—	—
1015179 Valle de Oro Park Improvements (1013224)	80,724	—	123	123	—	—
1014252 Guajome Park Photovoltaic System (1013257)	19,805	—	1,080,195	67,721	—	—
1014253 Sweetwater Lane Synthetic Turf Improvement (1013258)	63,506	2,500,000	3,136,494	62	600,000	—
1014254 Bancroft Rock House Restoration and Improvements (1013259)	291,624	—	221,376	216,746	—	—
1015185 Heritage County Park Improvements (1013360)	79,966	—	57,534	38,394	—	—
1014259 Live Oak Park Recreational Area (1013577)	3,495	—	196,505	188,734	—	—
1014257 El Monte Trail and Staging Area (1013682)	235,421	—	179,579	175,925	—	—
1014256 Oak Country II Trail (1013683)	71,430	—	461,867	429,238	—	—
1014131 San Pasqual Academy Administration Building (1013689)	—	—	900,600	—	—	—
1014260 Mountain Empire Community Playground (1013750)	154,172	—	415,528	286,771	—	—
1014130 Collier Park Soccer Arena (1013817)	—	—	622,046	408,855	—	—
1014129 Live Oak Amphitheater (1013902)	—	—	492,000	11,108	—	—
1014142 Santa Ysabel Nature Center (1013906)	22,861	—	102,139	67,478	—	—

Capital Projects Detail

	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget[1]	Fiscal Year 2010-11 Actuals[1]	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
1000030 Tijuana River Valley Regional Park Fencing (KN2630)	20,452	—	—	—	—	—
1011441 Fire Erosion Control El Capitan	738	—	—	—	—	—
1015186 Lindo Lake ADA Fitness Area (1012325)	144,244	—	—	—	—	—
1015184 Rios Canyon Park Disabled Access Improvements (1013145)	92,271	—	—	—	—	—
1015169 Fallbrook Community Center (1012950)	97,728	—	—	—	—	—
1011387 Lincoln Acres Community Center ADA Ramp	(9,774)	—	—	—	—	—
1007477 Goodan Ranch Compound Improvements (KN6329)	154	—	—	—	—	—
1012118 Campo Community Center	18,266	—	—	—	—	—
Multiple Species Conservation Program (MSCP) (KA9500)	9,752,207	10,000,000	(1,290,443)	(1,290,443)	—	—
1011719 Clemmens Lane Park Design	563,815	—	—	—	—	—
1011720 Trans-County Trail Acquisition	(19,325)	—	—	—	—	—
1011721 Trans-County Trail Development	(2,317)	—	—	—	—	—
1000218 Underground Fuel Storage Tank Replacement (KK6100)	(68,364)	—	—	—	—	—
1008191 Fallbrook Community Center Interior Remodel Design (KN5491)	6,774	—	—	—	—	—
1012504 MSCP Lauderbaugh Land Acquisition	47,274	—	—	—	—	—
1013478 San Luis Rey Bonsall Land Project	2,103,500	—	—	—	—	—
1000284 HHSA Office Parking Structure	(1,284,876)	—	—	—	—	—
1015172 Jess Martin Exercise Path and Park Improvements	(2,058)	—	—	—	—	—
Total - Capital Assets/Land Acquisition	$ 92,858,180	$ 136,235,000	$ 311,622,733	$ 88,988,036	$ 37,277,000	$ 26,240,000
Total Capital Outlay Fund	$ 94,143,056	$ 136,235,000	$ 321,125,914	$ 98,491,217	$ 37,277,000	$ 26,240,000

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Funding Source	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget[1]	Fiscal Year 2010-11 Actuals[1]	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Operating Transfer From General Fund						
Multiple Species Conservation Program (KA9500)	$ 9,752,207	$ 10,000,000	$ (1,290,443)	$ (1,290,443)	$ —	$ —
1000249 Escondido Creek Acquisition (KA0551)	820,592	—	141,766	—	—	—
1004981 Felicita Park Improvements (KN3414)	16,950	—	1,325,851	32,932	—	—
1005106 San Dieguito Recycled Water Retrofit Improvements (KN4481)	—	—	68,394	3,272	—	—
1000030 Tijuana River Valley Regional Park Fencing (KN2630)	20,452	—	—	—	—	—
1000035 Sweetwater Regional Park Equestrian Center Phase I (KN2669)	—	—	556	—	—	—
1000239 Otay Valley Regional Park Fencing/Trees (KN2752)	1,231	—	11,840	—	—	—
1000193 Cactus Park Sports Fields (KN2968)	—	—	7,002	—	—	—
1005256 Lindo Lake Well (KN3407)	—	—	(1,126)	(1,126)	—	—
1015204 County Administration Waterfront Park (KK3421)	225	—	6,513,705	470,563	—	—
1000036 San Luis Rey River Park Planning and Development (KN3432)	35,147	—	3,054,479	205,371	—	—
1000040 Volcan Mountain West Acquisition (KK3421)	44,146	—	176,001	228	—	—
1000029 Otay Lakes Park Restoration (KN7022)	6,278	—	32,153	3,358	—	—
1000234 Spring Valley Gymnasium (KK0865)	46,392	—	16,249	16,249	—	—
1000207 Sweetwater Summit Campground and Local Park Improvements (KN3106)	1,599,785	—	2,201,526	1,916,101	—	—
1000285 San Elijo Lagoon Nature Center Expansion (KN4464)	27,924	—	167,878	2,624	—	—
1005335 Valley Park Acquisition (KA4478)	—	—	493,773	—	—	—
1000213 Collier Park Facility Design (KN9032)	3,310	—	—	—	—	—

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Funding Source	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget[1]	Fiscal Year 2010-11 Actuals[1]	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
1005259 Guajome Park Playground/Restroom/Dock Improvements (KN3415)	—	—	3,076	—	—	—
1006608 Pine Valley Ball Field Improvements (KN5303)	79,132	—	355,539	12,535	—	—
1010407 Guajome Regional Park Restrooms	—	—	32,000	25,653	—	—
1006952 Stowe Trail Acquisition (KA5321)	8,585	—	501,073	2,858	—	—
1007108 San Luis Rey River Park Acquisition (KA5325)	9,570	—	68,044	—	—	—
1005262 Sweetwater Trails/ Bikeways Construction (KN3419)	341,291	—	1,161,871	1,142,149	—	—
1008292 Americans With Disabilities Act (ADA) Ball Field	24,998	—	562,879	527,454	—	—
1000246 Otay Valley Regional Park Phase II Acquisition (KA0550)	1,329	—	135,887	8,667	—	—
1008954 East County Trails Acquisition	11,356	—	207,943	28,095	—	—
1000235 Edgemoor Skilled Nursing Facility (KK0866)	155,437	—	415,158	12,142	—	—
1009548 Lakeside Soccer Fields Acquisition	—	—	789,937	4,548	—	—
1005258 Lakeside Baseball Park (KN3412)	49,037	—	200,762	4,882	—	—
1009268 Otay Valley Regional Park Trail Improvements	1,854,006	—	1,153,809	223,621	—	—
1010429 Heritage Park Victorian Home Improvements	1,578,137	—	2,421,863	2,421,761	—	—
1010431 Otay Valley Regional Park Staging Area	—	—	211,981	—	—	—
1010432 Otay Valley Regional Park Active Recreation Area	331,162	—	6,151	6,151	—	—
1010593 Heise Well Replacement	5,275	—	—	—	—	—
1010977 Otay Valley Regional Park Local Staging Area	76,026	—	223,974	—	—	—
1010973 Tijuana River Valley Sports Complex Concept Plan	41,898	—	309,251	28,463	—	—
1010406 Hilton Head Park Phase II Improvements *	—	—	185	185	—	—
1009269 Lindo Lake Boathouse Restoration	62	—	152,959	—	—	—
1015187 Agua Caliente Pavilion Replacement (1011443)	234,553	—	25,917	—	—	—

Funding Source

	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget[1]	Fiscal Year 2010-11 Actuals[1]	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
1015188 Tijuana River Valley Trails Habitat Restoration (1011445)	76,759	—	123,043	18,977	—	—
1015190 Los Penasquitos Adobe/ Barn ADA (1011448)	99,115	—	425	425	—	—
1015191 Ranger Housing Improvements (1011449)	813,487	—	1,658,733	1,322,178	—	—
1006572 Spring Valley Community Center Expansion (KN5498)	278,826	—	2,742	—	—	—
1011214 County Operations Center	—	—	9,155,594	—	—	—
1015192 Fire Erosion Control Hellhole Canyon (1011440)	28,236	—	2,477	—	—	—
1011441 Fire Erosion Control El Capitan	738	—	—	—	—	—
1015193 Fire Recovery Erosion Control William Heise Park (1011442)	5,557	—	6,883	6,616	—	—
1015194 Mt Olympus Preserve Improvements (1011952)	11,619	—	338,381	165	—	—
1015140 San Pasqual Academy Residences (1012286)	503,242	—	8,646,158	4,385,838	—	—
1015131 HHSA PSG CSG Office Relocations (1012285)	461,139	—	47,043,861	36,170	—	—
1015142 Hilton Head Park Irrigation (1012343)	85,913	—	—	—	—	—
1015178 Lakeside Community Center Photovoltaic System (1013103)	81,652	—	211,810	154,932	—	—
1015172 Jess Martin Exercise Path and Park Improvements (1013102)	303,882	—	—	—	—	—
1015172 Guajome Regional Park Improvements (1012922)	91,016	—	31,695	30,691	—	—
1015185 Heritage County Park Improvements (1013360)	79,966	—	57,534	38,394	—	—
1015141 Oakoasis Park Improvements (1012152)	—	—	30,913	—	—	—
1011720 Trans-County Trail Acquisition	18,752	—	—	—	—	—
1015170 County Reserve Fire Recovery	—	—	170,000	—	—	—
1014261 MSCP Bonsall Land Project (1013479)	1,300,300	—	101,550	200	—	—

Funding Source	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget[1]	Fiscal Year 2010-11 Actuals[1]	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
1014138 Whaley Compound ADA Improvements (1011447)	—	—	100,000	—	—	—
1014134 Tijuana River Valley Trail Construction (1011723)	—	—	323,999	—	—	—
1014666 San Pasqual Academy Water Well (1012959)	127	—	449,873	341,211	—	—
1014255 San Pasqual Academy Sports Field (1013116)	51,300	—	8,700	—	—	—
1014252 Guajome Park Photovoltaic System (1013257)	19,805	—	1,080,195	67,721	—	—
1014253 Sweetwater Lane Synthetic Turf Improvement (1013258)	63,506	2,500,000	3,136,494	62	—	—
1014131 San Pasqual Academy Administration Building (1013689)	—	—	900,600	—	—	—
1014260 Mountain Empire Community Playground (1013750)	2,267	—	117,433	27,245	—	—
1014130 Collier Park Soccer Arena (1013817)	—	—	622,046	408,855	—	—
1014129 Live Oak Amphitheater (1013902)	—	—	92,000	11,108	—	—
1014142 Santa Ysabel Nature Center (1013906)	22,861	—	102,139	67,478	—	—
1014124 Energy Upgrades to Park Facilities Sweetwater Regional	—	1,500,000	1,500,000	4,827	—	—
1014125 County Operation Centers & Annex Phase 1B	—	119,800,000	110,800,000	19,836,253	—	—
1014126 Animal Services Replacement Cat Housing Facility	—	460,000	460,000	204,905	—	—
1014127 Animal Services Multi-Purpose Barn	—	200,000	200,000	141,058	—	—
1014351 Agua Caliente Water and Sewer Electric Line Replacement	—	1,275,000	1,275,000	157,882	—	—
1015093 Cedar and Kettner Development	—	—	660,000	270,267	—	—
1015196 Rancho Guajome Adobe Park Volunteer Vehicle Pad	—	—	60,000	—	—	—
1015180 Guajome Regional Park Volunteer Vehicle Pad	—	—	60,000	—	—	—

Funding Source	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget[1]	Fiscal Year 2010-11 Actuals[1]	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
1015181 Lamar Park Volunteer Vehicle Pad	—	—	100,000	—	—	—
1015197 San Dieguito Park Shade Structures	—	—	147,000	2,732	—	—
1014352 Swiss Park Trail Connection and Improvements	—	—	700,000	66,246	—	—
1014254 Bancroft Rock House Restoration and Improvements (1013259)	—	—	40,000	35,370	—	—
1014256 Oak Country II Trail (1013683)	329	—	51,378	35,408	—	—
1014257 El Monte Trail and Staging Area (1013682)	—	—	40,000	36,346	—	—
1014147 Tijuana River Valley Equestrian Center	—	—	117,000	—	—	—
1015515 Agua Calienta Park Cabins	—	—	—	—	500,000	—
1015559 Long-Term Animal Care Facility	—	—	—	—	460,000	—
1012504 MSCP Lauderbaugh Land Acquisition	47,274	—	—	—	—	—
1013478 San Luis Rey Bonsall Land Project	2,103,500	—	—	—	—	—
Total - Operating Transfer From General Fund	$ 23,727,661	$ 135,735,000	$ 212,585,517	$ 33,517,851	$ 960,000	$ —
Recreation Areas						
1000008 Bancroft Park Acquisition (KA1557)	$ (1,282)	$ —	$ —	$ —	$ —	$ —
1014254 Bancroft Rock House Restoration and Improvements (1013259)	291,624	—	181,376	181,376	—	—
1000036 San Luis Rey River Park Planning and Development (KN3432)	—	—	2,000,000	—	—	—
Total - Recreation Areas	$ 290,342	$ —	$ 2,181,376	$ 181,376	$ —	$ —
Highways						
1000249 Escondido Creek Acquisition (KA0551)	$ (2,569)	$ —	$ —	$ —	$ —	$ —
Total - Highways	$ (2,569)	$ —	$ —	$ —	$ —	$ —

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Funding Source	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget[1]	Fiscal Year 2010-11 Actuals[1]	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
State Construction - Other						
1000138 Sweetwater Park State Route 125 Mitigation (KN3406)	$ —	$ —	$ 52,576	$ —	$ —	$ —
Total - State Construction - Other	$ —	$ —	$ 52,576	$ —	$ —	$ —
State Proposition 12						
1000285 San Elijo Lagoon Nature Center Expansion (KN4464)	$ (17,560)	$ —	$ 17,560	$ —	$ —	$ —
1000207 Sweetwater Summit Campground and Local Park Improvements (KN3106)	98,697	—	55,544	15,117	—	—
1014256 Oak Country II Trail (1013683)	23,340	—	16,660	—	—	—
1006572 Spring Valley Community Center Expansion (KN5498)	—	—	(41,282)	—	—	—
1009269 Lindo Lake Boathouse Restoration	—	—	1,304	—	—	—
Total - State Proposition 12	$ 104,477	$ —	$ 49,786	$ 15,117	$ —	$ —
State Proposition 40						
1007108 San Luis Rey River Park Acquisition (KA5325)	$ 2,625,000	$ —	$ —	$ —	$ —	$ —
1014256 Oak Country II Trail (1013683)	32,308	—	393,830	393,830	—	—
1000008 Bancroft Park Acquisition (KA1557)	1,282	—	—	—	—	—
1000207 Sweetwater Summit Campground and Local Park Improvements (KN3106)	613,733	—	258,370	258,370	—	—
1000285 San Elijo Lagoon Nature Center Expansion (KN4464)	(227,159)	—	(17,560)	—	—	—
1006572 Spring Valley Community Center Expansion (KN5498)	668,773	—	213,914	72,987	—	—
1009268 Otay Valley Regional Park Trail Improvements	334,705	—	415,295	415,295	—	—
1010406 Hilton Head Park Phase II Improvements	100	—	—	—	—	—
1010407 Guajome Regional Park Restrooms	30,667	—	337,934	337,934	—	—
1014257 El Monte Trail and Staging Area (1013682)	235,421	—	139,579	139,579	—	—

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Funding Source	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget[1]	Fiscal Year 2010-11 Actuals[1]	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
1011720 Trans-County Trail Acquisition	(38,077)	—	—	—	—	—
1011721 Trans-County Trail Development	(2,317)	—	—	—	—	—
Total - State Proposition 40	$ 4,274,436	$ —	$ 1,741,361	$ 1,617,995	$ —	$ —
State Proposition 50						
1009268 Otay Valley Regional Park Trail Improvements	$ 839,530	$ —	$ 300,000	$ 300,000	$ —	$ —
Total - State Proposition 50	$ 839,530	$ —	$ 300,000	$ 300,000	$ —	$ —
State Aid Other State						
1014129 Live Oak Amphitheater (1013902)	$ —	$ —	$ 200,000	$ —	$ —	$ —
Total - State Aid Other State	$ —	$ —	$ 200,000	$ —	$ —	$ —
Federal Department of Interior 15.916						
1014134 Tijuana River Valley Trail Construction (1011723)	$ —	$ —	$ 350,000	$ —	$ —	$ —
1014849 Sweetwater Regional Park Equestrian Trail Phase 3	—	—	396,000	—	—	—
Total - Federal Department of Interior 15.916	$ —	$ —	$ 746,000	$ —	$ —	$ —
Community Development Block Grants						
1006572 Spring Valley Community Center Expansion (KN5498)	$ 332,801	$ —	$ 197,199	$ 197,199	$ —	$ —
1010779 Campo Community Center Stormwater System Improvement	—	—	32,635	—	—	—
1011387 Lincoln Acres Community Center ADA Ramp	(9,774)	—	—	—	—	—
1011719 Clemmens Lane Park Design	296,088	—	—	—	—	—
1015172 Jess Martin Exercise Path and Park Improvements (1013102)	162,731	—	132,269	95,846	—	—
1012118 Campo Community Center	18,266	—	—	—	—	—

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Funding Source	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget[1]	Fiscal Year 2010-11 Actuals[1]	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
1014259 Live Oak Park Recreational Area (1013577)	3,495	—	196,505	188,734	—	—
1014260 Mountain Empire Community Center Playground (1013750)	—	—	107,000	107,000	—	—
1014733 Lincoln Acres Park Shade Structures Improvements	—	—	180,000	2,976	—	—
1014734 Rainbow Park Improvements	—	—	50,000	42,747	—	—
1014735 Collier Park Parking Lot Improvements	—	—	146,000	21,430	—	—
1015516 Sweetwater Lane Park Exercise Path	—	—	—	—	250,000	—
1015517 Lincoln Acres Park Pavilion and Playground	—	—	—	—	110,000	—
1015518 Goodland Acres Park Improvements	—	—	—	—	100,000	—
1015519 Don Dussault Park Improvements	—	—	—	—	80,000	—
Total - Community Development Block Grants	$ 803,607	$ —	$ 1,041,607	$ 655,932	$ 540,000	$ —
Fed Transportation and HUD Appropriation Act						
1000285 San Elijo Lagoon Nature Center Expansion (KN4464)	$ 244,719	$ —	$ 2,781	$ 2,781	$ —	$ —
Total - Fed Transportation and HUD Appropriation Act	$ 244,719	$ —	$ 2,781	$ 2,781	$ —	$ —
Federal Other Federal Grants						
1000029 Otay Lakes Park Restoration (KN7022)	$ (3,604)	$ —	$ —	$ —	$ —	$ —
1000121 Trail Easement Acquisitions (KA2973)	—	—	65,183	643	—	—
1005259 Guajome Park Playground/Restroom/Dock Improvements (KN3415)	—	—	3,539	—	—	—
1004981 Felicita Park Improvements (KN3414)	—	—	2,572	—	—	—
Total - Federal Other Federal Grants	$ (3,604)	$ —	$ 71,293	$ 643	$ —	$ —

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Funding Source

	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget[1]	Fiscal Year 2010-11 Actuals[1]	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Indian Gaming Grant						
1015141 Oakoasis Park Improvements (1012152)	$ —	$ —	$ —	$ —	$ 57,000	$ —
Total - Indian Gaming Grant	$ —	$ —	$ —	$ —	$ 57,000	$ —
Federal ARRA - Energy, Efficiency & Conservation Block Grant						
1014353 Fallbrook Community Center Photovoltaic Improvements	$ —	$ 250,000	$ 264,815	$ 264,815	$ —	$ —
1015178 Lakeside Community Center Photovoltaic System (1013103)	—	250,000	235,185	235,185	—	—
Total - Federal ARRA - Energy, Efficiency & Conservation Block Grant	$ —	$ 500,000	$ 500,000	$ 500,000	$ —	$ —
Miscellaneous Revenue						
1000246 Otay Valley Regional Park Phase II Acquisition (KA0550)	$ —	$ —	$ 32,838	$ —	$ —	$ —
1000249 Escondido Creek Acquisition (KA0551)	881,658	—	—	—	—	—
1005337 I-122 Allotment - Supervisorial District 5 Acquisitions (KA4480)	—	—	8,656	—	—	—
1014133 I-122 Loss Allotment - Supervisorial District 2 Acquisition (1011758)	—	—	240,600	—	—	—
1014139 Simon Preserve/Trail Construction (KN4452)	—	—	75,000	—	—	—
1007477 Goodan Ranch Compound Improvements (KN6329)	154	—	—	—	—	—
1014137 Brodiaea Restoration Enhancement and Protection (1011473)	—	—	50,000	—	—	—
1015141 Oakoasis Park Improvements (1012152)	96,688	—	1,154,579	226,965	—	—
1015169 Fallbrook Community Center (1012950)	97,728	—	—	—	—	—
1015170 County Reserve Fire Recovery (1012951)	98,650	—	141,327	—	—	—
Total - Miscellaneous Revenue	$ 1,174,878	$ —	$ 1,702,999	$ 226,965	$ —	$ —

Funding Source	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget[1]	Fiscal Year 2010-11 Actuals[1]	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Miscellaneous Revenue Prior Year						
1000218 Underground Fuel Storage Tank Replacement (KK6100)	$ (68,364)	$ —	$ —	$ —	$ —	$ —
Total - Miscellaneous Revenue Prior Year	$ (68,364)	$ —	$ —	$ —	$ —	$ —
Road Fund						
1015146 Lakeside Washrack (1012937)	$ 2,950	$ —	$ 477,950	$ —	$ —	$ —
Total - Road Fund	$ 2,950	$ —	$ 477,950	$ —	$ —	$ —
Parkland Dedication Fund						
1015186 Lindo Lake ADA Fitness Area (1012325)	$ 144,244	$ —	$ —	$ —	$ —	$ —
1000227 Guajome Regional Park Community Sport Fields and Visitor Center (KN8015)	—	—	211,198	—	—	—
1004981 Felicita Park Improvements (KN3414)	95,115	—	4,885	4,885	—	—
1010406 Hilton Head Park Phase II Improvements	72,749	—	—	—	—	—
1015171 Lindo Lake Tennis Courts Renovation (1012953)	197,120	—	2,501	2,501	—	—
1015172 Jess Martin Exercise Path and Park Improvements (1013102)	41,068	—	—	—	—	—
1015179 Valle de Oro Park Improvements (1013224)	80,724	—	123	123	—	—
1015184 Rios Canyon Park Disabled Access Improvements (1013145)	92,271	—	—	—	—	—
1014260 Mountain Empire (Campo) Community Center Playground (1013750)	151,905	—	191,095	152,526	—	—
1014146 San Dieguito Park Improvements	—	—	300,000	—	—	—
1014129 Live Oak Amphitheater (1013902)	—	—	200,000	—	—	—
1008191 Fallbrook Community Center Interior Remodel Design	6,774	—	—	—	—	—
1011719 Clemmens Lane Park Design	267,727	—	—	—	—	—

Funding Source	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget[1]	Fiscal Year 2010-11 Actuals[1]	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Total - Parkland Dedication Fund	$ 1,149,697	$ —	$ 909,803	$ 160,035	$ —	$ —
Operating Transfer From Other / Special District						
1014253 Sweetwater Lane Synthetic Turf Improvement (1013258)	$ —	$ —	$ —	$ —	$ 600,000	$ —
1014146 San Dieguito Park Improvements	122,240	—	237,760	59,730	—	—
Total - Operating Transfer From Other / Special District	$ 122,240	$ —	$ 237,760	$ 59,730	$ 600,000	$ —
Aid from Redevelopment Agencies						
1015204 County Administration Waterfront Park (KK3421)	$ —	$ —	$ —	$ —	$ 5,139,000	$ —
Total - Aid from Redevelopment Agencies	$ —	$ —	$ —	$ —	$ 5,139,000	$ —
Reimbursement from SDRBA - COC - Bond Proceeds						
1011214 County Operations Center and Annex Phase 1A	$ 61,467,604	$ —	$ 58,133,948	$ 36,312,423	$ —	$ —
1015125 County Operations Center and Annex Phase 1B	—	—	9,000,000	—	—	—
Total - Reimbursement from SDRBA - COC - Bond Proceeds	$ 61,467,604	$ —	$ 67,133,948	$ 36,312,423	$ —	$ —
Reimb from SANCAL (Bond Proceeds)						
1015204 County Administration Waterfront Park (KK3421)	$ —	$ —	$ —	$ —	$ 29,981,000	$ —
1015093 Cedar and Kettner Development	—	—	—	—	—	26,240,000
1011214 County Operations Center and Annex Phase 1A	—	—	24,751,550	24,751,550	—	—
Total - Reimb from SANCAL (Bond Proceeds)	$ —	$ —	$ 24,751,550	$ 24,751,550	$ 29,981,000	$ 26,240,000
Proceeds from Solid Waste						
1000011 Waste Site Lang Acquisition (KA8950)	$ —	$ —	$ 6,250,786	$ —	$ —	$ —
Total - Proceeds from Solid Waste	$ —	$ —	$ 6,250,786	$ —	$ —	$ —

Funding Source	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget[1]	Fiscal Year 2010-11 Actuals[1]	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Sale of Fixed Assets						
1014256 Oak Country II Trail (1013683)	$ 15,453	$ —	$ —	$ —	$ —	$ —
1000207 Sweetwater Summit Campground and Local Park Improvements (KN3106)	—	—	188,820	188,820	—	—
Total - Sale of Fixed Assets	$ 15,453	$ —	$ 188,820	$ 188,820	$ —	$ —
Total Capital Outlay Funding Sources	$ 94,143,057	$ 136,235,000	$ 321,125,914	$ 98,491,217	$ 37,277,000	$ 26,240,000

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County Health Complex Fund

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Capital Assets/Land Acquisition	$ 18,932	$ —	$ —	$ —	$ —	$ —
Total	$ 18,932	$ —	$ —	$ —	$ —	$ —

Capital Projects Detail

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Capital Assets/Land Acquisition						
1012284 North Central Public Health Clinic	$ 18,932	$ —	$ —	$ —	$ —	$ —
Total - Capital Assets/Land Acquisition	$ 18,932	$ —	$ —	$ —	$ —	$ —

Funding Source

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Operating Tranfer from General Fund						
1012284 North Central Public Health Clinic	$ 18,932	$ —	$ —	$ —	$ —	$ —
Total - Operating Transfer from General Fund	$ 18,932	$ —	$ —	$ —	$ —	$ —
Total - County Health Complex Funding Sources	$ 18,932	$ —	$ —	$ —	$ —	$ —

Justice Facility Construction Fund

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Capital Assets/Land Acquisition	$ 12,178,473	$ 56,250,000	$ 156,569,792	$ 9,045,993	$ 70,000,000	$ —
Total	$ 12,178,473	$ 56,250,000	$ 156,569,792	$ 9,045,993	$ 70,000,000	$ —

Capital Projects Detail

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Capital Assets/Land Acquisition						
1000136 East Mesa Juvenile Detention Facility (KK0781)	$ 59,653	$ —	$ —	$ —	$ —	$ —
1005348 Rancho San Diego Sheriff Station Land Acquisition (KA5485)	(816)	—	—	—	—	—
1006566 Medical Examiner and Forensic Center (KK5497)	10,722,664	$ —	8,064,697	6,145,008	—	—
1014135 Sheriff's Defensive Tactics Building (1012261)	—	—	465,000	—	—	—
1014136 Ramona Station Land Acquisition (1011477)	—	—	1,000,000	—	—	—
1014144 Juvenile Probation Complex Parking Lot Expansion	—	1,250,000	1,250,000	1,239,501	—	—
1014440 Regional Communication System Harmony Hill Site Acquisition	—	—	203,500	183,538	—	—
1015195 Women's Detention Facility (1000159)	905,399	55,000,000	130,020,350	1,307,445	70,000,000	—
1015198 Pine Valley Substation (1000161)	1,088	—	1,149,181	1,374	—	—
1015199 Rancho San Diego Sheriff Station (1006584)	490,486	—	14,417,064	169,127	—	—
Total - Capital Assets/Land Acquisition	$ 12,178,473	$ 56,250,000	$ 156,569,792	$ 9,045,993	$ 70,000,000	$ —

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Funding Source

	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals[1]	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Miscellaneous Revenue						
1014440 Regional Communication System Harmony Hill Site Acquisition	$ —	$ —	$ 203,500	$ 183,538	$ —	$ —
Total - Miscellaneous Revenue	$ —	$ —	$ 203,500	$ 183,538	$ —	$ —
Operating Transfer from General Fund						
1000136 East Mesa Juvenile Detention Facility (KK0781)	$ 59,653	$ —	$ —	$ —	$ —	$ —
1006566 Medical Examiner and Forensic Center (KK5497)	10,722,664	1,250,000	8,064,697	6,145,008	—	—
1014135 Sheriff's Defensive Tactics Building (1012261)	—	—	341,000	—	—	—
1014136 Ramona Station Land Acquisition (1011477)	—	—	1,000,000	—	—	—
1014144 Juvenile Probation Complex Parking Lot Expansion	—	—	1,250,000	1,239,501	—	—
1015195 Women's Detention Facility (KK8032)	905,399	55,000,000	130,020,350	1,307,445	70,000,000	—
1015198 Pine Valley Substation (1000161)	1,088	—	1,149,181	1,374	—	—
1015199 Rancho San Diego Sheriff Station (1006584)	490,486	—	7,811,503	169,127	—	—
Total - Operating Transfer from General Fund	$ 12,179,289	$ 56,250,000	$ 149,636,731	$ 8,862,455	$ 70,000,000	$ —
Operating Transfer from Sheriff Asset Forfeiture						
1014135 Sheriff's Defensive Tactics Building (1012261)	$ —	$ —	$ 124,000	$ —	$ —	$ —
1015199 Rancho San Diego Sheriff Station (1006584)	—	—	3,000,000	—	—	—
Total - Operating Transfer from Sheriff Asset Forfeiture	$ —	$ —	$ 3,124,000	$ —	$ —	$ —
Operating Transfer from Proposition 172 Fund						
1015199 Rancho San Diego Sheriff Station (1006584)	$ —	$ —	$ 3,605,561	$ —	$ —	$ —
Total - Operating Transfer from Proposition 172 Fund	$ —	$ —	$ 3,605,561	$ —	$ —	$ —

Funding Source	Fiscal Year 2009-10 Actuals[1]	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals[1]	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Use of Fund Balance						
1015199 Rancho San Diego Sheriff Station (1006584)	$ (816)	$ —	$ —	$ —	$ —	$ —
Total - Use of Fund Balance	$ (816)	$ —	$ —	$ —	$ —	$ —
Total Justice Facility Construction Funding Sources	$ 12,178,473	$ 56,250,000	$ 156,569,792	$ 9,045,993	$ 70,000,000	$ —

[1] *Negative numbers represent accounting adjustments, such as prior period accounting corrections or a project not meeting the County of San Diego's capitalization threshold.*

Library Projects Fund

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Capital Assets/Land Acquisition	$ 10,893,604	$ —	$ 17,747,019	$ 10,295,520	$ —	$ —
Total	$ 10,893,604	$ —	$ 17,747,019	$ 10,295,520	$ —	$ —

Capital Projects Detail

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Capital Assets/Land Acquisition						
1000178 Fallbrook Branch Library (KL1974)	$ 5,954,427	$ —	$ 3,863,663	$ 3,483,683	$ —	$ —
1015202 Alpine Branch Library (1000180)	8,402	—	130,032	87,839	—	—
1000286 Ramona Branch Library (KL2987)	4,227,915	—	6,396,153	5,785,254	—	—
1000173 Bonita Branch Library (KL9540)	346	—	24,226	—	—	—
1015200 Lincoln Acres Library and Community Center (1012133)	702,514	—	1,952,216	460,356	—	—
1014143 Imperial Beach Branch Library Expansion (1014083)	—	—	1,080,000	66,818	—	—
1014128 Downtown San Diego Law Library Remodel (1014074)	—	—	4,249,000	411,570	—	—
1000177 Valley Center Branch Library (KL9023)	—	—	6,207	—	—	—
1000179 Julian Shared Use Library (KL2981)	—	—	21,185	—	—	—
1000262 Descanso Branch Library Expansion (KL3460)	—	—	24,338	—	—	—
Total - Capital Assets/Land Acquisition	$ 10,893,604	$ —	$ 17,747,019	$ 10,295,520	$ —	$ —

Funding Source	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Miscellaneous Revenue						
1014143 Imperial Beach Branch Library Expansion	$ —	$ —	$ 40,000	$ 40,000	$ —	$ —
Total - Miscellaneous Revenue	$ —	$ —	$ 40,000	$ 40,000	$ —	$ —
Donations From Private Party						
1000178 Fallbrook Branch Library (KL1974)	$ —	$ —	$ 15,698	$ —	$ —	$ —
Total - Donations from Private Party	$ —	$ —	$ 15,698	$ —	$ —	$ —
Operating Transfer from General Fund						
1000178 Fallbrook Branch Library (KL1974)	$ 5,954,427	$ —	$ 3,301,438	$ 2,937,157	$ —	$ —
1015202 Alpine Branch Library (1000180)	8,402	—	130,032	87,839	—	—
1000286 Ramona Branch Library (KL2987)	4,227,915	—	6,309,042	5,698,143	—	—
1000173 Bonita Branch Library (KL9540)	346	—	24,226	—	—	—
1015200 Lincoln Acres Library and Community Center (1012133)	702,514	—	1,952,216	460,356	—	—
1014143 Imperial Beach Branch Library Expansion (1014083)	—	—	1,000,000	26,818	—	—
1014128 Downtown San Diego Law Library Remodel (1014074)	—	—	4,249,000	411,570	—	—
1000177 Valley Center Branch Library (KL9023)	—	—	6,207	—	—	—
1000179 Julian Shared Use Library (KL2981)	—	—	21,185	—	—	—
1000262 Descanso Branch Library Expansion (KL3460)	—	—	24,338	—	—	—
Total - Operating Transfer from General Fund	$ 10,893,604	$ —	$ 17,017,683	$ 9,621,883	$ —	$ —
Operating Transfer from Library Fund						
1014143 Imperial Beach Branch Library Expansion	$ —	$ —	$ 40,000	$ —	$ —	$ —
1000286 Ramona Branch Library (KL2987)	—	—	$ 87,111	$ 87,111	—	—

Funding Source	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
1000178 Fallbrook Branch Library (KL1974)	—	—	$ 546,526	$ 546,526	—	—
Total - Operating Transfer from Library Fund	$ —	$ —	$ 673,637	$ 633,637	$ —	$ —
Total Library Projects Funding Sources	$ 10,893,604	$ —	$ 17,747,019	$ 10,295,520	$ —	$ —

Multiple Species Conservation Program Fund

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Capital Assets/Land Acquisition	$ —	$ —	$ 27,882,609	$ 10,526,359	$ 10,000,000	$ 2,500,000
Total	$ —	$ —	$ 27,882,609	$ 10,526,359	$ 10,000,000	$ 2,500,000

Capital Projects Detail

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Capital Assets/Land Acquisition						
Multiple Species Conservation Program (MSCP) (KA9500)	$ —	$ —	$ 27,882,609	$ 10,526,359	$ 10,000,000	$ 2,500,000
Total - Capital Assets/Land Acquisition	$ —	$ —	$ 27,882,609	$ 10,526,359	$ 10,000,000	$ 2,500,000

Funding Source

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Operating Transfer from General Fund						
Multiple Species Conservation Program (MSCP) (KA9500)	$ —	$ —	$ 23,661,249	$ 6,776,359	$ 10,000,000	$ 2,500,000
Total - Operating Transfer from General Fund	$ —	$ —	$ 23,661,249	$ 6,776,359	$ 10,000,000	$ 2,500,000
State Aid Other State						
Multiple Species Conservation Program (MSCP) (KA9500)	$ —	$ —	$ 3,000,000	$ 2,600,000	$ —	$ —
Total - State Aid Other State	$ —	$ —	$ 3,000,000	$ 2,600,000	$ —	$ —
Other Intergovernmental						
Multiple Species Conservation Program (MSCP) (KA9500)	$ —	$ —	$ 1,150,000	$ 1,150,000	$ —	$ —
Total - Other Intergovernmental	$ —	$ —	$ 1,150,000	$ 1,150,000	$ —	$ —

Funding Source

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Miscellaneous Revenue						
Multiple Species Conservation Program (MSCP) (KA9500)	$ —	$ —	$ 34,860	$ —	$ —	$ —
Total - Miscellaneous Revenue	$ —	$ —	$ 34,860	$ —	$ —	$ —
Other Sales						
Multiple Species Conservation Program (MSCP) (KA9500)	$ —	$ —	$ 36,500	$ —	$ —	$ —
Total - Other Sales	$ —	$ —	$ 36,500	$ —	$ —	$ —
Total Multiple Species Conservation Program	$ —	$ —	$ 27,882,609	$ 10,526,359	$ 10,000,000	$ 2,500,000

NOTE: This fund was established during Fiscal Year 2010-11. Prior to the establishment of this fund, the Multiple Species Conservation Program was budgeted in the Capital Outlay Fund.

Edgemoor Development Fund

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Services & Supplies	$ 501,503	$ 407,000	$ 949,415	$ 613,820	$ 663,000	$ 553,000
Fund Balance Component Increases	250,000	—	—	—	—	—
Operating Transfers Out	8,815,075	9,285,095	9,285,095	9,277,822	9,279,645	9,278,883
Total	$ 9,566,578	$ 9,692,095	$ 10,234,510	$ 9,891,642	$ 9,942,645	$ 9,811,883

Expenditure Detail

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Services & Supplies						
Miscellaneous Expense	$ —	$ —	$ —	$ 8	$ —	$ —
Professional & Specialized Services	43,643	—	144,007	27,306	—	—
Inter-Departmental Costs	823	13,000	13,000	415	13,000	13,000
Special Circumstances Attorney	43,889	—	—	126,207	—	—
Consultant Contracts	178,528	174,000	572,408	243,738	180,000	50,000
Special Departmental	—	—	—	10,442	—	—
Gas & Electricity	—	—	—	228	—	—
Water	—	—	—	546	—	—
Purchasing ISF - Non Merchandise	4,828	20,000	20,000	886	20,000	20,000
Facility Management ISF Costs	—	—	—	779	—	—
Facility Management Real Property ISF Costs	108,571	200,000	200,000	139,602	250,000	250,000
Major Maintenance - ISF	121,221	—	—	63,662	200,000	200,000
Total - Services & Supplies	$ 501,503	$ 407,000	$ 949,415	$ 613,820	$ 663,000	$ 533,000
						$
Fund Balance Component Increases						
Designated Justice System	$ 250,000	$ —	$ —	$ —	$ —	$ —
Total - Fund Balance Component Increases	$ 250,000	$ —	$ —	$ —	$ —	$ —
Operating Transfers Out						
Operating Transfers Out - Current Year	$ 8,815,075	$ 9,285,095	$ 9,285,095	$ 9,277,822	$ 9,279,645	$ 9,278,883
Total - Operating Transfers Out	$ 8,815,075	$ 9,285,095	$ 9,285,095	$ 9,277,822	$ 9,279,645	$ 9,278,883

Expenditure Detail

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Total - Expenditure Detail	$ 9,566,578	$ 9,692,095	$ 10,234,510	$ 9,891,642	$ 9,942,645	$ 9,811,883

Funding Source

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Interest on Deposits & Investments	$ 140,720	$ 185,671	$ 185,671	$ 56,535	$ 77,130	$ 38,254
Rents & Concessions	260,414	243,882	243,882	240,231	243,882	289,943
Federal Other		5,708,883	5,708,883	—	4,264,037	4,263,686
Miscellaneous Other	2,681,819	—	—	—	—	
Sale of Fixed Assets		—	—	—	—	5,220,000
General Reserve - All Funds	250,000	—	—	—	—	—
Use of Fund Balance - All Other Funds	2,233,625	3,553,659	4,096,074	9,594,876	5,357,596	—
Operating Transfer from General Fund	4,000,000	—	—	—	—	—
Total Edgemoor Development Funding Sources	$ 9,566,578	$ 9,692,095	$ 10,234,510	$ 9,891,642	$ 9,942,645	$ 9,811,883

Lease Payments

Budget by Categories of Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Lease Payments	$ 38,844,073	$ 39,051,094	$ 39,051,094	$ 38,785,801	$ 38,895,327	$ 41,504,229
Facilities Management (Lease Mgmt)	1,027	—	—	869	—	—
Total	$ 38,845,100	$ 39,051,094	$ 39,051,094	$ 38,786,670	$ 38,895,327	$ 41,504,229

Expenditure Detail

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Lease Payments Detail						
1993 Master Refunding – South County	$ 1,657,594	$ 1,646,625	$ 1,646,625	$ 1,641,552	$ 813,476	$ 811,809
1993 Master Refunding – East County	2,205,657	2,189,409	2,189,409	2,184,311	1,080,789	1,078,570
1993 Master Refunding – Topaz	202,488	205,537	205,537	200,528	103,761	103,558
1993 Master Refunding – Health Complex	1,108,487	1,105,309	1,105,309	1,097,759	548,154	547,039
1993 Master Refunding – East Mesa	318,580	322,511	322,511	315,497	162,384	162,064
1993 Master Refunding – Juvenile Hall	187,102	185,300	185,300	185,292	91,257	91,069
1993 Master Refunding – Clairemont Hospital	797,051	796,373	796,373	789,338	395,754	394,953
1993 Master Refunding – East Mesa Land	1,041,367	1,038,335	1,038,335	1,031,289	514,917	513,870
1993 Master Refunding – SD Muni Building	329,997	326,818	326,818	326,804	160,953	160,621
1993 Master Refunding – Housing	178,377	176,658	176,658	176,651	87,002	86,822
1997 Central Jail	4,078,727	—	—	—	—	—
1998 Hall of Justice	4,520,473	—	—	—	—	—
1999 East Mesa Refunding	252,364	—	—	—	—	—
2001 Metropolitan Transit System Tower	2,867,524	3,144,746	3,144,746	3,122,612	2,742,602	3,099,977
2002 Motorola	3,492,516	3,484,890	3,484,890	3,474,887	—	—
2005 Regional Communications System	2,588,173	2,979,488	2,979,488	2,862,490	2,971,238	2,970,350
2005 North & East County Justice Facility Refinance	2,614,547	2,607,275	2,607,275	2,598,539	2,717,825	2,716,725

Expenditure Detail

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
2005 Edgemoor	5,824,174	6,140,113	6,140,113	6,141,918	6,137,662	6,136,900
2006 Edgemoor	2,984,902	3,144,982	3,144,982	3,135,904	3,141,983	3,141,983
2009 County Operations Center Phase 1A	—	—	—	17,378	7,615,811	9,886,594
2009 Justice Facilities Refunding	1,595,001	9,556,725	9,556,725	9,483,054	9,609,759	9,601,325
Total - Lease Payments Detail	$ 38,845,100	$ 39,051,094	$ 39,051,094	$ 38,785,801	$ 38,895,327	$ 41,504,229
Facilities Management (Lease Mgmt) Detail						
2009 Justice Facilities Refunding	$ —	$ —	$ —	$ 869	$ —	$ —
Total - Facilities Management (Lease Mgmt) Detail	$ —	$ —	$ —	$ 869	$ —	$ —
Total - Expenditure Detail	$ 38,845,100	$ 39,051,094	$ 39,051,094	$ 38,786,670	$ 38,895,327	$ 41,504,229

Revenue Detail

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
AB189	$ 2,717,100	$ 2,712,118	$ 2,712,118	$ 2,712,095	$ 2,452,211	$ 2,451,690
Aid from Redevelopment Agency	800,000	800,000	800,000	800,000	800,000	800,000
Rents and Concessions	1,125,179	1,208,336	1,208,336	1,211,263	1,101,981	1,212,340
Charges in Other Funds	622,955	622,955	622,955	622,955	—	—
Fund Balance Component Decreases	178,377	176,658	176,658	176,651	41,186	—
Operating Transfer Capital Outlay	8,815,075	9,285,095	9,285,095	9,277,823	9,279,645	9,278,883
General Purpose Revenue Allocation	24,586,414	24,245,932	24,245,932	23,985,884	25,220,304	27,761,316
Total	$ 38,845,100	$ 39,051,094	$ 39,051,094	$ 38,786,670	$ 38,895,327	$ 41,504,229

Funding Source	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
General Fund						
1993 Master Refunding – South County	$ 1,657,594	$ 1,646,625	$ 1,646,625	$ 1,641,552	$ 813,476	$ 811,809
1993 Master Refunding – East County	2,205,657	2,189,409	2,189,409	2,184,311	1,080,789	1,078,570
1993 Master Refunding – Topaz	202,488	205,537	205,537	200,528	103,761	103,558
1993 Master Refunding – Health Complex	1,108,487	1,105,309	1,105,309	1,097,759	548,154	547,039
1993 Master Refunding – East Mesa	318,580	322,511	322,511	315,497	162,384	162,064
1993 Master Refunding – Clairemont Hospital	797,051	796,373	796,373	789,338	395,754	394,953
1993 Master Refunding – East Mesa Land	1,041,367	1,038,335	1,038,335	1,031,289	514,917	513,870
1993 Master Refunding - Housing	—	—	—	—	45,816	86,822
1997 Central Jail	4,078,727	—	—	—	—	—
1998 Hall of Justice	903,713	—	—	—	—	—
1999 East Mesa Refunding	252,365	—	—	—	—	—
2001 Metropolitan Transit System Tower	2,359,104	2,563,927	2,563,927	2,545,349	2,276,537	2,532,071
2002 Motorola	2,869,560	2,861,935	2,861,935	2,851,933	—	—
2005 Regional Communications System	2,582,174	2,979,488	2,979,488	2,862,490	2,971,238	2,970,350
2005 North & East County Justice Facility Refinance	2,614,547	2,607,275	2,607,275	2,598,539	2,717,825	2,716,725
2009 County Operations Center Phase 1A	—	—	—	17,378	7,615,811	9,886,594
2009 Justice Facilities Refunding	1,595,001	5,929,209	5,929,209	5,849,054	5,973,842	5,956,892
Facilities Management (Lease Mgmt)	1,027	—	—	869	—	—
Total - General Fund	$ 24,586,414	$ 24,245,933	$ 24,245,933	$ 23,985,884	$ 25,220,304	$ 27,761,316
Charges to Other Districts						
2002 Motorola	$ 622,955	$ 622,955	$ 622,955	$ 622,955	$ —	$ —
Total - Charges to Other Districts	$ 622,955	$ 622,955	$ 622,955	$ 622,955	$ —	$ —
Rents and Concessions						
1998 Hall of Justice	$ 616,760	$ 627,516	$ 627,516	$ 634,000	$ —	$ —
2001 Metropolitan Transit System Tower	508,420	580,819	580,819	577,264	466,064	567,907

Funding Source	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
2009 Justice Facilities Refunding	—	—	—	—	635,917	644,433
Total - Rents and Concessions	$ 1,125,179	$ 1,208,335	$ 1,208,335	$ 1,211,263	$ 1,101,981	$ 1,212,340
AB189						
1993 Master Refunding – Juvenile Hall	$ 187,102	$ 185,300	$ 185,300	$ 185,292	$ 91,258	$ 91,069
1993 Master Refunding – SD Muni Building	329,997	326,818	326,818	326,804	160,953	160,621
1998 Hall of Justice	2,200,000	2,200,000	2,200,000	2,200,000	—	—
2009 Justice Facilities Refunding	—	—	—	—	2,200,000	2,200,000
Total - AB189	$ 2,717,100	$ 2,712,118	$ 2,712,118	$ 2,712,095	$ 2,452,211	$ 2,451,690
Aid from Redevelopment						
1998 Hall of Justice	$ 800,000	$ 800,000	$ 800,000	$ 800,000	$ —	$ —
2009 Justice Facilities Refunding	—	—	—	—	800,000	800,000
Total - Aid from Redevelopment	$ 800,000	$ 800,000	$ 800,000	$ 800,000	$ 800,000	$ 800,000
Fund Balance Component Decreases						
1993 Master Refunding – Housing	$ 178,377	$ 176,658	$ 176,658	$ 176,651	$ 41,186	$ —
Total - Fund Balance Component Decreases	$ 178,377	$ 176,658	$ 176,658	$ 176,651	$ 41,186	$ —
Operating Transfer Capital Outlay						
2005 Edgemoor	$ 5,824,174	$ 6,140,113	$ 6,140,113	$ 6,141,918	$ 6,137,662	$ 6,136,900
2006 Edgemoor	2,990,901	3,144,982	3,144,982	3,135,904	3,141,983	3,141,983
Total - Operating Transfer Capital Outlay	$ 8,815,075	$ 9,285,095	$ 9,285,095	$ 9,277,823	$ 9,279,645	$ 9,278,883
Total Lease Payments Funding Sources	$ 38,845,100	$ 39,051,094	$ 39,051,094	$ 38,786,670	$ 38,895,327	$ 41,504,229

Outstanding Capital Projects by Group/Agency

Public Safety Group

Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of June 30, 2011
Women's Detention Facility (KK8032 - 4832)	1015195 - 54496	97/98	$ 133,600,000	$ 128,712,906
Pine Valley Substation (KK0687 - 4687)	1015198 - 54370	99/00	1,200,000	1,147,807
Rancho San Diego Sheriff Station (KK5485 - 4301)	1015199 - 54728	04/05	15,402,630	14,247,937
Medical Examiner and Forensic Center (KK5497 - 4497)	1006566 - 54684	04/05	68,666,694	1,919,690
Ramona Station Land Acquisition (KA5485 - 4485)	1014136 - 54060	07/08	1,000,000	1,000,000
Sheriff Defensive Tactics Building (1012261 - 54839)	1014135 - 54839	07/08	465,000	465,000
Downtown San Diego Law Library Remodel (1014074 - 54880)	1014128 - 54880	09/10	4,249,000	3,837,430
Juvenile Probation Complex Parking Lot Expansion	1014144 - 54202	10/11	1,250,000	10,499
Regional Communication System Harmony Hill Site Acquisition	1014440 - 54012	10/11	203,500	19,962
Total - Public Safety Group			$ 226,036,824	$ 151,361,229

Health and Human Services Agency

Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of June 30, 2011
Edgemoor Skilled Nursing Facility (KK0866 - 4866)	1000235 - 54526	99/00	$ 123,485,556	$ 403,016
San Pasqual Academy Technology and Career Information Center	1011679 - 54818	07/08	851,580	—
San Pasqual Academy Residences (1012286 - 54837)	1015140 - 54837	08/09	9,150,948	4,260,320
San Pasqual Academy Water Well (1012959 - 54846)	1014666 - 54846	08/09	450,000	108,662
San Pasqual Academy Sports Field (1013116 - 54858)	1014255 - 54858	09/10	60,000	8,700
San Pasqual Academy Administration Building (1013689 - 54874)	1014131 - 54874	09/10	900,600	900,600
Total - Health and Human Services Agency			$ 134,898,684	$ 5,681,298

Land Use and Environment Group

Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of June 30, 2011
Otay Lakes Park Restoration (KN7022 - 4741)	1000029 - 54414	96/97	$ 2,486,774	$ 28,795
Waste Site Land Acquisitions (KA8950 - 4540)	1000011 - 54023	97/98	8,238,400	6,250,786
Guajome Regional Park Community Sport Fields and Visitor Center (KN8015-4815)	1000227 - 54479	97/98	265,000	211,198
Multiple Species Conservation Program (MSCP) Acquisitions (KA9500 - 4545)	Various - 54028	98/99	65,672,203	17,356,250
Otay Valley Regional Park Phase II Acquisition (KA0550 -4550)	1000246 - 54033	99/00	9,592,198	160,058

**Project Number respresents the current number assigned in the County's financial system. The original project number, if different, has been included in parentheses after the Project Name for reference purposes.*

Land Use and Environment Group

Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of June 30, 2011
Escondido Creek Acquisitions (KA0551 - 4551)	1000249 - 54034	99/00	6,251,658	141,766
Spring Valley Gymnasium (KK0865 - 4865)	1000234 - 54525	99/00	2,560,001	—
Trail Easement Acquisitions (KA2973 - 4973)	1000121 - 54017	01/02	84,211	64,540
Cactus Park Sports Fields (KN2968 - 4968)	1000193 - 54232	01/02	497,150	7,002
Tijuana River Valley Regional Park Fencing (KN2630 - 4588)	1000030 - 54272	01/02	149,786	—
Sweetwater Regional Park Equestrian Center Phase I (KN2669 - 4669)	1000035 - 54352	01/02	3,000	556
Otay Valley Regional Park Fencing/Trees (KN2752 - 4752)	1000239 - 54425	01/02	131,000	11,840
Volcan Mountain West Acquisition (KA3438 - 4438)	1000040 - 54130	02/03	2,074,423	175,773
Sweetwater Summit Campground And Local Park Improvement (KN3106 - 4872)	1000207 - 54532	02/03	7,915,482	325,851
Sweetwater Park State Route 125 Mitigation (KN3406 - 4406)	1000138 - 54665	02/03	410,000	52,576
Lindo Lake Well (KN3407 - 4407)	1005256 - 54666	02/03	—	—
Lakeside Baseball Park (KN3412 - 4412)	1005258 - 54672	02/03	10,600,446	195,880
Felicita Park Improvements (KN3414 - 4414)	1004981 - 54674	02/03	2,387,613	1,295,491
Guajome Park Playground/Restroom/Dock Improvements (KN3415 - 4415)	1005259 - 54675	02/03	630,101	6,614
Sweetwater Trails/Bikeways Construction (KN3419 - 4419)	1005265 - 54679	02/03	2,721,105	19,722
San Luis Rey River Park Planning And Development (KN3432 - 4432)	1000036 - 54689	02/03	6,206,179	4,849,108
Valley Park Acquisition (KA4478 - 4478)	1005335 - 54047	03/04	500,000	493,773
I-122 Loss Allotment - Supervisorial District 5 Acquisitions (KA4480 - 4480)	10005337-54049	03/04	839,800	8,656
Simon Preserve/Trail Construction (KN4452 - 4452)	1014139 - 54697	03/04	75,000	75,000
San Elijo Lagoon Nature Center Expansion (KN4464 - 4464)	1000285 - 54701	03/04	5,658,896	165,254
San Dieguito Park Recycled Water Retrofit Improvements (KN4481 - 4481)	1005106 - 54713	03/04	94,880	65,123
Stowe Trail Acquisition (KA5321 - 4321)	1006952 - 54051	04/05	565,000	498,215
Pine Valley Ball Field Improvements (KN5303 - 4303)	1006608 - 54640	04/05	450,000	343,004
Spring Valley Community Center Expansion (KN5498 - 4498)	1006572 - 54726	04/05	1,836,000	102,386
San Luis Rey River Park Acquisition (KA5325 - 4325)	1007108 - 54053	05/06	6,011,070	68,044
Otay Valley Regional Park Trail Improvements	1009268 - 54766	05/06	9,260,001	930,188
Lakeside Soccer Fields Acquisition	1009548 - 54059	05/06	800,000	785,389
Goodan Ranch Compound Improvements (KN6329 - 4329)	1007477 - 54744	05/06	1,575,222	—
Americans With Disabilities Act (ADA) Ball Field	1008292 - 54749	05/06	1,805,000	35,426
East County Trail Acquisition	1008954 - 54057	05/06	231,016	179,848

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Land Use and Environment Group

Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of June 30, 2011
Lindo Lake Boathouse Restoration	1009269 - 54767	05/06	214,286	154,263
Hilton Head Park Phase II Improvements	1010406 - 54776	06/07	1,541,479	—
Guajome Regional Park Restrooms	1010407 - 54777	06/07	407,000	27,347
Otay Valley Regional Park Staging Area	1010431 - 54778	06/07	218,214	211,981
Otay Valley Regional Park Active Recreation Area	1010432 - 54779	06/07	418,835	—
Heritage Park Victorian Home Improvements	1010429 - 54780	06/07	4,000,000	102
Tijuana River Valley Sports Complex Concept Plan	1010973 - 54809	06/07	466,603	280,788
Otay Valley Regional Park Local Staging Area	1010977 - 54810	06/07	300,000	223,974
I 122 Loss Allotment Supervisorial District 2 Acquisitions (1011758 - 54063)	1014133 - 54063	07/08	240,600	240,600
Lindo Lake Fitness (1012325 - 54066)	1015186 - 54066	07/08	183,331	—
Agua Caliente Pavilion Replacement (1011443 - 54796)	1015187 - 54796	07/08	275,000	25,917
Tijuana River Valley Trails Habitat Restoration (1011445 - 54797)	1015188 - 54797	07/08	470,000	104,067
Whaley Compound ADA Improvements (1011447 - 54799)	1014138 - 54799	07/08	100,000	100,000
Los Penasquitos Adobe Barn ADA Access (1011448 - 54801)	1015190 - 54801	07/08	99,540	—
Ranger Housing Improvements (1011449 - 54802)	1015191 - 54802	07/08	2,500,000	336,555
Brodiaea Restoration Enhancement and Protection (1011473 - 54808)	1014137 - 54808	07/08	50,000	50,000
Fire Recovery Erosion Control Hellhole Canyon Open Space Preserve (1014440 - 54814)	1015192 - 54814	07/08	81,200	2,477
Fire Recovery Erosion Control William Heise Park (1011442 - 54816)	1015193 - 54816	07/08	161,300	267
Tijuana River Valley Trail Construction (1011723 - 54822)	1014134 - 54822	07/08	673,999	673,999
Mt Olympus Preserve Improvements (1011952 - 54824)	1015194 - 54824	07/08	350,000	338,216
Oakoasis Park Improvements (1012152 - 54838)	1015141 - 54838	08/09	1,323,267	958,527
Hilton Head Park Irrigation (1012343 - 54840)	1015142 - 54840	08/09	97,652	—
Guajome Regional Park Improvements (1012922 - 54841)	1015143 - 54841	08/09	122,711	1,004
Lakeside Washrack (1012937 - 54842)	1015146 - 54842	08/09	503,500	477,950
Fallbrook Community Center (1012950 - 54843)	1015169 - 54843	08/09	97,728	—
County Reserve Fire Recovery (1012951 - 54844)	1015170 - 54844	08/09	417,993	311,327
Lindo Lake Tennis Courts Renovation (1012953 - 54845)	1015171 - 54845	08/09	212,130	—
Jess Martin Exercise Path and Park Improvements (1013102 - 54859)	1015172 - 54859	08/09	643,882	36,423
Lakeside Community Center Photovoltaic System (1013103 - 54860)	1015178 - 54860	08/09	550,000	56,878
Valle De Oro Park Improvement (1013224 - 54864)	1015179 - 54864	08/09	80,847	—
Rios Canyon Park Disabled Access Improvements (1013145 - 54865)	1015184 - 54865	08/09	92,271	—

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Land Use and Environment Group

Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of June 30, 2011
Guajome Park Photovoltaic System (1013257 - 54866)	1014252 - 54866	09/10	1,100,000	1,012,473
Sweetwater Lane Synthetic Turf Improvements (1013258 - 54867)	1014253 - 54867	09/10	3,200,000	3,136,432
Bancroft Rock House Restoration and Improvements (1013259 - 54868)	1014254 - 54868	09/10	513,000	4,630
Heritage Park Improvements (1013360 - 54870)	1015185 - 54870	08/09	137,500	19,140
Oak Country II Trail (1013683 - 54873)	1014256 - 54873	09/10	533,298	32,630
MSCP Bonsall Land (1013479 - 54069)	1014261 - 54069	09/10	1,401,850	101,350
El Monte Trail and Staging Area (1013682 - 54872)	1014257 - 54872	09/10	415,000	3,654
Live Oak Park Recreational Area (1013683 - 54871)	1014259 - 54871	09/10	200,000	7,770
Mountain Empire (Campo) Community Center Playground (1013750 - 54875)	1014260 - 54875	09/10	569,700	128,757
Collier Park Soccer Area (1013817 - 54876)	1014130 - 54876	09/10	622,046	213,191
Live Oak Amphitheater (1013902 - 54877)	1014129 - 54877	09/10	492,000	459,892
Santa Ysabel Nature Center (1013906 - 54878)	1014142 - 54878	09/10	125,000	34,661
San Dieguito Park Improvements	1014146 - 54202	10/11	660,000	478,030
Energy Upgrades to Park Facilities Sweetwater Regional	1014124 - 54202	10/11	1,500,000	1,495,173
Aqua Calienta Water and Sewer Electric Line Replacement	1014351 - 54202	10/11	1,275,000	1,117,118
Rancho Guajome Adobe Volunteer Vehicle Pad	1015196 - 54202	10/11	60,000	60,000
Guajome Regional Park Volunteer Vehicle Pad	1015180 - 54202	10/11	60,000	60,000
Lamar Park Volunteer Vehicle Pad	1015181 - 54202	10/11	100,000	100,000
San Dieguito Park Shade Structures	1015197 - 54202	10/11	147,000	144,269
Sweetwater Regional Park Equestrian Trail Phase 3	1014849 - 54202	10/11	396,000	396,000
Lincoln Acres Park Shade Structures Improvement	1014733 - 54202	10/11	180,000	177,024
Collier Park Parking Lot Improvements	1014735 - 54202	10/11	146,000	124,570
Rainbow Park Improvements	1014734 - 54202	10/11	50,000	7,253
Fallbrook Community Center Photovoltaic Improvements	1014353 - 54202	10/11	250,000	—
Swiss Park Trail Connection and Improvements	1014352 - 54202	10/11	700,000	633,755
Tijuana River Valley Equestrian Center	1014147 - 54202	10/11	117,000	117,000
Total - Land Use and Environment Group			$ 190,422,377	$ 49,581,545

Community Services Group

Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of June 30, 2011
Valley Center Branch Library	KL9023 - 4923	98/99	$ 4,421,280	$ 6,207
Bonita Branch Library	KL9540 - 4753	98/99	4,490,608	24,226
Fallbrook Branch Library	KL1974 - 4974	00/01	10,598,999	379,980
Julian Shared Use Library	KL2981 - 4981	01/02	3,085,516	21,185

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Community Services Group

Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of June 30, 2011
Alpine Branch Library (KL2983 - 4983)	1015202 - 54239	01/02	383,385	42,193
Ramona Branch Library	KL2987 - 4465	01/02	12,143,174	610,899
Descanso Branch Library Expansion	KL3460 - 4460	02/03	426,000	24,338
Campo Community Center Stormwater System Improvements	1010779 - 54795	06/07	185,000	32,635
County Operations Center and Annex Phase 1A	1011214 - 54811	07/08	197,534,944	30,977,119
HHSA PSG CSG Office Relocation (1012285 - 54835)	1015131 - 54835	08/09	47,505,000	47,007,691
Lincoln Acres Library and Community Center (1012133 - 54825)	1015200 - 54825	08/09	3,200,000	1,491,860
Imperial Beach Branch Library Expansion	1014143 - 54881	09/10	1,080,000	1,013,182
County Operations Center and Annex Phase 1B	1014125 - 54202	10/11	119,800,000	99,963,747
Animal Services Replacement Cat Housing Facility	1014126 - 54202	10/11	460,000	255,095
Animal Services Multi-Purpose Barn	1014127 - 54202	10/11	200,000	58,942
Total - Community Services Group			$ 405,513,906	$ 181,909,298

Finance and General Government Group

Project Name*	Project Number*	Project Established	Total Appropriations	Remaining Balance as of June 30, 2011
County Administration Center Waterfront Park (KK3421 - 4421)	1015204 - 54680	02/03	$ 9,080,000	$ 6,043,142
Cedar and Kettner Development	1015093 - 54202	10/11	660,000	389,733
Total - Finance and General Government Group			$ 9,740,000	$ 6,432,875

Total Outstanding Capital Projects

			Total Appropriations	Remaining Balance as of June 30, 2011
Total Outstanding Capital Projects			$ 966,611,791	$ 394,966,246

**Project Number respresents the current number assigned in the County's financial system. The original project number, if different, has been included in parentheses after the Project Name for reference purposes.*

County of San Diego

Finance Other

Finance Other 487

Finance Other

Description

Finance Other 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 funding levels for these programs are explained below and shown in the table that follows.

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 could experience temporary shortfalls in available cash due to the timing of expenditures and receipt of revenues. To meet these cash flow needs, the County issues Tax and Revenue Anticipation Notes (TRANs). Typically, they are issued at the beginning of the fiscal year and mature at the end of that fiscal year. The TRAN amount for Fiscal Year 2011-12 is $50.0 million. See also the section on Debt Management Policies and Obligations on page 85.

Community Enhancement

The Community Enhancement program provides grant funding for cultural activities, museums, visitor and convention bureaus, economic development councils and other similar institutions that 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 available for the Community Enhancement program approximately equals the amount of Transient Occupancy Tax (TOT) revenues estimated to be collected each fiscal year. Applications for grants are submitted to the Board of Supervisors by March 1 for the upcoming fiscal year, with approval of projects given through the budget adoption process. The Community Enhancement program funding level for Fiscal Year 2011-12 is $2.5 million, down $0.2 million from the Fiscal Year 2010-11 Adopted Budget amount. The additional $0.2 million in Fiscal Year 2010-11 was a one-time appropriation based on fund balance resulting from the return of previously awarded grant funds and from the cancellation of previous years' grant awards.

TOT revenues started to slow in the first quarter of Fiscal Year 2008-09, but receipts declined dramatically in the quarter ending March 2009. The funding level for Fiscal Year 2012-13 is projected to be $2.5 million.

Neighborhood Reinvestment Program

The Neighborhood Reinvestment Program (formerly Community Projects) is governed by Board of Supervisors Policy B-72, *Neighborhood Reinvestment Program*, and provides grant funds to County departments, public agencies, and to nonprofit community organizations for one-time community, social, environmental, educational, cultural or recreational needs. Resources available for the program are subject to budget priorities as established by the Board of Supervisors. The funding source is General Fund fund balance. The funding level for Fiscal Year 2011-12 is $5.0 million. The funding level for Fiscal Year 2012-13 is projected to be $5.0 million. Recommendations for grant awards are made throughout the year by individual Board members subject to approval by the Board of Supervisors as a whole.

Contributions to the County Library System

Historically, contributions from the General Fund have been provided to augment the resources of the County Library Fund. In Fiscal Year 2009-10, the General Fund contribution was $2.3 million. In Fiscal Year 2010-11, $2.3 million of ongoing General Purpose Revenue (GPR) support was eliminated. However, in Fiscal Year 2010-11 a one-time appropriation of $0.4 million was established based on a contribution from General Fund fund balance attributable to the Community Services Group to match donations for library materials received from the Friends of the Library for

the new Ramona and Fallbrook branches. No appropriations are budgeted for Fiscal Year 2011-12 or projected for Fiscal Year 2012-13.

Contingency Reserve - General Fund

A Contingency Reserve of $20.0 million is budgeted for Fiscal Year 2011-12 and is projected for Fiscal Year 2012-13. These appropriations comply with the target of 2% of GPR for the Contingency Reserve as outlined in Board Policy B-71, *Fund Balance and Reserves*. At $20.0 million, the Contingency Reserve represents 2.1% of the Fiscal Year 2011-12 budgeted GPR and Fiscal Year 2012-13 estimated GPR ($964.4 million and $965.6 million, respectively). These appropriations are a source of funding for unanticipated needs, events, or for various uncertainties that may occur during the fiscal year. It also provides a cushion in the event of revenue shortfalls.

Contributions to Capital Program

These appropriations represent the General Fund cost for new or augmented capital development or land acquisition projects. For Fiscal Year 2011-12, $81.0 million is budgeted in the Contributions to Capital Program. Of this total, $70.0 million is final funding for the replacement of the existing Las Colinas Women's Detention Facility. Amounts appropriated in Fiscal Years 2009-10 ($75.0 million) and 2010-11 ($55.0 million) and $70.0 million in Fiscal Year 2011-12 bring total funding for the Women's Detention Facility to $200.0 million. The remaining appropriations budgeted in the Contributions to Capital Program include $10.0 million to acquire land under the Multiple Species Conservation Program (MSCP), $0.5 million is for the Agua Caliente Park Cabins project and $0.5 million for the Long-Term Animal Care Facility. The funding source for the budgeted Women's Detention Facility project is GPR. The MSCP land acquisition project is funded by $2.5 million of GPR and $7.5 million of General Fund fund balance. The Agua Caliente Park Cabins project and the Long-Term Animal Care Facility are funded by General Fund fund balance.

For Fiscal Year 2012-13, $46.5 million is proposed consisting of $44.0 million for future capital needs and $2.5 million for MSCP land acquisition.

Lease Payments - Capital Projects

The appropriations for this program are for the annual lease payments due to the San Diego County Capital Asset Leasing Corporation (SANCAL) and the San Diego Regional Building Authority (SDRBA) on the County's outstanding Certificates of Participation (COPs) and Lease Revenue Bonds, the proceeds of which were used to finance various capital projects. There is a net decrease of $0.2 million in Fiscal Year 2011-12 as a result of the final maturity of and the reduction in certain scheduled lease payments offset by the start of lease payments for the 2009 County Operation Center Phase 1A and an increase in the County's share of the scheduled 2005 North and East Justice Facility Financing lease payments. The Fiscal Year 2012-13 payments are expected to increase by a net of $2.6 million. See the Capital Program section for the detail on the lease purchase payments.

Lease Payments - Certificates of Participation - Enterprise Resource Planning System

The appropriations for this program were used to make the annual $6.7 million lease payment to the SANCAL for the COPs issued in May 2000 to finance the County's Enterprise Resource Planning (ERP) System. The final payment was made in Fiscal Year 2009-10. No further appropriations are required for this purpose.

Debt Reduction

Appropriations in this program reflect amounts allocated for the early retirement of debt. No appropriations are budgeted for this program in Fiscal Year 2011-12 and no appropriations are projected for Fiscal Year 2012-13.

Commitment for Unforeseen Catastrophic Events

In Fiscal Year 2007-08, the Board of Supervisors established a Commitment for Unforeseen Catastrophic Events, previously identified as a General Reserve, for $55.5 million. Once established, only changes to the commitment are shown in subsequent budgets. Government Code §§29085-29086 allows for the creation of this commitment and restricts decreasing the amount to the time of budget adoption. Subsequent to budget adoption, the commitment may be increased, but amounts may only be used for legally declared emergencies as defined in Government Code §29127. The amount of the County's Commitment for Unforeseen Catastrophic Events is governed by Board Policy B-71, *Fund Balance and Reserves*, which sets a target amount that is equivalent to 5% of budgeted GPR. At $55.5 million, it equates to 5.8% of Fiscal Year 2011-12 budgeted GPR of $964.4 million and, therefore, exceeds the 5% target level. No additional

contributions to the commitment are projected for Fiscal Year 2012-13 because the balance will still be in excess of the 5% target.

General Fund Minimum Fund Balance for Economic Uncertainty

Board Policy B-71, *Fund Balance and Reserves*, requires that the County maintain prudent levels of fund balance and reserves to help ensure fiscal stability and establishes target levels for the Contingency Reserve, the Commitment for Unforeseen Catastrophic Events and a General Fund Minimum Fund Balance for Economic Uncertainty. The first two of these three components are discussed above. For the third component, the target requires that a minimum amount of unassigned fund balance equivalent to 10% of the budgeted GPR be available for economic uncertainty. In Fiscal Year 2009-10, the Board of Supervisors established a General Fund Minimum Fund Balance for Economic Uncertainty, previously identified as a Designation, at $100.0 million, slightly above the 10% level. In accordance with GASB 54, the amount representing the Minimum Fund Balance for Economic Uncertainty will be reported in County of San Diego Comprehensive Annual Financial Reports as unassigned fund balance starting in Fiscal Year 2010-11. For Fiscal Year 2011-12, the 10% target level is $96.4 million, but the original $100.0 million amount will remain in place. For Fiscal Year 2012-13, the 10% target level is projected to be $96.6 million, under the $100.0 million which will remain in place.

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 program in Fiscal Year 2011-12 are:

- Contribution to the Information Technology (IT) Internal Service Fund to support the countywide component of the IT outsourcing contract.
- 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.
- A Pension Stabilization Fund in anticipation of significantly higher payments to the retirement fund in future years.
- Pension payments required by the County Employees Retirement Law that must be paid by the County in accordance with to Internal Revenue Code section 415(m).
- Miscellaneous appropriations for unanticipated programs needs.

Countywide Shared Major Maintenance

In Fiscal Year 2011-12, appropriations totaling $2.0 million are budgeted for major maintenance projects at County facilities that are shared by departments from multiple groups. The funding level for Fiscal Year 2012-13 is also projected to be $2.0 million. Appropriations for major maintenance projects are otherwise budgeted by the department/group that directly benefits from the improvements.

Employee Benefits Internal Service Fund

In Fiscal Year 1994-95, the County established an Employee Benefits Internal Service Fund (ISF) to report all of its employee risk management activities. The appropriations for this fund support claim payments and administrative costs of the County's self-insured Workers' Compensation program and Unemployment Insurance program expenses.

Workers' Compensation rates (premiums) are charged to individual departments based on that department's ten-year experience (claim history) and the department's risk factor based on its blend of occupational groups as established by the Workers' Compensation Insurance Rating Bureau (WCIRB) of California. WCIRB has developed a classification system based on potential risk of injury. An annual actuarial assessment is prepared by an actuary to estimate the liability and capture the costs associated with all reported and unreported claims. As of June 30, 2010, the estimated liability was $95.0 million and the cash balance as of June 30, 2010 was $98.7 million. The estimated liability as of June 30, 2011 increased to $106.5 million and the cash balance as of June 30, 2011 is was $103.4 million. A $1.7 million Contingency Reserve is included in the budget for Fiscal Year 2011-12 and planned for Fiscal Year 2012-13 as well. Appropriations for Fiscal Year 2011-12 reflect a $1.8 million increase in the Workers' Compensation budget from the Fiscal Year 2010-11 adopted budget.

The County is self-insured for unemployment benefit costs and therefore must reimburse the State for any unemployment benefit payments that are attributed to a claimant's previous employment with the County. County

departments provide the funding source for these payments. Beginning in Fiscal Year 2010-11, unemployment insurance rates (premiums) are charged to departments based 70% on each department's five-year claims experience and 30% on budgeted staffing levels. Appropriations for Fiscal Year 2011-12 reflect a $1.1 million decrease over the Fiscal Year 2010-11 adopted budget primarily due to the reduction of the Contingency Reserve from $1.0 million to zero.

Local Agency Formation Commission Administration

These appropriations reflect the County's contribution to the San Diego Local Agency Formation Commission (LAFCo) in accordance with provisions in State Law (Government Code §56381). LAFCo is a State chartered regulatory 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, 61 independent special districts in San Diego County as well as user fees.

Public Liability Internal Service Fund

In Fiscal Year 1994-1995, the County established the Public Liability Internal Service Fund (ISF) to report all of its public risk management activities. The County is self-insured through the ISF for premises liability at medical facilities, medical malpractice, errors and omissions, false arrest, forgery, automobile and general liability. The cost 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 estimated liability for June 30, 2010 was $23.1 million. As of June 30, 2010, the fund had a cash balance of $34.2 million. The estimated liability for June 30, 2011 increased to $29.0 million and the cash balance as of June 30, 2011 was $32.6 million. The budgeted appropriations of $16.5 million in Fiscal Year 2011-12 are offset by $14.8 million in charges to departments, $1.5 million of available fund balance to mitigate unanticipated expenses and $0.2 million in interest earnings of the fund.

Pension Obligation Bonds

The appropriations for this debt service fund reflect the scheduled principal and interest payments and related administrative expenses for the 2002, 2004, and the 2008 Taxable Pension Obligation Bonds (POBs). With the final prepayment of eligible Taxable Pension Obligation Bonds, the remaining principal and interest payments are structured as level debt service in the amount of $81 million annually. See the Debt Management Policies and Obligations section on page 85 for more information on the POBs, including the history, outstanding principal and scheduled payments.

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 in the Julian area. The debt will be paid off in January 2012. The cost is offset by a special assessment on properties located within the service area.

Finance Other Appropriations/Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Cash Borrowing	$ 4,740,334	$ 7,700,000	$ 7,700,000	$ 3,061,197	$ 7,700,000	$ 7,700,000
Community Enhancement	3,474,000	2,746,500	2,750,500	2,723,500	2,500,000	2,500,000
Neighborhood Reinvestment Program	8,245,201	5,000,000	6,219,107	5,508,876	5,000,000	5,000,000
Contributions to County Library System	2,768,865	350,000	350,000	350,000	—	—
Contingency Reserve - General Fund	—	20,000,000	20,000,000	—	20,000,000	20,000,000
Contributions to Capital Program	46,819,482	191,985,000	403,103,963	58,778,547	80,960,000	46,500,000
Lease Payments - Capital Projects	38,845,100	39,051,094	39,051,094	38,786,670	38,895,327	41,504,229
Lease Payments - Certificates of Participation - ERPs	6,674,073	—	—	—	—	—
Debt Reduction	24,096,328	—	—	—	—	—
Commitment for Unforeseen Catastrophic Events	—	—	—	—	—	—
General Fund Minimum Fund Balance for Economic Uncertainty	100,000,000	—	—	—	—	—
Countywide General Expenses	12,131,632	46,282,008	47,889,065	6,585,139	41,327,025	44,166,013
Countywide Shared Major Maintenance	268,605	2,000,000	3,369,343	696,826	2,000,000	2,000,000
Employee Benefits ISF						
Workers' Compensation Employee Benefits ISF	31,608,983	29,736,033	29,736,033	39,125,728	31,574,879	31,574,879
Unemployment Insurance Employee Benefits ISF	3,541,931	3,901,526	3,901,526	2,337,704	2,762,748	2,762,748
Local Agency Formation Commission Administration	342,880	342,061	342,061	342,061	342,061	342,061
Public Liability ISF	11,675,638	14,475,000	14,475,000	22,591,133	16,542,649	16,542,649
Pension Obligation Bonds	181,674,906	81,430,375	81,451,019	81,451,018	81,354,997	81,438,216
Debt Service Local Boards	23,250	26,250	22,250	22,250	26,250	—
Total	$ 476,931,208	$ 445,025,847	$ 660,360,961	$ 262,360,649	$ 330,985,936	$ 302,030,795

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COUNTY OF
SAN DIEGO
MDCCCLI

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Appendix A: All Funds - Budget Summary

Countywide Totals

Staffing

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Total		15,842.25			15,687.25	15,676.25

Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$1,562,861,730	$1,611,308,509	$1,605,656,044	$1,535,659,652	$1,655,508,604	$1,663,486,819
Services & Supplies	1,556,013,528	1,833,785,339	2,037,241,846	1,592,038,371	1,851,451,844	1,721,232,158
Other Charges	825,759,931	764,177,211	793,578,167	724,471,154	770,886,857	758,677,832
Capital Assets/Land Acquisition	107,716,707	204,759,500	536,014,955	118,486,029	137,820,500	41,840,000
Capital Assets Equipment	12,141,117	23,422,973	32,009,242	10,626,288	22,474,653	17,162,433
Expenditure Transfer & Reimbursements	(20,076,660)	(20,012,897)	(20,012,897)	(19,295,329)	(20,208,171)	(20,460,659)
Reserves	—	22,103,000	22,103,000	—	21,803,000	21,803,000
Fund Balance Component Increases	100,250,000	33,409,291	33,409,291	33,409,291	18,369,600	128,400
Operating Transfers Out	343,898,211	455,314,605	683,229,651	324,070,466	369,278,277	281,348,929
Management Reserves	—	28,710,000	29,760,000	—	32,250,000	28,250,000
Total	$4,488,564,566	$4,956,977,531	$5,752,989,300	$4,319,465,921	$4,859,635,164	$4,513,468,912

Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Taxes Current Property	543,603,507	535,473,694	535,467,694	537,396,411	543,013,475	543,710,028
Taxes Other Than Current Secured	429,094,580	397,344,661	414,419,718	414,242,520	396,466,972	397,544,513
Licenses Permits & Franchises	47,890,011	49,113,644	48,413,644	51,823,672	49,916,345	50,886,033
Fines, Forfeitures & Penalties	54,327,843	56,584,160	58,690,260	51,438,734	53,973,349	49,802,438
Revenue From Use of Money & Property	56,528,924	54,633,846	54,633,846	52,345,701	54,328,095	55,559,205
Intergovernmental Revenues	2,117,239,509	2,204,165,658	2,271,583,733	2,118,781,811	2,280,856,974	2,221,337,987
Charges For Current Services	795,378,425	753,568,876	779,466,976	713,632,936	750,710,916	739,708,338
Miscellaneous Revenues	47,410,958	37,673,295	59,337,977	60,892,973	35,042,900	26,913,337
Other Financing Sources	393,165,241	441,990,426	767,838,999	375,713,220	386,460,097	299,409,747
Residual Equity Transfers In	1,213,761	—	—	405,598	—	—
Fund Balance Component Decreases	8,668,294	13,258,481	13,258,481	13,258,481	22,181,149	25,621,726
Use of Fund Balance	(5,956,488)	413,170,790	749,877,971	(70,466,137)	286,684,892	102,975,560
Total	$4,488,564,566	$4,956,977,531	$5,752,989,300	$4,319,465,921	$4,859,635,164	$4,513,468,912

Public Safety Group

Staffing

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Total		7,041.25			6,971.00	6,974.00

Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 772,085,764	$ 794,625,052	$ 791,041,197	$ 762,640,443	$ 821,655,256	$ 827,225,962
Services & Supplies	203,486,861	225,104,985	279,727,994	213,900,946	260,086,075	225,767,585
Other Charges	102,660,131	106,319,010	112,154,915	103,152,753	107,896,621	106,141,418
Capital Assets Equipment	10,105,309	8,721,854	9,737,785	6,327,357	7,536,449	3,927,729
Expenditure Transfer & Reimbursements	(18,236,360)	(18,453,257)	(18,453,257)	(17,544,962)	(18,584,571)	(18,854,224)
Fund Balance Component Increases	—	—	—	—	18,300,000	—
Operating Transfers Out	191,810,403	191,024,914	197,414,475	190,447,314	207,937,164	204,758,771
Management Reserves	—	—	2,350,000	—	5,500,000	4,000,000
Total	$1,261,912,107	$1,307,342,558	$1,373,973,109	$1,258,923,852	$1,410,326,994	$1,352,967,241

Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Taxes Current Property	$ 500,855	$ 580,615	$ 580,615	$ 485,555	$ 580,615	$ 580,615
Taxes Other Than Current Secured	4,241	—	—	3,464	—	—
Licenses Permits & Franchises	587,944	593,101	593,101	590,881	593,101	593,101
Fines, Forfeitures & Penalties	24,466,266	25,932,584	28,038,684	22,765,200	25,608,872	21,417,056
Revenue From Use of Money & Property	11,159,572	9,277,776	9,277,776	12,044,540	9,619,112	9,653,512
Intergovernmental Revenues	387,689,176	392,787,372	410,806,184	409,264,662	407,868,724	380,438,180
Charges For Current Services	120,930,813	121,525,333	121,857,664	118,891,881	120,354,441	122,002,987
Miscellaneous Revenues	11,980,866	8,885,395	9,320,895	11,604,484	9,754,097	9,604,060
Other Financing Sources	192,167,138	190,843,990	190,893,990	190,351,480	207,828,018	204,649,624
Use of Fund Balance	(6,690,435)	26,466,392	72,154,200	(37,528,295)	64,210,014	22,818,107
General Purpose Revenue Allocation	519,115,669	530,450,000	530,450,000	530,450,000	563,910,000	581,209,999
Total	$1,261,912,107	$1,307,342,558	$1,373,973,109	$1,258,923,852	$1,410,326,994	$1,352,967,241

Health and Human Services Agency

Staffing

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Total		5,156.25			5,130.25	5,130.25

Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 434,088,724	$ 441,518,587	$ 441,522,523	$ 422,101,784	$ 451,457,939	$ 456,712,538
Services & Supplies	831,652,527	923,737,131	944,617,702	876,471,577	978,379,247	943,314,251
Other Charges	391,871,039	433,047,599	430,047,107	393,736,290	432,090,753	432,097,334
Capital Assets/Land Acquisition	106,737	—	—	—	—	—
Capital Assets Equipment	475,365	333,000	2,889,499	2,518,053	176,070	345,070
Expenditure Transfer & Reimbursements	(256,613)	(213,930)	(213,930)	(231,305)	(238,724)	(238,724)
Fund Balance Component Increases	—	—	—	—	19,600	78,400
Operating Transfers Out	36,117,344	37,999,180	37,999,180	36,531,323	37,999,180	37,999,180
Management Reserves	—	20,000,000	20,000,000	—	20,000,000	20,000,000
Total	$1,694,055,124	$1,856,421,567	$1,876,862,081	$1,731,127,722	$1,919,884,065	$1,890,308,049

Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Taxes Current Property	$ 1,454,097	$ 1,865,357	$ 1,865,357	$ 1,422,253	$ 1,626,585	$ 1,649,346
Taxes Other Than Current Secured	11,422	43,949	43,949	9,820	43,949	43,949
Licenses Permits & Franchises	1,083,804	1,477,957	1,477,957	1,398,423	1,457,039	1,457,039
Fines, Forfeitures & Penalties	5,829,492	5,858,681	5,858,681	5,551,810	5,848,681	5,848,681
Revenue From Use of Money & Property	10,495,335	11,733,324	11,733,324	6,603,221	12,404,294	12,404,294
Intergovernmental Revenues	1,496,332,544	1,617,855,802	1,624,114,817	1,521,976,525	1,673,091,122	1,659,990,001
Charges For Current Services	60,050,951	64,160,415	64,272,015	68,859,818	66,002,464	66,905,241
Miscellaneous Revenues	10,501,399	8,497,372	8,497,372	16,075,135	7,904,735	3,442,132
Other Financing Sources	24,253,874	24,200,000	24,200,000	24,482,246	24,200,000	24,200,000
Fund Balance Component Decreases	891,189	4,431,710	4,431,710	4,431,710	4,000,000	13,562,966
Use of Fund Balance	15,588,325	54,250,000	68,319,899	18,269,761	60,454,196	37,078,400
General Purpose Revenue Allocation	67,562,693	62,047,000	62,047,000	62,047,000	62,851,000	63,726,000
Total	$1,694,055,124	$1,856,421,567	$1,876,862,081	$1,731,127,722	$1,919,884,065	$1,890,308,049

Land Use and Environment Group

Staffing

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Total		1,501.00			1,456.00	1,456.00

Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 151,691,116	$ 163,053,916	$ 161,031,985	$ 147,808,586	$ 162,922,096	$ 162,430,383
Services & Supplies	168,407,824	235,050,797	272,193,708	152,165,608	176,554,634	146,266,978
Other Charges	28,654,994	35,907,064	51,270,639	24,345,196	37,096,447	25,967,473
Capital Assets/Land Acquisition	—	12,274,500	22,192,802	70,460	20,543,500	11,100,000
Capital Assets Equipment	1,106,507	3,687,575	4,543,315	457,143	4,077,500	2,925,000
Expenditure Transfer & Reimbursements	(714,103)	—	—	(456,150)	(141,716)	(141,141)
Fund Balance Component Increases	—	32,144,972	32,144,972	32,144,972	50,000	50,000
Operating Transfers Out	11,543,648	10,105,323	14,223,640	11,935,067	17,857,579	11,677,056
Total	$ 360,689,986	$ 492,224,147	$ 557,601,062	$ 368,470,881	$ 418,960,040	$ 360,275,749

Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Taxes Current Property	$ 7,225,599	$ 7,189,517	$ 7,183,517	$ 6,995,988	$ 7,082,619	$ 7,082,619
Taxes Other Than Current Secured	24,754,141	9,175,549	26,250,606	9,427,898	10,008,994	11,043,144
Licenses Permits & Franchises	33,127,425	33,969,984	33,269,984	36,293,540	34,504,266	35,420,589
Fines, Forfeitures & Penalties	2,670,732	1,815,394	1,815,394	2,146,296	1,799,344	1,781,344
Revenue From Use of Money & Property	18,449,780	20,427,103	20,427,103	21,592,051	20,059,027	21,155,254
Intergovernmental Revenues	158,563,245	116,609,658	134,676,188	109,155,655	117,065,961	108,931,821
Charges For Current Services	92,508,968	90,798,555	92,549,752	83,505,858	90,304,622	90,848,312
Miscellaneous Revenues	1,967,861	4,294,478	9,199,983	3,400,272	3,929,420	2,206,795
Other Financing Sources	10,193,434	10,256,410	12,234,420	13,559,721	17,857,579	11,677,056
Fund Balance Component Decreases	3,774,257	8,650,112	8,650,112	8,650,112	16,853,394	12,058,760
Use of Fund Balance	(49,001,450)	134,449,387	156,756,004	19,155,491	57,009,204	14,459,445
General Purpose Revenue Allocation	56,455,994	54,588,000	54,588,000	54,588,000	42,485,610	43,610,610
Total	$ 360,689,986	$ 492,224,147	$ 557,601,062	$ 368,470,881	$ 418,960,040	$ 360,275,749

Community Services Group

Staffing

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Total		978.25			963.50	949.50

Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 84,539,289	$ 88,898,147	$ 88,737,532	$ 85,261,397	$ 93,137,271	$ 90,794,154
Services & Supplies	133,939,072	154,439,225	175,493,785	122,898,089	149,485,512	137,944,928
Other Charges	23,782,998	24,088,034	34,044,752	21,264,284	21,529,934	19,532,634
Capital Assets/Land Acquisition	—	—	—	(440,339)	—	2,000,000
Capital Assets Equipment	323,150	10,418,544	14,101,594	756,783	10,103,634	9,483,634
Expenditure Transfer & Reimbursements	(92,278)	(183,600)	(183,600)	(86,625)	(93,000)	(83,000)
Reserves	—	103,000	103,000	—	103,000	103,000
Fund Balance Component Increases	—	1,260,319	1,260,319	1,260,319	—	—
Operating Transfers Out	14,666,725	10,675,622	16,963,826	14,598,626	10,590,021	10,259,592
Management Reserves	—	3,750,000	3,050,000	—	4,250,000	4,250,000
Total	$ 257,158,956	$ 293,449,291	$ 333,571,208	$ 245,512,534	$ 289,106,372	$ 274,284,942

Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Taxes Current Property	$ 28,004,554	$ 28,235,612	$ 28,235,612	$ 27,304,052	$ 27,909,997	$ 27,662,352
Taxes Other Than Current Secured	4,720,258	4,890,714	4,890,714	4,345,159	4,766,679	4,804,141
Licenses Permits & Franchises	2,267,834	2,181,409	2,181,409	2,210,720	2,181,409	2,181,409
Fines, Forfeitures & Penalties	2,667	3,000	3,000	(33,421)	3,000	3,000
Revenue From Use of Money & Property	2,330,755	2,747,979	2,747,979	2,280,052	2,471,090	2,454,029
Intergovernmental Revenues	31,793,740	34,240,815	48,777,753	34,825,379	31,129,271	25,852,067
Charges For Current Services	143,745,900	164,354,533	176,727,391	139,828,308	158,336,774	162,706,872
Miscellaneous Revenues	7,196,640	6,148,580	6,802,141	9,997,027	3,740,325	2,576,872
Other Financing Sources	16,801,625	11,425,622	16,976,189	14,900,604	10,990,021	10,659,592
Residual Equity Transfers In	1,213,761	—	—	405,598	—	—
Fund Balance Component Decreases	3,573,412	—	—	—	1,260,319	—
Use of Fund Balance	(3,683,372)	20,676,027	27,684,020	(9,095,943)	27,572,487	16,439,608
General Purpose Revenue Allocation	19,191,183	18,545,000	18,545,000	18,545,000	18,745,000	18,945,000
Total	$ 257,158,956	$ 293,449,291	$ 333,571,208	$ 245,512,534	$ 289,106,372	$ 274,284,942

Finance and General Government Group

Staffing

		Fiscal Year 2010-11 Adopted Budget			Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Total		1,165.50			1,166.50	1,166.50

Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 118,818,053	$ 123,212,807	$ 123,322,807	$ 117,847,443	$ 126,336,042	$ 126,323,782
Services & Supplies	197,976,556	233,064,329	290,233,189	195,391,697	234,884,230	169,388,041
Other Charges	2,960,147	—	1,500	2,421,150	1,000	1,000
Capital Assets/Land Acquisition	(8,339,218)	—	—	—	—	—
Capital Assets Equipment	130,787	262,000	301,649	131,552	581,000	481,000
Expenditure Transfer & Reimbursements	(777,306)	(1,162,110)	(1,162,110)	(976,288)	(1,150,160)	(1,143,570)
Operating Transfers Out	247,522	—	—	—	—	—
Management Reserves	—	4,960,000	4,360,000	—	2,500,000	—
Total	$ 311,016,542	$ 360,337,026	$ 417,057,035	$ 314,815,553	$ 363,152,112	$ 295,050,253

Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Taxes Other Than Current Secured	$ (421)	$ —	$ —	$ —	$ —	$ —
Licenses Permits & Franchises	655,228	807,500	807,500	744,867	844,000	844,000
Fines, Forfeitures & Penalties	981,192	1,035,450	1,035,450	1,004,287	1,035,450	1,035,450
Revenue From Use of Money & Property	174,603	215,000	215,000	198,873	116,000	116,000
Intergovernmental Revenues	67,113	37,158	37,158	57,531	56,924	56,924
Charges For Current Services	181,436,102	185,339,989	196,670,103	175,433,123	187,496,637	167,445,729
Miscellaneous Revenues	7,407,123	8,818,633	8,818,633	7,885,533	8,686,018	8,055,703
Other Financing Sources	3,108,833	3,689,471	3,689,471	1,998,345	4,454,688	4,675,447
Use of Fund Balance	3,898,793	52,193,825	97,583,720	19,292,994	50,621,395	680,000
General Purpose Revenue Allocation	113,287,976	108,200,000	108,200,000	108,200,000	109,841,000	112,141,000
Total	$ 311,016,542	$ 360,337,026	$ 417,057,035	$ 314,815,553	$ 363,152,112	$ 295,050,253

Capital Program

Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Services & Supplies	$ 501,503	$ 407,000	$ 10,017,196	$ 9,681,601	$ 663,000	$ 533,000
Other Charges	1,284,876	—	—	—	—	—
Capital Assets/Land Acquisition	115,949,188	192,485,000	513,822,153	118,855,907	117,277,000	28,740,000
Fund Balance Component Increases	250,000	—	—	—	—	—
Operating Transfers Out	8,815,075	9,285,095	9,285,095	9,277,823	9,279,645	9,278,883
Total	$ 126,800,642	$ 202,177,095	$ 533,559,844	$ 138,250,730	$ 127,219,645	$ 38,551,883

Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Revenue From Use of Money & Property	$ 433,476	$ 429,553	$ 429,553	$ 296,767	$ 321,012	$ 328,197
Intergovernmental Revenues	6,550,940	6,208,883	16,745,664	7,023,844	10,000,037	4,263,686
Miscellaneous Revenues	3,811,748	—	2,033,558	450,504	—	—
Other Financing Sources	113,577,426	191,985,000	510,254,995	120,884,741	111,541,000	33,960,000
Fund Balance Component Decreases	250,000	—	—	—	—	—
Use of Fund Balance	2,177,052	3,553,659	4,096,074	9,594,875	5,357,596	—
Total	$ 126,800,642	$ 202,177,095	$ 533,559,844	$ 138,250,730	$ 127,219,645	$ 38,551,883

Finance Other

Expenditures

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Salaries & Benefits	$ 1,638,784	$ —	$ —	$ —	$ —	$ —
Services & Supplies	20,049,185	61,981,872	64,958,272	21,528,853	51,399,146	98,017,375
Other Charges	274,545,745	164,815,504	166,059,254	179,551,482	172,272,102	174,937,973
Reserves	—	22,000,000	22,000,000	—	21,700,000	21,700,000
Fund Balance Component Increases	100,000,000	4,000	4,000	4,000	—	—
Operating Transfers Out	80,697,494	196,224,471	407,343,434	61,280,313	85,614,688	7,375,447
Total	$ 476,931,208	$ 445,025,847	$ 660,364,961	$ 262,364,649	$ 330,985,936	$ 302,030,795

Revenues

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Taxes Current Property	$ 24,997	$ 26,250	$ 26,250	$ 22,031	$ —	$ —
Taxes Other Than Current Secured	(41)	—	—	36	—	—
Fines, Forfeitures & Penalties	2,717,098	2,712,118	2,712,118	2,712,081	2,452,211	2,451,690
Revenue From Use of Money & Property	2,505,030	2,179,336	2,179,336	2,138,060	1,812,130	1,922,489
Intergovernmental Revenues	800,352	800,000	800,000	800,301	800,000	800,000
Charges For Current Services	195,423,628	127,390,051	127,390,051	126,931,898	128,215,978	129,799,197
Miscellaneous Revenues	2,751,791	—	13,636,559	9,451,693	—	—
Other Financing Sources	33,062,911	9,589,933	9,589,933	9,536,082	9,588,791	9,588,028
Fund Balance Component Decreases	179,436	176,659	176,659	176,659	67,436	—
Use of Fund Balance	64,374,521	121,581,500	323,284,055	(69,974,194)	21,460,000	11,500,000
General Purpose Revenue Allocation	175,091,485	180,570,000	180,570,000	180,570,000	166,589,390	145,969,391
Total	$ 476,931,208	$ 445,025,847	$ 660,364,961	$ 262,364,649	$ 330,985,936	$ 302,030,795

Total General Purpose Revenue

General Purpose Revenue

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Taxes Current Property	$ 506,393,406	$ 497,576,343	$ 497,576,343	$ 501,166,532	$ 505,813,659	$ 506,735,096
Taxes Other Than Current Secured	399,604,981	383,234,449	383,234,449	400,456,144	381,647,350	381,653,279
Licenses Permits & Franchises	10,167,776	10,083,693	10,083,693	10,585,241	10,336,530	10,389,895
Fines, Forfeitures & Penalties	17,660,396	19,226,933	19,226,933	17,292,482	17,225,791	17,265,217
Revenue From Use of Money & Property	10,980,372	7,623,775	7,623,775	7,192,137	7,525,430	7,525,430
Intergovernmental Revenues	35,442,400	35,625,970	35,625,970	35,677,914	40,844,935	41,005,308
Charges For Current Services	1,282,062	—	—	182,049	—	—
Miscellaneous Revenues	1,793,530	1,028,837	1,028,837	2,028,327	1,028,305	1,027,775
Total	$ 983,324,922	$ 954,400,000	$ 954,400,000	$ 974,580,825	$ 964,422,000	$ 965,602,000

Appendix B: Budget Summary and Changes in Fund Balance

Appropriations/Expenditures by Fund Type

County Funds by Type

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
General Fund	$3,362,626,472	$3,739,051,413	$4,086,771,375	$3,261,867,191	$3,742,809,210	$3,537,167,637
Special Revenue Funds	384,721,562	397,362,183	455,692,519	360,961,953	389,393,890	372,847,286
Capital Project Funds	126,800,642	202,177,095	533,559,844	138,250,730	127,219,645	38,551,883
Debt Service County Family	181,674,906	81,430,375	81,451,019	81,451,018	81,354,997	81,438,216
County Proprietary Enterprise Funds	18,604,730	22,483,038	29,467,232	19,198,746	24,314,387	21,126,573
County Proprietary Internal Service Funds	330,911,735	366,166,246	393,350,048	338,636,779	362,767,837	346,226,556
Air Pollution Control District	32,128,447	41,220,708	57,699,134	35,997,811	45,088,021	41,565,212
County Service Areas	13,535,066	15,204,502	15,633,638	14,076,350	15,161,711	15,398,199
Miscellaneous Special Districts	9,382,797	11,695,110	14,004,415	9,204,168	14,968,662	9,694,967
Permanent Road Divisions	1,358,643	8,278,463	8,764,504	1,441,435	7,959,608	7,959,608
Sanitation Districts	17,041,162	62,808,036	67,253,503	51,460,074	40,065,136	33,475,636
Miscellaneous Local Agencies	9,778,404	9,100,362	9,342,071	6,919,666	8,532,060	8,017,139
Total	$4,488,564,566	$4,956,977,531	$5,752,989,300	$4,319,465,921	$4,859,635,164	$4,513,468,912

Appropriations/Expenditures by Group and Fund

Public Safety Group	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
General Fund	$1,061,375,226	$1,106,326,610	$1,165,377,706	$1,059,709,863	$1,192,341,144	$1,138,123,821
Sheriff's Asset Forfeiture Program	677,948	1,100,000	4,399,886	716,116	1,100,000	1,100,000
District Attorney Asset Forfeiture Program Fed	469,484	700,000	708,799	282,341	700,000	700,000
District Attorney Asset Forfeiture State	92,937	25,000	25,000	5,289	17,000	17,000
Probation Asset Forfeiture Program	11,545	50,000	84,666	72,215	50,000	50,000
Sheriff's Inmate Welfare	3,933,336	4,978,968	5,011,239	4,185,792	4,978,968	4,978,968
Probation Inmate Welfare	188,327	95,000	95,403	60,092	95,000	95,000
Public Safety Proposition172 Special Revenue	188,225,767	185,918,649	189,524,210	185,918,649	203,105,643	199,963,213
CSA 107 Elfin Forest Fire District	306,149	549,469	615,615	299,440	425,893	425,893
CSA 107 Elfin Forest Fire Mitigation Fee	4,407	9,360	9,360	9,360	—	—
CSA 109 Mt Laguna Fire Medical	69,474	76,357	76,357	73,315	72,647	72,647
CSA 109 Mt Laguna Fire Mitigation Fee	—	3,710	3,710	3,710	—	—
CSA 110 Mount Palomar Fire Medical	110,527	133,729	133,729	126,751	133,729	133,729
CSA 110 Mt Palomar Fire Mitigation Fee	—	1,935	1,935	1,935	—	—
CSA 111 Boulevard Fire District	86,472	227,785	227,785	179,290	84,891	84,891
CSA 111 Boulevard Fire Mitigation Fee	—	1,970	1,970	600	—	—
CSA 112 Campo Fire District	103,828	341,064	345,044	262,072	76,064	76,064
CSA 113 San Pasqual Fire District	106,755	150,710	150,710	78,357	107,889	107,889
CSA 113 San Pasqual Fire Mitigation Fee	—	14,116	14,116	14,116	—	—
CSA 115 Pepper Drive Fire District	364,269	364,269	364,269	281,013	364,269	364,269
CSA 135 Regional 800 MHZ Radio System	622,955	622,955	622,955	622,955	622,955	622,955
CSA 135 Del Mar 800 MHZ Zone B	50,483	50,000	50,000	50,000	50,000	50,000

Public Safety Group

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
CSA 135 Poway 800 MHZ Zone F	143,631	155,502	155,502	155,502	155,502	155,502
CSA 135 Solana Beach 800 MHZ Zone H	37,674	45,400	50,400	44,300	45,400	45,400
Jail Stores Internal Service Fund	4,930,914	5,400,000	5,922,744	5,770,780	5,800,000	5,800,000
Total	$1,261,912,107	$1,307,342,558	$1,373,973,109	$1,258,923,852	$1,410,326,994	$1,352,967,241

Health and Human Services Agency

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
General Fund	$1,662,037,507	$1,820,716,900	$1,841,157,194	$1,698,733,690	$1,883,670,132	$1,853,800,123
Tobacco Securitization Special Revenue	24,200,000	27,500,000	27,500,000	24,371,225	27,500,000	27,500,000
CSA 17 San Dieguito Ambulance	2,638,587	2,707,875	2,707,993	2,642,615	2,754,749	2,755,758
CSA 69 Heartland Paramedic	5,179,030	5,496,792	5,496,895	5,380,192	5,959,184	6,252,168
Total	$1,694,055,124	$1,856,421,567	$1,876,862,081	$1,731,127,722	$1,919,884,065	$1,890,308,049

Land Use and Environment Group

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
General Fund	$ 152,124,741	$ 191,846,964	$ 180,928,287	$ 134,407,364	$ 154,705,090	$ 125,624,748
Road Fund	109,268,797	131,421,462	172,197,181	96,975,995	108,121,784	97,544,654
Air Pollution Control District Operations	18,800,586	19,523,796	20,654,039	18,598,989	20,855,870	21,159,156
APCD Air Quality Improvement Trust	5,569,537	10,000,000	10,784,756	6,833,544	10,510,179	10,000,000
Air Quality State Moyer Program	4,226,825	3,959,412	8,511,944	1,798,212	4,384,110	3,250,381
Air Quality Power General Mitigation	2,233,956	1,000,000	2,370,777	1,081,566	500,000	100,000
Air Quality School Bus Program	602,543	600,000	1,789,337	1,189,385	—	—
Air Quality Proposition 1B GMERP	—	2,362,500	6,904,750	5,551,636	6,986,362	7,055,675
Air Quality GMERP Early Grant	250,000	—	370,000	370,000	5,000	—
Air Quality State Lower Emission School Bus Prgm	—	3,600,000	5,683,531	423,339	1,330,000	—

Land Use and Environment Group

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Air Quality GMERP - Match Fund	445,000	175,000	630,000	151,141	516,500	—
San Diego County Lighting Maintenance District 1	1,606,889	1,663,654	1,679,059	1,567,594	1,797,313	1,923,618
Inactive Waste Site Management	7,293,377	6,280,688	7,536,690	6,646,382	6,852,862	6,277,546
Hillsborough Landfill Maintenance	120,904	103,129	207,249	145,218	247,757	252,713
Duck Pond Landfill Cleanup	13,179	16,000	16,000	10,881	16,645	16,978
Parkland Ded Area 4 Lincoln Acres	—	4,600	4,600	—	4,600	4,600
Parkland Ded Area 15 Sweetwater	13	9,600	9,600	3,804	9,600	9,600
Parkland Ded Area 16 Otay	—	2,000	2,000	—	2,000	2,000
Parkland Ded Area 19 Jamul	100	26,200	26,200	35	26,200	26,200
Parkland Ded Area 20 Spring Valley	7	5,400	5,400	5,394	5,400	5,400
Parkland Ded Area 25 Lakeside	437,881	23,500	99,270	62,859	23,500	23,500
Parkland Ded Area 26 Crest	32	10,500	10,500	36	10,500	10,500
Parkland Ded Area 27 Alpine	9,393	17,000	17,000	1,508	17,000	17,000
Parkland Ded Area 28 Ramona	7,294	44,000	194,000	1,996	44,000	44,000
Parkland Ded Area 29 Escondido	95,633	33,000	37,885	4,937	33,000	33,000
Parkland Ded Area 30 San Marcos	—	8,000	8,000	471	8,000	8,000
Parkland Ded Area 31 San Dieguito	13,020	135,000	435,000	8,690	140,000	140,000
Parkland Ded Area 32 Carlsbad	—	1,000	1,000	—	1,000	1,000
Parkland Ded Area 35 Fallbrook	290,144	104,000	304,000	18,813	104,000	104,000
Parkland Ded Area 36 Bonsall	32	23,000	23,000	24	23,000	23,000
Parkland Ded Area 37 Vista	41	22,000	233,198	1,065	22,000	22,000
Parkland Ded Area 38 Valley Center	92,407	21,000	569,855	526,938	21,000	21,000
Parkland Ded Area 39 Pauma Valley	16	14,000	14,000	12	14,000	14,000
Parkland Ded Area 40 Palomar Julian	44,493	14,600	54,600	32,118	14,600	14,600
Parkland Ded Area 41 Mountain Empire	152,621	7,000	198,095	156,990	7,000	7,000

Land Use and Environment Group

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Parkland Ded Area 42 Anza Borrego	567	5,000	5,000	3,104	5,000	5,000
Parkland Ded Area 43 Central Mountain	1,046	7,000	7,000	413	7,000	7,000
Parkland Ded Area 44 Oceanside	30	1,000	1,000	6	1,000	1,000
Parkland Ded Area 45 Valle de Oro	159,827	25,500	83,847	194	25,500	25,500
PRD 6 Pauma Valley	10,468	286,772	286,772	7,433	313,016	313,016
PRD 8 Magee Road Pala	252,579	136,883	136,883	9,052	147,216	147,216
PRD 9 Santa Fe Zone B	5,781	90,536	90,536	5,174	80,057	80,057
PRD 10 Davis Drive	9,684	31,151	31,151	3,843	31,427	31,427
PRD 11 Bernardo Road Zone A	26,621	36,461	36,461	3,915	31,994	31,994
PRD 11 Bernardo Road Zone C	4,672	29,333	29,333	4,229	26,683	26,683
PRD 11 Bernardo Road Zone D	4,749	28,256	28,256	3,840	31,384	31,384
PRD 12 Lomair	8,211	240,257	240,257	11,222	240,354	240,354
PRD 13 Pala Mesa Zone A	36,837	309,658	312,843	45,010	348,489	348,489
PRD 13 Stewart Canyon Zone B	21,225	43,428	43,428	11,889	54,603	54,603
PRD 14 Rancho Diego	10	776	776	—	776	776
PRD 16 Wynola	7,440	113,371	113,371	6,368	114,433	114,433
PRD 18 Harrison Park	12,102	281,121	282,021	15,010	191,472	191,472
PRD 20 Daily Road	35,954	395,040	807,207	584,470	411,052	411,052
PRD 21 Pauma Heights	16,516	431,327	431,327	374,403	145,471	145,471
PRD 22 West Dougherty St	3,395	19,039	19,039	3,452	16,935	16,935
PRD 23 Rock Terrace Road	855	11,250	11,250	3,609	18,812	18,812
PRD 24 Mt Whitney Road	4,720	51,827	51,827	3,862	58,943	58,943
CSA 26 Rancho San Diego	204,158	243,352	243,353	234,602	249,146	249,146
CSA 26 Cottonwood Village Zone A	184,240	129,661	155,038	86,300	127,555	127,555
CSA 26 Monte Vista Zone B	149,940	348,214	351,514	164,980	379,000	379,000
SD Landscape Maintenance Zone 1	148,706	159,918	199,918	186,500	159,499	159,499
Landscape Maintenance Dist Zone 2 - Julian	76,052	100,597	100,597	97,166	101,097	100,647
PRD 30 Royal Oaks Carroll	5,223	43,015	43,015	4,582	40,861	40,861
PRD 38 Gay Rio Terrace	9,770	78,865	78,865	5,501	70,245	70,245
PRD 39 Sunbeam Lane	3,729	14,055	14,055	3,405	13,013	13,013
PRD 45 Rincon Springs Rd	4,839	50,521	50,521	3,954	28,086	28,086
PRD 46 Rocoso Road	6,058	51,975	51,975	10,421	40,987	40,987
PRD 49 Sunset Knolls Road	4,478	44,142	44,142	3,712	47,241	47,241

Land Use and Environment Group

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
PRD 50 Knoll Park Lane	3,761	124,697	124,697	3,773	126,052	126,052
PRD 53 Knoll Park Lane Extension	4,654	238,049	238,049	4,155	248,208	248,208
PRD 54 Mount Helix	18,919	142,832	142,832	4,958	121,875	121,875
PRD 55 Rainbow Crest Rd	80,290	180,136	186,644	7,040	228,296	228,296
PRD 60 River Drive	4,034	108,963	108,963	3,809	121,116	121,116
PRD 61 Green Meadow Way	4,503	186,910	186,910	3,619	192,293	192,293
PRD 63 Hillview Road	274,862	260,694	262,374	4,378	338,490	338,490
PRD 64 Lila Lane	—	2,680	2,680	—	2,680	2,680
PRD 70 El Camino Corto	3,988	53,351	53,351	3,916	55,475	55,475
PRD 75 Gay Rio Dr Zone A	52,695	151,064	151,064	8,000	193,675	193,675
PRD 75 Gay Rio Dr Zone B	5,080	360,702	360,702	3,986	375,213	375,213
PRD 76 Kingsford Court	7,920	28,238	28,238	3,677	29,132	29,132
PRD 77 Montiel Truck Trail	7,332	219,463	219,463	4,865	235,892	235,892
PRD 78 Gardena Way	4,768	41,023	41,023	3,458	42,744	42,744
PRD 80 Harris Truck Trail	5,557	257,354	257,354	5,385	271,503	271,503
CSA 81 Fallbrook Local Park	626,755	684,969	684,969	673,475	713,219	714,427
CSA 83 San Dieguito Local Park	701,872	753,313	1,000,491	655,900	734,713	668,713
CSA 83A Zone A4S Ranch Park 95155	560,942	661,075	661,075	629,992	663,300	678,300
PRD 88 East Fifth St	4,514	66,711	66,711	3,478	66,896	66,896
PRD 90 South Cordoba	4,734	48,476	48,476	3,715	48,584	48,584
PRD 94 Roble Grande Road	5,970	463,157	463,157	3,878	481,302	481,302
PRD 95 Valle Del Sol	6,024	241,963	241,963	4,409	263,187	263,187
PRD 99 Via Allondra Via Del Corvo	5,244	47,225	47,225	4,665	46,378	46,378
PRD 100 Viejas Lane View	3,598	28,285	28,285	3,724	29,091	29,091
PRD 101 Johnson Lake Rd	5,677	141,175	141,175	5,424	31,632	31,632
PRD 101 Hi Ridge Rd Zone A	6,547	32,376	32,376	25,604	14,640	14,640
PRD 102 Mountain Meadow	98,982	199,827	199,827	10,801	255,764	255,764
PRD 103 Alto Drive	7,474	252,824	252,824	8,850	265,152	265,152
PRD 104 Artesian Rd	6,224	92,389	92,389	4,738	74,447	74,447
PRD 105 Alta Loma Dr	5,308	60,746	60,746	4,185	16,307	16,307
PRD 105 Alta Loma Dr Zone A	4,630	79,452	79,452	4,203	16,924	16,924
PRD 106 Garrison Way Et Al	6,005	88,354	88,354	4,349	26,695	26,695
PRD 117 Legend Rock	6,806	16,912	16,912	9,220	14,607	14,607
CSA 122 Otay Mesa East	37,057	37,514	37,514	23,000	37,514	18,757
PRD 123 Mizpah Lane	4,655	54,472	54,472	4,206	60,258	60,258
PRD 125 Wrightwood Road	4,779	67,677	67,677	4,150	72,705	72,705
PRD 126 Sandhurst Way	4,163	34,523	34,523	4,025	34,845	34,845
PRD 127 Singing Trails Drive	4,165	48,248	48,248	3,802	50,185	50,185

Land Use and Environment Group

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
CSA 128 San Miguel Park Dist	1,003,732	1,084,127	1,122,062	1,082,256	1,097,285	1,108,779
PRD 130 Wilkes Road	68,394	130,883	130,883	13,184	156,184	156,184
PRD 133 Ranch Creek Road	4,454	77,094	77,094	7,090	8,407	8,407
PRD 134 Kenora Lane	3,927	51,609	51,609	3,494	59,860	59,860
CSA 136 Sundance Detention Basin	17,371	48,764	48,764	16,656	46,211	46,211
San Diego County Flood Control District	5,888,177	6,936,761	8,278,175	5,236,020	12,334,061	6,934,061
Blackwolf Stormwater Maint ZN 349781	26,619	9,181	33,081	12,511	9,328	9,328
Lake Rancho Viejo Stormwater Maint ZN 442493	7,897	188,100	188,100	71,386	189,800	189,800
PRD 1001 Capra Way	—	—	13,600	3,536	—	—
PRD 1002 Sunny Acres	3,099	15,821	15,821	3,276	18,688	18,688
PRD 1003 Alamo Way	3,583	13,087	13,087	3,705	13,968	13,968
PRD 1004 Butterfly Lane	1,582	3	3	—	3	3
PRD 1005 Eden Valley Lane	4,211	55,263	55,263	3,704	59,744	59,744
PRD 1007 Tumble Creek	—	200	48,200	4,685	70	70
PRD 1008 Canter	3,661	25,711	25,711	3,520	25,033	25,033
PRD 1009 Golf Drive	—	2,200	2,200	—	2,200	2,200
PRD 1010 Alpine High	6,219	222,522	222,522	5,885	263,711	263,711
PRD 1011 La Cuesta	3,787	36,585	36,585	3,633	43,494	43,494
PRD 1012 Millar Road	7,843	32,558	32,558	3,927	35,620	35,620
PRD 1013 Singing Trails	4,280	78,850	78,850	3,853	78,288	78,288
PRD 1014 Lavender Point Lane	14,318	98,342	98,342	13,969	86,539	86,539
PRD 1015 Landavo Drive	26,223	102,806	102,806	23,554	82,458	82,458
PRD 1016 El Sereno Way	33,284	94,922	94,922	29,621	69,548	69,548
Survey Monument Preservation Fund	190,625	300,000	300,000	88,922	400,000	400,000
Special Aviation	—	50,000	50,000	50,000	50,000	50,000
Special Aviation Debt Service	344,107	343,597	343,597	343,597	342,389	340,484
County Fish and Game Propogation	18,669	37,000	37,000	10,209	37,000	37,000
Airport Enterprise Fund	12,806,359	15,765,964	22,564,456	13,222,762	17,393,288	14,078,744
Liquid Waste Enterprise Fund	5,798,371	6,717,074	6,902,775	5,975,983	6,921,099	7,047,829
Wintergardens Sewer Maintenance District	1,173,100	1,910,414	1,910,424	1,505,250	—	—
East Otay Mesa Sewer Maint Dist	61,454	87,000	87,000	83,026	—	—

Land Use and Environment Group

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
CWSMD-Zone B (Campo Hills Water)	176,738	293,500	347,076	165,903	284,660	284,660
Campo Water Sewer Maint District - Sewer	225,254	253,000	1,128,000	347,740	—	—
Campo WSMD-Zone A (Rancho Del Campo Water)	216,668	353,500	353,500	214,739	353,500	353,500
Alpine Sanitation Maintenance and Operations	1,151,143	2,194,934	2,788,121	1,218,365	—	—
Julian Sanitation Maintenance and Operation	195,351	297,714	301,812	268,366	—	—
Lakeside Sanitation Maintenance and Operation	4,291,526	21,921,806	24,354,230	21,363,734	—	—
Pine Valley Sanitation Maintenance & Operation	66,476	79,944	79,944	61,972	—	—
San Diego County Sanitation District	—	—	—	—	40,065,136	33,475,636
DPW Equipment Internal Service Fund	5,392,672	5,170,904	5,513,912	5,503,788	5,005,616	4,797,367
DPW ISF Equipment Acquisition Road Fund	1,873,307	4,076,481	4,732,782	1,900,027	4,905,481	5,745,166
DPW ISF Equipment Acquisition Inactive Waste	216,326	120,801	120,801	40,765	200,801	70,801
DPW ISF Equipment Acquisition Airport Enterprise	129,466	279,316	296,469	131,595	234,316	239,316
DPW ISF Equipment Acquisition Liquid Waste	172,613	877,046	1,182,962	233,668	567,046	237,046
Spring Valley Sanitation Maintenance & Operation	11,336,665	38,313,638	39,729,395	28,547,638	—	—
Total	$ 360,689,986	$ 492,224,147	$ 557,601,062	$ 368,470,881	$ 418,960,040	$ 360,275,749

Community Services Group

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
General Fund	$ 48,875,957	$ 72,029,615	$ 91,062,413	$ 56,711,084	$ 77,886,827	$ 65,938,198
Housing & Community Development Special Rev Fund	9,538,748	—	4,500,001	4,500,000	—	—
County Library	38,565,141	37,878,790	40,811,548	35,749,624	35,209,942	32,954,830
05 Redev Gill Field - Special Revenue DS	3,102,006	2,776,522	2,776,522	2,601,113	2,689,110	2,726,572
Co Redev Agy 05 Gillespie Redev Debt Service Fd	1,143,439	1,163,451	1,163,451	1,143,450	1,152,089	1,154,276
Co Redev Agy 05 Gillespie Redev - Interest	798,439	783,451	783,451	783,450	767,089	749,276
Co Redev Agy 05 Gillespie Redev - Principal	345,000	370,000	370,000	360,000	375,000	395,000
Co Redev Agy 05 Gillespie Redev DS Reserve	1	10,000	10,000	—	10,000	10,000
Co Redev Agy Gillespie Field Cap Admin Fund	430,427	142,426	142,426	110,119	280,350	430,350
Co Redev Agy Upper SD River Capital	3,826,207	2,915,750	2,915,750	1,812,652	2,353,000	1,665,000
Co Redev Agy Gillespie Housing Capital	47,918	557,162	746,307	33,710	545,822	553,315
Co Redev Agy Upper SD River Housg Cap	61,717	355,350	407,913	48,922	333,350	333,350
Purchasing Internal Service Fund	11,155,026	10,497,401	11,206,861	9,511,551	11,187,167	9,898,976
Fleet Services Internal Service Fund	6,180,777	6,736,284	6,738,532	6,428,798	7,437,446	7,231,979
Fleet ISF Equipment Acquisition General	11,530,379	20,325,004	23,333,388	10,935,344	20,310,182	20,309,439
Fleet ISF Materials Supply Inventory	13,917,185	16,184,313	16,218,651	16,572,037	15,936,529	15,942,954
Fleet ISF Accident Repair	199,459	307,967	307,967	332,948	271,797	271,797
Fleet ISF Accidents Sheriff	276,473	394,385	394,385	476,566	330,843	330,843
Facilities Management Internal Service Fund	80,960,063	85,817,366	89,835,392	79,522,764	87,026,675	88,385,633
Major Maintenance Internal Service Fund	26,204,595	34,204,054	39,846,249	17,878,402	25,003,154	25,003,154
Total	$ 257,158,956	$ 293,449,291	$ 333,571,208	$ 245,512,534	$ 289,106,372	$ 274,284,942

Finance and General Government Group

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
General Fund	$ 189,806,541	$ 232,674,661	$ 277,470,641	$ 195,472,374	$ 235,481,604	$ 183,968,444
CATV Cable TV Media Public Relations	255,198	—	—	—	—	—
CATV Interest	8,876	—	—	—	—	—
Information Technology Internal Service Fund	120,945,929	127,662,365	139,586,393	119,343,180	127,670,508	111,081,809
Total	$ 311,016,542	$ 360,337,026	$ 417,057,035	$ 314,815,553	$ 363,152,112	$ 295,050,253

Capital Program

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Capital Outlay Fund	$ 94,143,056	$ 136,235,000	$ 321,125,914	$ 98,491,217	$ 37,277,000	$ 26,240,000
Capital MSCP Acquisition Fund	—	—	27,882,609	10,526,359	10,000,000	2,500,000
County Health Complex Capital Outlay Fund	18,932	—	—	—	—	—
Justice Facility Construction Capital Outlay Fnd	12,178,473	56,250,000	156,569,792	9,045,993	70,000,000	—
Library Projects Capital Outlay Fund	10,893,604	—	17,747,019	10,295,520	—	—
Edgemoor Development Fund	9,566,578	9,692,095	10,234,510	9,891,642	9,942,645	9,811,883
Total	$ 126,800,642	$ 202,177,095	$ 533,559,844	$ 138,250,730	$ 127,219,645	$ 38,551,883

Finance Other

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
General Fund	$ 248,406,500	$ 315,456,663	$ 530,775,133	$ 116,832,816	$ 198,724,413	$ 169,712,303
Pension Obligation Bonds	181,674,906	81,430,375	81,451,019	81,451,018	81,354,997	81,438,216
Employee Benefits Internal Service Fund	35,150,914	33,637,559	33,637,559	41,463,432	34,337,627	34,337,627
Public Liability Internal Service Fund	11,675,638	14,475,000	14,475,000	22,591,133	16,542,649	16,542,649
Majestic Pines County Service District Debt	23,250	26,250	26,250	26,250	26,250	—
Total	$ 476,931,208	$ 445,025,847	$ 660,364,961	$ 262,364,649	$ 330,985,936	$ 302,030,795

Changes in Components of Fund Balance (by Fund Group)

Beginning in Fiscal Year 2010-11, ending fund balance represents all components of fund balance as defined by Governmental Accounting Standards Board (GASB) 54. This can be nonspendable, restricted, committed, assigned or unassigned fund balance for the Governmental Funds or unrestricted net assets for the Proprietary Funds.

Ending Fund Balances (in millions)								
	General Fund	Special Revenue Funds	Debt Service Fund	Capital Funds	Enterprise Funds	Internal Service Funds	Special Districts	Misc. Category
Fiscal Year 2008-09 Ending Fund Balance[1]	$ 1,190.0	$ 686.1	$ 15.7	$ 19.3	$ 12.7	$ 33.6	$ 108.1	$ 7.4
Fiscal Year 2009-2010 Ending Fund Balance[1]	1,220.1	661.5	3.4	13.1	13.8	44.3	108.1	5.6
Fiscal Year 2010-2011 Ending Fund Balance[2]	$ 1,383.6	$ 660.2	$ 2.1	$ 9.0	$ 17.0	$ 40.3	$ 105.1	$ 6.1

[1] Amounts may not agree with the category grouping in the Comprehensive Annual Financial Report (CAFR) due to different budgetary roll-ups.

[2] Pending completion of the June 30, 2011 CAFR audit.

Fiscal Year 2011-12 (in millions)								
	General Fund	Special Revenue Funds	Debt Service Fund	Capital Funds	Enterprise Funds	Internal Service Funds	Special Districts	Misc Category
Beginning Fund Balance	$ 1,383.6	$ 660.2	$ 2.1	$ 9.0	$ 17.0	$ 40.3	$ 105.1	$ 6.1
Add:								
Budgeted Revenue	3,526.9	351.4	79.9	121.8	18.5	350.4	93.4	8.5
Fund Balance Component Decreases	5.9	—	—	—	—	—	16.3	—
Total Available Funding	$ 4,916.4	$ 1,011.6	$ 82.0	$ 130.8	$ 35.5	$ 390.7	$ 214.8	$ 14.6
Less:								
Budgeted Expenditures	$ (3,724.5)	$ (389.4)	$ (81.4)	$ (127.2)	$ (24.3)	$ (362.8)	$ (123.1)	$ (8.5)
Fund Balance Component Increases	(18.3)	—	—	—	—	—	(0.1)	—
Projected Ending Fund Balance	$ 1,173.6	$ 622.2	$ 0.6	$ 3.6	$ 11.2	$ 27.9	$ 91.6	$ 6.1

Fiscal Year 2012-13 (in millions)	General Fund	Special Revenue Funds	Debt Service Fund	Capital Funds	Enterprise Funds	Internal Service Funds	Special Districts	Misc Category
Beginning Fund Balance	$ 1,173.6	$ 622.2	$ 0.6	$ 3.6	$ 11.2	$ 27.9	$ 91.6	$ 6.1
Add:								
Budgeted Revenue	$ 3,464.5	$ 353.0	$ 81.4	$ 38.6	$ 18.6	$ 334.7	$ 85.9	$ 8.0
Fund Balance Component Decreases	13.6	—	—	—	—	—	12.1	—
Total Available Funding	$ 4,651.7	$ 975.2	$ 82.0	$ 42.2	$ 29.8	$ 362.6	$ 189.6	$ 14.1
Less:								
Budgeted Expenditures	$ (3,537.1)	$ (372.8)	$ (81.4)	$ (38.6)	$ (21.1)	$ (346.2)	$ (108.1)	$ (8.0)
Fund Balance Component Increases	(0.1)	—	—	—	—	—	(0.1)	—
Projected Ending Fund Balance	$ 1,114.5	$ 602.4	$ 0.6	$ 3.6	$ 8.7	$ 16.4	$ 81.4	$ 6.1

Appendix C: General Fund Budget Summary

Appropriations/Expenditures by Group

Public Safety Group

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Public Safety Executive Office	$ 7,667,494	$ 6,181,516	$ 7,644,461	$ 5,553,007	$ 22,615,635	$ 6,126,302
San Diego County Fire Authority	—	—	30,478,290	16,904,645	25,191,550	17,730,000
District Attorney	138,305,148	146,716,213	150,030,322	136,282,274	154,463,194	153,968,869
Sheriff	534,726,981	565,809,843	592,557,833	541,762,220	598,463,082	573,996,310
Child Support Services	47,780,356	50,312,168	50,661,137	47,580,640	51,122,040	51,743,965
Citizens' Law Enforcement Review Board	361,697	539,392	553,651	503,776	589,485	589,605
Office of Emergency Services	5,788,972	8,572,824	12,797,421	6,536,737	10,471,121	8,612,426
Medical Examiner	11,939,880	8,527,316	8,800,132	8,325,129	8,897,649	8,940,759
Probation	166,386,663	170,754,694	171,875,025	164,209,118	179,528,491	175,249,168
Public Defender	75,759,329	77,074,766	67,866,633	61,789,635	69,460,410	69,617,649
Contribution for Trial Courts	72,289,585	71,837,878	72,112,732	70,262,842	71,538,487	71,548,768
Defense Attorney / Contract Administration	369,120	—	69	(160)	—	—
Total	$1,061,375,226	$1,106,326,610	$1,165,377,706	$1,059,709,863	$1,192,341,144	$1,138,123,821

Health and Human Services Agency

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Regional Operations	$ 446,832,917	$ 462,888,866	$ 463,727,125	$ 449,184,601	$ 464,314,986	$ 467,241,726
Strategic Planning & Operational Support	160,415,486	161,411,948	186,940,789	188,609,481	225,162,212	225,633,803
Aging and Independence Services	303,908,390	335,194,757	314,451,361	304,611,832	309,757,401	316,689,178
Behavioral Health Services	364,627,453	405,914,153	409,648,683	373,690,616	427,734,706	418,299,678
Administrative Support	52,411,778	93,525,329	99,767,704	56,517,718	98,816,209	75,896,039
Child Welfare Services	239,131,854	263,321,003	262,081,800	226,655,143	258,626,410	259,593,086
Public Health Services	90,312,358	93,988,428	100,067,315	94,965,951	94,666,657	86,261,448
Public Administrator / Public Guardian	4,397,273	4,472,416	4,472,416	4,498,351	4,591,551	4,185,165
Total	$1,662,037,507	$1,820,716,900	$1,841,157,194	$1,698,733,690	$1,883,670,132	$1,853,800,123

Land Use and Environment Group

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Land Use and Environment Executive Office	$ 3,998,665	$ 6,361,312	$ 6,845,823	$ 3,855,874	$ 6,248,612	$ 4,147,362
San Diego Geographic Information Source (SanGIS)	966,368	—	—	—	—	—
Agriculture, Weights and Measures	18,163,934	19,176,512	19,955,790	17,539,100	19,274,073	18,497,417
Environmental Health	35,579,176	49,704,300	50,861,529	37,629,562	47,848,861	44,099,141
Farm and Home Advisor	939,031	953,058	955,140	967,857	853,058	853,058
Parks and Recreation	29,418,115	31,218,200	38,296,536	31,520,527	29,520,207	27,303,120
Planning and Land Use	41,883,413	62,496,736	39,565,906	27,588,064	33,503,037	22,667,171
Public Works	21,162,130	21,936,846	24,447,563	15,306,379	17,457,242	8,057,479
Total	$ 152,124,741	$ 191,846,964	$ 180,928,287	$ 134,407,364	$ 154,705,090	$ 125,624,748

Community Services Group

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Community Services Executive Office	$ 1,773,730	$ 6,863,315	$ 8,215,651	$ 2,590,043	$ 5,999,161	$ 5,926,315
Animal Services	14,031,202	14,621,920	14,709,649	14,090,546	15,343,329	15,057,177
General Services	1,402,000	2,400,000	2,551,000	2,550,514	1,476,000	1,480,000
Housing & Community Development	9,815,598	26,473,349	40,766,514	19,306,535	24,139,672	21,464,938
Purchasing and Contracting	6,096,867	1,625,000	2,333,733	1,751,968	2,156,296	1,660,000
Registrar of Voters	15,756,560	20,046,031	22,485,866	16,421,478	28,772,369	20,349,768
Total	$ 48,875,957	$ 72,029,615	$ 91,062,413	$ 56,711,084	$ 77,886,827	$ 65,938,198

Finance and General Government Group

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Finance & General Government Executive Office	$ 17,202,960	$ 49,136,220	$ 83,024,411	$ 26,788,011	$ 49,337,237	$ 5,340,294
Board of Supervisors	7,353,093	7,628,046	8,243,099	7,239,210	7,683,215	7,683,632
Assessor / Recorder / County Clerk	49,368,851	50,638,198	54,554,973	48,903,241	53,590,691	50,873,207
Treasurer - Tax Collector	17,669,519	19,148,452	20,158,749	17,355,006	20,854,463	19,870,451
Chief Administrative Office	4,602,994	4,379,445	4,444,304	4,099,283	4,303,059	4,325,864
Auditor and Controller	31,563,434	33,839,785	35,306,360	31,053,895	33,983,646	34,058,718
County Technology Office	8,133,724	12,248,422	13,194,045	8,602,266	9,251,411	6,702,030
Civil Service Commission	582,721	558,294	558,294	544,442	568,229	567,406
Clerk of the Board of Supervisors	8,399,128	6,380,645	7,945,919	6,734,792	6,458,189	6,529,271
County Counsel	21,845,765	22,554,021	22,863,369	21,390,129	22,361,077	22,236,367
Grand Jury	635,009	580,076	582,076	533,382	601,232	591,775
Human Resources	19,648,943	22,703,286	23,700,433	19,670,804	23,335,014	22,028,554
County Communications Office	2,800,399	2,879,771	2,894,608	2,557,914	3,154,141	3,160,875
Total	$ 189,806,541	$ 232,674,661	$ 277,470,641	$ 195,472,374	$ 235,481,604	$ 183,968,444

Finance Other

	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Cash Borrowing Program	$ 4,740,334	$ 7,700,000	$ 7,700,000	$ 3,061,197	$ 7,700,000	$ 7,700,000
Community Enhancement	3,474,000	2,746,500	2,750,500	2,723,500	2,500,000	2,500,000
Neighborhood Reinvestment Program	8,245,201	5,000,000	6,219,107	5,508,876	5,000,000	5,000,000
Contributions to County Library	2,768,865	350,000	350,000	350,000	—	—
Contingency Reserve - General Fund	—	20,000,000	20,000,000	—	20,000,000	20,000,000
Contributions to Capital Program	85,664,582	231,036,094	442,155,057	97,565,217	119,855,327	88,004,229
Countywide General Expense	143,170,638	48,282,008	51,258,408	7,281,965	43,327,025	46,166,013
Local Agency Formation Commission Administration	342,880	342,061	342,061	342,061	342,061	342,061
Total	$ 248,406,500	$ 315,456,663	$ 530,775,133	$ 116,832,816	$ 198,724,413	$ 169,712,303

Total - Group/Agency	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Total	$3,362,626,472	$3,739,051,413	$4,086,771,375	$3,261,867,191	$3,742,809,210	$3,537,167,637

Financing Sources

Financing Sources By Category	Fiscal Year 2009-10 Actuals	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2010-11 Amended Budget	Fiscal Year 2010-11 Actuals	Fiscal Year 2011-12 Adopted Budget	Fiscal Year 2012-13 Approved Budget
Taxes Current Property	$ 506,393,406	$ 497,576,343	$ 497,576,343	$ 501,166,532	$ 505,813,659	$ 506,735,096
Taxes Other Than Current Secured	399,648,975	383,234,449	383,234,449	400,456,144	381,647,350	381,653,279
Licenses Permits & Franchises	41,154,372	40,188,852	40,188,852	43,167,260	41,617,543	42,090,446
Fines, Forfeitures & Penalties	50,454,693	54,667,910	56,774,010	49,033,826	52,057,099	47,886,188
Revenue From Use of Money & Property	21,942,027	16,968,619	16,968,619	19,649,512	17,691,378	17,835,576
Intergovernmental Revenues	1,759,627,047	1,912,830,214	1,950,760,220	1,807,162,899	1,970,463,893	1,916,815,619
Charges For Current Services	274,904,878	290,512,215	291,109,212	283,079,460	290,357,634	294,419,676
Miscellaneous Revenues	33,375,686	26,620,590	41,355,914	48,006,235	25,744,581	18,733,170
Other Financing Sources	226,375,991	225,091,464	229,576,465	229,482,550	241,457,560	238,333,223
Total Revenues	$3,313,877,074	$3,447,690,656	$3,507,544,083	$3,381,204,417	$3,526,850,697	$3,464,502,273
Fund Balance Component Decreases	7,175,561	4,608,369	4,608,369	4,608,369	5,893,425	13,562,966
Use of Fund Balance	41,573,837	286,752,388	574,618,923	(123,945,595)	210,065,088	59,102,398
Total Financing Sources	$3,362,626,472	$3,739,051,413	$4,086,771,375	$3,261,867,191	$3,742,809,210	$3,537,167,637

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Appendix D: Health & Human Services - Regional Operations

Health and 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 Regional Operations programs based on the type of program or administrative service rather than by location of services.

Staffing by Program

	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-12 Adopted Budget	% Change	Fiscal Year 2012-13 Approved Budget
Regional Administration	33.00	27.00	25.00	(7.4)	25.00
Public Health Services	165.00	167.00	168.00	0.6	168.00
Family Resource Centers/ Assistance Payments	1,384.00	1,437.00	1,439.00	0.1	1,439.00
Child Welfare Services	641.00	618.00	637.00	3.1	637.00
Welfare to Work/Employment Administration	101.00	—	—	—	—
Child Care (East Region)	99.00	—	—	—	—
Community Action Partnership (Central Region)	15.00	13.00	8.00	(38.5)	8.00
Total	2,438.00	2,262.00	2,277.00	0.7	2,277.00

Budget by Program

	Fiscal Year 2009-10 Adopted Budget	Fiscal Year 2010-11 Adopted Budget	Fiscal Year 2011-2012 Adopted Budget	% Change	Fiscal Year 2012-2013 Approved Budget
Regional Administration	$ 5,011,694	$ 4,484,904	$ 3,925,437	(12.5)	$ 3,910,819
Public Health Services	18,794,838	19,475,953	20,067,052	3.0	19,802,389
Family Resource Centers/ Assistance Payments	307,314,105	366,258,936	368,542,303	0.6	371,549,887
Child Welfare Services	62,628,172	62,364,525	65,544,422	5.1	66,952,098
Welfare to Work/Employment Administration	15,832,075	—	—	—	—
Child Care (East Region)	51,626,477	—	—	—	—
Community Action Partnership (Central Region)	13,857,701	10,304,548	6,235,772	(39.5)	5,026,533
Total	$ 475,065,062	$ 462,888,866	$ 464,314,986	0.3	$ 467,241,726

Appendix E: Operational Plan Abbreviations and Acronyms

ACAO: Assistant Chief Administrative Officer
ADA: Americans with Disabilities Act
AIS: Aging and Independence Services
APCD: Air Pollution Control District
ARRA: American Recovery and Reinvestment Act of 2009
AWM: Agriculture, Weights and Measures
BHS: Behavioral Health Services
BPR: Business Process Reengineering
CAC: County Administration Center
CAFR: Comprehensive Annual Financial Report
CAO: Chief Administrative Officer
CCO: County Communications Office
CDBG: Community Development Block Grant
CFO: Chief Financial Officer
CINA: Capital Improvement Needs Assessment
CLERB: Citizens' Law Enforcement Review Board
COC: County Operations Center
COF: Capital Outlay Fund
COOP: Continuity of Operations
COPs: Certificates of Participation
CSA: County Service Area
CSAC: California State Association of Counties
CSG: Community Services Group
CTN: County Television Network
CTO: County Technology Office
CWS: Child Welfare Services
DAS: Department of Animal Services
DCAO: Deputy Chief Administrative Officer
DCSS: Department of Child Support Services
DEH: Department of Environmental Health
DGS: Department of General Services
DHR: Department of Human Resources
DIBBS: Do-It-Better-By-Suggestion
DPLU: Department of Planning and Land Use
DPW: Department of Public Works

ERAF: Educational Revenue Augmentation Fund
ERP: Enterprise Resource Planning
FEMA: Federal Emergency Management Agency
FGG: Finance and General Government Group
FHA: Farm and Home Advisor
FY: Fiscal Year
GAAP: Generally Accepted Accounting Principles
GASB: Governmental Accounting Standards Board
GDP: Gross Domestic Product
GFOA: Government Finance Officers Association
GIS: Geographic Information System
GMS: General Management System
GPR: General Purpose Revenue
GSR: Global Scale Rating
HCD: Housing and Community Development
HHSA: Health and Human Services Agency
IHSS: In-Home Supportive Services
ISF: Internal Service Fund
IT: Information Technology
LRBs: Lease Revenue Bonds
LUEG: Land Use and Environment Group
MSCP: Multiple Species Conservation Program
NACo: National Association of Counties
OAAS: Office of Audits and Advisory Services
OES: Office of Emergency Services
OPEB: Other Post Employment Benefit

PA/PG: Public Administrator/Public Guardian

PHS: Public Health Services

PLDO: Parkland Dedication Ordinance

POB: Pension Obligation Bond

PRD: Permanent Road Division

PSG: Public Safety Group

RFP: Request for Proposal

RPTT: Real Property Transfer Tax

SANCAL: San Diego County Capital Asset Leasing Corporation

SANDAG: San Diego Association of Governments

SanGIS: San Diego Geographic Information Source

SDCERA: San Diego County Employees Retirement Association

SDCFA: San Diego County Fire Authority

SDRBA: San Diego Regional Building Authority

SPOS: Strategic Planning and Operational Support

TABs: Tax Allocation Bonds

TOT: Transient Occupancy Tax

TRANs: Tax and Revenue Anticipation Notes

UAAL: Unfunded Actuarial Accrued Liability

USDRIP: Upper San Diego River Improvement Project

VLF: Vehicle License Fees

Appendix F: Glossary of Operational Plan Terms

Account: A distinct reporting category in a ledger used for budgeting or accounting purposes. All budgetary transactions, whether revenue or expenditure related, are recorded in accounts. Also called Object in the County's Budgeting, Reporting and Analysis Support System (BRASS).

Activity: A departmental effort that contributes to the accomplishment of specific identified program objectives.

Actuarial Accrued Liability: The actuarial accrued liability, as assessed by an actuary, generally represents the present value of fully projected benefits attributable to service credit that has been earned (or accrued) as of the valuation date; it is computed differently under different funding methods.

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 current and future benefits.

Adopted Budget: The annual budget formally approved by the Board of Supervisors for a specific fiscal year.

Adopted Operational Plan: The Board of Supervisors' two-year financial plan that allocates resources to specific programs and services that support the County's long-term goals; it includes the adopted budget for the first year and a tentative budget that is approved in principle for the second year.

Amended Budget: A budget that reflects the adopted budget plus the carry forward budget from the previous year and any mid-year changes authorized during the fiscal year.

Americans with Disabilities Act (ADA): A federal law that, among other provisions, requires modification of public buildings to ensure access for people with disabilities.

Appropriation: A legal authorization to make expenditures and to incur obligations for specific purposes.

Appropriation for Contingency: A budgetary provision representing that portion of the financing requirements set aside to meet unforeseen expenditure requirements or to offset revenue shortfalls.

Arbitrage: As defined by treasury regulations, the profit earned from investing low yielding tax-exempt proceeds in higher yielding taxable securities. In general, arbitrage profits earned must be paid to the United States Treasury as rebate unless a specific exception to the rebate requirements applies.

Assessed Valuation: A valuation set upon real estate or other property by a government as a basis for levying taxes.

Asset: An item owned or a resource held that has monetary value.

Assigned Fund Balance: That portion of fund balance that reflects an intended use of resources. For nongeneral funds, it is the amount in excess of nonspendable, restricted and committed fund balance.

Assistant Chief Administrative Officer (ACAO): The County's second-highest ranking executive, the ACAO works with the Chief Administrative Officer in a chief operating officer capacity to implement the Board of Supervisors' policies and to manage the County's workforce and annual budget.

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 Budget or Balanced Operational Plan: A budget in which the planned expenditures and the means of financing them are equal. A balanced annual budget is required by the State of California per Government Code §29000, et seq.

Board of Supervisors: The five-member, elected governing body of the County authorized by the California State Constitution. Each Board member represents a specific geographic area (Supervisorial District) of the county.

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.

Budget: A financial plan for a single fiscal year includes proposed expenditures for a given period and the proposed means of financing them. The annual budget is contained within the Operational Plan.

Business Process Reengineering (BPR): The fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical measures of performance, such as cost, quality, service and speed. One goal of BPR is to generate budgetary savings to permit reallocations of resources to other priority needs and services.

California State Association of Counties (CSAC): An organization that represents county government before the California Legislature, administrative agencies and the federal government.

CalWIN: CalWORKs Information Network: A fully integrated online, real-time automated system to support eligibility and benefits determination, client correspondence, management reports, interfaces and case management for public assistance programs, such as the CalWORKs Program.

CalWORKs: California Work Opportunity and Responsibility to Kids program. A welfare program that gives cash aid and services to eligible needy California families.

Capital Assets: Tangible and intangible assets acquired for use in operations that will benefit more than a single fiscal year. Typical examples of tangible assets are land, improvements to land, easements, buildings, building improvements, infrastructure, equipment, vehicles and machinery.

Capital Assets Equipment: Equipment that 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: Expenditure accounts that include expenditures for the acquisition of land and buildings and construction of buildings and improvements.

Capital Expenditures: Expenditures incurred for the improvement to or acquisition of land, facilities and infrastructure.

Capital Improvement Needs Assessment (CINA): An annually updated five-year list of planned capital projects, developed by the Department of General Services in compliance with Board of Supervisors Policies G-16 and B-37.

Capital Outlay Fund (COF): One of the Capital Program funds that 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 to the COF by the Board of Supervisors.

Capital Program Budget: A spending plan for improvements to or acquisition of land, facilities and infrastructure. The capital program budget balances revenues and expenditures, specifies the sources of revenues and lists each project or acquisition. Appropriations established in the capital program budget are carried forward until the project is completed.

Carry Forward Budget: The budget that captures encumbrances and appropriations related to the encumbrances, at the end of the fiscal year, that is carried over into the next fiscal year.

Cash Flow: The analysis of cash receipts (revenues) to required payments (expenditures) 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.

Certificates of Participation (COPs): Certificates issued for the financing of capital assets. A certificate is similar to a bond and represents an undivided interest in the payments made by the public agency pursuant to a financing lease. Even though they are not treated as indebtedness of the issuer by California state law, the federal tax law treats the lease obligation as if it were a debt.

Chained Dollars: A method of adjusting real dollar amounts for inflation over time, so as to allow comparison of figures from different years. Chained dollars generally reflect dollar figures computed with 2000 as the base year.

Charges for Current Services: Revenues received as a result of fees charged for certain services provided to citizens and other public agencies. This group of revenue accounts includes revenues resulting from: interfund transactions between governmental fund types; collection of taxes and special assessments and accounting and banking services for other governmental agencies; special district audits; election services provided to governmental agencies under contract, including charges for

consolidating elections and rental of voting booths; planning and engineering services such as subdivision fees, traffic surveys, sale of plans and specifications and blueprints, and plan or map check fees; library services including special materials usage fees, book fines and lost or damaged books; park and recreational facilities usage including camping, parking and picnic area usage; document recording services, certified copies of vital statistics and fees for filing fictitious business names; animal services such as vaccination and impound fees; law enforcement services provided under contract to governmental agencies; and reimbursement for hospital care and services for prisoners, juvenile court wards and juvenile hall.

Chief Administrative Officer of the County (CAO): The highest ranking County executive who provides policy-based program and financial decision making support to the Board of Supervisors. The CAO oversees the operation of over 40 departments and manages the allocation of personnel, capital and budgetary resources within the County organization. The position is appointed by the Board of Supervisors. The 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.

Committed Fund Balance: Self-imposed limitations set on funds prior to the end of a period. Limitations imposed by the highest level of decision making, and requires formal action at that same level to remove.

Community Development Block Grant (CDBG): 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): The annual audited financial statement of the County.

Contingency Reserve: Appropriations set aside to meet unforeseen economic and operational circumstances.

Cost Applied: The transfer of costs of services performed by one budget unit for the benefit of another budget unit within the same fund.

County Administration Center (CAC): The central County administration facility located at 1600 Pacific Highway, San Diego, California.

County Service Area (CSA): An assessment district comprised of unincorporated area property owners who pay for special services, such as park maintenance, fire suppression and paramedic services, through special assessments on their property tax bills.

County Television Network (CTN): The County's television station, which broadcasts Board of Supervisors meetings and programs of community interest.

Credit Rating: A rating determined by a credit 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.

Current Assets: Assets which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets which will be used up or converted into cash within one year (i.e. temporary investments and taxes receivable that will be collected within one year).

Current Liabilities: Liabilities that are payable within one year. Liabilities are obligations to transfer assets (i.e. cash) or provide services to other entities in the future as a result of past transactions or events.

Custodian Bank: In finance, a custodian bank, or simply custodian, refers to a financial institution responsible for safeguarding a firm's or individual's financial assets. The role of a custodian in such a case would be the following: to hold in safekeeping assets, such as equities and bonds, arrange settlement of any purchases and sales of such securities, collect information on and income from such assets (dividends in the case of equities and interest in the case of bonds), provide information on the underlying companies and their annual general meetings, manage cash transactions, perform foreign exchange transactions where required and provide regular reporting on all their activities to their clients.

Debt Service: Annual principal and interest payments that local government owes on borrowed money.

Debt Service Fund: A fund established to account for the accumulation of resources for and the payment of principal and interest on long-term debt.

Deferred Revenue: Measurable revenue that has been earned but not yet collected until beyond 180 days of the end of the fiscal year.

Department: The basic organizational unit of government which is functionally unique in its delivery of services.

Depreciation: The decrease in the service life or estimated value of capital assets attributable to wear and tear, deterioration and the passage of time.

Deputy Chief Administrative Officer (DCAO): The General Manager for each of the County's five business Groups - Public Safety, Land Use and Environment, Community Services, Finance and General Government and the Health and Human Services Agency. The DCAOs report to the

Assistant Chief Administrative Officer (ACAO) and the Chief Administrative Officer (CAO).

Do-It-Better-By-Suggestion (DIBBS): A program administered through the Department of Human Resources that 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.

Educational Revenue Augmentation Fund (ERAF): The fund that was set up in each county at the direction of the State Legislature in the early 1990s to enable a shift of a portion of county, city and special district property taxes to school districts in response to State budget shortfalls.

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: A commitment within the County to use funds for a specific purpose.

Enterprise Fund: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises (e.g. water, gas and electric utilities; airports; parking garages; or transit systems). The governing body intends that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

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.

Estimated Revenue: The amount of revenue expected to accrue or to be collected during a fiscal year.

Expenditure: A decrease 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: This expenditure account group, which is shown as a decrease in expenditures, consists of transfers of costs for services provided between budget units in the same governmental type fund. The cost of the service is transferred to the revenue earning department with an equal reduction in cost to the department providing the service.

Fiduciary Fund: A fund containing assets held in a trustee capacity or as an agent for others which cannot be used to support the County's own programs. For example, the County maintains fiduciary funds for the assets of the Investment Trust Fund. This trust fund holds the investments on behalf of external entities in either the County pool or specific investments.

Fines, Forfeitures & Penalties: A group of revenue accounts that includes 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.

Firestorm 2007: A devastating wildfire that occurred in San Diego County in October 2007 that financially affected the County and has resulted in the implementation of new programs or services to recover from the damage of the 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 equities or 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 funds. Fund Balance may be used in the budget by a Group or department for the upcoming year as a funding source for one-time projects/ services.

Fund Balance Components: The classifications that segregate fund balance by constraints on purposes for which amounts can be spent. There are five classifications: Nonspendable Fund Balance. Restricted Fund Balance, Committed Fund Balance, Assigned Fund Balance and Unassigned Fund Balance.

Fund Balance Components Increases/Decreases: An expenditure or revenue account group that indicates that a fund balance component is to be augmented (increased) or

used as a funding source (decreased). These two categories are only used for adjustments to Restricted, Committed or Assigned fund balance.

GASB 54: Governmental Accounting Standards Board (GASB) Statement Number 54 which establishes a fund balance classification hierarchy based on constraints that govern how the funds can be used.

General Fund: The County's primary operating fund, which is used to account for all financial resources, except those required to be accounted for in another 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 customers. It links planning, execution, value management, goal attainment and compensation.

General Manager: See Deputy Chief Administrative Officer.

General Obligation Bonds: Bonds backed by the full faith and credit of a governmental entity.

General Plan Update: (Previously referred to as General Plan 2020). A multi-year project to revise the San Diego County Comprehensive General Plan that forms the framework for growth in the unincorporated communities.

General Purpose Revenue: Revenue derived from sources not specific to any program or service delivery that may be used for any purpose that is a legal expenditure of County funds. Examples of General Purpose Revenue include property taxes, sales taxes, property tax in lieu of vehicle license fees, court fines, real property transfer tax and miscellaneous other sources.

General Purpose Revenue Allocation: The amount of General Purpose Revenue that is budgeted to fund a group's or a department's services after all other funding sources for those services are taken into account; it is also commonly referred to as net county cost.

Generally Accepted Accounting Principles (GAAP): The uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statement of an entity.

Geographic Information System (GIS): A regional data warehouse providing electronic geographic data and maps to County and city departments and other users.

Governmental Accounting Standards Board (GASB): The authoritative accounting and financial reporting standard-setting body for government entities.

Government Finance Officers Association (GFOA): An organization comprised of government accounting and finance professionals throughout the United States and Canada, whose goals include but are not limited to improving financial management practices and encouraging excellence in financial reporting and budgeting by state and local governments.

Governmental Fund: The funds that are generally used to account for tax-supported activities; it accounts for the majority of funds, except for those categorized as proprietary or fiduciary funds.

Grant: Contributions of cash or other assets from another governmental agency or other organization to be used or expended for a specified purpose, activity or facility.

Group/Agency: The Group/Agency, which is headed by a General Manager, represents the highest organizational unit to which a County department/program reports. There are four Groups and one Agency. Each department/program belongs to one of the following: Public Safety Group (PSG), Land Use and Environment Group (LUEG), Community Services Group (CSG), Finance and General Government Group (FGG) or Health and Human Services Agency (HHSA).

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 transfer of resources between funds of the same government reporting entity.

Intergovernmental Revenue: Revenue received from other government entities in the form of grants, entitlements, shared revenues and payments in lieu of taxes. Examples of State revenue include Health and Social Services Realignment, Proposition 172 Public Safety Sales Tax, highway user tax, in-lieu taxes, public assistance administration, health administration and Homeowner's Property Tax Relief. Major federal revenue includes public assistance programs, health administration, disaster relief, grazing fees and Payments In-lieu of Taxes for federal lands.

Internal Service Fund (ISF): A proprietary type 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.

Joint Powers Agreement (JPA): 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.

Lease: A contract granting use or occupation of property during a specified time for a specified payment.

Liability: As referenced in the section on Measurement Focus and Basis of Accounting, a liability is a legal obligation to transfer assets or provide services to another entity in the future as a result of past transactions or events.

Licenses, Permits & Franchises: Revenue accounts that include revenue from animal licenses, business licenses, permits and franchises.

Managed Competition: A framework in which County departments compete with the private sector to determine the most cost-effective method of delivering services.

Mandate: A requirement from the State or federal government that the County perform a task, perform a task in a particular way, or perform a task to meet a particular standard.

Management Reserves: 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: A group of revenue accounts that includes 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 efficiently provide public services that build strong and sustainable communities."

Multiple Species Conservation Program (MSCP): This program will preserve a network of habitat and open space, protecting biodiversity and enhancing the region's quality of life. The County is one of several entities participating in the MSCP.

National Association of Counties (NaCo): An organization that represents the interests of counties across the nation on Capitol Hill and throughout the federal bureaucracy.

Nonspendable Fund Balance: That portion of net resources that cannot be spent either because of its form or that it must be maintained intact.

Objective: A statement of anticipated accomplishment, usually measurable and time bound.

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.).

Operating Budget: A plan of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled.

Operating Transfers: Operating transfers result when one fund provides a service on behalf of another fund. The providing fund budgets the amount required by the other fund in the "Operating Transfer Out" expenditure account. The receiving fund budgets the amount in one of the "Operating Transfer In" revenue accounts.

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. It is presented in a program budget format that communicates expenditure and revenue information as well as goals, objectives and performance measures for County departments.

Ordinance: A regulation, an authoritative rule, a statute.

Other Charges: A group of expenditure accounts that includes support and care of other persons (such as assistance payments), bond redemptions, retirement of other long-term debt, interest on bonds, other long-term debt and notes and warrants, judgments and damages, rights-of-way, taxes and assessments, depreciation, bad debts, income allocation, contributions to nonCounty governmental agencies and inter fund expenditures.

Other Financing Sources: An increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends. Examples include sale of capital assets, transfers in and long-term debt proceeds.

Parkland Dedication Ordinance (PLDO): The County ordinance that created a mechanism for funding local parks development and established the Parkland Dedication Fund.

Pension Obligation Bond (POB): Bonds issued to finance all or part of the unfunded actuarial accrued liabilities of the issuer's pension plan. The proceeds are transferred to the

issuer's pension system as a prepayment of all or part of the unfunded pension liabilities of the issuer to ensure the soundness of the plan.

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).

Permanent Road Division: An assessment district comprised of unincorporated area property owners who pay for special road work, such as road improvements and maintenance, through special assessments on their property tax bills.

Program: A set of activities directed to attaining specific purposes or objectives.

Program Revenue: Revenue generated by programs and/or dedicated to offset a program's costs.

Proposed Budget: The budget document developed by the CAO and formally approved by the Board of Supervisors to serve as the basis for public hearings and deliberations prior to the determination of the adopted budget. May also be referred to as the Proposed Operational Plan.

Proprietary Funds: The 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.

Public Liability: Claims against a public entity, its officers and employees, and/or agencies resulting in damages to a third party arising from the conduct of the entity or an employee acting within the course and scope of their employment.

Real Property Transfer Tax (RPTT): A tax assessed on property when ownership is transferred.

Reappropriation: The inclusion of a balance from the prior year's budget as part of the budget of the subsequent fiscal year. Reappropriation is common for encumbrances outstanding at the end of a fiscal year that a government intends to honor in the subsequent year.

Rebudget: To include funds for a project or services budgeted in the previous year but not spent within that year nor meeting the criteria for an encumbrance at year-end.

Request for Proposal (RFP): An official request for proposals to be submitted to the County to perform specified services. The RFP sets forth the services being sought and requests information from firms interested in procuring the engagement.

Required Disciplines: The key organizational disciplines set out in the County's Strategic Plan intended to ensure that the County maintains 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, adaptable and diverse workforce; essential infrastructure; accountability/transparency; continuous improvement; and information technology.

Restricted Fund Balance: That portion of fund balance subject to externally enforceable limitations on use imposed by law, constitutional provision, or other regulation.

Revenue From Use of Money & Property: Revenue accounts that include investment income, rents and concessions and royalties.

Salaries and Benefits: A group of expenditure accounts that includes expenses related to compensation of County employees.

SANCAL: San Diego County Capital Asset Leasing Corporation. A nonprofit corporation governed by a five-member Board of Directors which is appointed by the County Board of Supervisors. SANCAL's purpose is to facilitate the issuance of low-cost financing instruments to fund the procurement of County buildings and equipment.

Securitization: A type of structured financing whereby an entity that is to receive future payments sells the right to that income stream to a third party in exchange for an up-front payment. For example, the County securitized the Tobacco Settlement Payments, receiving the revenue up-front and reducing the risk of not collecting all of the payments.

Services and Supplies: A group of expenditure accounts that includes nonpersonnel operating expenses such as contract services, office supplies, information technology services, minor equipment and facilities maintenance.

Special District: An area in which an independent unit of local government is set up to perform a specific function or a restricted number of related functions, 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 to determine how best to achieve the general goal of an entity.

Strategic Initiatives: As used by the County, the broad organization-wide goals that guide the allocation of resources and set programs. The County has three strategic initiatives: Kids (Improve opportunities for children and families), Environment (Manage the region's natural resources to protect quality of life and support economic development), and Safe and Livable Communities (Promote safe and livable communities).

Tax and Revenue Anticipation Notes (TRANs): A short-term, interest bearing note used as a cash management tool. Public agencies often receive revenues on an uneven basis throughout a fiscal year. The borrowed funds allow the agency to meet cash requirements during periods of low revenue receipts and repay the funds when the revenues are greater.

Transient Occupancy Tax (TOT): A tax levied by the County on rental receipts for temporary lodging in a hotel or other similar facility doing business in the unincorporated area.

Trust Fund: A fund used to account for assets held by a government unit in a trustee capacity or as an agent for others and which, therefore, cannot be used to support the government's own programs. The County is sometimes required to segregate revenues it receives from certain sources into a trust fund, but these funds are accounted for in the financial statements as County assets.

Unassigned Fund Balance: Residual net resources. Total fund balance in the general fund in excess of nonspendable, restricted, committed and assigned fund balance.

Unfunded Actuarial Accrued Liability (UAAL): The present value of benefits earned to date that are not covered by plan assets; commonly used in pension fund discussions. The excess, if any, of the actuarial accrued liability over the actuarial value of assets. See also Actuarial Accrued Liability.

Vision: The image that an individual or organization has of itself or an end state. A picture of future desired outcomes. The County's vision is "A county that is safe, healthy and thriving."

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