County of San Diego

CAO Proposed Operational Plan
Fiscal Years 2007-2008 & 2008-2009

Walter F. Ekard
Chief Administrative Officer

Donald F. Steuer
Chief Financial Officer

Board of Supervisors

First District	Greg Cox
Second District	Dianne Jacob
Third District	Pam Slater-Price
Fourth District	Ron Roberts
Fifth District	Bill Horn

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

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San Diego County

California

For the Fiscal Year Beginning

July 1, 2006

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, 2006**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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

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COUNTY OF
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County of San Diego

County of San Diego

Board of Supervisors

Organizational Chart

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Understanding the Proposed Operational Plan

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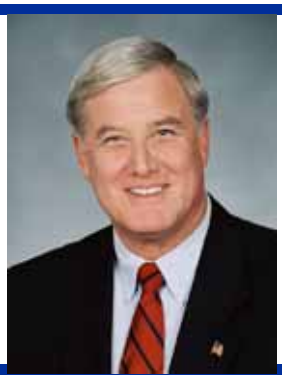
Summary Of Related Laws, Policies, and Procedures

Excellence in Governing

Board of Supervisors

Ron Roberts
District 4
Chair



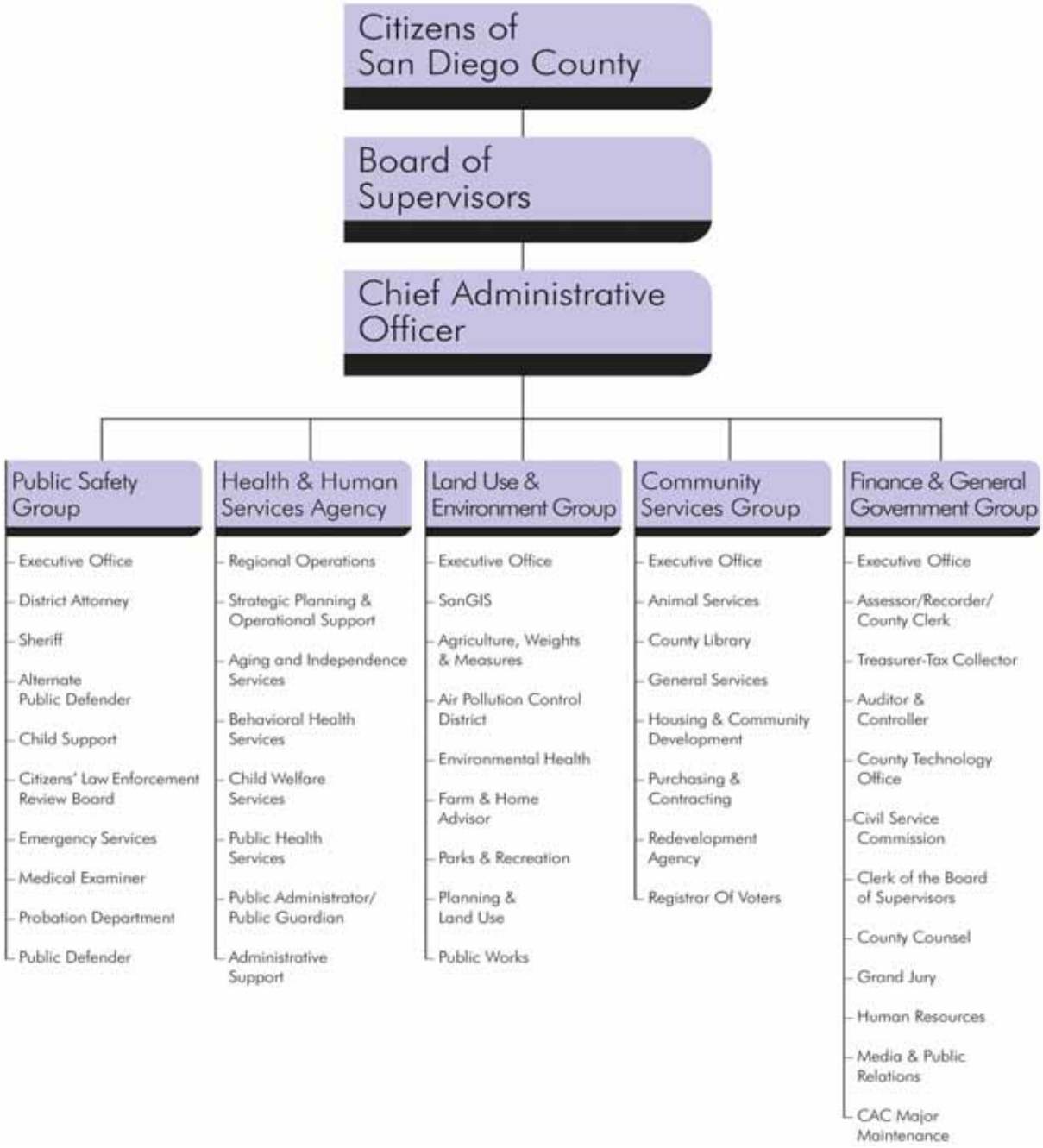
Greg Cox
District 1
Vice Chair

Dianne Jacob District 2

Pam Slater-Price District 3

Bill Horn District 5

Organizational Chart



Message from the Chief Administrative Officer

As Chief Administrative Officer for the County of San Diego, I am pleased to submit this proposed Operational Plan for Fiscal Years 2007-2009 to the Board of Supervisors and residents of San Diego County. This document proposes to spend $4.68 billion in Fiscal Year 2007-2008, which is a 7.1% increase over the previous fiscal year.

What is more significant, however, is how this proposed spending plan compares with the same document adopted by the County a decade ago. In 1997, San Diego County began an ambitious effort to improve the way it served the public. The budget adopted that year addressed the County's need to structurally balance its budget, called for an end to short-term, single-year budgeting and pledged to develop performance measures to hold government accountable to the public for results. That year, San Diego County's leaders pledged to create a smaller, more efficient organization; to better identify and manage risks; and to improve the County's credit rating -- which Moody's had downgraded from "A" to "Baa1."

In the decade that has passed, San Diego County achieved and exceeded each of the goals set in 1997. The Proposed Operational Plan contained in this document is structurally-balanced, with one-time money spent on one-time expenses, and covers spending for a two-year period. It also requires every department to measure and report on performance.

During the past ten years, we improved the County's credit rating and are now one of the highest-rated government agencies in California. This means we can finance public improvements at better rates and stretch tax dollars farther.

We've also met the challenge to become a smaller, more efficient organization. In 1997, the County budget contained 18,046 staff years. This budget contains 17,027 staff years - nearly 1,000 less than in 1997 despite the fact that the region has grown by half a million people.

By using the discipline of our General Management System, our County has gone from an organization that made short-term decisions and lived beyond its means to being recognized as one of the most well-run local governments in the nation.

Which brings us to the present. The budget recommendations contained in this document allow our organization to build on past achievements and current strengths to meet the present and future needs of San Diego County residents. This document is the blueprint we will use to meet the policy goals of the Board of Supervisors, while striving for excellence and adhering to the fiscal and business disciplines that have been the hallmark of San Diego County government since 1997.

This budget will focus County resources on our key priorities, which are to improve opportunities for kids, preserve and protect the environment, and promote safe and livable communities. As an organization, we know what our priorities are; we have a plan to achieve them and we have systems in place to measure our progress and hold us accountable.

This budget anticipates modest growth in County revenues. In keeping with our commitment to manage the public's business responsibly, funds are included in this budget to maintain and expand public facilities to keep pace with population growth, enhance public safety, work to improve health care in the region and to reduce long term Pension Obligation Bond debt.

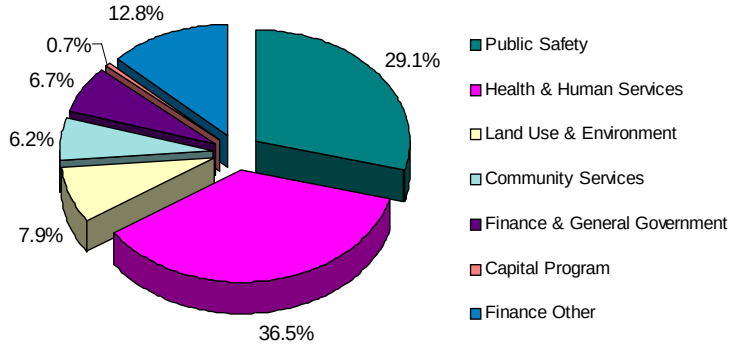
Finally, we will continue to improve our region's ability to respond to and recover from emergencies of all types, from avian flu or fire to an earthquake or explosion. We have strengthened our own Continuity of Operation Plans to ensure that we can resume vital County services within 48 hours of an emergency and have trained County staff for disaster service duties. In Fiscal Years 2007-2009, we will continue our work with businesses, community groups and other government agencies to make sure our region is as prepared as possible.

As always, we will continue to diligently represent the interests of San Diego County residents in the many areas where our region is impacted by the decisions of federal and State law makers. Whether the topic is housing, elections, health care, prison reform or protection of our region's valuable agricultural industry, our County is and continues to be affected by State and federal budget cuts and policy decisions. Regardless of these challenges, we will continue to work aggressively to protect San Diego County's interests and meet the needs of San Diego County residents.

While the coming years are not without challenges, I am confident that our organization is strong and that our team will continue to be responsive to the public and committed to excellence as we meet these challenges and serve the citizens of San Diego County.

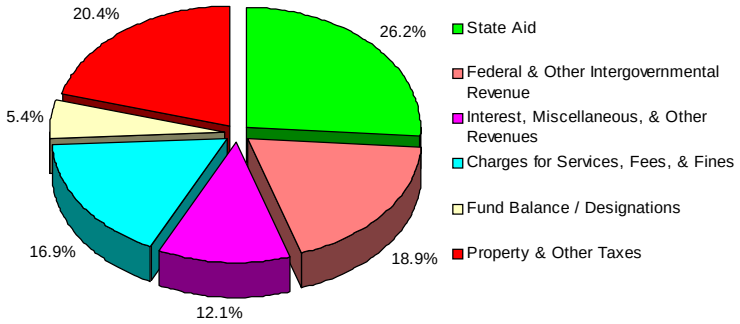
Walter F. Ekard, Chief Administrative Officer

Fiscal Year 2007-08 Budget Summary



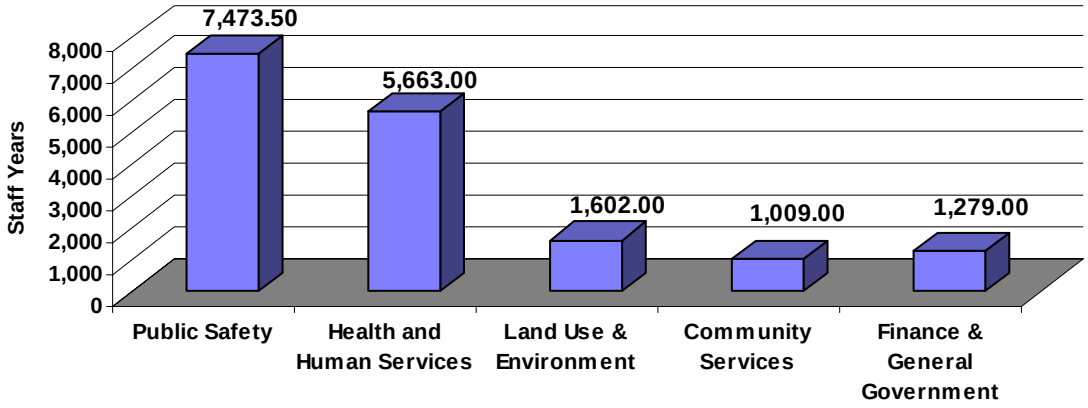
Budget by Functional Area

Total Budget = $4,684,479,761
(7.1% increase)



Budget by Funding Source

Countywide Staffing
17,026.50 Staff Years (1.1% increase)



San Diego County Profile and Economic Indicators

County History & Geography

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

The original territory of nearly 40,000 square miles was gradually reduced until 1907, when the present boundaries were established. Today, San Diego County covers 4,261 square miles, extending 70 miles along the Pacific Coast from Mexico to Orange County and inland 75 miles to Imperial County along the international border shared with Mexico. Riverside and Orange counties form the northern border.

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

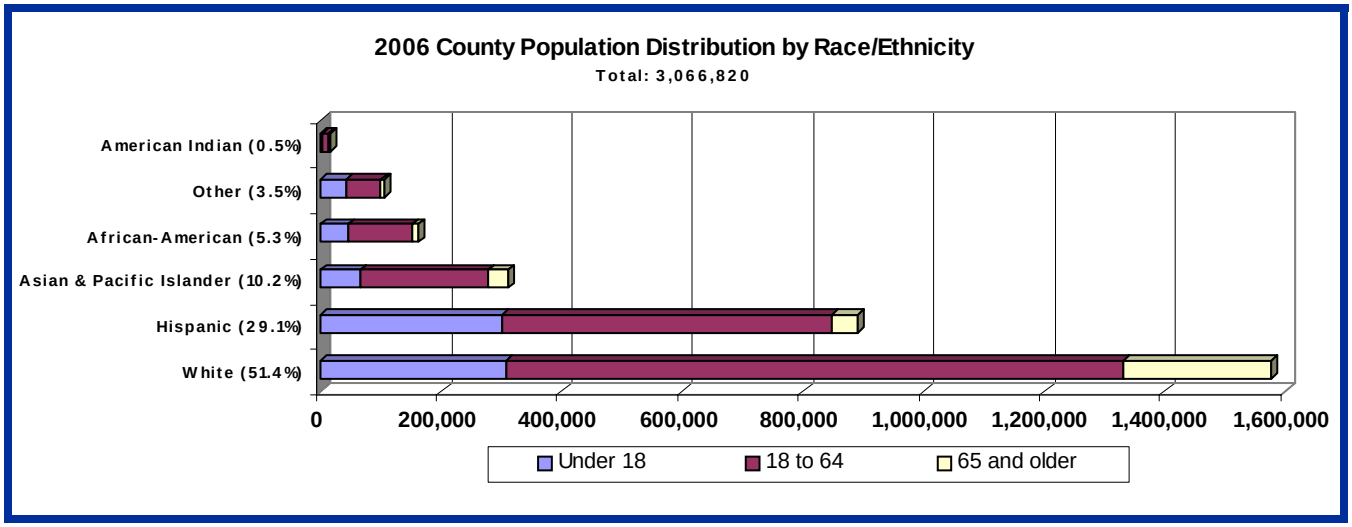
San Diego County enjoys a wide variety of climate and terrain, from coastal plains and fertile inland valleys to mountain ranges and the Anza-Borrego Desert in the east. The Cleveland National Forest occupies much of the interior portion of the County. The climate is equable in the coastal and valley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

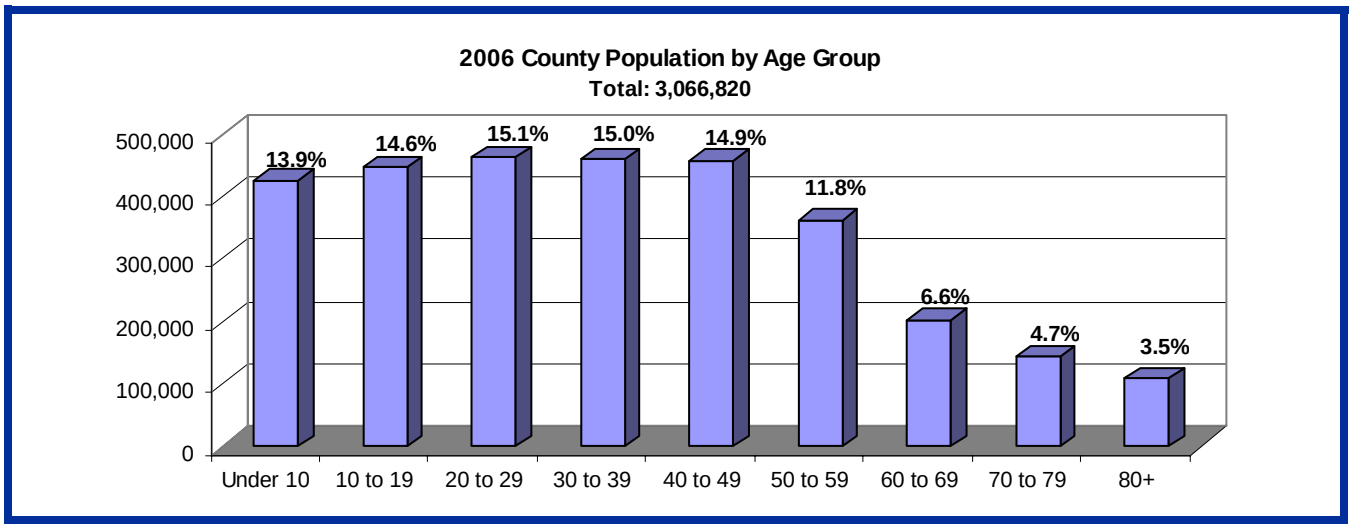
County Population

San Diego County is the southernmost major metropolitan area in the State of California. The State of California Department of Finance estimates the County's population to be 3,066,820 as of January 2006, an increase of approximately 0.9% over the revised January 2005 total of 3,039,277. The County of San Diego is the third largest county by population in California. Total population of the county has grown 9.0% since 2000. A breakdown by city is shown in the table below.

City	2000	2006	% Increase
Carlsbad	78,306	98,607	25.9
Chula Vista	173,543	223,423	28.7
Coronado	24,100	26,248	8.9
Del Mar	4,389	4,524	3.1
El Cajon	94,869	96,867	2.1
Encinitas	57,955	62,815	8.4
Escondido	133,663	140,766	5.3
Imperial Beach	26,992	27,563	2.1
La Mesa	54,749	55,724	1.8
Lemon Grove	24,918	25,363	1.8
National City	54,260	63,537	17.1
Oceanside	161,039	174,925	8.6
Poway	48,044	50,542	5.2
San Diego	1,223,415	1,311,162	7.2
San Marcos	54,977	76,725	39.6
Santee	52,946	54,709	3.3
Solana Beach	12,979	13,327	2.7
Vista	89,857	94,440	5.1
Unincorporated	442,832	465,553	5.1
Total	2,813,833	3,066,820	9.0

The regional population forecast for 2030 is estimated at 3.9 million according to the San Diego Association of Governments (SANDAG). San Diego County's racial and ethnic composition is as diverse as its geography. According to a projection by the State Department of Finance (May 2004) San Diego's population breakdown in 2010 will be 46% White; 34% Hispanic; 11% Asian and Pacific Islander; 6% Black; and 3% all other groups. The County's 2006 estimated population distribution and population by age group, per SANDAG, is highlighted in the charts below.





Economic Indicators

The U.S. economy's Gross Domestic Product (GDP) for 2006 showed an increase of 3.3% versus an adjusted 3.2% growth in 2005 and 3.9% in 2004. This represents a solid year with growth above the 15-year average. However, a GDP growth rate of 2.2% is forecasted for 2007. The downturn in the housing market is expected to be a significant drag for at least the first half of 2007. Softness in business equipment spending is also projected to contribute to a lower GDP. Some significant risks facing the U.S. economy include the slowing housing market (including turmoil in the sub-prime mortgage market), the federal budget deficit, relatively high core inflation, and continued volatility in oil prices.

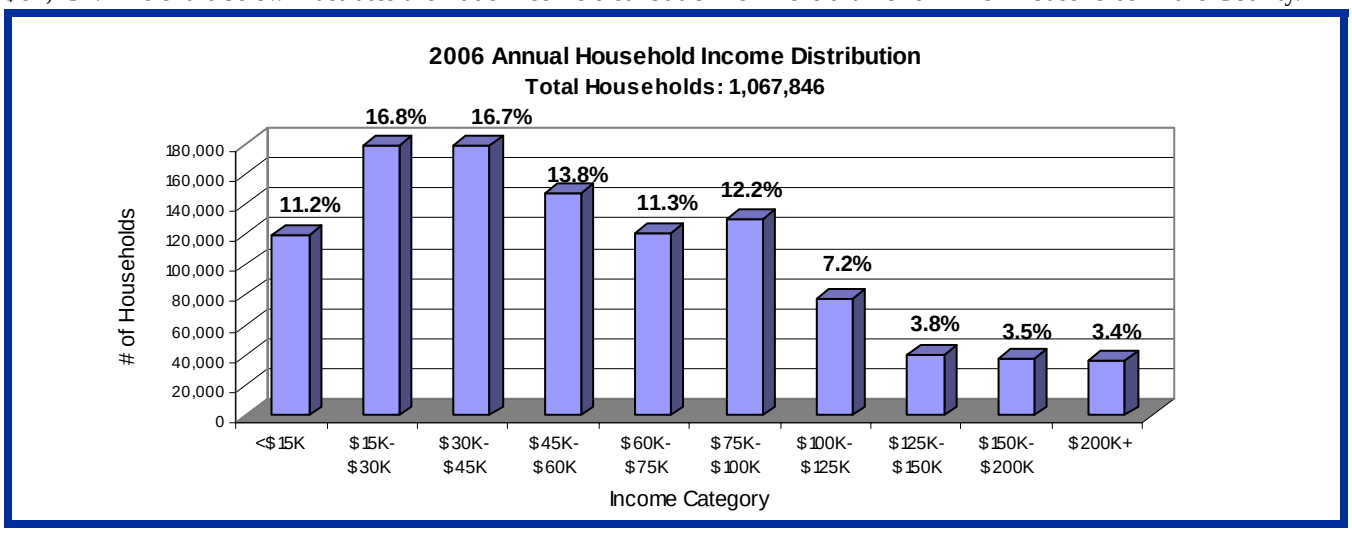
California's economy, like the U.S. economy, grew at a healthy rate in 2006. California payroll jobs experienced growth of 1.9%; the job growth also contributed to real personal income growth of 2.8%; and adjusted taxable sales grew 2.3%. The unemployment rate has continued to decline, dropping down to 4.9% in 2006, versus 5.4% in 2005, 6.2% in 2004, and 6.8% in 2003.

The housing boom, which has been a major driver of both the California and U.S. economies, has faded, and the "housing construction/real estate" slowing will contribute to overall slowing in the growth of the State economy in 2007. The gross state product projected growth in 2007 is 1.6%, down from 3.9% in 2006, 4.3% 2005 and 5.2% in 2004. While construction, retail trade, finance, professional and technical services, and administrative support contributed to overall job growth in 2006, the slowing in the housing market will impact construction and finance jobs significantly in 2007. For 2007, slower growth rates are estimated - job growth is projected at 1.3%, taxable sales will grow at 2.2%, and personal income is anticipated to grow at 2.4%.

San Diego's economy has continued to enjoy economic stability in recent years. Much of San Diego's economic strength is derived from employment gains, commercial and industrial development and population growth. San Diego County has also seen an increasing diversification of economic activity and has matured as a hub for research and development (R&D) and product manufacturing in telecommunications, biotechnology, military products, electronics, and information technology. International trade and implementation of the North American Free Trade Agreement (NAFTA) continue to be an economic strength for the County.

Approximately one-half of San Diego County's population is part of the civilian labor force (1,525,000 in January 2007). The region is also home to perhaps the largest military complex in the world. The County's positive job growth has prompted migration to San Diego by prospective employees in search of work through 2004. More recent data is presently not available from the Department of Finance. The annual unemployment rate was estimated at 4.0% for the 12-month period of January 2006 through December 2006, with December 2006's unemployment rate at 3.7%. These figures remain lower than the State rate for 2006 of 4.9%, the 2007 projected rate of 5.2%, the national rate for 2006 of 4.6%, and the 2007 projected rate of 4.8%.

San Diego's median household income was $50,384 in 2002, $49,886 in 2003, $51,012, in 2004, and $56,335 in 2005 as measured by the U.S. Census Bureau. According to SANDAG, the estimated median household income for 2006 was $64,737. The chart below illustrates the 2006 income distribution for more than one million households in the County.



An ongoing troubling aspect of the local economy is San Diego's housing affordability. The California Association of Realtors has established a new index for first-time buyers throughout California. The percentage of households who could afford to buy an entry-level home in San Diego stood at 23% in December 2006, up from 21% in June 2006, while previously at 23% in June 2005. This index is based on an adjustable rate mortgage assuming a 10% down payment and a first-time buyer purchase of a home equal to 85% of the prevailing median price. Another trend the County is watching closely is the trustee's deeds foreclosures compared to notices of loan default and also compared to deeds recorded. Trustee's Deeds foreclosures compared to notices of loan default averaged approximately 11.6% in 2003, 2004 and 2005. However, this percentage jumped to 20.0% in 2006 and is at 31.0% through February 2007. Trustee's Deeds foreclosures compared to total deeds recorded averaged 0.3% over the three-year period 2003, 2004 and 2005. This percentage increased to 1.3% in 2006 and it is at 3.8% through February 2007.

Tourism continued to be a boon to the local economy in 2006 despite record-high gasoline prices and soaring air-fares. In 2006, total visitors grew a moderate 3.0%, and visitor spending increased 4.6%. The "Tourism Outlook" for San Diego County tourism in 2007 is for continued moderate growth, with a 1.8% increase in the number of visitors and a 6.0% increase in visitor spending.

Sources: San Diego Association of Governments (SANDAG) - San Diego's Regional Planning Agency, State of California Department of Finance, San Diego Regional Chamber of Commerce, the UCLA Anderson Forecast, the State of California Employment Development Department, the California Association of Realtors, the San Diego Convention and Visitors Bureau, Global Insight, and U.S. Department of Commerce - Bureau of Economic Analysis.

Understanding the Proposed Operational Plan

Governmental Structure

A five-member Board of Supervisors elected to four-year terms in district, nonpartisan elections governs the County. There are 18 incorporated cities in the County and a large number of unincorporated communities. The County provides a full range of public services, including public assistance, law enforcement, detention and correction, health and sanitation, recreation, and others. These services are provided by five Groups/Agencies, that are headed by General Managers [Deputy Chief Administrative Officers (DCAOs)], who report to the Chief Administrative Officer (CAO). Within the Groups, there are four departments that are headed by elected officials - District Attorney and Sheriff (Public Safety Group) and the Assessor/Recorder/County Clerk and Treasurer-Tax Collector (Finance and General Government Group).

The General Management System

The County's General Management System (GMS) is the framework that establishes and guides County operations and service delivery to residents, businesses and visitors. Using the GMS, the County sets goals, prioritizes resources, evaluates performance, ensures cooperation and rewards accomplishments in a structured and coordinated way. By doing so, we move San Diego County away from the negative image of "red tape" and "government bureaucracy" into an organization that values and implements efficiency, innovation and fiscal discipline and one that provides focused, meaningful services to improve lives and benefit the community.

The idea behind the GMS is straightforward: the County is able to provide superior services if it sets sound goals and applies sound management principles to achieve those goals.

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

Strategic Planning asks: *Where do we want to go?* Our Strategic Plan looks ahead five years to anticipate significant needs, challenges, and risks that are likely to develop. Long-range strategic planning requires assessing both where we are, and where we want to be.

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

Monitoring and Control asks: *How is our performance?* Monitoring and Control shows us whether we are on track to achieve our goals. We evaluate progress at regular intervals and make necessary adjustments. Progress is evaluated monthly, quarterly, and annually.

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

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 rewarding those who meet or exceed expectations. Motivation, Rewards and Recognition encourages individual and group excellence. The Operational Incentive Plans, Quality First Program, the Do-It-Better-By-Suggestion (DIBBS) program, and department recognition programs are the primary ways the County recognizes and rewards employees for 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.

Strategic Plan

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

The County's 2007-12 Strategic Plan defines broad, organization-wide goals, known as Strategic Initiatives, which help prioritize specific County efforts and programs and form the basis for allocating resources. Everything the County does supports at least one of these three Strategic Initiatives:

- Kids (Improve opportunities for children),
- Environment (Manage resources to ensure environmental preservation, quality of life, and economic development), and
- Safe and Livable Communities (Promote safe and livable communities).

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

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

Context for Strategic and Operational Planning

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

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

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

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

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

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

Operational Plan Process

This Operational Plan provides the County's financial plan for the next two fiscal years (July 1, 2007 through June 30, 2009). Pursuant to Government Code §29000 et al., however, State law allows the Board of Supervisors to formally adopt only the first year of the Operational Plan as the County's Budget. The Board approves the second year of the plan in principle for planning purposes.

The Operational Plan details each department's major accomplishments during the past fiscal year as related to achievement of the goals laid out in the County's five-year Strategic Plan. The Operational Plan also discusses high-level objectives of each department's operations for the next two years, projects the resources required to achieve them, and identifies and tracks outcome-based performance measures.

During Fiscal Year 2005-06, the County launched an extensive effort to demonstrate performance to citizens through 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 the County. Each department is now required to measure performance in terms of outcomes - how we affect people's lives - not just the activities we perform. Inclusion of performance outcomes continued in 2006-07, and it remains a priority for Fiscal Years 2007-08 and 2008-09.

Operational Plan 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, including:

- Summary tables showing financing sources and expenditures for all County funds;
- A summary of the County's short- and long-term debt;
- A detailed section by Group/Agency and Department/ Program describing their missions, prior year accomplishments, operating objectives, staffing by program, expenditures by category, revenue amounts and sources, and performance measures;
- A listing of planned capital projects and discussion of capital projects included in the proposed budget and the operating impact of the capital projects scheduled for completion during the next two fiscal years; and
- Other supporting material including a glossary.

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

Referrals To Budget are status updates on 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 Clerk of the Board tracks referrals to budget. As Budget Deliberations approach, the status of each referral is updated and included in a compilation of all the referrals made throughout the year. This document is submitted to the Board for its review and for discussion with affected departments during Budget Deliberations.

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

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

Post Adoption Documents

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

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

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

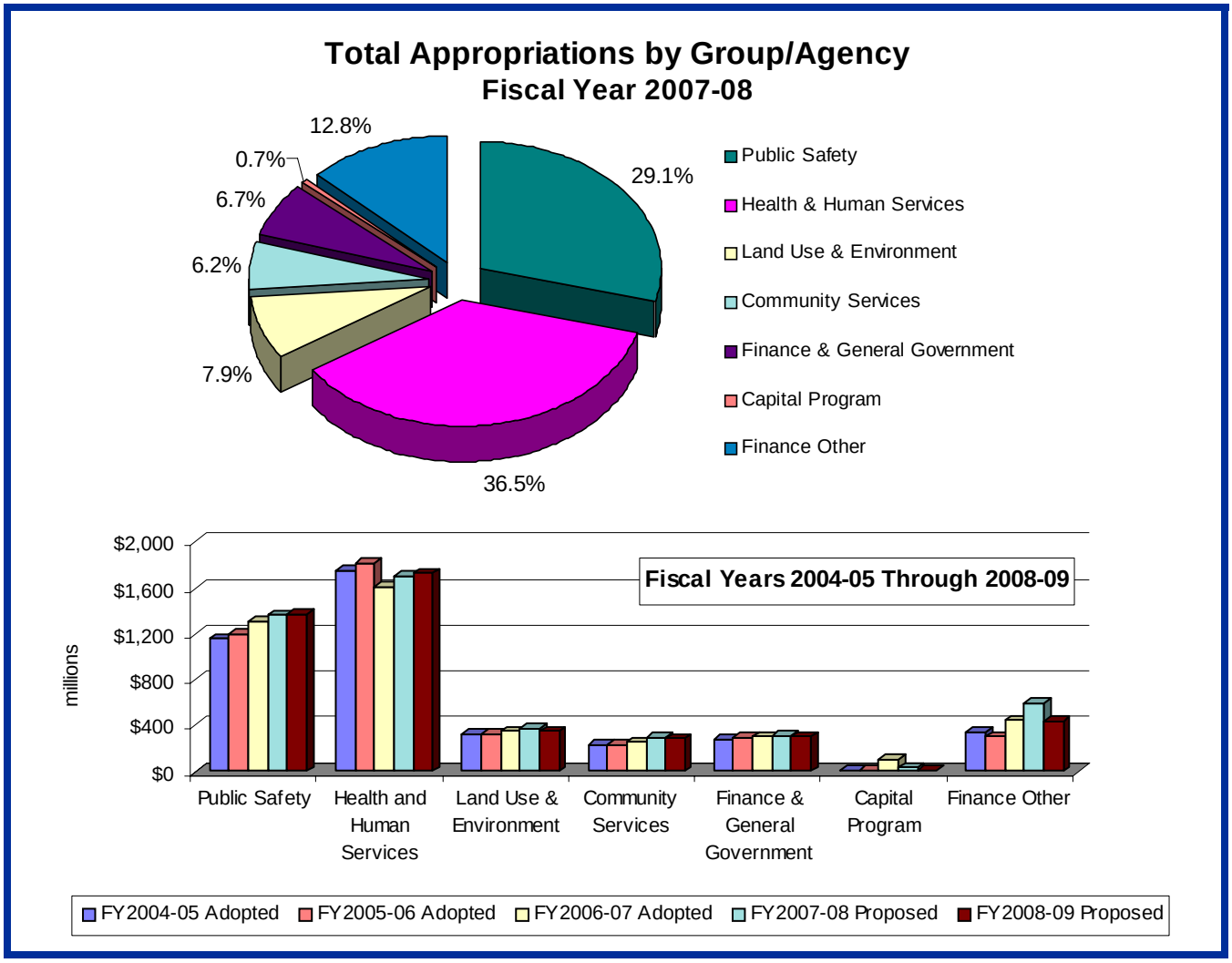
- Board Of Supervisors Regular Agenda Process-Budget modifications are generally made due to unforeseen and program-specific changes. In compliance with Government Code §29130, increases in appropriations require a four-fifths vote by the Board after the first year of the Operational Plan is adopted.

  Such changes could include requests for additional appropriations as a result of additional revenues for specific programs or a contract modification. Items placed on the agenda that have a fiscal or budgetary impact are reviewed and approved by the Chief Financial Officer and County Counsel. Contract modifications also require the approval of the Purchasing Agent.
- Quarterly Status Reports- The Chief Administrative Officer provides a quarterly budget status report to the Board of Supervisors that may also recommend appropriation adjustments and management reserve and/or Contingency Reserve usage to address unanticipated needs.

All Funds: Total Appropriations

Total Appropriations by Group/Agency

Appropriations total $4.68 billion in the Proposed Operational Plan for Fiscal Year 2007-08 and $4.48 billion for Fiscal Year 2008-09. This is an increase of $309.6 million or 7.1% for Fiscal Year 2007-08 from the Fiscal Year 2006-07 Adopted Operational Plan. Looking at the Operational Plan by Group/Agency, appropriations increase in Public Safety, Health and Human Services, Land Use and Environment, Community Services, Finance and General Government, and Finance-Other with the Capital Program decreasing appropriations.



Total Appropriations by Group/ Agency (in millions)

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	Fiscal Year 2008-09 Proposed Budget
Public Safety	$ 1,158.6	$ 1,203.9	$ 1,304.5	$ 1,364.1	$ 1,369.2
Health and Human Services	1,751.0	1,821.2	1,613.8	1,711.3	1,729.6
Land Use & Environment	324.8	328.3	349.7	372.1	351.4
Community Services	231.2	236.5	255.2	290.9	287.0
Finance & General Government	276.5	289.1	303.6	315.4	302.5
Capital Program	8.2	7.0	102.4	32.1	5.8
Finance Other	338.0	300.8	445.5	598.7	439.9
Total	$ 4,088.2	$ 4,186.9	$ 4,374.8	$ 4,684.5	$ 4,485.5

The pie chart above shows each Group/Agency's share of the Fiscal Year 2007-08 Operational Plan, while the bar chart and table compare the Fiscal Years 2007-08 and 2008-09 proposed appropriations to the three prior fiscal years. An overview of the County's Operational Plan is presented below by Group/Agency that highlights changes and key areas of emphasis. Appendix A: Budget by Group/ Agency provides a summary of expenditures and financing sources by account group for each Group and the Agency. More detail by department begins on page 75.

Public Safety Group — A proposed net increase of 4.57% or $59.6 million over the Fiscal Year 2006-07 Adopted Operational Plan. Additional resources are proposed to address the prosecution of crime and for community prosecution outreach programs, for enhanced capabilities in the Sheriff's Crime Lab to focus on DNA analysis to solve street crimes and to increase the County's readiness to respond in the case of a disaster. Increased resources are also proposed for community based services to juvenile offenders on probation and for mental health case management and community services to adult and juvenile offenders supported with State grant funds, to address the toxicology testing caseload in the Medical Examiner's office, to address an increase in operating costs, including energy costs, in detention and court facilities and for negotiated Salaries and Benefits adjustments. Overall cost increases are partially offset by expenditure decreases due to the completion of certain grant funded Homeland Security activities and decreases to align expenditures with available revenues in the Department of Child Support Services.

Key areas of focus in the coming year include:

- Keeping communities safe through regional leadership and partnerships in public safety and criminal justice administration,
- Addressing critical shortages in sworn staffing through focused outreach and streamlined recruitment processes,
- Strengthening the County's ability to respond to an emergency,
- Reaching out to communities to engage residents in public safety strategies,
- Implementing offender re-entry programs to successfully transition both State prisoners and local detainees back to the community,

- Promoting the well-being of children and the self-sufficiency of families through the success of the child support program,
- Services to juvenile offenders, and
- Focusing on efficiency, performance results and evidence based practices to identify the most effective public safety strategies.

Health and Human Services Agency (HHSA) — A proposed net increase of 6.0% or $97.5 million from the Fiscal Year 2006-07 Adopted Operational Plan. Proposed increases reflect negotiated labor agreements for Salaries and Benefits, enhancements in Child Welfare Services, costs related to caseload growth within the In-Home Supportive Services program, continued expansion in mental health associated with the Mental Health Services Act (Proposition 63), increased funding for Safety Net Access Program and the Health Care Safety Net, expansion of the San Diego County Psychiatric Hospital, and one-time funding for Edgemoor furniture and equipment needs.

Key areas of focus in the coming year include:

- Promoting preparedness in the community to respond to public health threats and other emergencies,
- Providing services to protect foster children from abuse and neglect and promoting permanency and stability in their living conditions to improve outcomes,
- Working with public and private partners to address issues related to the Healthcare Safety Net, and
- Keeping vulnerable adults safe, healthy and self-sufficient.

Land Use and Environment Group — A proposed net expenditure increase of 6.4% or $22.3 million from the Fiscal Year 2006-07 Adopted Operational Plan. The increases are to allow for negotiated Salaries and Benefits adjustments, and the addition of staff years for laboratory support, testing and inspection, standards enforcement, public health protection, parks development, renovation and maintenance, recreational program coordination and additional support for the Multiple Species Conservation Program's implementation of the Area Specific Management Directives.

Key areas of focus in the coming year include:

- Managing exotic pests through pest exclusion detection and eradication,
- Expanding food safety monitoring.
- Replacing or retrofitting additional school busses to reduce emissions,
- Managing the Multiple Species Conservation Program (MSCP) in both North and East County,
- Improving Parks infrastructure and adding 15 miles of trails to the County Trails System,
- Managing the more stringent and costly new National Pollutant Discharge Elimination System permit requirements,
- Managing Road infrastructure - Prop 42,*Transportation Congestion Improvement Act*, and 1B, *Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006*.
- Managing improvements/renovations of Gillespie, Fallbrook, Ramona, Borrego and Palomar Airports, and
- Continuing the Business Process Reengineering (BPR) program.

Community Services Group — A proposed net increase of 14.0% or $35.6 million from the Fiscal Year 2006-07 Adopted Operational Plan. The growth is due to costs for additional permanent staff, temporary elections workers, negotiated Salaries and Benefits adjustments for existing staff, equipment purchases, library operations due to branch expansion, contract service payments, major maintenance projects, and for one-time projects. Offsetting decreases are related to changes in the accounting for parts and fuel in the Fleet Internal Service Fund.

Key areas of focus in the coming year include:

- Conducting the February 2008 Presidential Primary and June 2008 Statewide Primary Elections,
- Two new libraries, one in 4S Ranch that opened in April 2007 and one replacement branch in Encinitas,
- Maintenance and repair of County facilities,
- Improving medical treatment of animals to make them adoptable sooner,
- Helping to provide safe and sanitary affordable housing, and
- Maintaining safe and secure County records in an efficient work environment, emphasizing electronic storage.

Finance and General Government Group — A proposed net increase of 3.9% or $11.8 million from the Fiscal Year 2006-07 Adopted Budget. Salaries and Benefits increases are due to negotiated cost of living adjustments, the addition of staff years to expand employee development opportunities, to address caseload growth associated with investigation of public liability claims, and to provide additional support resources to ensure accountability and transparency in financial management activities. Other changes include increases in management reserves to fund anticipated technology costs associated with the upgrade of core financial and human resource software applications and other related costs.

Key areas of focus in the coming year include:

- Maintaining the County's fiscal stability through sound accounting, auditing, budgetary practices, and management discipline,
- Maintaining a robust, diverse, and capable workforce,
- Improving the provision of vital records,
- Maintaining a high credit rating,
- Maintaining a strong Treasurer's Investment Pool,
- Developing a new Integrated Property Tax System,
- Providing the highest quality legal services to the Board and County departments,
- Maintaining the investment in modern information technology,
- Alignment of the County's long-term financial obligations and capital needs, and
- Continued development and implementation of the County's strategy to manage the reporting requirements and costs associated with Other Post Employment Benefits (OPEBs).

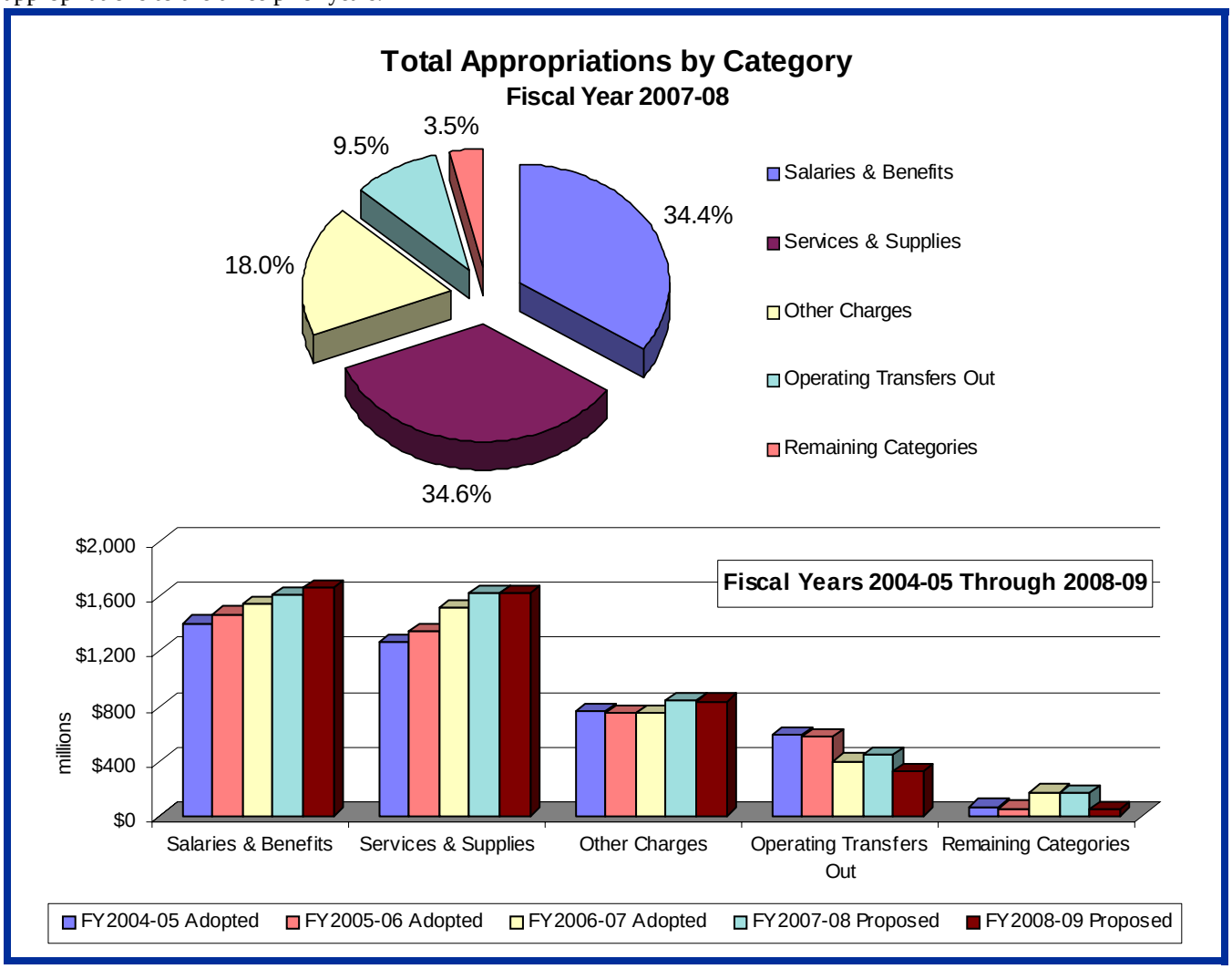
Capital — A proposed net decrease of $70.4 million from Fiscal Year 2006-07 or 68.7%. The decrease is due to a change in the mix and value of capital projects undertaken from year to year. In Fiscal Year 2006-07 the Capital Program included $80.0 million to fund the construction of a new building to be shared by the Medical Examiner and County Veterinarian as well as other land acquisition and improvement projects. The Fiscal Year 2007-08 capital budget proposes appropriations totaling $8.0 million for land acquisition projects, including funds for the Multiple Species Conservation Program, trails, Lakeside soccer fields, open space and a new Sheriff's station in Ramona. Also proposed are appropriations of $23.2 million for several development projects including the Rancho San Diego Sheriff's station, the CAC Waterfront Park, Lakeside Sports Park and various park projects located throughout the county which consist of the construction of trails and a pavilion, the renovation of restrooms, ranger housing, and Americans with Disabilities Act improvements.

Finance-Other — A proposed increase of $153.2 million or 34.4% from Fiscal Year 2006-07. Significant increases include appropriations in the Pension Obligation Bond fund to pay off the $100 million in Public Income Notes (PINES) issued as part of the 2002 POBs, a technical adjustment to convert a $55.5 million fund balance designation to a General Reserve, and a greater General Fund contribution to the County Library to support the operation of new libraries in 4S Ranch and Encinitas. These

increases are partially offset by scheduled lower lease payments on outstanding Certificates of Participation, and reduced requirements in the Employee Benefits Internal Service Fund (ISF) for Workers' Compensation and Unemployment Insurance claims and in the Public Liability ISF for projected settlements.

Total Appropriations by Category of Expenditures

The table and graph below show the Operational Plan broken down by category of expenditures. As noted above, the Fiscal Year 2007-08 Operational Plan is increasing overall by $309.6 million from the Fiscal Year 2006-07 Adopted Budget and decreasing by $199.0 million in Fiscal Year 2008-09. The pie chart below shows the share of the Fiscal Year 2007-08 Operational Plan for each category of expenditures, while the bar chart and table compare the Fiscal Years 2007-08 and 2008-09 appropriations to the three prior years.



Total Appropriations by Category (in millions)

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	Fiscal Year 2008-09 Proposed Budget
Salaries & Employee Benefits	$ 1,404.1	$ 1,467.8	$ 1,539.6	$ 1,609.2	$ 1,656.8
Services & Supplies	1,264.9	1,339.7	1,519.8	1,620.6	1,620.4
Other Charges	763.1	751.6	746.5	845.3	833.0
Capital Assets/Land Acquisition	11.4	18.3	106.5	42.6	9.7
Capital Assets Equipment	41.4	16.0	19.7	30.7	16.6
Exp Transfer & Reimbursements	(16.1)	(17.4)	(17.5)	(19.0)	(20.0)
Reserves	15.7	15.7	24.1	24.1	24.1
Reserve/Designation Increase	4.6	4.3	2.6	57.9	0.7
Operating Transfers Out	587.5	573.5	396.6	445.9	325.9
Management Reserves	11.7	17.3	36.8	27.3	18.3
Total	$ 4,088.2	$ 4,186.9	$ 4,374.8	$ 4,684.5	$ 4,485.5

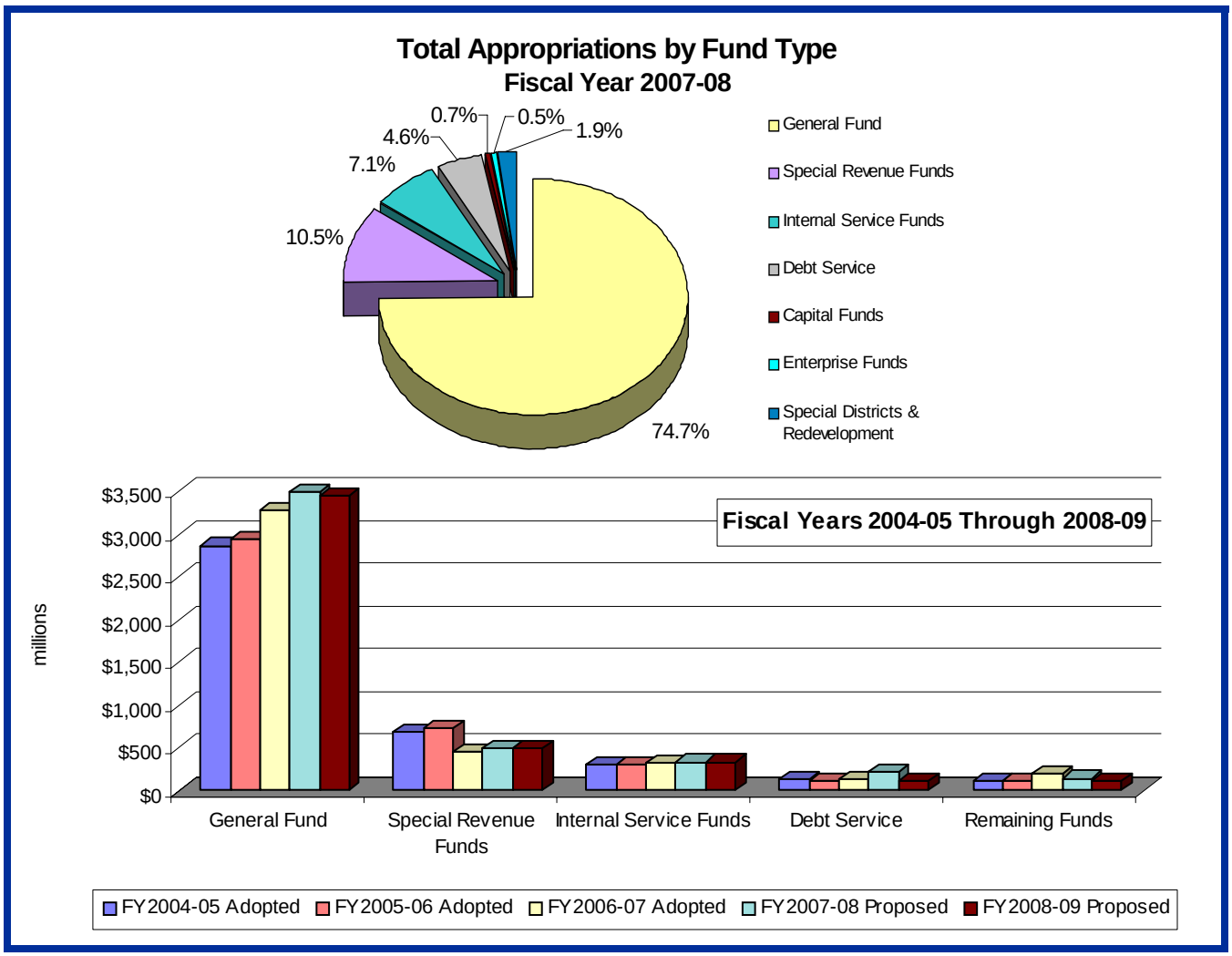
Changes include:

- Salaries and Benefits are increasing by a net $69.6 million or 4.5%. The increase reflects an allowance for negotiated cost of living adjustments and the addition of 182.58 staff years. The smaller increase in Fiscal Year 2008-09 of $47.6 million or 3.0% is due primarily to estimated negotiated labor cost increases. See "Total Staffing" on page 27 for a summary of staffing changes by functional area.
- Services and Supplies are increasing by $100.8 million or 6.6%. Increases are budgeted in many accounts within Services and Supplies, most notably a $23.4 million increase in costs related to the voter approved Mental Health Services Act (Proposition 63), a $24.6 million increase for the In-Home Supportive Services (IHSS) program associated with case growth and Individual Provider payments and $18.0 million for the Health Care Safety Net. Other increases include funds for contracted and consultant services, special departmental expenses, information technology costs, and internal service fund costs for major maintenance. A slight decrease of $0.2 million is proposed in Fiscal Year 2008-09.
- Other Charges are increasing by $98.7 million or 13.2%. This category includes items such as aid payments, debt service payments, interest expense, right of way easement purchases, and various contributions to other agencies including trial courts and community enhancement and community projects program grantees. The increase in Fiscal Year 2007-08 is mainly due to a one-time expense for the early pay-off of the PINES portion of the 2002 taxable Pension Obligation Bonds. A net decrease of 1.5% is proposed for Fiscal Year 2008-09.

- Capital Assets/Land Acquisition, which includes capital improvement projects and land acquisitions, is decreasing $63.9 million or 60.0% from Fiscal Year 2006-07. Of the $42.6 million proposed for Fiscal Year 2007-08, $31.2 million is for projects in the Capital Outlay Fund, with the remainder in the Airport Enterprise Fund, and the Alpine, Lakeside, and Spring Valley sanitation districts. Of the $9.7 million proposed for Fiscal Year 2008-09, $5.0 million is for the continued purchase of land in support of the Multiple Species Conservation Program with the remainder for projects in the Alpine, Lakeside, and Spring Valley sanitation districts. The amount of money available for new projects or project expansion varies year-to-year, but capital appropriations at the project level are generally considered to be one-time.
- Capital Assets Equipment, which primarily includes routine internal service fund purchases of vehicles and heavy equipment, is increasing $11.0 million or 55.8% from last year. The increase is mainly due to one-time expenditures for miscellaneous equipment, and furniture, fixtures and equipment for the new Edgemoor facility. A decrease of 45.8% is planned for Fiscal 2008-09 due to anticipated lower requirements for that year.
- Expenditure Transfers and Reimbursements are increasing by $1.6 million or 8.9%. Activity in this account reflects the transfer of expenses to another department for services provided. A transfer can occur because a funding source requires the expenses be recorded in that department for revenue claiming. 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's Public Assistance Fraud Unit. This unit investigates and prosecutes suspected fraudulent public assistance cases for HHSA. The District Attorney offsets the budgeted expenses with a negative amount in Expenditure Transfers and Reimbursements account. HHSA budgets the expense for that activity in a Services and Supplies account offset by the appropriate State/federal revenue account.
- Reserves represent appropriated contingency reserves that are set aside for unanticipated needs during the year. Reserves remain at the Fiscal Year 2006-07 level for both Fiscal Years 2007-08 and 2008-09.
- Reserve/Designation Increases can vary from year to year depending upon the need to set aside fund balance for specific uses. Fiscal Year 2007-08 includes a $55.5 million technical adjustment to reclassify the general reserve from 'Designated - Contingency General' to 'General Reserve - All Funds' and an increase of $1.0 million for replacement and expansion reserves in various water, sewer and sanitation districts.
- Operating Transfers Out, the accounting vehicle for transferring the resources of one fund to pay for activities in another, are increasing by $49.3 million or 12.4%. Various transfers between funds are increasing and decreasing with the largest increases due to a one-time transfer from the General Fund for the early payoff of the PINES portion of the 2002 taxable Pension Obligation Bonds and to reflect the transfer to the General Fund of projected increases in Public Safety Sales Tax (Proposition 172) revenues. A decrease of 26.9% is planned for Fiscal Year 2008-09 and is primarily related to one-time items in Fiscal Year 2007-08 that are not repeated in the subsequent year.
- Management Reserves are decreasing by $9.6 million or 26.0%. The level of Management Reserves can vary from year to year. They are used to fund one-time projects or to serve as a prudent cushion for revenue and economic uncertainties at the Group/Agency 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 following funds/fund types provide the basic structure for the Operational Plan. (See also "Basis of Accounting" on page 64) Appendix B: Budget Summary of All Funds provides detail regarding County Funds by Type of Fund and by Group/Agency.



Total Appropriations by Fund Type (in millions)

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	Fiscal Year 2008-09 Proposed Budget
General Fund	$ 2,869.6	$ 2,943.9	$ 3,289.5	$ 3,499.8	$ 3,447.7
Special Revenue Funds	687.5	720.8	443.4	491.2	488.6
Capital	8.2	7.0	102.4	32.1	5.8
Enterprise Funds	17.1	20.7	17.8	24.7	15.4
Internal Service Funds	295.4	302.6	319.6	333.3	333.9
Debt Service	126.6	110.5	125.6	216.5	111.0
Special Districts & Redevelopment	84.0	81.3	76.6	87.0	83.2
Total	$ 4,088.2	$ 4,186.9	$ 4,374.8	$ 4,684.5	$ 4,485.5

Governmental Fund Types

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

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

Capital Project Funds - account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust 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 51.

Proprietary Fund Types

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, and
- Government's policy is to establish fees or charges to recover cost of provided services

Examples include the Airport and Sanitation District Funds.

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

Appropriations Limits

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

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

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

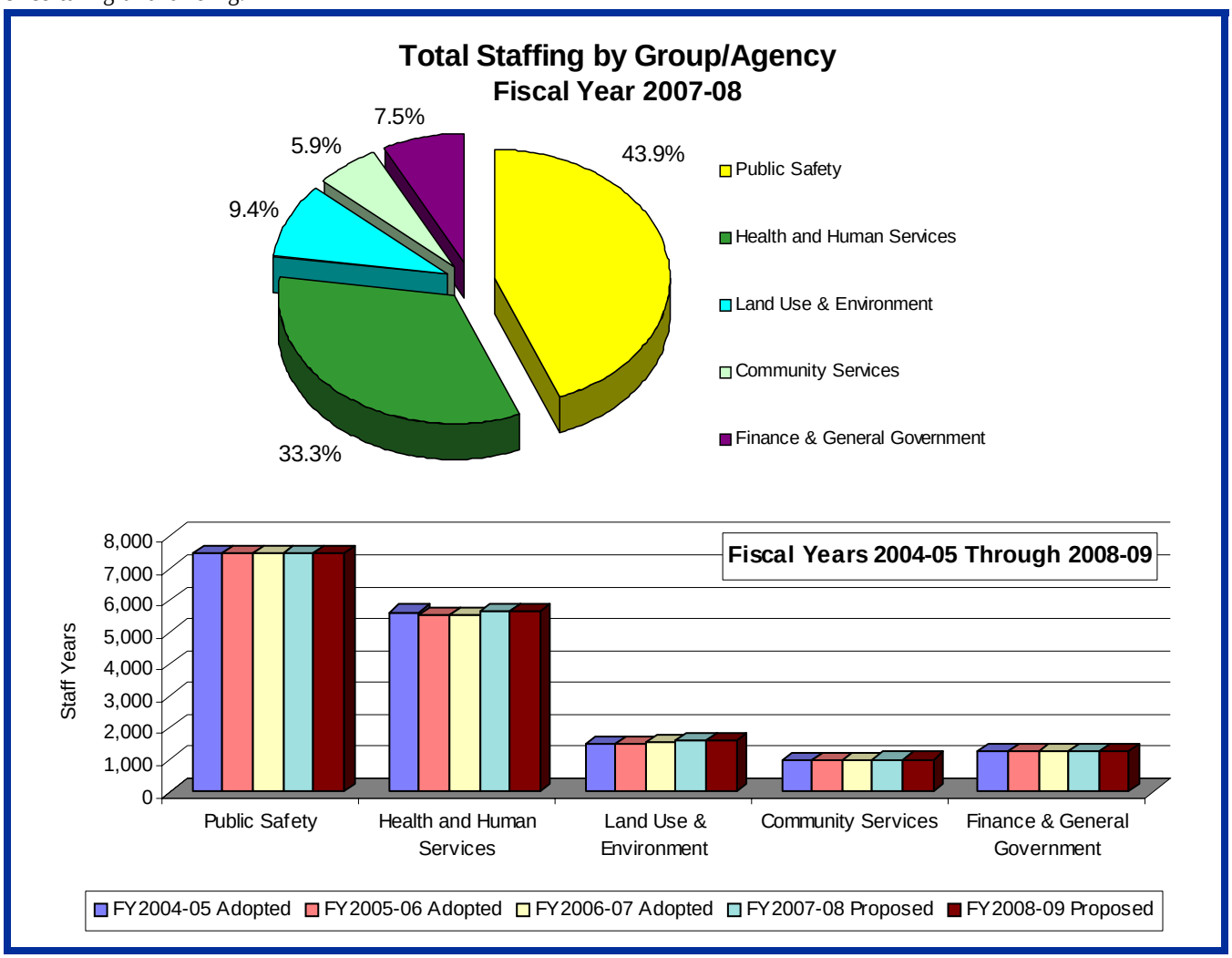
San Diego County Appropriation Limit (in millions)

	Fiscal Year 2001-02	Fiscal Year 2002-03	Fiscal Year 2003-04	Fiscal Year 2004-05	Fiscal Year 2005-06	Fiscal Year 2006-07
Gann Limit	$2,818	$2,832	$2,949	$3,081	$3,300	$3,433
Appropriations subject to the limit	$633	$597	$714	$717	$877	$1,002

All Funds: Total Staffing

Total Staffing

Staff years[1] for Fiscal Year 2007-08 are 182.58 more than the Adopted Budget for Fiscal Year 2006-07, an increase of 1.1% to 17,026.50 staff years. A decrease of 9.00 staff years is expected in the second year of the Plan due to the anticipated expiration of certain grant funding.



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

Staffing—Staff Years

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	Fiscal Year 2008-09 Proposed Budget
Public Safety	7,470.50	7,478.50	7,487.00	7,473.50	7,465.50
Health and Human Services	5,620.62	5,549.92	5,552.92	5,663.00	5,663.00
Land Use & Environment	1,492.00	1,497.00	1,559.00	1,602.00	1,601.00
Community Services	986.25	979.00	974.00	1,009.00	1,009.00
Finance & General Government	1,267.50	1,267.50	1,271.00	1,279.00	1,279.00
Total	16,836.87	16,771.92	16,843.92	17,026.50	17,017.50

The Fiscal Year 2007-08 increase of 182.58 staff years is a net amount with reductions in some areas and increases in others in order to deploy resources to the programs where they can do the most to achieve our strategic goals.

The Public Safety Group (PSG) proposes a net decrease of 13.50 staff years or -0.2%. Child Support Services is proposed to decrease by 50.00 staff years to align staffing with available revenues. Four other PSG departments propose staff year increases. The Sheriff proposes to increase staff years by 24.00 associated with the conversion of 44 current half-time positions to full time and an increase of staff for DNA analysis activities associated with Proposition 69, the DNA Fingerprint, Unsolved Crime and Innocence Protection Act. The Sheriff will be directing resources to DNA analysis in the Crime Lab in order to reduce the time to process and deliver DNA sample analysis associated with street crimes, emergency communications dispatch and law enforcement contracts with other jurisdictions. The Probation Department proposes to increase by 9.50 staff years to manage services addressing the mental health needs of adult and juvenile offenders pursuant to Proposition 63, the Mental Health Services Act, for juvenile crime prevention activities, to pilot juvenile offender supervision services using global positioning system technology, to fully fund two part time positions supported by SB 618, Inmates: Individualized Assessments and Treatment Plans and for truancy prevention, offset by a decrease of staff due to the completion of DNA sample collection activities in Phase I of the implementation of Proposition 69, the DNA Fingerprint, Unsolved Crime and Innocence Protection Act. The Public Safety Group Executive Office proposes to increase by 2.00 staff years to monitor and process contract and court ordered payments for indigent defense and to support all PSG departments in human resources activities and systems, and the Medical Examiner proposes to add 1.00 staff year to address increasing toxicology testing caseloads while continuing to meet performance standards for timely test completion.

The Health and Human Services Agency (HHSA) proposes an increase of 110.08 staff years or 2.0%. Child Welfare Services increases by 83.00 staff years as approved by the Board of Supervisors on September 26, 2006 (6) to improve child welfare services programs. Behavioral Health Services proposes an increase of 30.50 staff years, of which 25.50 are associated with a proposed increase of 15 beds in the San Diego County Psychiatric Hospital, and 5.00 staff years are for the Mental Health Services Act expansion of services. Aging and Independence Services proposes an increase of 4.00 staff years due to case growth for the In-Home Supportive Services program. Public Health Services

proposes an increase of 0.58 staff years as a technical adjustment, with no impact to the total number of positions. These increases are offset by a decrease of 8.00 staff years within HHSA due to reengineering mail courier services. Several staff years were transferred among the HHSA programs, and those changes are discussed in each program's staffing changes.

The Land Use and Environment Group (LUEG) has a net increase of 43.00 staff years or 2.8%. Agriculture Weights and Measures increases by 17.00 staff years to support additional high risk pest exclusion activities, standards enforcement, Animal Disease Diagnostic Laboratory, surveillance through use of GIS, and the Stormwater program. Environmental Health adds 8.00 staff years for its Food and Housing Program to perform permitted facility inspections and for the Solid Waste Local Enforcement Agency to perform inspections for solid waste facilities and investigate complaints. Farm and Home Advisor adds 1.00 staff year for administrative support. Parks and Recreation increases by 15.00 staff years to expand the hours and public accessibility at San Elijo Lagoon Ecological Reserve, Santa Ysabel Open Space Preserve and Sycamore Canyon/Goodan Ranch Open Space preserve, to add support for development and renovations at park facilities and to implement the Area Specific Management Directives (ASMDs) of the Multiple Species Conservation Program (MSCP), and for more park rangers, maintenance and recreation program coordination. Planning and Land Use has a net reduction of 17.00 staff years. A decrease of 18.00 staff years is related to the projected downturn in building permit and plan check activities. The addition of 1.00 staff year will ensure compliance with the new Regional Water Quality Control Board Municipal Stormwater Permit. Public Works increases by 22.00 staff years for increased volume of capital projects in the Road Fund, for increased Watershed Protection program testing and implementation of the new Municipal Stormwater Permit, conversion to an in-house maintenance crew in the Inactive Waste Site Management fund, and for facilities planning and operations in the Airport Enterprise and Wastewater Enterprise Funds. The LUEG Executive Office decreases by 3.00 staff years as a result of a transfer to the Finance and General Government Group of customer service and website support.

The Community Services Group (CSG) proposes an increase of 35.00 staff years or 3.6%. By the end of Fiscal Year 2007-08 the County Library will have added a new branch in 4S Ranch and re-opened and enlarged Encinitas branch, proposing 25.00 staff years to support these branches. Responding to growth in County facilities under management and customer demand for services, the Department of General Services proposes to add 5.00 staff years in its facilities management and real estate and mail services. Animal Services proposes to add 1.00 staff year in its South County Shelter for enhanced medical staff to accelerate the diagnosis and treatment of shelter animals, to get animals healthy faster and reduce wait times for adoptions. The Registrar of Voters proposes an increase of 3.00 staff years to support poll worker training, provide administrative support in the financial management of elections, and serve customers at its facilities. Finally, the Department of Purchasing and Contracting proposes to add 1.00 staff year to support its property disposal operation in a warehouse that is no longer adjacent to its office staff.

The Finance and General Government Group (FGG) proposes an increase of 8.00 staff years or 0.6%. The FGG Executive Office proposes a transfer of 2.00 staff years to the Auditor and Controller to reflect a change in the organizational reporting structure. In addition to the transfer, the Auditor and Controller proposes 1.00 additional staff year to enhance support for the Community Projects and Community Enhancement Programs. The Office of County Counsel proposes an addition of 2.00 staff years to address caseload growth in claims investigation and increased financial administrative support. Also reflected in the increase is the mid-year reorganization of the customer service program, whereby 3.00 staff years were transferred from Land Use and Environment Group Executive Office to the Chief Technology Office (1.00 staff year) and to the

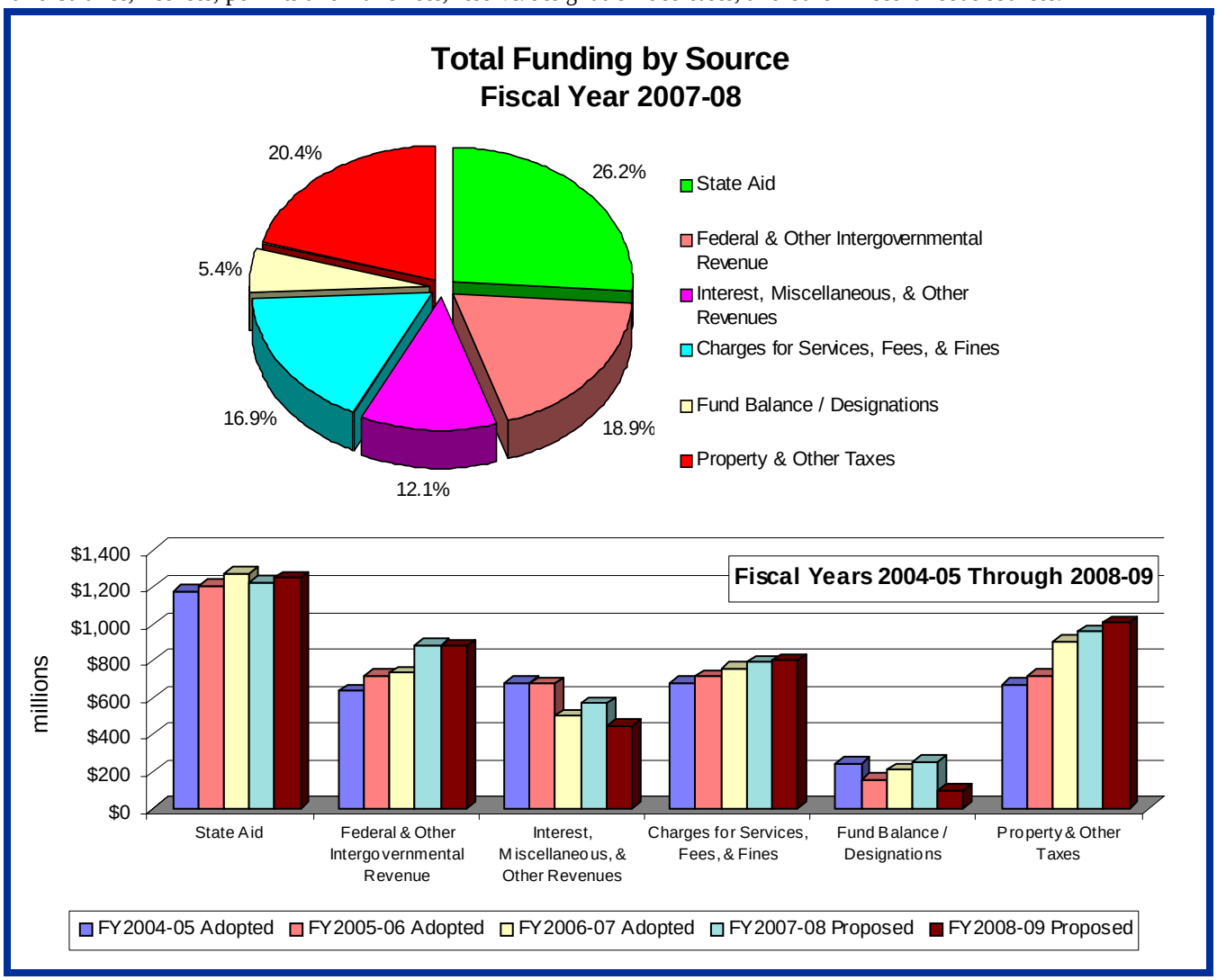
Department of Human Resources (2.00 staff years). The Department of Human Resources is also proposing an additional 2.00 staff years to increase training and development activities for County employees, and to provide support for enterprise-wide initiatives.

More detail on staff year changes can be found in each department/program section of the Operational Plan that begins on page 75.

All Funds: Total Funding Sources

Total Funding by Source

Total resources available to support County services for Fiscal Year 2007-08 are expected to be $4.7 billion, an increase of $309.6 million or 7.1% from the Fiscal Year 2006-07 Adopted Operational Plan. Total resources are anticipated to decrease $199.0 million or 4.2% in Fiscal Year 2008-09. For Fiscal Year 2007-08, State aid ($1.2 billion), federal aid ($792.4 million), and other intergovernmental revenue ($91.5 million) combined supply 45.1% of the financing sources for the County's budget. Another 34.5% ($1.6 billion) comes from the combination of charges for current services, interfund operating transfers, fund balance, licenses, permits and franchises, reserve/designation decreases, and other miscellaneous sources.



Total Funding by Source
(in millions)

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	Fiscal Year 2008-09 Proposed Budget
State Aid	$ 1,178.5	$ 1,205.6	$ 1,275.4	$ 1,227.7	$ 1,249.8
Federal Revenues	549.3	629.5	619.9	792.4	787.7
Other Intergovernmental Revenue	87.4	87.8	112.9	91.5	93.6
Interest, Misc., & Other Revenues	678.9	675.5	498.9	568.7	447.3
Charges for Services, Fees, & Fines	682.3	714.6	757.8	792.4	801.8
Property & Other Taxes	671.5	717.6	903.0	957.5	1,006.1
Reserve/Designation Decreases	5.7	5.3	4.2	57.6	1.8
Fund Balance	234.7	151.1	202.8	196.6	97.5
Total	$ 4,088.2	$ 4,186.9	$ 4,374.8	$ 4,684.5	$ 4,485.5

Finally, locally generated funding sources, including property tax, property tax in lieu of Vehicle License Fees (VLF), sales tax, real property transfer tax, transient occupancy tax, and miscellaneous other revenues, account for 20.4% ($957.5 million) of the financing sources for the County's budget.*

The $309.6 million increase in the Fiscal Year 2007-08 Operational Plan is the net of increases in some funding sources and decreases in others. In the table above, Federal Revenue, Charges for Services, Fees & Fines, Interest, Miscellaneous & Other Revenues, Property and Other Taxes, and Reserve/Designation Decreases are expected to increase a combined $384.9 million or an increase of 13.8%. Reductions totaling $75.3 million (4.7%) are projected in the combined categories of State Aid, Other Intergovernmental Revenue, and Fund Balance.

Looking at specific funding sources, State Aid decreases by $47.7 million overall in Fiscal Year 2007-08. This is largely due to changing funding sources in the Health and Human Services Agency with a net decrease in State Aid of $92.3 million offset by increases in Federal Revenues of $172.8 million. An example of this funding change is seen in Regional Operations with a decrease in State Aid of $126.6 million offset by Federal Revenue increases of $129.7 million due to a change in the claiming instructions from the State of California for CalWORKS 2-parent families which are to be funded from federal TANF revenue, and a refinement of the budget to more accurately reflect federal funding for Medi-Cal eligibility and child care services that is passed through the State to the County. While an overall net decrease in State Aid is projected, some component categories are projected to increase, namely Proposition 172 ($11.4 million), Realignment ($7.6 million), In-Home Supportive Services (IHSS) ($12.2 million), and Behavioral Health Services ($32.7 million). See the Summary of

General Fund Financing Sources for additional detail on the budgeting of the Realignment and Proposition 172 revenues in Fiscal Years 2007-2009.

Federal Revenue will increase 27.8% ($172.5 million) primarily in the Health and Human Services Agency for the reasons described above in Regional Operations. A reduction in federal revenue occurs in Public Safety for Emergency Services due to the completion of grant funded activities.

Other Intergovernmental Revenue is projected to decrease by $21.4 million in Fiscal Year 2007-08. This is due in part to a shift in Behavioral Health Services of $3.3 million to the State Aid category and to a decrease in Planning and Land Use of $18.6 million with the conclusion of the tree removal program in Fiscal Year 2006-07.

Interest, Miscellaneous & Other Revenues are anticipated to increase by a net of $69.9 million: $13.1 million in Interest, $7.6 million in Miscellaneous Revenue and $49.2 million in Other Financing Sources. The increase in interest is largely in the County's general purpose revenues projected for interest on deposits and in Public Works from Airport rents and concessions. The Miscellaneous Revenue increases are projected in the Land Use and Environment Group in Parks and Recreation related to recovered expenditures from insurance proceeds for Firestorm 2003 recovery projects, in Public Works for reimbursements for proposed projects and in the Pension Obligation Bond (POB) Fund related to the revenues generated through the Interest Rate Swap on the variable rate portion of the debt. In addition, the increase in Other Financing Sources is due in part to an increase in Operating Transfers from Proposition 172 based on overall Proposition 172 revenue growth and the one-time use of Proposition 172 fund balance in Fiscal Year 2007-08. The other change in other financing sources is the decrease in operating transfers to fund capital projects offset by the increase in operating transfers to fund the early pay off of the Public Income Notes (PINES) portion of the 2002 POBs.

Charges for Services, Fees, and Fines increase by $34.6 million. Some of the increases across the County are in General Services for increased cost reimbursement associated with contracted services, utilities, fuel, parts and major maintenance projects, in the Sheriff's Department for increased levels of contracted law enforcement services, for various Inpatient, Alcohol and Drug, and Mental Health services, and in the Assessor/Recorder/County Clerk due to additional Property Tax Administration cost recoveries.

Property and Other Taxes increase by $54.6 million, primarily in the General Fund, as a result of moderate growth in assessed value. (See the section below on General Purpose Revenues by Source for more information on the changes in these funding sources.)

Finally, the use of **Fund Balance** decreases by $6.2 million due to normal fluctuations in one-time projects, but the use of **Reserves/Designations** will increase by $53.4 million in Fiscal Year 2007-08. The use of $55.5 million in reserves/designations in the General Fund represents a technical adjustment to convert a $55.5 million fund balance designation to a General Reserve in accordance with Government Code §29085-29086, which allows the creation of a general reserve and restricts increasing or decreasing the amount to the time of budget adoption. See the individual Group/Agency sections of this Operational Plan for the breakdown of financing sources by department.

* An explanation of the various General Fund Financing Sources by Category and General Purpose Revenues by Source can be found on pages 35 and 41 respectively.

Risks to Funding Projections: State of California's Budget

On January 10, 2007, Governor Schwarzenegger submitted the Proposed Fiscal Year 2007-08 budget to the California legislature. The Governor's Proposed Budget includes only a few program expansions, and instead proposes a number of budget-balancing actions, including a major redirection of transportation funds and significant reductions in social services.

The State's budget outlook continues to be strained by an ongoing structural imbalance between revenues and expenditures. According to a review of the Governor's budget by the State of California's Legislative Analyst (February 21, 2007), the projected imbalances for fiscal years 2008-09 and 2009-10 are estimated at $3.4 billion and $2.5 billion, respectively.

Impact on the County's Proposed Operational Plan

Corrections Reform — The Governor's Budget includes a comprehensive corrections reform package. Elements of the proposal contain significant policy implications for counties. The County is engaged in these discussions and will continue to monitor the situation closely.

Health Care Reform — Although the Governor's Budget did not include the Governor's Health Care Reform proposal, Health Care Reform contains a number of fiscal risks, uncertainties, and opportunities for local counties. The County is also actively engaged in these discussions and is monitoring the potential impact closely.

State Mandates — Several changes would be made to State mandates reimbursements under the Governor's Budget, including a proposal to delay the funding of budget year mandates until Fiscal Year 2008-09, when actual costs for Fiscal Year 2007-08 are available.

Transfer of Fees — The 2005-06 Budget Act required counties to transfer revenues from certain court imposed fees, fines, and forfeitures to the local trial court that would otherwise have gone to the counties, extending the 2003-04 and 2004-05 transfer for four more years. The County's share was $2.1 million for 2003-04 and 2004-05, $0.8 million in 2005-06 and $0.6 million in 2006-07. For Fiscal Years 2007-08 and 2008-09, the County's share each year is $0.4 million and $0.2 million, respectively. One-time resources will be used to fund this requirement.

Property Tax Administration Grant — The Governor's Budget does not include funding for counties' property tax administration programs. For 2007-08, General Purpose Revenues continue to replace the loss of these grant funds.

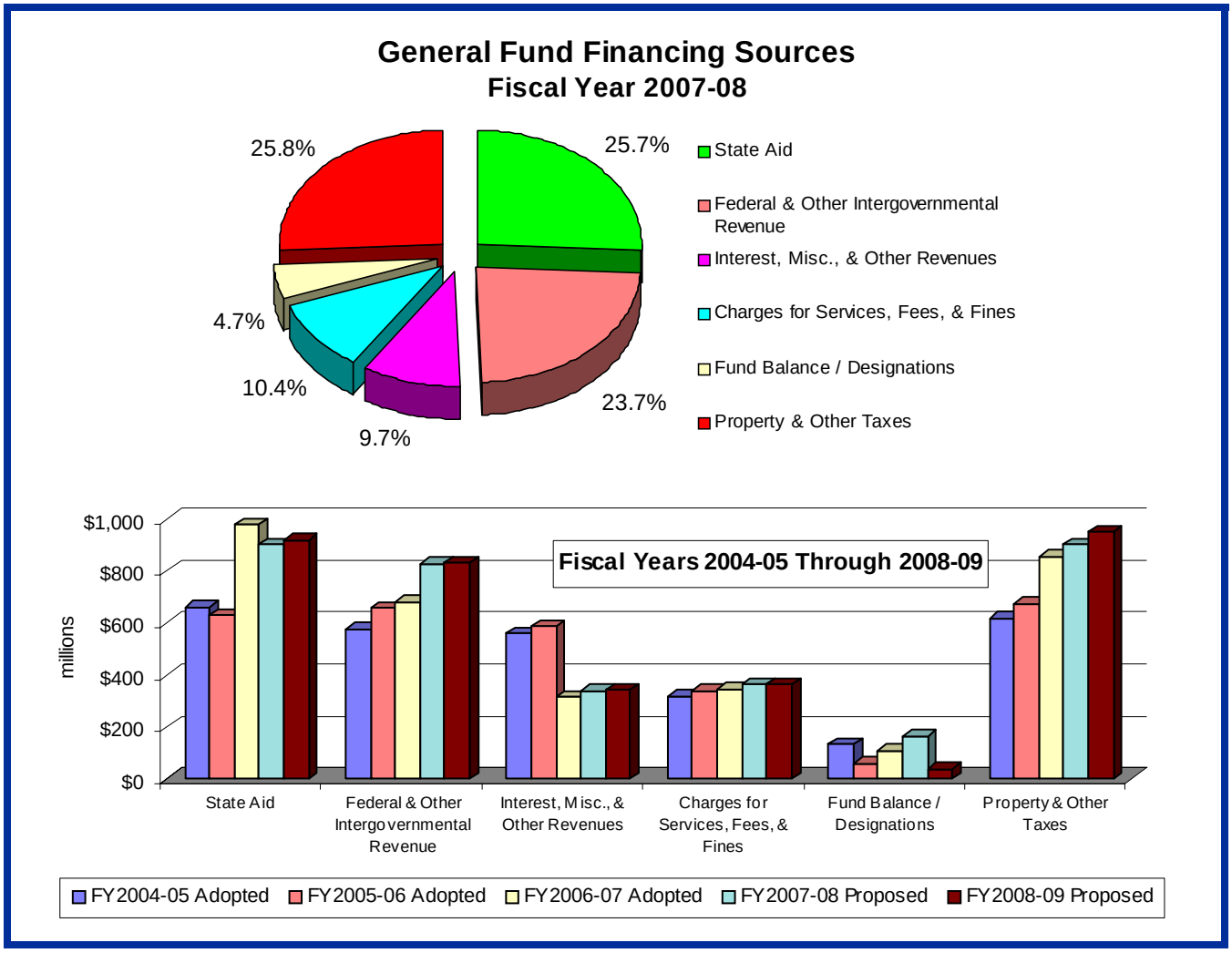
The following sections focus on General Fund financing sources.

Sources: Governor's Budget for 2007-08, State of California Legislative Analyst's Office, and State of California Department of Finance

Summary of General Fund Financing Sources

Summary of General Fund Financing Sources

The largest single fund and the fund that is responsible for most County services is the General Fund. General Fund Financing Sources total $3.5 billion for Fiscal Year 2007-08, a $210.4 million or 6.4% increase from Fiscal Year 2006-07. Total General Fund resources are expected to decrease by $52.2 million or 1.5% in Fiscal Year 2008-09. In comparison, the previous four fiscal years saw growth rates of 4.4% or $116.6 million in Fiscal Year 2003-04, 3.0% or $84.5 million in Fiscal Year 2004-05, 2.6% or $74.3 million in Fiscal Year 2005-06, and 11.7% or $345.6 million in Fiscal Year 2006-07. A 6.4% increase for Fiscal Year 2007-08 marks a return to a more moderate pace. The contraction in Fiscal Year 2008-09 is largely



General Fund Financing Sources
(in millions)

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	Fiscal Year 2008-09 Proposed Budget
State Aid	$ 660.6	$ 628.6	$ 979.6	$ 901.1	$ 918.4
Federal Revenues	513.8	592.2	586.2	753.2	754.2
Other Intergovernmental Aid	64.1	64.5	97.1	75.9	77.5
Interest, Misc., & Other Revenues	560.5	586.5	315.8	339.3	344.0
Charges for Services, Fees, & Fines	319.7	338.4	345.6	363.6	365.1
Reserve/Designation Decreases	4.0	3.7	2.6	57.0	0.2
Fund Balance	129.2	56.5	105.8	107.5	38.3
Property & Other Taxes	617.8	673.5	856.8	902.2	950.0
Total	$ 2,869.6	$ 2,943.9	$ 3,289.5	$ 3,499.8	$ 3,447.7

due to a projected reduction in the use of Fund Balance and Reserve/Designation decreases (both one-time resources) offset in part by growth in the Property and Other Taxes category.

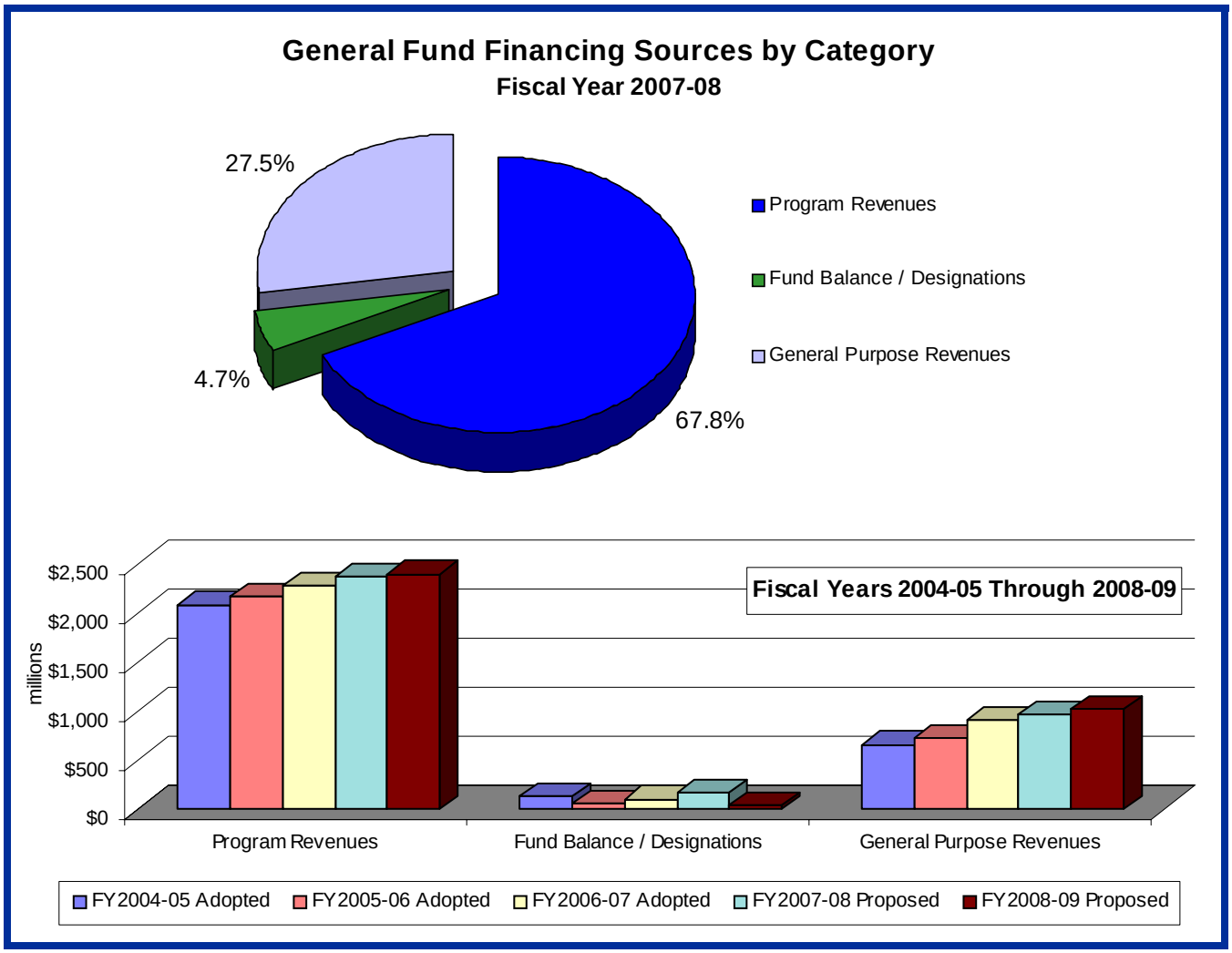
The charts and table above show the same breakdown of financing sources by account group as shown in the preceding All Funds: Total Funding Sources section.

Because most of the significant year-to-year changes discussed in that section apply to the General Fund, they will not be repeated here.

The following section reviews General Fund financing sources from a categorical perspective.

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 Revenues, General Purpose Revenues, or Fund Balance (including reserve/designation decreases).



General Fund Financing Sources by Category (in millions)

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	Fiscal Year 2008-09 Proposed Budget
Program Revenues	$ 2,078.9	$ 2,162.7	$ 2,274.7	$ 2,371.8	$ 2,394.4
Fund Balance / Designations	133.2	60.2	108.5	164.5	38.5
General Purpose Revenues	657.4	721.0	906.3	963.6	1,014.7
Total	$ 2,869.6	$ 2,943.9	$ 3,289.5	$ 3,499.8	$ 3,447.7

Program Revenues, as the name implies, are dedicated to and can be used only for the specific programs with which they are associated. These revenues make up 67.8% of General Fund Financing Sources in Fiscal Year 2007-08, and are derived primarily from State and federal subventions and grants, and charges and fees earned from specific programs. Program Revenues are anticipated to increase by 4.3% over the Fiscal Year 2006-07 Adopted Budget. The average annual growth for the last three years was 4.6%. State, federal, and other intergovernmental funds of $1.7 billion in Fiscal Year 2007-08 comprise 72.9% of Program Revenues. The largest single sources of Program Revenues include:

- Realignment Revenues ($323.4 million in Fiscal Year 2007-08 and $336.2 million in Fiscal Year 2008-09) are anticipated to be received from the State to support health, mental health, and social services programs. The term Realignment refers to the transfer in 1991 of responsibility from the State to counties for certain health, mental health, and social services programs, along with the provision of dedicated sales tax and vehicle license fee (VLF) revenues to pay for these changes. Between Fiscal Years 2002-03 and 2006-07, annual revenue growth has averaged 5.3%. An increase of 2.4% is budgeted for Fiscal Year 2007-08, and an increase of 4.0% is projected in Fiscal Year 2008-09.
- Proposition 172-Public Safety Sales Tax Revenues ($249.9 million in Fiscal Year 2007-08 and $257.9 million in Fiscal Year 2008-09) are proposed to support region wide 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 increase in the Statewide sales tax that was approved by the voters in 1993 and is distributed to counties and cities based on the relative levels of taxable sales in each county to the total taxable sales in all qualified counties. Between Fiscal Years 2002-03 and 2006-07, annual budgeted revenue growth has averaged 7.1%. For Fiscal Year 2007-08, an increase of 4.8% is proposed and for Fiscal Year 2008-09, an increase of 3.2% is expected. These amounts are based on projections of Statewide sales tax receipts and projections of San Diego County's proportionate share of Statewide sales tax receipts. Also proposed for Fiscal Year 2007-08 is the use of $7.5 million in carryover funds received but not appropriated in the previous fiscal year for specific one-time uses for the designated departments.
- Tobacco Settlement Revenues ($29.7 million in Fiscal Year 2007-08 and $24.2 million in Fiscal Year 2008-09) by Board policy are dedicated to health-based programs. These revenues are the result of the historic Master Settlement Agreement between the Attorneys General of California and several other states and the four major

tobacco companies in 1998. The agreement provided 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 non-receipt of the Tobacco Settlement Payments, some counties and states opted to securitize these payments. Securitization is a process whereby the owner of the receivable sells the right to that income stream to a third party in exchange for an up-front payment. The County of San Diego helped to pioneer this process and received $466 million in January 2002 in exchange for its Tobacco Settlement Payments. 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 $29.7 million budgeted to be utilized in Fiscal Year 2007-08 reflects $5.5 million in one-time, non-securitized Tobacco Settlement funds and $24.2 million in Securitized Tobacco funds. Another $3.3 million is proposed to be appropriated and retained in the Tobacco Securitization Special Revenue fund in Fiscal Year 2007-08. A request will be submitted to the Board if the additional resources are needed.

General Purpose Revenues make up 27.5% of General Fund Financing Sources. Please see the separate discussion of General Purpose Revenues beginning on page 41.

Fund Balance/Designations ($164.5 million in Fiscal Year 2007-08 and $38.5 million in Fiscal Year 2008-09), including reserve/designation decreases, represents 4.7% of General Fund Financing Sources in Fiscal Year 2007-08. This resource is used for one-time expenses, not for the support of ongoing operations. Fund Balance is the result of careful management of resources Countywide in past years. The County typically does not utilize all of the anticipated fund balance in preparing its Operational Plan. Instead, needs for one-time resources are assessed on a continuing basis and proposals are brought to the Board during the fiscal year on an individual basis or as part of quarterly budget status reports. The County of San Diego's audited unreserved, undesignated Fund Balance was $225.9 million at the end of Fiscal Year 2000-01, $234.6 million after Fiscal Year 2001-02, $269.0 million after Fiscal Year 2002-03, $215.4 million after Fiscal Year 2003-04, $264.2 million after Fiscal Year 2004-05, and $435.4 million after Fiscal Year 2005-06.

In the Proposed Operational Plan, General Fund fund balance is used as the funding source for various one-time or project-specific purposes:

- Death Penalty Indigent Defense,
- Mobile Tablet computers for Child Advocacy Investigators,
- Vehicles in the Public Defender and Alternate Public Defender departments,
- Facility maintenance needs,
- Business Process Reengineering efforts throughout the County,
- Furniture, Fixtures and Equipment for Edgemoor,
- CalWIN projects,
- General Plan (GP) 2020/Zoning Ordinance support,
- Various capital projects, including appropriations for land acquisition for Lakeside soccer fields, Stowe Trail, Ramona Sheriff's station, and for open space, and for the following development projects: Spring Valley Community Center improvements, Agua Caliente Pavilion replacement, Sweetwater campground improvements, Sweetwater Loop Trail construction, Tijuana River Valley Trail and Habitat Restoration, Rancho San Diego Sheriff's station construction, Felicita Park wedding area and other improvements, Whaley Compound Americans with Disabilities Act (ADA) improvements, Los Penasquitos Adobe ADA access,

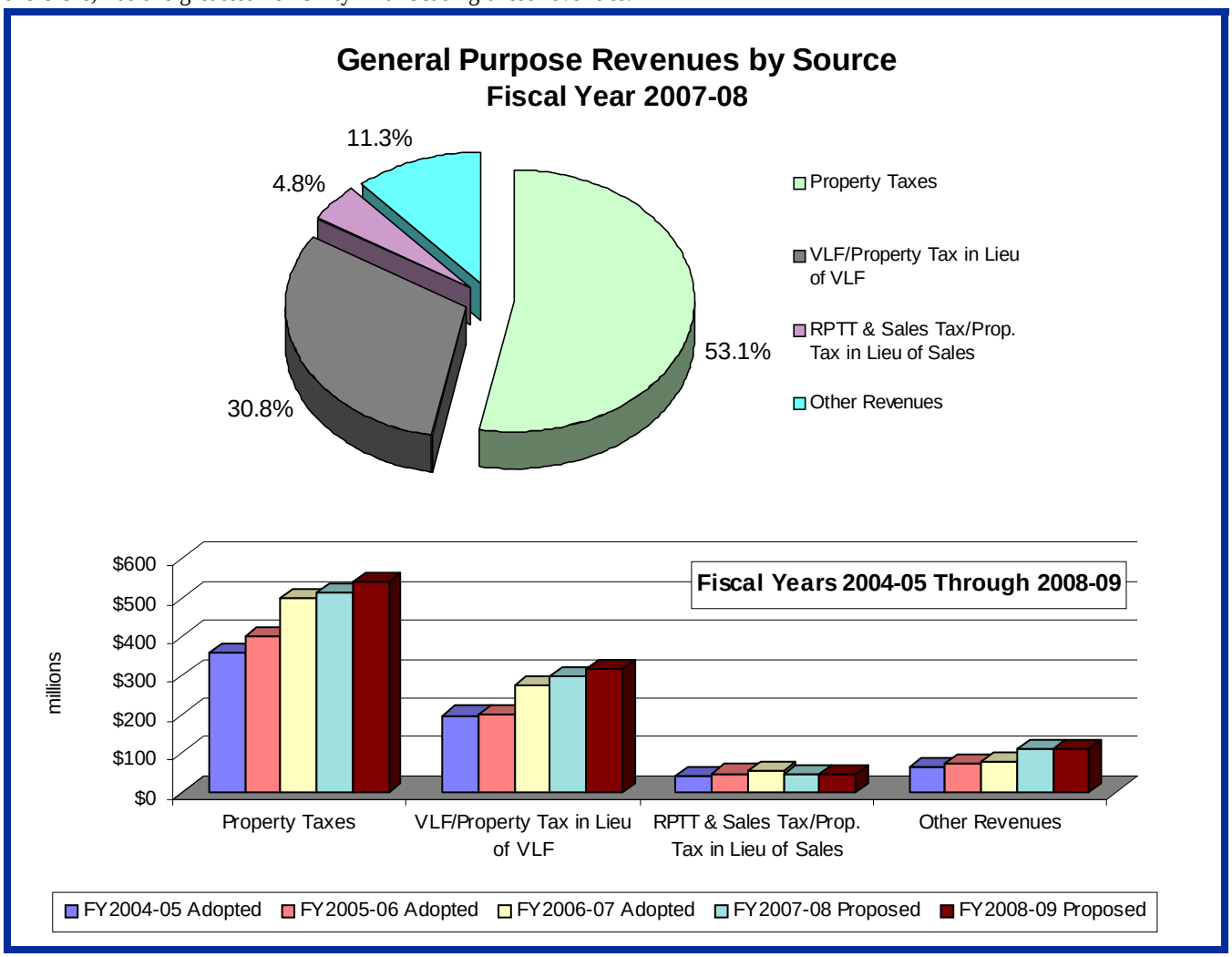
Otay Valley Regional Park (OVRP) Trails development, North County Animal Shelter enhancements, San Elijo Visitor Center enhancements, County Administration Center (CAC) Waterfront Park development, Fallbrook Library development, Lakeside Sports Park construction and various Ranger Housing improvements.

- Support for the enterprise-wide Documentum document management system,
- Registrar of Voter's one-time election costs and delay in SB 90 funding,
- Funding for future year Contribution to Trial Court undesignated fee payments,
- Management Reserves,
- ERP one-time costs,
- One-time technology projects,
- Community Projects grants, and
- Conversion of a fund balance designation to a General Reserve.

General Purpose Revenues

General Purpose Revenues by Source

General Purpose Revenues for Fiscal Years 2007-08 and 2008-09 are budgeted at $963.6 million and $1,014.7 million respectively. As noted on page 35, they represent approximately 27.5% of General Fund Financing Sources. The revenues come from property taxes, property tax in lieu of vehicle license fees (VLF), sales tax, real property transfer tax (RPTT), and miscellaneous other sources. They may be used for any purpose that is a legal expenditure of County funds. The Board, therefore, has the greatest flexibility in allocating these revenues.



General Purpose Revenues by Source (in millions)

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	Fiscal Year 2008-09 Proposed Budget
Property Taxes	$ 359.6	$ 400.5	$ 499.3	$ 511.4	$ 539.7
VLF/Property Tax in Lieu of VLF	196.9	200.5	274.5	297.1	316.4
RPTT & Sales Tax/Prop. Tax In Lieu of Sales Tax	38.6	47.6	54.2	46.2	46.7
Other Revenues	62.4	72.5	78.4	108.9	112.0
Total	$ 657.4	$ 721.0	$ 906.3	$ 963.6	$ 1,014.7

The growth in these revenues is principally affected by the local and State economies. While the growth in General Purpose Revenues (GPR) averaged 6.2% annually from Fiscal Year 1999-00 through Fiscal Year 2005-06, the budgeted growth for Fiscal Year 2006-07 was 25.7% ($185.3 million) over the Fiscal Year 2005-06 adopted budget. This growth was due to unique circumstances related to the restoration of property tax that was shifted to schools under a two-year agreement with the State, a sizeable adjustment to the Property Tax In Lieu of Vehicle License Fees by the State of California, and strong growth in supplemental property taxes combined with a change in the distribution formula that shifted more supplemental taxes to the County as a result of the property-tax-in-lieu-of-VLF legislation. For Fiscal Year 2007-08, GPR growth is projected to be 6.3% ($57.3 million) above the Fiscal Year 2006-07 Adopted Operational Plan, which is closer to the historic average. The projected growth rate for Fiscal Year 2008-09 is expected to decelerate to 5.3%. Details of these increases are discussed below.

Property Tax Revenues, ($511.4 million in Fiscal Year 2007-08 and $539.7 million in Fiscal Year 2008-09), including current secured, current supplemental, and current unsecured, at 53.1% of the total, is the most significant source of General Purpose Revenues. For Fiscal Year 2007-08, property tax revenue for these three categories combined is forecast to be $12.1 million or 2.4% higher than budgeted for Fiscal Year 2006-07, which is a significant drop in the rate of growth seen in prior years. For the last seven years local property tax growth has been high (9.7% average annual growth excluding the State's 2004-05 and 2005-06 property tax shift to schools) due to the strong overall economy and healthy real estate market. Property tax revenue growth of 5.5% or $28.3 million is projected for Fiscal Year 2008-09.

These projected modest increases in property tax revenue are based on the slowed demand for housing in the County as evidenced by the reduction in residential building permits, year over year marginal decline in the median priced home in the County, and length of time of property listings. These factors are mitigated by relatively low interest rates, the area's population growth and continued strength in the commercial sector. The following table presents a summary of historical and projected property tax revenues to show the changes by category.

Property Tax Summary (in millions)

	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2006-07 Estimated Actual	Fiscal Year 2007-08 Proposed Budget	Fiscal Year 2008-09 Proposed Budget
Current Secured	$ 452.2	$ 452.2	$ 474.6	$ 501.6
Current Supplemental	31.7	22.0	20.8	22.1
Current Unsecured	15.3	16.4	16.0	15.9
Total	$ 499.3	$ 490.6	$ 511.4	$ 539.7

Current Secured property taxes are projected to increase by 5.0% in Fiscal Year 2007-08; this rate of increase is lower than the forecasted 7.5% increase in the local secured assessed value because an allowance is made for tax increment allocations to redevelopment agencies and delinquent property tax payments that are not expected to be realized in the fiscal year. The actual growth in the assessed value of the secured tax roll for Fiscal Year 2007-08 property tax purposes will be known at the end of June, 2007. Current market conditions indicate that a continued slower rate of growth should be assumed for Fiscal Year 2008-09 as well.

Supplemental property taxes are derived from additions to the tax roll during the budget year and are therefore more difficult to predict. The actual amount of these revenues in Fiscal Year 2006-07 is expected to be 30.6% less than budgeted ($22.0 million projected versus $31.7 million budgeted) as a result of weakness in assessed value growth from the slowing in the real estate market. The proposed budget assumes that this weakness will continue through the next two fiscal years with the Fiscal Year 2007-08 amount being less than the estimated actual for Fiscal Year 2006-07 followed by a small recovery in Fiscal Year 2008-09.

Current Unsecured property taxes do not build on a prior year base. The projected roll is forecasted based on trends and information received in the current year related to adjustments for personal property and improvements. Growth of 4.3% is projected for Fiscal Year 2007-08 over the Fiscal Year 2006-07adopted budget, with a more conservative projection for Fiscal Year 2008-09.

Property Tax in Lieu of Vehicle License Fees (VLF) comprises 30.8% (an estimated $297.1 million) of proposed General Purpose Revenues in Fiscal Year 2007-08 and 31.2% ($316.4 million) in Fiscal Year 2008-09. This revenue source replaced the previous distribution of vehicle license fees to local governments. In Fiscal Year 2004-05, the State established initial allocations from the VLF Property Tax Compensation Fund to cities and counties. Per the implementing legislation, revenue levels are now based on the growth in gross taxable assessed value, which is assumed to be 7.0% for Fiscal Year 2007-08 based on a combined projected unsecured and local secured assessed value growth. The actual amount of Property Tax in Lieu of VLF revenues received in Fiscal Year 2006-07 exceeded the budgeted amount, so on a budget to budget basis, the projected amount for Fiscal Year 2007-08 represents an 8.2% growth over Fiscal Year 2006-07. The Fiscal Year 2008-09 growth is estimated at 6.5%.

Sales & Use Tax Revenue & In Lieu Local Sales & Use Tax, ($24.7 million in Fiscal Year 2007-08 and $25.6 million in Fiscal Year 2008-09) represents about 2.6% of General Purpose Revenues and is derived from taxable sales by businesses located in unincorporated County areas. Its growth is generally impacted by population and income, but is primarily due to economic development and new business

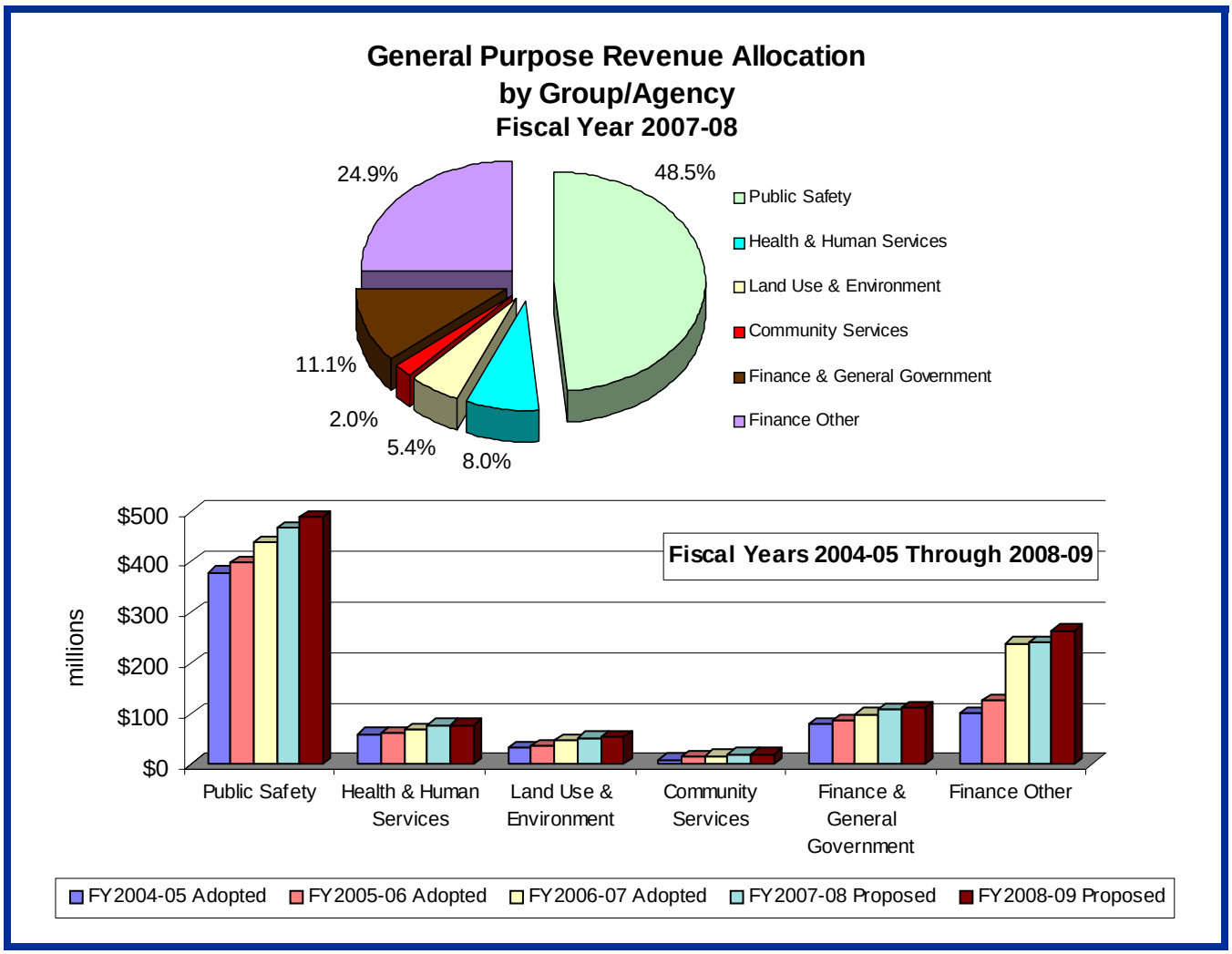
formation in the County. These amounts reflect both the Sales Tax revenues and the In Lieu Local Sales & Use Tax replacement funding that will be transferred from the Educational Revenue Augmentation Fund (ERAF). The In Lieu Local Sales & Use Tax is referred to as the "triple flip" and was effective July 1, 2004. Assembly Bill (AB)7 X1, 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 billion in bonds authorized by Proposition 57 (March 2004) 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. The Fiscal Year 2006-07 In Lieu Local Sales & Use Tax figures were increased slightly based on a settle-up of the 2005-06 initial allocations. This adjusted the allocation on a one-time basis. Retail sales are growing at a moderate level in the unincorporated area with a pre-"triple flip" adjustment sales tax growth of $1.2 million (5.2%) projected over the Fiscal Year 2006-07 Adopted Operational Plan. Sales Tax growth, including the triple flip adjustment amount, in Fiscal Year 2008-09 is anticipated to be $0.85 million (3.4%) over Fiscal Year 2007-08.

Real Property Transfer Tax (RPTT) Revenue for Fiscal Year 2007-08 is budgeted at $21.5 million, a 30.1% ($9.2 million) decrease from the Fiscal Year 2006-07 Adopted Operational Plan, reflecting the slowing in residential sales activity partially offset by growth in the industrial and retail sectors. A further decrease of $0.4 million or 1.7% is expected in Fiscal Year 2008-09. The anticipated drop in Fiscal Year 2008-09 revenues is based on anticipated further slowing in housing turnover and new construction. The Real Property Transfer Tax is paid when any lands, tenements, or other realty exceeding $100 in value are sold and granted, assigned, transferred or conveyed to the purchaser. The tax rate, set by the State, is $1.10 per $1,000 of assessed valuation. The County collects 100% of all the transactions in the unincorporated area and 50% of the transactions in the incorporated areas.

Other Revenues for Fiscal Year 2007-08 total $108.9 million and increase to $112.0 million in Fiscal Year 2008-09. The Fiscal Year 2007-08 amount represents a 39.0% or $30.6 million increase over the Fiscal Year 2006-07 Adopted Budget total. Various revenue sources make up this category including interest on deposits, fines, fees and forfeitures, redevelopment agency tax increment, prior year adjustments on property taxes, franchise revenue, aid from the City of San Diego in lieu of booking fees, and other miscellaneous revenues. The increased revenues are primarily due to growth in redevelopment agency tax increment, prior year secured supplementals, penalties and costs related to delinquent taxes, interest on deposits, and to a shift in the budgeting and accounting for delinquent property tax revenues associated with the Teeter Plan.

Allocation of General Purpose Revenues by Group

General Purpose Revenues (GPR) are allocated annually based on an analysis of available program revenues, federal/State service delivery mandates, and the priorities and strategic direction set by the Board of Supervisors. The Public Safety Group, at 29.1% of the County's total budget, is proposed to receive 48.5% of the County's General Purpose Revenues in Fiscal Year 2007-08. By contrast, the Health & Human Services Agency's budget represents 36.5% of the County total, but is proposed to receive 8.0% of the General Purpose Revenues.



General Purpose Allocations by Group/ Agency (in millions)

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	Fiscal Year 2008-09 Proposed Budget
Public Safety	$ 379.5	$ 398.5	$ 439.5	$ 467.2	$ 488.4
Health & Human Services	58.9	60.1	68.0	77.4	77.4
Land Use & Environment	33.3	34.4	45.8	52.0	53.0
Community Services	8.6	14.4	15.8	19.5	19.8
Finance & General Government	77.8	86.9	98.5	107.4	111.4
Finance Other	99.3	126.7	238.9	240.1	264.8
Total	$ 657.4	$ 721.0	$ 906.3	$ 963.6	$ 1,014.7

As noted above, General Purpose Revenues in Fiscal Year 2007-08 are expected to increase by $57.3 million over the Fiscal Year 2006-07 budgeted level and by an additional $51.1 million in Fiscal Year 2008-09.

The additional GPR in Fiscal Year 2007-08 is proposed to fund such items as negotiated salaries and benefits increases, serious and violent crime prosecution and investigation, the Health Safety Net, GIS mapping to support agricultural risk surveillance activities, additional West Nile Virus and Avian Influenza testing, park maintenance and accessibility, maintenance of open space lands acquired under the Multiple Species Conservation Program, increased support for the medical examination and treatment of sheltered animals and in-house spay/neuter surgeries, Countywide records management and document services, election expenses, and the operation of the 4S Ranch and Encinitas libraries. For Fiscal Year 2008-09, a total of $26.4 million out of the $51.1 million increase is proposed to be allocated to the five operating groups for negotiated salaries and benefits increases, with the remainder allocated to Finance Other pending an updated needs analysis that will be done in the course of the development of the Proposed Operational Plan for Fiscal Years 2008-09 and 2009-10. Further detail is provided in the Group/Agency and Department sections that begin on page 75. The above charts and table show the amount of General Purpose Revenues proposed to be used to support each Group/ Agency for Fiscal Years 2007-08 and 2008-09 compared to the three prior fiscal years.

Capital Projects

Capital Projects

The Capital Program reflects the County's proposed financial plan of capital project expenditures for the fiscal years 2007-08 and 2008-09. Capital expenditures include expenditures incurred for the improvement to or acquisition of land, facilities, and infrastructure. The Fiscal Year 2007-08 CAO Proposed capital budget for San Diego County is $31.2 million. The program includes appropriations for new capital projects as well as previously approved, but not yet completed, capital projects. The following chart depicts the distribution of those appropriations.

Capital Appropriations

	Dollar Amount	Number of Projects
Appropriation Increases for New & Existing Capital Projects (2007–2008)		
Capital Appropriations	$ 31,245,000	22
Total—New Projects	$ 31,245,000	22
Projects Underway		
Public Safety Group	$ 100,156,426	14
Health & Human Services Agency	69,969,472	5
Land Use & Environment Group	73,267,800	107
Community Services Group	1,907,535	20
Finance & General Government Group	3,415,740	3
Total—Projects Underway	$ 248,716,973	149
Grand Total	$ 279,961,973	171

The Capital Program section of this Operational Plan on page 411 highlights major projects and includes a schedule of lease-purchase payments related to previously debt financed projects.

Projected Reserves and Resources

Reserves and Resources

The County maintains a prudent level of reserves for various purposes. The tables below display the reserves and other available resources and fund balance designations as of July 1, 2006 and proposed for July 1, 2007.

Projected County Reserves and Resources (in millions)

	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget
General Reserve	$ 55.5	$ 55.5
General Fund Contingency Reserve-Operations	20.0	20.0
Group/Agency Management Reserves	36.8	27.3
Debt Service Reserves	21.8	21.8
Environmental Trust Fund Reserves	71.0	64.6
Endowment Fund Tobacco Securitization SR	468.9	430.9
Workers' Compensation Reserve	56.7	61.6
Public Liability Reserve	30.1	24.7
Total County Reserves and Resources	$ 760.8	$ 706.4

Fund Balance Designations (General Fund only, in millions)

	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget
Designated - Sheriff Capital Project	$ 6.0	$ 6.0
Designated - Dept. of Voter Registration	1.2	0.0
Designated - Planning and Land Use	1.5	1.5
Designated - Environmental Health	5.4	6.5
Designated - HA Kearney Mesa Lease	0.9	0.6
Designated - Realignment	74.6	74.6
Total Fund Balance Designations	$ 89.6	$ 89.2

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

General Fund Contingency Reserve — The Contingency Reserve holds appropriations for unforeseen operational uncertainties during the fiscal year.

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

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

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

Tobacco Securitization Endowment Fund — The County established the Tobacco Securitization Endowment Fund in January 2002. In lieu of receiving the Tobacco Settlement revenue on an annual basis, the County securitized the payment stream and deposited the net proceeds of $412.0 million into the Tobacco Securitization Endowment Fund on a total securitization of $466.0 million. Based on certain assumptions of portfolio yield, these proceeds would have enabled the County to fund approximately $24.2 million of health care programs annually through approximately 2020. In May 2006, the original issuance was refunded through a second securitization and an additional $123.5 million was deposited to 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.

Workers' Compensation Reserve — Established for Workers' Compensation Claims liability. An annual actuarial assessment is done to estimate the liability and to ensure that the County is maintaining sufficient reserves for current and future claims. The liability is estimated to be $91.3 million as of July 1, 2007, which includes $20.0 million in expected costs for Fiscal Year 2007-08. The cash balance in the fund is estimated to be $61.6 million as of July 1, 2007.

Public Liability Reserve — Established to reflect contingent liabilities. An annual actuarial assessment is done to estimate the liability and to ensure that the County is maintaining sufficient reserves for current and future claims. The liability is estimated to be $16.5 million as of July 1, 2007, which includes $8.6 million in expected costs for Fiscal Year 2007-08. The cash balance in the fund is estimated to be $24.7 million as of July 1, 2007.

Fund Balance Designations (General Fund only) — The Board has determined from time to time that certain amounts of fund balance be designated for particular purposes. Balances can increase or decrease depending upon whether the funds are being accumulated for later use or are being used because of fluctuating workloads or to make scheduled payments over a limited time. The current designations include the following:

- Designated-Sheriff Capital Project — Established in Fiscal Year 1999-2000, this designation is for future departmental capital expenditures.
- Designated-Dept. of Voter Registration -—This designation was established in Fiscal Year 2003-04 to provide sustained funding for those election years with few billable participating jurisdictions. The remaining balance of $1.2 million is scheduled to be used in Fiscal Year 2007-08.
- Designated-Planning and Land Use — The Building/ Code Enforcement designation is set aside to balance revenue to costs for work in progress in coming fiscal years. The designation ensures that excess revenue over cost paid by Department of Planning and Land Use (DPLU) customers is used only to fund expenses related to building permit activities.
- Designated-Environmental Health — In Fiscal Year 2003-04, the Department of Environmental Health (DEH) established this fund balance designation to set aside any excess revenue over cost each fiscal year, for use in a subsequent fiscal year when costs exceed revenue.

The designation ensures that excess revenue over cost paid by DEH customers is used only to fund expenses in DEH.

- Designated-HA Kearny Mesa Lease — This designation was established in Fiscal Year 2005-06 to pay the remaining annual lease payments for the Housing Authority office building located in the Kearny Mesa area of San Diego. These payments will be made from the General Fund from Fiscal Year 2006-07 through Fiscal Year 2012-13.
- Designated-Realignment — This designation was established in Fiscal Year 2005-06 to provide a funding source for future years when ongoing realignment revenues may be inadequate to fund the realigned Health, Mental Health and Social Services programs.

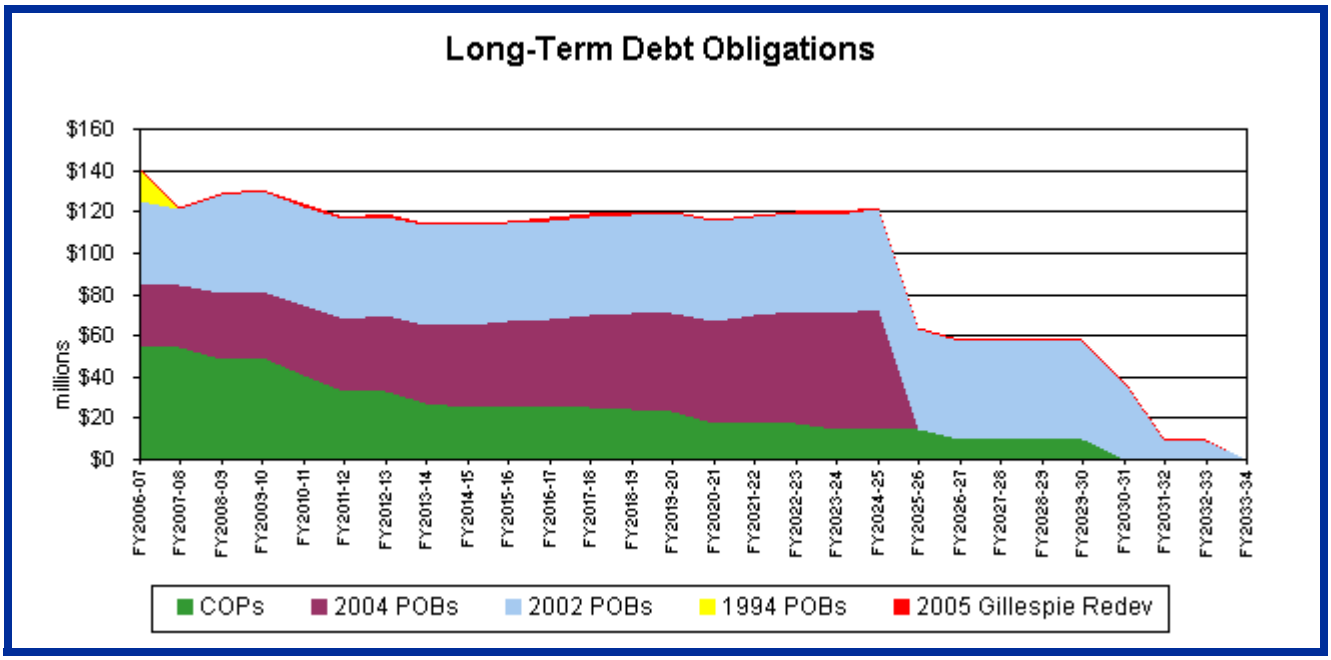
Long- and Short-Term Financial Obligations

Long-Term Obligations

The County has no outstanding general obligation bonds. The County's outstanding long-term principal bonded debt as of March 31, 2007 is:

Outstanding Principal Bonded Debt (in millions)

	Dollar Amount
Certificates of Participation	$ 402.2
Pension Obligation Bonds	1,205.9
Redevelopment Agency Bonds	15.6
Total	$ 1,623.7



The chart above shows the County's scheduled long-term obligation payments through Fiscal Year 2033-34, which include certificates of participation (COPs) and taxable pension obligation bonds (POBs). The following discussion explains the nature and purpose of each of these and other long-term financing instruments used by the County.

Certificates of Participation (COPs) were first used in 1955 with the financing of the El Cajon Administrative Building. Since then, the County has made use of various lease arrangements with certain financing entities such as joint powers authorities, the San Diego County Capital Asset Leasing Corporation, or similar nonprofit corporations. Under these arrangements a capital asset is acquired or constructed with the proceeds from the issuance of Certificates of Participation by the financing entity; the financing entity will then lease the asset or assets to the County. At the end of the lease period, the title to the asset is conveyed to the County.

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

The County then issued $737.0 million of POBs on October 3, 2002, of which $550.0 million went to the San Diego County Employees Retirement System (SDCERA) to reduce the UAAL. The remaining proceeds were used to escrow a portion of the County's 1994 Pension Obligation Bonds in order to take advantage of the lower interest rates, and to pay for related costs of issuance.

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

On September 27, 2004, the County of San Diego deposited approximately $63.5 million with BNY Western Trust Company (acting as trustee), of which $45.9 million was General Fund money. Such funds were invested in an Investment Agreement entered into by BNY Western Trust Company and an obligor. The obligations of the obligor under the Investment Agreement are guaranteed by American International Group, Inc. (AIG), which has been assigned long-term credit ratings from Moody's Investors Service and Standard & Poor's Rating Services of "Aaa" and "AAA," respectively. Under the Investment Agreement, the obligor is required to make a final payment to BNY Western Trust Company in July 2007 in an amount sufficient to meet the County's remaining annual payment obligation to a counterparty under a Debt Service Forward Sale Agreement currently in effect for the County's Taxable Pension Obligation Bonds, Series A (the "1994 POBs") until the final maturity of the 1994 POBs on August 15, 2007. In exchange for the County's annual payments, the Forward Sale Agreement requires the counterparty thereto to deposit securities (which must be non-callable obligations issued or guaranteed by the United States of America or certain instrumentalities or agencies of the United States of America) into the Bond Fund relating to the 1994 POBs, the cash flows of which are sufficient to pay each scheduled payment of principal and interest on the 1994 POBs during the applicable fiscal year.

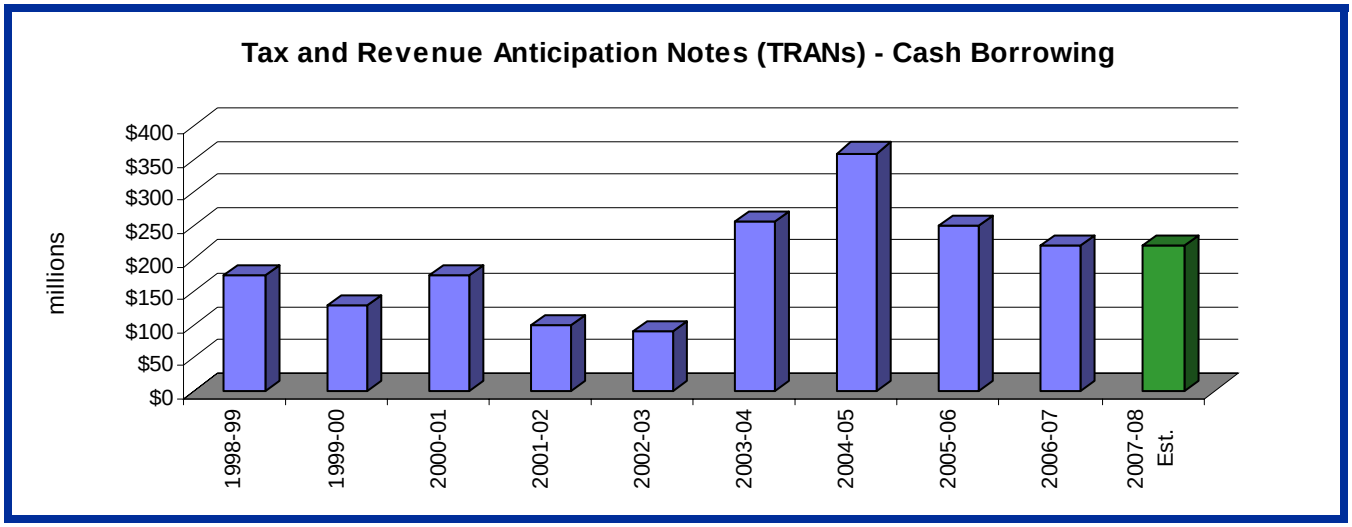
The 1994 POBs will remain outstanding until their regularly scheduled maturities; if the obligor under the Investment Agreement, and AIG under its related guaranty, or the counterparty to the Forward Sale Agreement defaults in its respective obligations for any reason, the County remains obligated to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

In August of 2006, the County converted the Series 2004B Bonds in the amount of $147,825,000 from Auction Rate Securities to fixed rate interest bonds. By converting these bonds to a fixed interest rate the County protected itself from rising short-term interest rates, secured an attractive

long-term fixed interest rate, and created future variable rate capacity which may provide additional economic benefit as fixed rates increase in the future.

This Operational Plan proposes the early pay off of $100 million of the 2002 POBs. The Long-Term Obligation payment chart on page XX reflects the elimination of this portion of the debt. See discussion on page XX for further information.

Redevelopment Agency Tax Increment Bonds 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 Tax Increment Bonds 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 bonds, 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.



Short-Term Obligations

During the course of the fiscal year, the County experiences temporary shortfalls in cash flow 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). The chart above shows TRANs borrowing for the past 10 years. The County intends to borrow approximately $220 million through the TRANs program for Fiscal Year 2007-08.

Credit Rating and Long-Term Obligation Policy

Credit Rating and Long-Term Obligation Policy

The County of San Diego's credit ratings are:

Credit Ratings

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

Credit Rating

The last long-term review by the three rating agencies was during the issuance of the County's $42.4 million of Certificates of Participation for the 2006 Edgemoor Completion Project financing. All three rating agencies affirmed the County's ratings as listed above. According to Fitch Ratings credit research report issued in November 2006, "The AA- rating reflects the County's broad and well-performing economy, sound financial operations and year-end balances, prudent fiscal management, low debt burden, and sound lease features."

The last short-term analysis by the rating agencies was during the June 2006 short-term borrowing program whereby the County received the ratings of MIG-1, SP-1+ and F-1+ from Moody's, Standard & Poor's, and Fitch Ratings, respectively. These are the highest short-term ratings possible. According to Moody's credit research report issued in June 2006, "The MIG-1 rating assigned to the Series 2006A reflects the County's low borrowing amount, strong liquidity, and reasonable cash flow assumptions."

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

Long-Term Obligation Policy

The foundation of any well-managed debt program is a comprehensive debt management policy. A debt management policy sets forth the parameters for issuing debt and managing the outstanding debt portfolio and provides guidance to decision makers. Adherence to a debt management policy helps 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 Obligations Management on August 11, 1998. This policy, along with the rating agencies' analyses, has been the foundation for the County's debt program. Key points included in the policy are:

- All long-term obligations must be approved by the Board of Supervisors after approval by the Debt Advisory Committee. Accompanying each long-term financial obligation will be a cost benefit analysis, the identification of the funding source, an assessment of the ability to repay the obligation, the impact on the current

budget, commitments to future budgets, maintenance and operational impact of the facility or asset and the impact on the County's credit rating;

- Long-term financial obligations will not be used to meet current operations;
- Variable rate exposure will not exceed 15% of the County's outstanding long-term obligations;
- The County shall comply with all ongoing disclosure requirements;
- 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; and
- The County shall continually review outstanding obligations and aggressively initiate refinancings when economically feasible and advantageous.

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

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

Outstanding Conduit Issuances

	Final Maturity Dates	Original Principal Amount	Principal Amount Outstanding
Conduits			
1998 Sharp	2028	$ 112,020	$ 96,255
1998 San Diego Natural History Museum	2028	15,000	13,200
2000 San Diego Museum of Art	2030	6,000	5,800
2000 Salk Institute	2031	15,000	13,785
2001 University of San Diego	2041	36,870	31,895
2002 San Diego Imperial Counties	2027	10,750	9,750
2003 Chabad	2023	11,700	10,820
2003 San Diego Jewish Academy	2023	13,325	11,720
2004 Bishop School	2044	25,000	25,000
2004 Museum of Contemporary Art	2034	13,000	12,750
2005 Sidney Kimmel Cancer Center	2031	24,500	24,500
2005 Burnham Institute for Medical Research	2034	59,405	58,450
2006 San Diego Foundation	2036	13,500	13,500
Total Conduits		$ 356,070	$ 327,425
Housing			
1999 Laurel Village Apartments	2014	$ 1,670	$ 915
2001 Village West	2031	4,438	4,071
2002 Spring Valley	2020	3,250	3,047
Total Housing		$ 9,358	$ 8,033
Reassessment Bonds			
1997 4-S Ranch Reassessment District Bonds	2012	$ 21,755	$ 10,390
Total Reassessment Bonds		$ 21,755	$ 10,390

Authority to Finance and Bond Ratios

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

Issuance Authority

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

State constitutional limitations prohibit cities 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. The three exceptions are the *Offner-Dean lease exception*, the *special fund doctrine*, and the *obligation imposed by law*.

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

The *special fund doctrine* is an exception to the debt limit which permits long-term indebtedness or liabilities to be incurred without an election if the indebtedness or liability is payable from a special fund and not from the entity's general revenue. An example of a special fund would be one

consisting of enterprise revenue which is used to finance an activity related to the source of the revenues, such as the activity of the enterprise.

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, thereby making the act of putting the question to the voters meaningless.

Bond and Debt Service Ratios

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

Bond Ratios

	Fiscal Year 2003-04	Fiscal Year 2004-05	Fiscal Year 2005-06	Fiscal Year 2006-07
Net Bonded Debt (in millions)[1]	$ 1,228.2	$ 1,623.8	$ 1,655.8	$ 1,586.3
Net Bonded Debt per Capita	$ 408	$ 534	$ 540	$ 513 [2]
Ratio of Net Bonded Debt to Assessed Value	0.48%	0.58%	0.52%	0.45%

[1] Net Bonded Debt excludes Redevelopment Agency Bonds, reflects the net effect of debt service reserves (approximately $21.8 million for Fiscal Year 2006-07 as of February 2007).

[2] Based on an estimated January 1, 2007 County of San Diego population, which assumes 0.9% growth from the January 1, 2006 population figure.

Note: If the County were to issue general obligation bonds, the debt limit pursuant to Government Code Section 29909 would be 5% of the taxable property of the County. As of June 30, 2006, the taxable assessed value in the County was $356.0 billion. The debt limit would, therefore, be $17.8 billion, far greater than the current debt of $1.6 billion.

General Fund Debt Service Ratio

Components of General Fund Debt Service Ratio (in $millions)

	Fiscal Year 2004-05 Adopted Budget	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	Fiscal Year 2008-09 Proposed Budget
General Fund Revenue [1]	$ 2,736.4	$ 2,883.7	$ 3,181.0	$ 3,335.4	$ 3,409.1
Total Debt Service [2]	$ 115.6	$ 120.7	$ 121.7	$ 113.8	$ 121.4
Ratio of Total Debt Service to General Fund Revenue [3]	4.22%	4.18%	3.83%	3.41%	3.56%
General Fund Share of Debt Service Cost [4]	$ 100.4	$ 104.3	$ 104.9	$ 97.9	$ 104.6
Ratio of General Fund Share of Debt Service to General Fund Revenue	3.67%	3.62%	3.30%	2.94%	3.07%

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

[2] Total Debt Service: a) Amounts were restated to include Third Party Debt Service; b) Fiscal Years 2005-06 through 2007-08 exclude payments on the economically defeased 1994 Pension Obligation Bonds (see page XX); and c) Fiscal Year 2007-08 total debt service amount reflects the one-time payoff of $100.0 million for the PINES portion of the 2002 taxable Pension Obligation Bonds (POBs). (For more information, see page XX in the Finance-Other section).

[3] General Fund Share of Debt Service Cost excludes debt service chargeable to special revenue funds, enterprise funds, internal service funds, special districts and other governmental agencies.

[4] The purpose of this ratio is to show only the share of County debt service that is charged to the General Fund.

Financial Planning Calendar

Ongoing

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

September–February

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

March–April

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

May

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

June

Public Review And Hearings—The Board conducts public hearings on the Operational Plan for a maximum of 10 days. This process commences with Community Enhancement Program presentations.

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

Deliberations—After the conclusion of public hearings, the Board discusses with the CAO and other County officials as necessary the Proposed Operational Plan, requested amendments, and public testimony. Based on these discussions, the Board gives direction to the CAO regarding the expenditure and revenue levels to be included in the final Operational Plan. The Board's deliberations are scheduled for one week and are generally completed by the end of June.

August

Adoption of Budget—Subsequent to completing deliberations, the CAO returns to the Board at a regular meeting with a resolution that, in compliance with California Government Code Section 29089, formally adopts the budget for the new fiscal year.

Summary of Related Laws, Policies, and Procedures

Summary

The following is an overview of the various laws, policies, and procedures the County adheres to in its financial management practices and uses to guide the County's decision making process.

The Board of Supervisors on April 21, 1998, accepted the General Management System (GMS) as the formal comprehensive guide for planning, implementing, and monitoring all functions and processes that affect delivery of services to the residents of San Diego County. The County developed the GMS process following the severe fiscal crisis that threatened County programs and solvency in the mid-1990s. However, the GMS is much more than a crisis management tool for putting the County's fiscal house in order.

The GMS helps ensure that sound planning, preparedness, and improvement become permanent organizational ethics. With the GMS as a guide, the County continues to use strong fiscal management practices, while remaining focused on providing superior services to County residents. The principles and procedures outlined by the GMS are meant to apply to every County function on an ongoing basis.

For more detail on the GMS, see Understanding the Proposed Operational Plan section on page XX.

California Government Code

Government Code §29000 through §30200, known as the County Budget Act, provide the statutory requirements that guide the development and content of the County's budget. Government Code §29009 requires a balanced budget in the proposed and final budgets, defined as "the budgetary requirements shall equal the available financing."

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 Government Code §23004.

County Charter

Section 703.4 - Establishes the Chief Administrative Officer (CAO) as responsible for all Group/Agencies and their departments (except departments with elected officials as department heads) and responsible for supervising the expenditures of all departments and reporting to the Board of Supervisors on whether specific expenditures are necessary.

County Administrative Code

Article VII Budget Procedure and Appropriation, Revenue and Staffing Limitations - Establishes the components and timeline for the budget process and establishes the CAO as responsible for budget estimates and submitting recommendations to the Board of Supervisors.

Article XII-D Department of Human Resources (DHR) - Designates DHR responsible for handling all matters arising under the Labor Relations Ordinance, and for representing the Board of Supervisors in the meet and confer process with recognized employee organizations as required by law (California Government Code 3500 et. seq.). The Labor Relations Ordinance (No. 6273) provides the governance for Labor Relations activities at the County.

County Board Of Supervisors Policies

A-81 Procurement of Contract Services - Outlines the conditions and methods by which all contracts for services may be entered into and defines contract administration responsibilities. Contracts for services, when properly issued and administered, are an approved method to accomplish County program objectives and this policy ensures the establishment of proper safeguards.

A-91 Mid-Year Budget Changes - Establishes that all mid-year General Fund savings and over-realized revenue identified by County departments will be used to offset net County costs of the appropriate program. In addition, all letters to the Board of Supervisors will include a standardized statement of costs necessary to implement the

recommendations submitted for actions, and a justification of the need for the proposal to be addressed outside the annual budget process, where competing needs could be evaluated.

A-126 Proposition 172 and New Program Revenues in the Sheriff's Department, Office of the District Attorney and the Probation Department - Ensures a collaboration between the Board of Supervisors and the District Attorney, Sheriff, and Probation in developing an annual plan for the use of Proposition 172 funds and increased program revenues.

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

B-37 Use of the Capital Program Funds - Establishes funding methods, administration and control, and allowable uses of the Capital Program Funds.

B-49 Identification and Use of County Discretionary Appropriations - Determines the parameters for the allocation and use of County monies which are provided solely at the discretion of the Board of Supervisors and provides for the mechanism by which the Board is apprised by County departments of the proposed use of such monies.

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

B-58 Funding of the Community Enhancement Program - Sets down guidelines and criteria for allocating the appropriations for the Community Enhancement Program.

B-65 Long-Term Financial Obligation Management Policy - Establishes guidelines for entering into long-term financial obligations to meet the demands of growth and that these financial obligations must be entered into and managed using sound financial practices. Please see page XX for more detail on this policy.

B-71 Fund Balance and Reserves - Establishes guidelines regarding the use of fund balance and the maintenance of reserves in order to protect the fiscal health and stability of the County. Expenditures for services are subject to fluctuations in demand and revenues are influenced by changes in the economy and by State and federal regulations. This policy ensures the County is prepared for unforeseen events by establishing and maintaining prudent levels of fund balance and reserves.

E-14 Expenditure of Tobacco Settlement Revenue in San Diego County - Establishes guidelines for the allocation of anticipated Tobacco Settlement revenue which is to be used for healthcare-based programs.

G-16 Capital Facilities and Space Planning - Establishes a centralized, comprehensive program and responsible agency to manage the capital facilities program and space needs of the County, and establishes 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 plans.

H-1 Fleet Service Internal Service Fund - Establishes guidelines for the development, administration, and control of the Fleet Services Internal Service Fund (ISF).

M-13 Legislative Policy: State-Mandated Local Program Costs - Calls on the State and federal Legislature to encourage equitable reimbursement of mandated local program costs.

M-26 Legislative Policy: Governance and Financing of Local Agencies - Calls on the Legislature to redress inequitable State funding formulas.

County Administrative Manual

0030-01 Full Cost Recovery of Services - Establishes a procedure within the framework of Board of Supervisors Policy B-29, to serve as guidance in the process of recovering full costs for services provided to agencies or individuals outside the County of San Diego organization under grants or contracts or for which fees may be charged.

0030-03 Application and Acceptance of Grants - Establishes a procedure within the framework of Board of Supervisors Policy B-51, to serve as guidance when requesting the Board of Supervisors approval of the application and acceptance of grants, awards, or revenue contracts.

0030-06 State Mandated Cost Recovery - Establishes guidelines to attempt full recovery of all State mandated costs resulting from chaptered legislation and executive orders.

0030-09 Debt Advisory Committee - Establishes guidelines for the Debt Advisory Committee which reviews and evaluates all long-term financing obligations which bear the County of San Diego's name or name of any subordinate agency of the County or any conduit financing, prior to approval by the County Board of Supervisors. Following general parameters, the Committee reviews all proposed financings and based on their satisfactory determination, provides an evaluation for the Board of Supervisors and concurs on any Board letter.

0030-12 Mid-Year Appropriations - Establishes guidelines for funding new or modified programs, projects, or proposals outside of the annual budget process.

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

0030-14 Use of One-Time Revenues - Defines the conditions by which one-time revenues are to be allocated to ensure that one-time revenue is appropriated only for one-time expenditures such as capital projects or equipment, not to ongoing programs.

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

0030-18 Transfer of Excess Cash Balances to General Fund - Provides for the transfer of excess cash balances to the General Fund from various funds within the County's area of financial and cash management which contain earnings or moneys in excess of those funds' requirements. Transferring these excess cash balances to the County, where the financing terms require this action, allows the County to offset a portion of the staff time associated with the management of these funds.

0030-19 Revenue Match Limitation - Establishes guidelines limiting General Fund contributions for revenue matches. Revenue matches should be limited to the mandated percentage level unless clear justification is provided which results in a waiver of the policy by the Board of Supervisors.

0030-22 Revenue Management: Auditor and Controller & CAO Responsibilities - Establishes the Chief Financial Officer (CFO)/Auditor and Controller and the CAO as responsible for revenue management by reviewing and evaluating County revenues from all sources in order to maximize these revenues within legal provisions, and to institute internal controls and systems to be used by departments to estimate, claim, and collect revenues.

0030-23 Use of the Capital Outlay Fund (COF), Capital Project Development, and Budget Procedures - Establishes procedures for developing the scope of capital projects, for monitoring the expenditure of funds for capital projects, for reporting annually on the life-to-date project costs, and for the timely closure of capital projects.

0050-01-06 Capital, Space, and Maintenance Requests - Provides guidelines for capital, space, equipment and maintenance requests, establishes appropriate criteria and a structured and centralized process for evaluating and prioritizing requests integrated with the General Management System (GMS), and ensures that requests are complete and evaluated for any potential impact on County long-range strategic plans and programs and are included in the budget process.

0090-01-01 Policy and Procedure for Conducting Economy and Efficiency Determinations for Service Contracts - Establishes procedures for conducting economy and efficiency determinations pursuant to County Charter sections 703.10 and 916. This item describes the required facts County departments must present to the CAO to support a determination that a proposed use of an independent contractor is both more economical and efficient than the use of County employees to provide a particular service.

All policies, codes, ordinances, and resolutions approved by the Board of Supervisors that relate to County Programs are reviewed periodically. A cyclical process to routinely and systematically evaluate and reconsider these items is outlined in Board of Supervisors Policy A-76 - Sunset Review Process.

Basis of Accounting and Measurement Focus

Government-wide, proprietary, pension and investment trust fund financial statements are reported using the economic measurement focus and the accrual basis of accounting. Agency funds are reported using 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. Nonexchange transactions, in which the County gives (or receives) value without directly receiving (or giving) equal value in exchange, include property taxes and sales taxes, grants, entitlements, and donations. On the accrual basis, revenue from property taxes is recognized in the fiscal year for which the taxes are levied. Revenue from sales taxes is recognized when the underlying transactions take place. Revenue from grants, entitlements, and donations is recognized in the fiscal year in which all eligible requirements have been satisfied.

Governmental Funds are reported using the current financial resource measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. Sales tax, interest, State and federal grants, and charges for services are accrued when their receipt occurs within 180 days following the end of the fiscal year. 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. However, debt service expenditures, as well as expenditures related to compensated absences, claims, and judgments, are recorded only when payment is due. Additionally, capital asset acquisitions and principal payments are reported as expenditures in governmental funds. Proceeds of long-term debt and capital leases are reported as other financing sources.

Proprietary Funds distinguish operating revenues and expenses from non-operating 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 of capital assets. All revenues and expenses not meeting this definition are reported as non-operating revenues and expenses.

Financial Statement Presentation

For governmental funds only, current assets and current liabilities generally are included on the balance sheet. Operating statements of these funds present increases (i.e.,

revenues and other financing sources) and decreases (i.e., expenditures and other financing uses) and the net change in fund balance.

For proprietary funds, the pension trust fund and the investment trust fund, all assets and all liabilities associated with the operation of these funds are included on the balance sheet. Fund equity (net assets) for the proprietary funds (i.e., total net assets) is segregated into net assets invested in capital assets, net of related debt, and unrestricted net assets on the County's Comprehensive Annual Financial Report (CAFR). The net assets for the pension trust fund and the investment trust fund are described as "held in trust for pension benefits and other purposes" in the CAFR. Proprietary fund-type operating statements present increases (e.g., revenues), decreases (e.g., expenses) and the change in net assets. The County has elected not to apply the Financial Accounting Standards Board (FASB) standards issued subsequent to November 30, 1989 in reporting proprietary fund operations.

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 expenditures within departments. 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.

The County's financial statement, the Comprehensive Annual Financial Report (CAFR), is prepared in conformity with generally accepted accounting principles (GAAP). The Schedule of Revenues - Expenditures, And Changes in Fund Balance - Budget and Actual presented as Required Supplementary Information is prepared using the GAAP basis. This statement includes the following columns:

- The Original Budget column consists of the current fiscal year adopted budget plus the encumbrances carried forward from the prior fiscal year. Also, the original budget is adjusted to reflect reserves, transfers, allocations, and supplemental appropriations that occur prior to the start of the fiscal year. The County adopts its budget subsequent to the start of the new fiscal year. Therefore, under the circumstances, the complete budget that is adopted by the County Board of Supervisors constitutes the adopted budget, plus the approved carry forward for purposes of the budgetary comparison presentation.
- The Final Budget column consists of the Original Budget column plus budget changes occurring during the fiscal year plus technical amendments that occur after the close of the fiscal year less the amount of the budget carried forward to the subsequent fiscal year.
- The Actual column represents the actual amounts of revenue and expenditures reported on a GAAP basis which is the same basis that is used to present the aforementioned Original and Final Budget. The County's Operational Plan differs from the CAFR in that it displays adopted budget and actual amounts. Therefore, prior year encumbrances and budget amendments are not reflected.

Authority to carry forward appropriations and applicable estimated revenue for prior year encumbrances is requested from the Board of Supervisors in the annual budget resolution. Any budget amendments are approved by the Group and department managers or the Board of Supervisors.

Proprietary Funds- The Board of Supervisors approves an annual spending plan for proprietary funds. Although the adopted expense estimates are not appropriations, their budgetary controls are the same as those of the governmental funds. Because these funds collect fees and revenues generally to cover the cost of the goods and services

they provide, their accounting and budgeting bases are closer to commercial models. Budgeting, like accounting, is done on the accrual basis and generally according to GAAP.

Some exceptions are:

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

All Funds- Changes in reservation and designation of fund balance in the CAFR are shown as appropriations (expenditures) or revenues in the Operational Plan.

Excellence in Governing

Recognitions of Excellence

Throughout Fiscal Year 2006-2007, numerous County of San Diego programs were recognized by local, State, and national organizations, as well as by a variety of industry and professional organizations, for excellence and innovation. The County of San Diego has worked hard to become a best practices organization striving to offer programs that improve the lives of San Diego County residents in ways that are relevant and measurable. We are proud that our leadership in these areas has been recognized for the following:

- For the second year in a row, the County of San Diego dominated the annual Achievement Awards contest held by the National Association of Counties (NACo) for programs that save taxpayer dollars and provide valuable services to the public. The County won 41 awards in the 2006 Achievement Awards Program held by NACo. The total is larger than that of the closest competitors: Montgomery County, MD (37 awards) and Los Angeles County, CA (28 awards).

  Many of the winning programs were designed to better serve the public, including one to redesign property tax bills to make them easier to understand and another to allow outdoors enthusiasts to reserve specific campsites online.

  Preserving the environment is a key goal of the County and that was represented by two award winners - a demonstration project to retrofit Mexico-based trucks that cross into San Diego so as to reduce diesel exhaust emissions and a program to use rubberized asphalt to resurface county roads, which reduces noise and increases tire recycling.

  The award winning County programs also sought to help those in need. One program created career centers in County library branches, where local residents can receive job counseling and training. Another program began a countywide collaborative to distribute more than 7,000 car safety seats and deliver enhanced services to prevent childhood injuries to more than 1,000 low-income families.

- San Diego County again won three Merit Awards from the California State Association of Counties (CSAC) for 2006. The three County programs selected include:
  - The Dorothy Street Learning Center where the County and a non-profit community organization provided residents of the county's four public housing sites an on-site learning center with access to computers and the Internet to help in the resident's career advancement.
  - The Health Care Savings Program - a program that many of the 350,000 people in the county, receiving or eligible for Medi-Cal, are not aware of. The Medi-Cal Administrative Activities/Targeted Case Management (MAA/TCM) Program provides outreach services and specifically targets agencies and programs that provide health and support services to high-risk clients. During last fiscal year the program generated about $30 million, which was passed along to these agencies, enhancing services to the county's most vulnerable residents while costing only one percent of total revenue to administer the outreach program.
  - The San Diego County Mental Health Special Help for At-Risk Individuals (SHARI) Project - a number of mental health clients were receiving unnecessary hospitalizations that interfered with the clients' ability to successfully live in a community setting and receive consistent outpatient care. The County worked with mental health providers, private psychiatrists, and local hospitals to create the SHARI Project, steering clients back to community care while reducing unneeded hospital visits.

- The Center for Digital Government recognized the County Health and Human Services Agency with the *2006 Innovative Use of Technology Award* for the

Mobile Remote Workforce (MRW) Project - a project which streamlined and improved the way County public health nurses receive, process, and manage their cases. The MRW Project was also recognized by the E-Gov Institute for "Successfully Using Innovative Knowledge Management Practices in a Knowledge Management Solution".

The Mobile Remote Workforce Project uses cutting-edge technology to improve the accuracy of client referrals for Public Health nurses in the field, speeds their ability to visit at-risk clients, and helps them manage their case files more efficiently. To design and implement this new system, County staff collaborated with local hospital staff, county nurses, and Information Technology specialists. The new system will improve health care service for thousands of at-risk clients throughout San Diego County.

- The San Diego County Taxpayers Association recognized the County of San Diego with a *Regional Golden Watchdog Award* for its Department of Public Works' efforts to create a blanket regional permit for flood control. In awarding the County, the Association said: "During the seven years of its existence, the streamlined process has saved taxpayers over $5 million. More importantly, the blanket permit allows crews to work efficiently to protect lives and private property without the bureaucratic delays of the past."

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

Strategic Initiatives - Improving Opportunities for Kids, Protecting the Environment, and Promoting Safe & Livable Communities

- The County Library won the 2006 California Library Association's (CLA) *Public Relations (PR) and Information Committee Association PR Excellence Award* for the second consecutive year. The award is in recognition of the library's "Youth Service Exchange" staff development newsletter. Library staff is the primary audience for "Youth Services Exchange," which is a monthly, internal digest of news covering such topics as youth services in libraries, practical hints and fun projects to utilize with young clientele, and upcoming training opportunities.
- The Western Interstate Child Support Enforcement Council (WICSEC) honored the Department of Child Support Services (DCSS) with the *Award for Excellence in Program Awareness*. The award recognized San Diego's "You're Not Alone" radio advertising campaign and its success in increasing awareness of the child support program among custodial parents in the county.
- The Health and Human Services Agency (HHSA), working in collaboration with HealthLink North County and the Coalition on Children and Weight San Diego, hosted the School Fitness Summit in March 2006. The Summit, which exemplified how public/private partnerships can address the communitywide issue of childhood obesity, was recognized by the San Diego Healthcare Communicators with the *2007 Silver Finest Award*.
- National Association of Counties (NACo) - *Achievement Awards - 2006:*
  - Safety First Program - a collaborative project to promote a community-based childhood injury prevention program, including comprehensive safety assessments and distribution of more than 7,000 car safety seats, personal safety equipment, and home safety devices.
  - Juvenile Hall Open House Event - a forum for community education in delinquency prevention, intervention, and treatment, and a resource for visiting families.
  - New Kids-Oriented Web Page - Air Pollution Control District.

- Disaster Preparedness Patch Program - a collaborative effort between the Office of Emergency Services (OES) and the Girl Scouts of America, San Diego-Imperial Council to distribute emergency preparedness materials to the San Diego community. Due to this program, over 14,500 households throughout the County received potentially life-saving information.
- Outdoor Adventure Program - Parks and Recreation.
- Community Services For Families - an innovative program that blends support service contracts, with multiple funding sources, to streamline the delivery of services for families at risk of child abuse or neglect.

- The Fire Safe Council of San Diego County honored the Department of Planning and Land Use (DPLU) with the *Distinguished Service Partner Award* in recognition of DPLU's assistance towards the preparation of Community Wildfire Protection Plans (CWPPs) for 14 communities within the county. San Diego County now leads the State, with more approved Plans than any other county.
- National Association of Counties (NACo) - *Achievement Awards - 2006*:
  - Binational Clean Diesel Demonstration Project - Air Pollution Control District.
  - Implementing New Toxic Air Contaminant Emission Controls for Diesel Engines.
  - Achieving Federal Particulate Air Quality Standards - Air Pollution Control District.
  - Equilon Enforcement Case: A Novel Approach to Enforcement at Multiple Facilities - a comprehensive enforcement program and collaboration of the Department of Environmental Health, the District Attorney's Office, and the City of San Diego Attorney, resulting in the compliance of over 60 underground storage tank retail facilities and the largest environmental settlement ever recorded in the County.
  - Intergovernmental Agreements to Address Tribal Casino Impacts.
- The National Association of City and County Health Officials (NACCHO) awarded San Diego County with the *2006 Model Practices Designation* for food safety programs. This award cites the Department of Environmental Health's Food Safety Program as a model for other cities and counties to emulate when developing or reengineering their own food safety programs.
- Agriculture, Weights, and Measures won an *Achievement in Consumer Education (ACE) Award* from the National Association of Consumer Agency Administrators (NACAA). The award recognized San Diego County's efforts to post consumer rights information at every commercial/retail scanner, to post failed scanner inspection notices at businesses, and the optional posting of successful scanner inspection notices.
- The American Society on Aging awarded *Pfizer 2007 Healthcare and Aging Awards* to two Aging and Independence Services (AIS) programs: the popular Cool Zone Program which offers locations throughout the county where seniors can "beat the heat" during the summer-time months; and the Matter of Balance program which focuses on developing yoga/exercise routines to decrease falls among the senior population.
- National Association of Counties (NACo) - *Achievement Awards - 2006:*
  - Mental Health Services: Special Help for At-Risk Individuals (SHARI) Project.
  - Community Protection and Evacuation Plan Program.
  - Concept of Operations - a "playbook" for the Office of Emergency Services including guidelines for anticipated emergencies and hazards, to assist in

determining whether the Emergency Operation Center (EOC) needs to be activated, and if so, at what level.

- Preparedness Starts With You! Program.
- Terrorism Early Warning Group.
- Elder Death Review Team - reviews deaths associated with suspected elder abuse and/or neglect, identifies risk factors, maintains statistical data, and facilitates communication among agencies, addressing issues of elder abuse and the prevention of elder deaths.
- Medical Examiner's Report Team - a method of exchanging information between the Medical Examiner's office (ME) and Adult Protection Services (APS) to identify suspicious deaths among elders that may be the result of elder abuse or neglect. Early detection of such cases allows the County to alert authorities to the need for a thorough investigation.
- Fire Safety and Fuels Reduction Program - Planning and Land Use.
- Multi-agency Medical and Legal Insurance Fraud Unit.
- SDLaw Sheriff's Extranet - a private web-based system for 63 State, federal and local law and justice agencies enabling all levels of law enforcement operating in the county to identify persons in or from their jurisdictions who have active warrants.
- Valley Center Road Improvements - Public Works.
- Cultural and Historical Information Management Program - Parks and Recreation.
- Fallbrook, Lakeside, & Spring Valley Community Needs Assessment.
- Computers for Self-Sufficiency - a collaborative project to provide refurbished County computers to low-income housing residents that do not own a computer, bringing technology to families working to improve their job skills and break the cycle of poverty.
- Career Centers in County Library Branches.
- Rubberized Asphalt Concrete Program - Public Works.

- The National Association of Area Agencies on Aging honored two Aging and Independence Services (AIS) programs for outstanding innovation and achievement. The AIS Aging Summit and AIS Call Center both received *2006 Aging Innovations and Achievement Awards*. The Aging Summit provides a yearly public forum for strengthening services and enhancing the lives of seniors and the disabled. The Call Center handles some 65,000 calls from the community each year, provides information on senior programs, and receives elder abuse, case management, and in-home care referrals.

Operational Excellence Awards

- The Purchasing and Contracting Department received the *Achievement of Excellence in Procurement* award from the National Purchasing Institute, for the sixth year in a row. The award recognizes organizational excellence in procurement rating criteria such as innovation, professionalism, e-procurement, productivity, and leadership attributes of the procurement function. The County of San Diego is the only government agency to receive this prestigious award six times.
- For the second consecutive year and the third time in the past four years, the Department of Child Support Services has been honored by the California Department of Child Support Services for the *"Most Improved Performance by a Very Large Local Child Support Agency in the Federal Measure of Current Support Collections in Federal Fiscal Year 2006."* San Diego County improved its rate of collection for current support to 49.8% in 2006, a 7.3% increase over the previous year and the largest improvement among the "very large" designated counties including Los Angeles, San Bernardino, Orange, Riverside and Sacramento. San

Diego was the only county among that group whose total amount of child support payments distributed increased from 2005 to 2006. Collections totaling $164.4 million were distributed by San Diego County during Federal Fiscal Year 2006.

- The Auditor and Controller's Office of Audits and Advisory Services (OAAS) has been awarded the highest rating by the County of Los Angeles' auditors. The Quality Assessment Review (QAR) report stated that the OAAS "fully complies" with the Institute of Internal Audits' *International Standards for the Professional Practice of Internal Auditing*. The auditors also found that OAAS operates, and is perceived to operate, as "independent, objective, proficient and able to render impartial and unbiased judgments." The Office was found to be well managed, to have effective relationships with other departments in the organization and to be well respected and supported by County management.
- The Government Finance Officers Association of the United States and Canada (GFOA) - recognized the County with the *Distinguished Budget Presentation Award* for the *Operational Plan: Fiscal Years 2006-07 & 2007-08.*
- The GFOA also recognized the County with the *Certificate of Achievement for Excellence in Financial Reporting* for the fiscal year ended June 30, 2005.
- National Association of Counties (NACo) - *Achievement Awards - 2006*
  - Implementing Wireless Technologies for Field Inspectors - Air Pollution Control District.
  - Combination Radio, Ear Muff, and Hardhat for Roadwork - a risk management effort that developed a combination hardhat, face shield, and electronic communication earmuff to protect Department of Public Works stormwater field crews. The design was very successful in protecting workers' heads, hearing, and vision.
  - Trust/Agency Fund Database Update - Auditor and Controller.
  - Ethical and Legal Standards Program - Chief Administrative Office/Internal Affairs.
  - Mobile Remote Workforce - use of remote technology by Public Health Nurses allows them more time to visit at-risk families with newborns, infants, and children and decreases the time they spend completing paperwork.
  - Manager's Development Institute - Health and Human Services; *Best of Category - Personnel Development.*
  - Tax Bill Redesign - Treasurer-Tax Collector.
  - Activity Hazard Analysis Program - a detailed hazard analysis program in the Department of Public Works for identifying safety risks and developing action plans to resolve them.
  - Investment & Retirement Symposium Program - Treasurer-Tax Collector.
  - Treasurer-Tax Collector Escrow Website.
  - Development Project Resolution Conferences - Planning and Land Use.
  - Paperless Trading - a paperless environment whereby the Treasurer-Tax Collector utilizes one point of entry for all investment trade activity instead of four points of entry previously required.
  - HHSA Facilities Management Database - Health and Human Services.
  - Internet Computerized Reservation System - Parks and Recreation.

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
SAN DIEGO
MDCCCLI

County of San Diego

Public Safety Group

Public Safety Group Summary & Executive Office

District Attorney

Sheriff

Alternate Public Defender

Child Support Services

Citizens' Law Enforcement Review Board

Office of Emergency Services

Medical Examiner

Probation

Public Defender

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 regional criminal justice system in investigating crime, prosecuting and defending persons accused of crimes, holding offenders in custody, and in providing supervision to sentenced offenders. PSG departments also provide programs and services promoting opportunities for children and young adults.

Mission Statement

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

PSG Departments

- Sheriff
- District Attorney
- Alternate Public Defender
- Child Support Services
- Citizens' Law Enforcement Review Board
- Juvenile Justice Commission
- Medical Examiner
- Office of Emergency Services
- Probation
- Public Defender

2006-07 Anticipated Accomplishments

Strategic Initiative- Kids

PSG provides programs and services targeting youth before they enter the justice system, allowing them to become productive adults, and offers support services to meet the needs of children.

- PSG departments collaborated to promote the well-being of children and self-sufficiency of families by working together to establish a procedure addressing child support issues involving incarcerated felons.
- The Department of Child Support Services was one of only 12 of the 52 child support agencies in the State, and the only "very large" county, to achieve an increase in 2006 distributed child support collections.
- The District Attorney's Office, local law enforcement officials, and child welfare and health professionals convened to sign the San Diego County Child Victim-Witness Protocol for the uniform investigation of child abuse cases.
- Based on the San Diego Association of Governments "Camp and Ranch Evaluation Study," the Probation Department instituted evidence based practices in programs for work readiness and substance abuse recovery at the Juvenile Ranch and Camp Barrett facilities.

Strategic Initiative - Safe and Livable Communities

The core activities of PSG focus on region wide public safety, law enforcement, prosecution and public defense. All PSG departments have a role in ensuring that the criminal justice system works to the benefit of the whole community. In 2006-07, PSG departments collaborated on initiatives to improve public safety and to target crime prevention.

- The Sheriff's Department participated in the development and co-location of regional public safety agencies into the San Diego Law Enforcement Coordination Center (SD LECC), an all-crimes intelligence center focused on significant threats to the region.
- The Sheriff's Department completed the ASTREA aviation facility in Fallbrook that will provide a presence for aircraft in the North County to combat wildfires.

- The District Attorney developed an Internet-based crime mapping application allowing the public to easily search and view crime information.
- PSG departments partnered with local and federal law enforcement agencies to fight gang-related crime through joint efforts with the following: the East County Gang Task Force, the Violent Crime Task Force, the Federal Bureau of Investigations, the San Diego Police Department, the Oceanside Police Department, the City of San Diego Commission on Gang Prevention and Intervention and various community organizations.
- To combat identity theft and protect employees and the public, the PSG Executive Office led a countywide review of policies regarding sensitive data in County records.
- The Probation Department created the Warrant Unit to decrease the number of adult and juvenile probation violation warrants, working with the Regional Fugitive Task Force to clear active and pending warrants.
- The District Attorney led the multi-agency implementation of the Community Prison Re-entry Program (SB 618) to facilitate the successful return of offenders released from prison into the community. Accomplishments to date include the development of individual Life Plans to guide activities that promote rehabilitation.
- Together with the Community Services Group and the Land Use and Environment Group, PSG collaborated on the design of the Medical Examiner/Forensic Center projected to open in Spring, 2009.

Emergency preparedness is an additional and continuing area of focus for PSG. Postponing preparation until a disaster strikes can have devastating results. Emergency responders, community groups and the public must all be involved in planning efforts. To further these objectives, PSG and the Office of Emergency Services:

- Distributed Family Disaster Plans to 1.4 million County households and businesses to promote public preparedness.
- Implemented a comprehensive Continuity of Operations Plan with all 58 County departments to ensure essential County functions are available to the public after a disaster.
- Upgraded the existing Emergency Operations Center to a state-of-the-art facility optimizing communication among County policymakers and linking to other emergency operation centers in times of disaster.

Required Discipline- Continuous Improvement

PSG departments engaged in Business Process Reengineering efforts to increase efficiency and improve customer service, including these examples:

- The Department of Child Support Services increased the number of cases reviewed for enforcement or closure by 147% (18,630) by streamlining enforcement processes.
- The Sheriff reengineered the process for obtaining domestic violence orders of protection to expedite entry of data into the California Law Enforcement Telecommunications System.

Required Discipline – Customer Service

- The Citizens' Law Enforcement Review Board improved customer service by enhancing their website to include complaint referral information of all local, State, and federal law enforcement agencies.
- The Sheriff's Department enhanced customer service by partnering with the Superior Court to establish a "one stop shop" for acquiring a Temporary Restraining Order.

Required Discipline – Skilled, Competent and Diverse

Workforce

- The Alternate Public Defender completed construction of a state-of-the-art mock courtroom allowing attorneys to further enhance and develop skills in jury selection, opening statements, direct examination, cross examination and closing arguments.

Required Discipline – Accountability/Transparency

- The District Attorney's Office, in conjunction with the Sheriff's Department, initiated the Citizens' Academy, a 10-week program providing residents with an overview of the criminal justice system.

2007-09 Objectives

In the upcoming year, PSG will focus on building our capacity to address core law enforcement and public safety needs, community based initiatives to improve public safety, and continuing to enhance emergency preparedness for the region.

Strategic Initiative - Safe and Livable Communities

- Increase community presence and outreach through the implementation of the District Attorney's Community Prosecution program.
- Address critical shortages in sworn staffing through focused outreach and streamlined recruitment processes.
- Through the Sheriff's Crime Lab, enhance and expedite the investigation of street crime by streamlining processes in DNA analysis.
- Continue to develop and implement prisoner re-entry programs that facilitate prisoners' assimilation back into the community and decrease repeat offenses and recidivism. These efforts include the District Attorney's leadership of the Community Prison Re-entry Program and cooperative efforts by the Sheriff and the Probation Department to launch two innovative programs assisting offenders in local custody re-enter society.
- Continue to improve efficiency in criminal justice processes through the District Attorney's performance objective of resolving 70% of adult felony cases prior to the preliminary hearing.
- Enhance the region's ability to respond to emergencies by planning for the care of special needs populations during a disaster and by training 200 County staff to serve as emergency shelter workers.
- With the City of San Diego, begin to develop a joint plan for a future next-generation regional communications system to improve communication among regional agencies.

Executive Office Changes from 2006-07 Adopted

Staffing

Proposes an increase of 2.00 staff years to support the Finance and Human Resource Units, including activities to monitor and process contract and court ordered payments for indigent defense and support for all PSG departments relating to the human resources position, payroll, and timekeeping systems.

Expenditures

Proposes an increase of $9.3 million.

- Increase of $0.3 million in Salaries and Benefits due to the addition of two positions described above and negotiated cost of living adjustments.
- Decrease of $0.4 million in Services and Supplies to align Information Technology budget with actual level of expenditures.
- Increase of $0.2 million in Other Charges due to a technical change in accounting for the Hall of Justice debt service obligation.
- Increase of $17.2 million in Operating Transfers Out reflects transfers to public safety agencies of Proposition 172 revenues, the dedicated one-half cent sales tax for

public safety to maintain and support region wide services provided by these departments. This change is comprised of an $11.4 million increase in ongoing revenues and an increase of $5.8 million in the use of one-time funds carried over from previous years.

- Decrease of $8.0 million in Management Reserves due to the use of one-time appropriations in Fiscal Year 2006-07 for the Camp Westfork demolition project and the Department of Child Support Services transition to the County's information technology vendor. The proposed Management Reserve amount for all unanticipated needs of the Public Safety Group is $4.0 million.

Revenues

Proposes an increase of $9.3 million.

- Increase of $0.2 million in Revenue From Use of Money & Property due to an increase in revenues received from leased properties.
- Increase of $11.4 million in Intergovernmental Revenues due to an increase in Proposition 172 revenues.
- Increase of $0.3 million in Charges For Current Services due to a technical change in accounting for the Hall of Justice parking fee revenues which will offset the debt service obligation.
- Net decrease of $6.2 million in Fund Balance.
  - Decrease of $13.0 million of General Fund Balance and PSG Fund Balance amounts allocated for one-time activities completed in Fiscal Year 2006-07 including: major maintenance, Camp Westfork Restoration and the Department of Child Support information technology transition. A remaining total of $1.3 million of PSG Fund Balance is used to support major maintenance projects and one-time information technology projects.
  - Increase of $6.8 million in the use of Fund Balance in the Proposition 172 Special Revenue Fund. A total of $7.5 million of Proposition 172 Fund Balance is used to support a contribution of $3.0 million to the Rancho San Diego Sheriff's Station Capital Project, a transfer of $1.0 million to the ASTREA Trust Fund to contribute to a reserve for helicopter replacement, $2.7 million for Sheriff facility maintenance and equipment, $0.5 million for one year of lease costs for the High Technology Crimes Unit, $0.2 million for a pilot project in the Probation Department to address alternatives for juveniles in custody, and $0.1 million for support of the Drug Court program.
- Increase of $3.6 million in General Revenue Allocation to fund ongoing expenditure increases described above.

Summary of Changes in Fiscal Year 2008-09

Proposes a net decrease of $0.3 million which consists of a net reduction of $2.3 million in Services and Supplies due to a reduction in one-time amounts allocated for major maintenance and for a contribution to a reserve for helicopter replacement, offset by a net increase in Salaries and Benefits for negotiated cost of living adjustments and a $1.9 million increase in Operating Transfers Out representing estimated Proposition 172 receipts.

Contributions for Trial Courts

Changes from 2006-07 Adopted

Expenditures

Proposes a decrease of $0.8 million.

- Increase of $0.4 million in Services and Supplies due primarily to an increase in court utilities costs.
- Increase of $0.2 million in Other Charges to support the Undesignated Fee Payment as obligated in Government Code Section 68085.6(g)(3).

- Decrease of $1.4 million in Management Reserves due to a transfer of funds reserved for the Undesignated Fee Payment to services and supplies.

Revenues

Proposes an increase of $0.8 million.

- Decrease of $1.3 million in Fund Balance reflecting the decrease of one-time appropriations for County activities associated with the transfer of court facilities.
- Increase of $0.5 million in General Revenue Allocation to support the increased costs of operations described above.

Summary of Changes in Fiscal Year 2008-09

- No changes are proposed.

Defense Attorneys/Contract Administration

Changes from 2006-07 Adopted

Expenditures

Proposes an increase of $0.1 million.

- Increase of $0.8 million in Services and Supplies includes amounts projected for indigent defense services ($0.6 million), including death penalty cases, and to address an overall increase in the cost of indigent defense for cases not in the scope of the Private Conflicts Counsel contract ($0.2 million).
- Decrease of $0.7 million in Management Reserves reflects a reduction in one-time amounts and a technical adjustment to transfer appropriations to Services and Supplies for indigent defense costs as described above.

Revenues

Proposes an increase of $0.1 million.

- Decrease of $0.1 million in Charges for Current Services due to the implementation of AB 3000, *Court Surcharge Distribution Guidelines* which changed the priority of distribution of payments from offenders, assigning a lower priority to the recovery of public agency costs.
- Decrease of $0.1 million in Fund Balance reflecting a decrease in one-time amounts supporting costs of indigent defense. The remaining $0.6 million supports the Fiscal Year 2007-08 estimate for the one-time cost of individual death penalty cases.
- Increase of $0.3 million in General Revenue Allocation to support the increased costs of operation and decreases of revenue described above and to offset the decrease in court appointed attorney fees collected from offenders.

Summary of Changes in Fiscal Year 2008-09

Proposes a net decrease of $0.5 million due to the reduction of one-time funds reserved for unanticipated costs associated with death penalty cases.

Staffing by Department

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Public Safety Group	9.00	9.00	11.00	22.22	11.00
District Attorney	1,038.00	1,038.00	1,038.00	0.00	1,038.00
Sheriff	4,008.50	4,008.50	4,032.50	0.60	4,032.50
Alternate Public Defender	95.00	100.00	100.00	0.00	100.00
Child Support Services	624.00	564.00	514.00	(8.87)	511.00
Citizens' Law Enforcement Review Board	4.00	4.00	4.00	0.00	4.00
Office of Emergency Services	16.00	19.00	19.00	0.00	19.00
Medical Examiner	53.00	56.00	57.00	1.79	57.00
Probation	1,304.00	1,345.50	1,355.00	0.71	1,350.00
Public Defender	327.00	343.00	343.00	0.00	343.00
Total	7,478.50	7,487.00	7,473.50	(0.18)	7,465.50

Expenditures by Department

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Public Safety Group	$ 227,524,880	$ 262,124,726	$ 271,397,821	3.54	$ 271,057,819
District Attorney	109,782,399	118,940,401	138,681,374	16.60	137,904,208
Sheriff	490,780,203	540,421,248	564,611,885	4.48	575,300,975
Alternate Public Defender	13,636,708	15,101,253	16,140,133	6.88	16,564,982
Child Support Services	56,505,214	53,171,929	52,314,448	(1.61)	50,804,490
Citizens' Law Enforcement Review Board	497,922	523,047	560,194	7.10	579,027
Office of Emergency Services	24,442,981	14,927,519	9,077,639	(39.19)	1,976,986
Medical Examiner	7,037,130	7,638,378	8,116,092	6.25	8,170,637
Probation	143,751,182	156,647,400	165,324,147	5.54	167,457,706
Public Defender	46,432,574	50,787,795	54,381,777	7.08	56,396,056
Contribution for Trial Courts	74,302,049	74,979,599	74,139,424	(1.12)	74,139,424
Defense Attorney / Contract Administration	9,199,440	9,276,362	9,373,418	1.05	8,894,943
Total	$ 1,203,892,682	$ 1,304,539,657	$ 1,364,118,352	4.57	$ 1,369,247,253

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Public Safety Executive Office	9.00	9.00	11.00	22.22	11.00
Total	9.00	9.00	11.00	22.22	11.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Public Safety Executive Office	$ 7,006,948	$ 22,967,122	$ 14,018,574	(38.96)	$ 12,771,336
Public Safety Proposition 172	220,517,932	239,157,604	257,379,247	7.62	258,286,483
Total	$ 227,524,880	$ 262,124,726	$ 271,397,821	3.54	$ 271,057,819

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 1,241,685	$ 1,288,866	$ 1,565,900	21.49	$ 1,625,683
Services & Supplies	5,365,263	9,278,256	8,871,476	(4.38)	6,555,737
Other Charges	400,000	400,000	581,198	45.30	589,916
Operating Transfers Out	220,517,932	239,157,604	256,379,247	7.20	258,286,483
Management Reserves	—	12,000,000	4,000,000	(66.67)	4,000,000
Total	$ 227,524,880	$ 262,124,726	$ 271,397,821	3.54	$ 271,057,819

Budget by Categories of Revenue

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 2,564,201	$ 14,977,635	$ 8,760,598	(41.51)	$ 370,437
Fines, Forfeitures & Penalties	182,486	182,486	198,136	8.58	198,136
Revenue From Use of Money & Property	2,642,245	2,642,245	2,803,158	6.09	2,803,158
Intergovernmental Revenues	217,953,731	238,479,969	249,918,649	4.80	257,916,046
Charges For Current Services	400,000	400,000	708,000	77.00	708,000
General Revenue Allocation	3,782,217	5,442,391	9,009,280	65.54	9,062,042
Total	$ 227,524,880	$ 262,124,726	$ 271,397,821	3.54	$ 271,057,819

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District Attorney

Department Description

The Office of the District Attorney contributes to public safety and the quality of life in San Diego County through the efficient prosecution of felony crimes countywide and misdemeanor crimes in 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.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Promoted the participation of the District Attorney staff in youth mentoring programs. For example, the office provided training and work experience for foster youth participants in the County's Workforce Academy for Youth program.
- Spearheaded the update and implementation of the 2006 Child Victim/Witness Protocol for the uniform investigation of child abuse cases. Distributed protocol to over 2,000 law enforcement, child protective, and mental and medical health agencies.
- Established written protocol for juvenile offenders with mental health competency issues in collaboration with the Juvenile Court, Defense Bar, Probation Department, and Children's Mental Health Services. This protocol was drafted to reduce the number of repeat court hearings.
- Incorporated restitution orders and payment of fines into the Juvenile Drug Court's standard practices and probation conditions. This will establish the legal authority for defendants to pay victims for their losses.
- In collaboration with the Sheriff's Department, the Child Abduction Response Team (CART), and the Sexual Assault Felony Enforcement Task Force, developed a countywide immediate response strategy for child abduction cases that may involve a risk of harm. This strategy immediately mobilizes law enforcement countywide in the critical hours immediately after abduction.

Strategic Initiative – Safe and Livable Communities

- Successfully implemented the Community Prison Re-entry Program plan, authorized by Senate Bill 618, *Inmates: Individualized Assessments and Treatment Plans.* This program was developed in partnership with the California Department of Corrections and Rehabilitation, the Board of Supervisors, local criminal justice system agencies, and community members of the San Diego Re-entry Roundtable. Accomplishments include:
  - Decreased the time it takes to place an inmate into prison programs from an average of six months to two weeks.

- Each participant received comprehensive needs and risk assessments used to develop an individualized "Life Plan" of programs and activities to promote their rehabilitation.

- Helped empower citizens to reduce crime in their communities through education on public safety, outreach, and collaborations with law enforcement by meeting with over 250 community, professional, faith-based, educational, and law enforcement organizations to provide information and/or training on various crime prevention and public safety issues. Participated in over 400 community-based events.
- Established a written protocol to facilitate easy referrals of consumer related identity theft cases from law enforcement to the District Attorney's Office.
- Collaborated with the Domestic Violence Court and the San Diego Defense Bar to increase immediate sentencing of offenders by 19% over last fiscal year. This effort resulted in the offenders' participation in the Domestic Violence Recovery Treatment Program on average 20 days sooner than previous practice.
- Created a coalition with representatives from the San Diego County colleges and universities including San Diego State University, University of San Diego, University of California San Diego, and the Community College District, along with the Center for Community Solutions organization, and governmental agencies including U.S. military sexual assault advocacy programs, the Sheriff's Department, the San Diego Police Department, and the countywide SART (Sexual Assault Response Team) to develop and launch an educational rape prevention campaign, PRICE (Preventing Rape by Intoxication through Community Education). Created a web based and traditional media campaign using students from the various schools to create a message that would be effectively received by our target audience. The campaign focuses on the highest risk group as victims and/ or perpetrators (18 to 24 years old).

Required Discipline - Fiscal Stability

- Utilized the established policies and procedures to reduce the number of non-essential witnesses for preliminary hearings thereby reducing witness fees and related costs.

Required Discipline - Regional Leadership

- Conducted education and outreach to law enforcement agencies throughout the county to standardize the investigation of sex crimes. Designated attorneys with sex crimes expertise at the three District Attorney's branch offices to ensure consistency in prosecutions.
- Successfully partnered with local and federal law enforcement agencies to address gang-related crime. Specifically, worked with the East County Gang Task Force, the Violent Crime Task Force, the Federal Bureau of Investigations, San Diego Police Department, Oceanside Police Department, Probation Department, the City of San Diego Commission on Gang Prevention and Intervention and various community organizations.
- Successfully developed and implemented a protocol to appropriately direct human trafficking and drug smuggling cases to the United States Attorney's Office

Required Discipline – Skilled, Competent and Diverse Workforce

- Incorporated additional live-streaming trainings to the department's training program. This enables staff to access training from the convenience of their office workstations, thus facilitating more time for direct case work.

Required Discipline - Information Technology

- Successfully implemented the first phase of the three-year Document Management Business Process Re-engineering Plan to scan active case documents to allow prompt electronic retrieval of case information.
- Continued to work with the Superior Court and the Administrative Office of the Court to implement the Court's new case management system. Targeted implementation of criminal cases is 2008.
- Successfully implemented an electronic data back-up solution to recover case related and operational information in the event of a disaster.

2007-09 Objectives

Strategic Initiative – Kids

- Collaborate with Superior Court, Probation, and the San Diego Defense Bar to establish a family violence protocol that provides early treatment intervention for juveniles in custody.

Strategic Initiative – Safe and Livable Communities

- By December 2008, design and implement Community Prosecution Programs in the North, South, and East County Branch Offices in partnership with justice agencies, local government, private citizens, health service providers, businesses, and faith communities.
- By June 30, 2008, perform a comprehensive needs and risk assessment on average of six participants a week for placement in the Community Prison Re-entry Program, authorized by Senate Bill, 618 titled, *Inmates: Individualized Assessments and Treatment Plans.*
- Conduct departmentwide trainings on issues relating to victim restitution and victim services to increase victim restitution orders by five percent (5%) from the previous year.
- Develop interagency procedures to promote proactive investigation of fraud and nursing home crimes against the elderly by June 30, 2008.
- Increase law enforcement expertise in the area of Human Trafficking investigation and prosecution.
  - Develop the curriculum for a Human Trafficking Training for law enforcement officers and prosecutors by June 30, 2008.
- Provide sex offender related public safety educational forums or trainings for law enforcement, schools and the community.
  - Deliver six (6) audience appropriate forums or trainings on issues pertaining to Sex Offenders by June 30, 2008.
- By June 30, 2008, create a Warrant Unit in collaboration with the Fugitive Task Force to address outstanding criminal warrants.

Required Discipline - Fiscal Stability

- Settle 70% of adult felony cases prior to preliminary hearing.

Required Discipline - Regional Leadership

- Develop a protocol relating to internet crimes against children to proactively target sex offenders countywide by June 30, 2008.
  - Increase prosecutions of internet crimes against children by 10% by June 30, 2009.

Changes from 2006-07 Adopted

Staffing

The Fiscal Year 2007-09 Proposed Operational Plan includes 1,038.00 authorized staff years which is no change from the Fiscal Year 2006-07 Operational Plan.

Expenditures

Proposes a net increase of $19.7 million.

- Salaries and Benefits increase of $12.6 million to reflect negotiated cost of living adjustments and the restoration of funding for previously frozen positions ($6.0 million), to address increasing workload in cases presented and issued. Pending the availability of future funding, 57 positions will remain vacant.
- Services and Supplies increase of $3.3 million.
  - Increases in rents and leases of 1.1 million for the South Bay Branch Office ($0.9 million) and the High Technology Theft Apprehension and Prosecution Program (CATCH) ($0.2 million).
  - Increase in minor equipment of $ 0.5 million due to desktop computer upgrades.
  - Increase for facility maintenance of $0.4 million due to facility improvements in the Juvenile Branch Office.
  - Increases in special department expenses of $0.3 million due to move related costs for the CATCH program.
  - Increase in contracted services of $0.2 million due to contracts for Project Safe Neighborhoods (PSN) Grant.
  - Increase in witness expenses ($0.2 million), Public Liability Insurance ($0.2 million), automotive maintenance costs ($0.2 million), court room exhibits ($0.1 million), and medical and psychiatric exams ($0.1 million).
- Other Charges decrease of $0.1 million due to reduction of lease equipment needs.
- Capital Assets Equipment increase of $0.2 million due to replacement of information technology hardware which will support network capacity.
- Expenditures Transfers & Reimbursements decrease of $0.1 million for the Public Assistance Fraud Unit to realign revenues with estimated expenditures.
- Decrease of $0.1 in Operating Transfers Out due to reduction in the use of Federal Asset Forfeiture Funds for overtime costs.
- Increase in Management Reserves by $ 4.0 million based on Fiscal Year 2006-07 fund balance due to approved information technology projects to be completed in the upcoming year.

Revenue

Proposes a net increase of $19.7 million.

- Intergovernmental Revenues net increase of $0.9 million.
  - $0.5 million increase in the Career Criminal Prosecution Program.
  - $0.3 million increase due to the new Disability and Health Fraud Insurance Grant.
  - $0.1 million increase due to the new Life and Annuity Fraud Insurance Grant.
  - $0.2 million increase in the COPS Program.
  - $0.2 million increase in the Jurisdictions Unified for Drug Gang Enforcement (JUDGE)
  - $0.1 million increase in the Workers Compensation Insurance Fraud Program
  - $0.4 million decrease in the Urban Auto Grant Program,
  - $0.1 million decrease in the Auto Insurance Fraud Program
- Charges for Current Services decrease of $0.4 million
  - $0.3 million decrease in the Real Estate Fraud Program.
  - $0.1 million decrease in Damages for Fraud.
- Miscellaneous Revenues increase of $0.2 million due to Proposition 64, *Limit on Private Enforcement of Unfair Business Competition Laws,* to support the activities of an identify theft task force.
- Other Financing Sources net increase of $2.2 million

- $2.3 million increase due to growth in Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, to provide regional criminal prosecution services.
- $0.1 decrease in the use of Federal Asset Forfeiture Funds for overtime costs.

- Fund Balance increase of $5.6 million based on projected Fiscal Year 2006-07 fund balance to support the amounts included in Management Reserves, General Fund and PSG Fund Balance for other one-time costs including minor equipment and IT hardware replacement and a $0.1 million decrease in Federal Asset Forfeiture Fund used to support office wide services and supplies.
- General Revenue Allocation increase of $11.2 million to offset the increases described above.

Summary of Changes in Fiscal Year 2008-09

Proposes a net expenditure increase of $4.1 million primarily due to negotiated increases in Salaries and Benefits offset by the elimination of one-time costs and projects.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Achieve a conviction on felony cases prosecuted	94%	95%	94%	94%	94%
Achieve a conviction on misdemeanor cases prosecuted	88%	90%	89%	90%	90%
Resolve adult felony cases prior to the preliminary hearing. [1]	N/A	N/A	N/A	70%	70%
Felony defendants received[2]	31,182	31,200	30,500	N/A	N/A
Felony defendants issued[2]	18,704	18,750	17,950	N/A	N/A
Issue rate - Felony [2]	74%	76%	75%	N/A	N/A
Misdemeanor defendants received[2]	28,068	28,200	28,050	N/A	N/A
Misdemeanor defendants issued[2]	28,623	28,800	23,000	N/A	N/A
Issue rate – Misdemeanor[2]	86%	86%	82%	N/A	N/A

Table Notes

[1]This is the first year this measure is being tracked.

[2] Discontinued as a Performance Measure in Fiscal Year 2007-08 to be replaced with measures that better reflect outcome-based performance.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
General Criminal Prosecution	522.50	539.50	534.00	(1.02)	534.00
Specialized Criminal Prosecution	309.00	299.50	312.50	4.34	312.50
Juvenile Court	68.50	62.00	64.00	3.23	64.00
Public Assistance Fraud	92.00	84.00	73.50	(12.50)	73.50
District Attorney Administration	46.00	53.00	54.00	1.89	54.00
Total	1,038.00	1,038.00	1,038.00	0.00	1,038.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
General Criminal Prosecution	$ 59,890,546	$ 65,211,622	$ 76,873,294	17.88	$ 70,557,488
Specialized Criminal Prosecution	37,972,624	39,590,332	46,835,073	18.30	50,306,263
Juvenile Court	7,339,243	6,622,218	7,907,815	19.41	8,877,682
Public Assistance Fraud	(1,500,779)	(1,548,499)	(1,421,006)	(8.23)	(719,761)
District Attorney Administration	5,553,265	8,514,487	8,023,198	(5.77)	8,482,536
District Attorney Asset Forfeiture Program	527,500	550,241	463,000	(15.86)	400,000
Total	$ 109,782,399	$ 118,940,401	$ 138,681,374	16.60	$ 137,904,208

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 102,982,719	$ 111,213,333	$ 123,780,192	11.30	$ 127,878,287
Services & Supplies	11,675,739	12,934,224	16,257,813	25.70	15,785,243
Other Charges	2,784,495	2,649,911	2,514,276	(5.12)	2,514,276
Capital Assets Equipment	495,616	115,616	315,616	172.99	315,616
Expenditure Transfer & Reimbursements	(8,456,170)	(8,272,683)	(8,386,523)	1.38	(8,789,214)
Operating Transfers Out	300,000	300,000	200,000	(33.33)	200,000
Management Reserves	—	—	4,000,000	—	—
Total	$ 109,782,399	$ 118,940,401	$ 138,681,374	16.60	$ 137,904,208

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 1,927,500	$ 550,241	$ 6,178,636	1,022.90	$ 1,600,000
Intergovernmental Revenues	17,359,009	17,445,000	18,369,171	5.30	18,369,171
Charges For Current Services	2,022,312	1,631,744	1,210,000	(25.85)	1,210,000
Miscellaneous Revenues	549,281	1,159,217	1,353,412	16.75	1,353,412
Other Financing Sources	47,259,208	48,782,037	51,030,852	4.61	50,530,852
General Revenue Allocation	40,665,089	49,372,162	60,539,303	22.62	64,840,773
Total	$ 109,782,399	$ 118,940,401	$ 138,681,374	16.60	$ 137,904,208

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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 4,000 employees provide general law enforcement, detention, and court services, as well as regional investigative support and tactical emergency response. Law enforcement services are provided to 875,000 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 5,200 inmates per day. The Sheriff's detention facilities book 146,000 inmates annually. Services provided to the San Diego Superior Courts include weapons screening and courtroom security. The department also serves as the County's levying and enforcement agency for execution, service and return of all writs, warrants, and other processes issued by the courts.

Mission Statement

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

2006-07 Anticipated Accomplishments

Strategic Initiative – The Environment

- Ordered a Type III Communications Platform Helicopter to provide advanced interoperable communications and enhanced disaster and multi-hazard response for the region. Because the military aircraft purchases are receiving priority, the estimated receipt of the helicopter is spring 2008.
- Began the Environmental Impact Report (EIR) process for the replacement of the Las Colinas Women's Detention Facility on a portion of the Edgemoor property in September 2006.

Strategic Initiative – Safe and Livable Communities

- Hired 244 sworn staff in Fiscal Year 2006-07 by increasing the number of testing dates, streamlining the background process and improving advertising to attract more applicants. During the same period, attrition was 180, leaving a net sworn staff increase of 64.
- To increase public and officer safety, the department provided four deputies serving the rural portions of the county with K-9s. The department was not able to increase the number of patrol deputies serving the rural areas due to hiring and retention issues.
- Completed the identification of viable parcels of land on which to build stations in the communities of Rancho San Diego and Alpine. Negotiations began on the acquisition of a site for a new law enforcement station in Rancho San Diego. Agreement was reached on the terms to purchase a replacement building in Alpine. The estimated occupancy date in Alpine is March 2008.
- Took possession of an additional 200 jail beds previously leased to Correctional Corporation of America at the East Mesa site. The facility was renovated to comply

with Title 15 standards, detention facility standards set by the State of California. An ongoing evaluation of inmate population and authorized staffing and hiring levels will determine when the facility will commence operation.

- Evaluated inmate classifications of women offenders and requested on-site technical assistance from the National Institute of Corrections (NIC). NIC's assessment will commence before the end of Fiscal Year 2006-07 and will help determine if a new classification system should be developed to include factors related to gender.
- Participated in the development and co-location of regional public safety agencies into the San Diego Law Enforcement Coordination Center (SD LECC), an all-crimes intelligence center. The building for the LECC is currently being refurbished and is anticipated to be fully operational by June 2007. The FBI is the lead agency on the LECC.
- Completed the auditorium and training areas of the Regional Forensic Training Center in the Sheriff's Crime Lab. Construction of the mock lab is in progress. This center will provide forensic training for all law enforcement agencies in the San Diego Region and should be complete with training classes beginning July 2007.
- Implemented 70% of the law enforcement automated field reporting and records management system functions (AFR/RMS) and began departmentwide deployment, beginning in the Poway station. The remaining 30% of the system functions will be implemented incrementally in Fiscal Year 2007-08. The AFR/RMS will automate the report-writing function of deputies.
- Strengthened regional courthouse security by the following actions: Contracted with a security consultant who will examine facility interior/exterior layout and prepare recommendations for improving courthouse security; Prepared for the implementation of the Reverse 9-1-1 System within the San Diego Courthouse when technical system issues are resolved; Reduced the number of vendors who have proximity card access to court buildings; Developed a training program for judges and court staff in response to emergency situations; Developed a team to conduct security planning in advance of high risk/high-profile cases at San Diego Court.
- Initiated a partnership with the Superior Court for the development of a "One-Stop-Shop," streamlining the process for obtaining, serving, and enforcing domestic violence orders, to allow members of the public to complete the process at one facility.
- Reengineered the domestic violence order process by implementing the use of scanners in six courthouse facilities, thereby expediting data entry of domestic violence orders into the California Law Enforcement Telecommunications System. The system provides domestic violence order issuance information to all enforcement agencies within the state.

2007-09 Objectives

Strategic Initiative – Safe and Livable Communities

- Implement the Professional Standards Unit to conduct critical incident reviews, quality assurance reviews and review of all events involving serious injury by the end of Fiscal Year 2007-08.
- Address critical staff shortages by hiring 260 sworn staff by the end of Fiscal Year 2007-08. The department will dramatically broaden advertising to distinguish the San Diego Sheriff's Department from other law enforcement agencies and increase lateral recruitment.

- Assess 100% (18) of Sheriff's County-owned facilities during Fiscal Year 2007-08 to identify infrastructure improvements necessary to support public safety services. Develop a facilities database to track improvements.
- By the end of Fiscal Year 2008-09, submit the Final Environmental Impact Report on the replacement of the Las Colinas Women's Detention Facility to the Board of Supervisors for certification.
- Commence operation of an additional 200 jail beds made available by the expiration of the Correctional Corporation of America lease at the East Mesa site to stay in compliance of the court ordered jail capacity.
- Implement two innovative re-entry programs (Youth Offender Program and Risk/Needs Assessment Program) by the end of Fiscal Year 2008-09 to improve the inmates' reintegration into the community.
- Provide timely information regarding issuance and service of restraining orders along with critical restraining order information via a public web page by December 2007.
- Implement three additional security teams by the end of Fiscal Year 2007-08 to address the heightened security needs in courthouses associated with high risk/high profile cases.
- Reduce the time needed for the Crime Lab to process and deliver DNA analysis for street crimes (robbery, burglary, auto theft) to area investigators from an average of 161 days to 15 days by creating a rapid response DNA Team. The team will consist of 10 criminalists who will be hired and trained by January 1, 2008.
- Reduce the number of larceny/theft property crime reports requiring deputy response by 5% through the development and implementation of an online reporting mechanism for victims of such property crimes by January 1, 2008. Reports will be automatically routed to the proper area of responsibility for follow up investigation.
- Develop the Automated Regional Justice Information System (ARJIS) interface of the Records Management System by the end of Fiscal Year 2007-08 in order to access real-time criminal data available to deputies.

Changes from 2006-07 Adopted

Staffing

Proposes an increase of 24.00 staff years, with an increase of 22.00 associated with the conversion of 44 current half-time positions to full time. An increase of 2.00 staff years is due to the mid-year action to add positions funded through Proposition 69, the *DNA Fingerprint, Unsolved Crime and Innocence Protection Act*, for DNA analysis.

Expenditures

Proposes an increase of $24.2 million.

- Increase in Salaries and Benefits of $23.1 million due primarily to negotiated cost of living adjustments and the staffing changes discussed above.
- Increase of $8.5 million in Services and Supplies.
  - Increase of $2.6 million due to internal service fund costs associated with facility management, rents and leases, auto maintenance, and utilities.
  - Increase in public liability insurance of $1.3 million due to the change in the method for calculating contributions.
  - Increase of $1.4 million due to increasing inmate population and cost increases in food, household goods, medical supplies and contracted x-ray and lab services, and medications and pharmaceuticals.
  - Increase of $1.0 million for contracted services provided to seriously and persistently mentally ill adults in jail associated with the Mentally Ill Offender Crime Reduction (MIOCR) grant.

- Increase of $2.5 million for licenses and maintenance of departmentwide software for newly deployed systems, including SDLaw, the eSan Diego Users Network (eSUN), the netRecord Management System (netRMS) and the California Law Enforcement Telecommunications System (CLETS).
- Increase of $0.5 million for advertising costs associated with deputy recruitment.
- Decrease of $0.8 million associated with one-time Mugshot system purchases.

- Decrease of $2.5 million in Capital Assets and Equipment due to one-time purchases completed in 2006-07.
- Increase of $0.5 million in Expenditure Transfers and Reimbursements due to increased reimbursement from the Probation Department for food services provided by the Central Production Kitchen to the Probation Institutions. Since this is a reimbursement, it has the effect of a $0.5 million decrease in expenditures.
- Increase of $0.3 million in Operating Transfers due to reimbursements for increased Salaries and Benefits costs associated with positions funded by the Jail Stores Internal Service Fund and an increase in the transfer amount from Jail Stores to the Inmate Welfare Fund.
- Decrease in Management Reserves of $4.7 million.

Revenues

Proposes an increase of $24.2 million.

- Decrease in Fines, Forfeitures, and Penalties of $2.9 million.
  - $2.5 million decrease in Cal-ID Trust Fund revenue because the proposed budget has not yet been approved by the Remote Access Network (RAN) Board, who oversees this revenue. It is anticipated a portion of this revenue will be included in the Change Letter subsequent to RAN board approval.
  - $0.4 million decrease in Writ Disbursement Trust Fund revenue due to a decrease in the amount of available revenue in the fund.
- Decrease in Revenue from Use of Money & Property of $1.1 million due to reduced rents and concessions revenue associated with 200 jail beds which reverted to County ownership as of May 2006. The beds were leased to Corrections Corporation of America (CCA).
- Increase in Intergovernmental Revenues of $1.8 million.
  - $1.0 million increase for the Mentally Ill Offender Crime Reduction (MIOCR) Grant for seriously and persistently mentally ill adults in jail.
  - $0.9 million increase in Trial Court reimbursement for negotiated cost of living adjustments associated with Superior Court security services.
  - $0.6 million increase in Standards for Training and Corrections (STC) revenue as the revenue was restored in the Governor's budget.
  - $0.4 million increase in AB 3229, *Citizens Option for Public Safety (COPS)* program revenue for providing front-line law enforcement services and detention services.
  - $0.2 million increase in Proposition 69, *DNA Fingerprint, Unsolved Crime and Innocence Protection Act* revenue to offset the costs of two additional positions in the Crime Lab to process the increased number of DNA samples from convicted felons, at crime scenes, and in preparation for court.
  - $0.3 million decrease associated with the federal Community Oriented Policing Services (COPS) 2006 Technology grant used for one-time purchases of hardware and software licenses for the North County Data Disaster Recovery Center.
  - $1.0 million decrease associated with the Urban Area Security Initiative (UASI) grant revenue for a one-time purchase of a regional paging system.
- Increase of $6.0 million in Charges for Current Services.

- $5.3 million increase for negotiated cost of living adjustments and increased levels of contracted law enforcement services provided to nine incorporated cities.
- $0.6 million increase for law enforcement services provided to the Barona Band of Mission Indians, the Pala Band of Mission Indians, the La Posta Band of Indians, and the Viejas Band of Kumeyaay Indians.
- $0.1 million increase from the Department of Justice offsetting costs of producing Temporary Restraining Order records.

- Increase of $11.0 million in Other Financing Sources due to increased Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, revenue ($10.7 million increase) to provide regional law enforcement and detention services and an increase in the amount of funds transferred from the Jail Stores Internal Service Fund to the Inmate Welfare Fund ($0.3 million increase). This increase includes $2.7 million in prior year Proposition 172 revenue to fund one-time purchases.
- Fund Balance increase of $2.1 million for a total of $9.9 million. The increased fund balance is to support an increase in maintenance costs, primarily in the detention facilities. Other proposed fund balance amounts support Management Reserves and information technology expenditures.
- Increase of $7.3 million in General Revenue Allocation will support a portion of the negotiated cost of living adjustments.

Summary of Changes in Fiscal Year 2008-09

Net increase of $10.7 million primarily due to an increase in Salaries and Benefits of $18.6 million for negotiated cost of living adjustments and the staffing changes described above offset by the elimination of one-time costs and projects.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Priority 1 & 2 Response Times:					
— Incorporated Response Times (Min.)	11.5	11.9	11.2	11.8	12.1
— Unincorporated Response Times (Min.)	15.1	15.3	15.0	15.5	15.8
— Rural Response Times (Min.)	22.9	22.7	22.7	22.6	22.3
Public Calls for Service	237,611	242,635	232,697	237,215	237,001
Deputy Initiated Actions (DIA)	215,346	214,457	231,948	225,594	225,204
Daily Average – Number of Inmates	5,184	5,375	5,200	5,460	5,733
Number of Jail Bookings	144,727	151,963	146,011	148,201	150,424
Bank Garnishment Civil Unit Processing [1]	N/A	N/A	10 Days	8 Days	7.5 Days

Table Notes

[1] Bank garnishments resulting from court orders are received and processed into the Civil Accounting System before they are served on banking institutions. Streamlining current procedures and improving performance will reduce processing time, thereby allowing for increased customer service.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Detention Services	1,802.50	1,787.50	1,790.50	0.17	1,790.50
Law Enforcement Services	1,335.00	1,334.00	1,337.00	0.22	1,337.00
Sheriff Court Services	458.00	467.00	469.00	0.43	469.00
Human Resource Services	156.00	157.00	166.00	5.73	166.00
Management Services	235.00	239.00	244.00	2.09	244.00
Sheriff's ISF / IT	10.00	12.00	11.00	(8.33)	11.00
Office of the Sheriff	12.00	12.00	15.00	25.00	15.00
Total	4,008.50	4,008.50	4,032.50	0.60	4,032.50

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Detention Services	$ 177,264,088	$ 190,723,255	$ 203,319,386	6.60	$ 210,395,430
Law Enforcement Services	157,585,291	178,147,318	186,696,787	4.80	192,071,647
Sheriff Court Services	46,891,244	49,139,960	51,718,717	5.25	53,453,022
Human Resource Services	16,489,451	17,972,617	17,864,070	(0.60)	17,524,825
Management Services	34,809,898	36,265,498	31,569,986	(12.95)	29,662,635
Sheriff's ISF / IT	45,516,651	53,143,745	59,475,912	11.92	58,150,386
Office of the Sheriff	1,856,047	4,089,758	2,610,840	(36.16)	2,686,268
Sheriff Asset Forfeiture Program	1,100,000	1,100,000	1,100,000	0.00	1,100,000
Sheriff Jail Stores ISF	3,850,000	4,259,800	4,673,447	9.71	4,673,447
Sheriff's Inmate Welfare Fund	4,559,081	4,705,845	4,701,337	(0.10)	4,701,912
Countywide 800 MHZ CSA's	858,452	873,452	881,403	0.91	881,403
Total	$ 490,780,203	$ 540,421,248	$ 564,611,885	4.48	$ 575,300,975

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 386,112,728	$ 409,208,779	$ 432,311,947	5.65	$ 450,956,688
Services & Supplies	86,745,739	109,901,172	118,386,215	7.72	112,510,535
Other Charges	20,240,342	15,148,278	15,221,278	0.48	15,221,278
Capital Assets Equipment	1,364,898	3,560,825	1,041,810	(70.74)	737,810
Expenditure Transfer & Reimbursements	(6,864,967)	(7,058,192)	(7,601,971)	7.70	(7,877,942)
Operating Transfers Out	3,181,463	3,423,681	3,752,606	9.61	3,752,606
Management Reserves	—	6,236,705	1,500,000	(75.95)	—
Total	$ 490,780,203	$ 540,421,248	$ 564,611,885	4.48	$ 575,300,975

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 6,666,710	$ 7,860,989	$ 9,900,000	25.94	$ 7,645,000
Licenses Permits & Franchises	233,500	233,500	233,500	0.00	233,500
Fines, Forfeitures & Penalties	13,909,747	12,185,975	9,321,237	(23.51)	8,805,469
Revenue From Use of Money & Property	6,417,877	7,300,000	6,184,391	(15.28)	6,184,391
Intergovernmental Revenues	37,757,944	52,490,799	54,303,684	3.45	52,901,481
Charges For Current Services	79,238,912	86,613,474	92,610,803	6.92	92,384,862
Miscellaneous Revenues	4,532,865	5,362,665	5,319,447	(0.81)	5,319,447
Other Financing Sources	159,565,982	174,176,567	185,212,568	6.34	189,510,290
General Revenue Allocation	182,456,666	194,197,279	201,526,255	3.77	212,316,535
Total	$ 490,780,203	$ 540,421,248	$ 564,611,885	4.48	$ 575,300,975

Alternate Public Defender

Department Description

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

Mission Statement

Ensure that the right to competent and effective defense counsel is a reality for the indigent in San Diego County by always seeking the best ethical and legal outcomes possible through skilled and vigorous representation for every client.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

Maintained and maximized opportunities for success of families and children through focus on resources, education, and partnerships.

- Reunited 58% (2,243) of families in dependency cases which are completed and closed out of the juvenile court system.

Strategic Initiative – Safe and Livable Communities

Achieved an early resolution of the case favorable to the client through negotiation and persuasion.

- Accomplished direct contact with 85% (5,868) of clients prior to the first court appearance to foster and ensure client rapport and family trust to facilitate favorable early resolutions, where appropriate.

Required Discipline – Skilled, Competent and Diverse Workforce

Ensured defense team is able to develop a successful legal strategy and determine viable defenses and/or mitigation circumstances at an early stage of the case.

- Achieved a minimum of 16 hours of training/outreach for 60% (960 hours for 60 positions) of staff to ensure the ability to develop a successful legal strategy and to determine viable defenses.

2007-09 Objectives

Strategic Initiative – Kids

Maintain and maximize opportunities for success of families and children through focus on resources, education, and partnerships.

- Reunite 59% (2,281) of families in dependency cases which are completed and closed out of the juvenile court system.

Strategic Initiative – Safe and Livable Communities

Achieve through negotiation and persuasion an early resolution favorable to the client.

- Accomplish direct contact with 90% (2,885) of all adult clients with criminal charges before the pre-preliminary hearing conference in all new filings to build rapport and trust with client and family thereby facilitating a favorable early resolution, when appropriate.

Achieve timely initiation of and response to investigation requests in the most complex cases to promote fairness in the administration of justice and insure that mandated legal services are provided in a cost effective and efficient manner through strategic and tactical planning.

- Complete 90% (78) of initial investigation assignments prior to preliminary hearing on new appointments when client is exposed to a life sentence.

Required Discipline – Skilled, Competent and Diverse Workforce

Ensure all staff is able to develop a successful legal strategy and determine viable defenses and/or mitigation circumstances at an early stage of the case.

- Achieve a minimum average of 16 hours of training/ outreach for 70% (1,120 hours for 70 positions) of staff to ensure the ability to develop a successful legal strategy and to determine viable defenses.

Seek and maintain 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.

- Achieve an increase of 10% (1,070 hours) provided by volunteers in all programs, up from 11,000 volunteer hours in Fiscal Year 2006-07 to 12,070 hours.

Changes from 2006-07 Adopted

Staffing

Proposes no changes in total staffing. Transfers among divisions are proposed based on operational needs.

Expenditures

Proposes an increase of $1.0 million.

- Increase of $0.6 million in Salaries and Benefits to support negotiated cost of living adjustments.
- Increase of $0.4 million in Services and Supplies due to an increase in facility operations, maintenance, and utility costs.
- Increase of $0.1 million in Capital Assets Equipment for the purchase of vehicles.

Revenues

Proposes an increase of $1.0 million.

- Increase of $0.4 million in Intergovernmental Revenues due to an increase in Reimbursement for Trial Courts which will directly offset the increased costs of the Juvenile Dependency program.
- Increase of $0.2 million in Fund Balance. Budgeted Fund Balance will be used for one-time purchase of vehicles, video conferencing equipment, and construction of a storage facility for the El Cajon Office.
- Increase of $0.4 million in General Revenue Allocation to support the operating cost increases described above.

Summary of Changes in Fiscal Year 2008-09

Proposes a net increase of $0.4 million due primarily to negotiated cost of living adjustments.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Reunify families in completed and closed dependency court cases[1]	N/A	55% 1,350	58% 2,243[2]	59% 2,281	60% 2,335
Accomplish direct contact with every client prior to the first court appearance[3]	N/A	90%	85%	N/A	N/A
Achieve a minimum average of 16 hours of training / outreach for department staff[4]	N/A	60%	60%	70%	75%
Accomplish direct contact with every client prior to the first court appearance in new adult criminal cases[5]	N/A	N/A	70% 1,738	90% 2,885	91% 2,917
Complete initial investigation assignments prior to preliminary hearing on new life sentence case appointments[6]	N/A	N/A	N/A	90% 78	95% 83
Percentage increase of volunteer hours[6]	N/A	N/A	N/A	10% 11,000	12% 12,070

Table Notes

[1] Reunification is child with parent only. "Closed" means case is closed out of the juvenile court system.

[2] The data collection practices for this measure were not consistent for the baseline year and did not accurately account for all reunified children. A new data collection tool was developed to accurately reflect reunification numbers.

[3] This measure will be discontinued as of Fiscal Year 2007-08 and replaced by a measure that better reflects outcomes for clients and community.

[4] Relevant skills include advocacy, communication, community networking and support, diversity and customer service.

[5] The data collection practices for this measure were not consistent for the baseline year. The projected increase of 20% will more accurately reflect the data collection for Fiscal Year 2007-08 and beyond.

[6] New Measures effective Fiscal Year 2007-08 to reflect current strategic priorities and outcomes for the community.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Administration	8.00	7.00	7.00	0.00	7.00
Juvenile Dependency	39.00	39.00	38.00	(2.56)	38.00
Juvenile Delinquency	7.00	6.00	8.00	33.33	8.00
Criminal Defense	41.00	48.00	47.00	(2.08)	47.00
Total	95.00	100.00	100.00	0.00	100.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Administration	$ 1,113,063	$ 1,089,065	$ 1,165,328	7.00	$ 1,210,143
Juvenile Dependency	4,593,934	5,015,861	5,390,692	7.47	5,613,863
Juvenile Delinquency	1,229,336	1,032,676	1,336,514	29.42	1,394,569
Criminal Defense	6,700,375	7,963,651	8,247,599	3.57	8,346,407
Total	$ 13,636,708	$ 15,101,253	$ 16,140,133	6.88	$ 16,564,982

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 11,033,828	$ 12,388,979	$ 12,980,004	4.77	$ 13,443,686
Services & Supplies	2,602,880	2,712,274	3,076,129	13.42	3,121,296
Capital Assets Equipment	—	—	84,000	—	—
Total	$ 13,636,708	$ 15,101,253	$ 16,140,133	6.88	$ 16,564,982

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ —	$ —	$ 212,000	—	$ —
Fines, Forfeitures & Penalties	49,851	49,851	51,347	3.00	51,347
Intergovernmental Revenues	5,382,512	5,582,528	5,959,270	6.75	6,069,270
Miscellaneous Revenues	80,000	300,000	302,400	0.80	313,000
General Revenue Allocation	8,124,345	9,168,874	9,615,116	4.87	10,131,365
Total	$ 13,636,708	$ 15,101,253	$ 16,140,133	6.88	$ 16,564,982

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 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.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Initiate legal action to determine parentage and obtain fair and appropriate child support and/or medical support in a timely manner.
  - Increased the percentage of open cases with an enforceable order from 80% to 86%, exceeding the target of 80%. 92,300 cases of 106,700 open cases have an enforceable order.
  - Actively reviewed in excess of 10,000 of 92,300 cases with a current support order for a modification of support to ensure a fair and accurate order exists for the parties involved, meeting the target.
  - The percentage of cases with parentage established decreased from 84% (101,200) to 80% (84,200), not meeting the target of 90%. The factor that impacted the ability to meet this goal was that the focus on 1) filing documents with the courts to establish parentage in more cases and 2) closing cases which were not eligible for paternity establishment was not implemented until mid-year.
- Maximize compliance with support orders by promoting, enabling, and ensuring payment for families. Collect reimbursement for public assistance programs.
  - Decreased the number of non-paying cases from 15,100 cases to 13,700 cases, an 8% decrease. The percentage of non-paying cases to total cases is 31%, meeting the target.
  - Increased the percentage of current support collected (est. $76 million) to current support owed (est. $152 million) from 49% to 50%, meeting the target.
  - Increased the percentage of arrears cases with a payment on arrears due from 52% (42,000) to 54% (43,500), meeting the target.
- Inform and educate the community about child support services through proactive media relations and community outreach.
  - Developed an advertising strategy utilizing the demographics of the caseload to increase community awareness of the free services provided by DCSS. As a result, expanded outreach to the North County by conducting orientations for custodial parents, staffing information booths at community events and addressing the legal officers at Camp Pendleton.
  - Increased media outreach in some areas identified by producing two media informational packets and appeared on three radio or television public affairs

shows. Despite extensive and focused media outreach, DCSS was unable to increase outreach in print due to the media choosing not to run some of the story ideas submitted by DCSS, placing two, not four features about DCSS in local media and distributing three, not six press releases.
  - Increased the number of weekday outreach presentations at community based organizations from 25 to 30, meeting our target. This resulted in a 15% increase in contacts with the public, from 960 to 1,100.
  - Created and delivered four pilot orientations for non-custodial parents regarding their responsibilities and options related to their child support obligations.

Required Discipline – Accountability/Transparency

- Exceeded the federal performance measure goal, which measures program cost effectiveness, and collected $3.00 of support for $1.00 spent on operations.

2007-09 Objectives

The DCSS continues to focus on its mission critical services to address the loss of staff due to the continued flat revenue allocation from the State. This plan includes objectives which reflect desired outcomes and priorities of the department.

Strategic Initiative – Kids

- Initiate legal action to determine parentage and obtain fair and appropriate child support and/or medical support in a timely manner.
  - Ensure at least 85% (92,000) of open cases have an enforceable order.
  - Review 10,000 of an estimated 109,000 cases with a current support order to ensure a fair and accurate order exists for the parties involved.
  - Increase the percentage of cases with parentage established from 80% (84,200 of 105,250) to 85% (est. 78,600 of 92,470).
- Maximize compliance with support orders by promoting, enabling, and ensuring payment for families. Collect reimbursement for public assistance programs.
  - Increase the percentage of current support collected to current support owed from 50% (est. $76 million of $152 million) to 51% (est. $78 million of $152 million).
  - Increase the percentage of arrears cases with a payment on arrears due from 54% (43,500 of 80,556) to 56% (est. 42,300 of 75,536).
  - Implement the auto-dialer which will automatically call the non-custodial parents at the phone numbers provided to establish and enforce child support orders.
- Inform and educate the community about child support services through proactive media relations and community outreach.
  - Expand the Paternity Opportunity Program outreach which assists unmarried parents in establishing parentage, to 10 area clinics, in addition to the ongoing outreach to local hospitals, to increase the percentage of paternities established among births to unwed parents in San Diego County.
  - Conduct a minimum of 30 weekday outreach presentations each year utilizing defined demographic target markets to specific populations in the county to inform them of available DCSS services.
  - Develop and proactively distribute informational flyers of the free services for parents provided by DCSS to area day care centers.
  - Create one new innovative program to inform 100% of non-custodial parents who participate regarding their responsibilities and options related to their child support obligations.

Required Discipline – Accountability/Transparency

- Meet or exceed the federal performance measure goal, which measures program cost effectiveness, and collect at least $2.00 of support for every $1.00 spent on operations.

Changes from 2006-07 Adopted

Staffing

Proposes a decrease of 50.00 staff years.

- As a result of continued flat State funding of the child support program for Fiscal Year 2007-08, 50.00 vacant staff years are proposed to be eliminated to align expenditures with program revenues. Fiscal Year 2006-07 is the fourth year of flat funding resulting in staffing decreases through attrition. Although service levels have been impacted, DCSS has minimized this impact, and in some areas increased productivity using strategic planning and business process reengineering.

Expenditures

Proposes a net decrease of $0.9 million.

- Net increase of $1.5 million in Salaries and Benefits. The salary savings resulting from the elimination of 50.00 staff years is offset by negotiated cost of living adjustments and the temporary one-time funding augmentation for salary costs of temporary staff working on a project to assist in the transition to the statewide California Child Support Automated System (CCSAS) in June 2008.
- Decrease of $2.3 million in Services and Supplies due to the elimination of the federal penalty payment that will no longer be due once the State implementation and certification of the California Child Support Automated System is effective. In addition there is a decrease in facility lease payments and operational costs due to the continued downsizing of DCSS staff.

Revenues

Proposes a net decrease of $0.9 million.

- Decrease of $0.5 million in Intergovernmental Revenues due to a decrease in claimable expenditures as a result of the elimination of the federal penalty associated with the State's delayed implementation of a statewide child support system and the one-time and ongoing revenue for Information Technology expenditures will decrease with San Diego's transition to the statewide California Child Support Automated System (CCSAS) in June 2008.
- Decrease of $0.4 million in Charges for Current Services due to a decrease in the number of open welfare cases where amounts collected result in a reimbursement to the County for income assistance payments.

Summary of Changes in Fiscal Year 2008-09

State funding available to the local DCSS is not projected to increase. Increased operational costs may require staff years to be further reduced in Fiscal Year 2008-09. Additional Operational Plan changes may be required as the final implementation of California Child Support Automated System occurs in June 2008.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Percent of Current Support Collected (Federal performance measure #3)	49%	50%	50%	51%	52%
Customer satisfaction rating (Scoring 1-5)[1]	4.3	4.4	4.6	4.5	4.5
Percent of cases with an enforceable order (Federal performance measure #2)	80%	80%	86%	85%	90%
Percent of arrears cases with a collection (Federal performance measure #4)	52%	54%	54%	56%	58%
Total Collections(in millions)[2]	$164	$168	$164[2]	$164	$164

Table Notes

The five Federal Performance measures are nationally defined measures subject to incentives to the State and include:

1) Establishment of Paternity,

2) Cases with an Enforceable Child Support Orders,

3) Collections on Current Support

4) Cases with Collections on Arrears

5) Cost Effectiveness of the Program

[1] Scale of 1-5, with 5 being "excellent". This performance measure was established in Fiscal Year 2005-06. The internal customer service satisfaction survey will be reviewed quarterly for results.

[2] Total collections did not increase by the projected 2% as a result of decreasing welfare collections and a decrease in new applications for services. During this fiscal year, collections also decreased statewide.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Public Relations	4.00	4.00	4.00	0.00	4.00
Production Operations	557.00	500.00	466.00	(6.80)	466.00
Staff Development Division	18.00	18.00	16.00	(11.11)	16.00
Quality Assurance	2.00	2.00	2.00	0.00	2.00
Administrative Services	23.00	22.00	21.00	(4.55)	21.00
Recurring Maintenance and Operations	12.00	12.00	4.00	(66.67)	2.00
Help Desk Support	8.00	6.00	1.00	(83.33)	—
Total	624.00	564.00	514.00	(8.87)	511.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Public Relations	$ 335,051	$ 347,523	$ 360,228	3.66	$ 374,514
Production Operations	49,728,204	46,765,683	47,387,260	1.33	45,960,300
Staff Development Division	1,486,226	1,476,101	1,355,981	(8.14)	1,433,922
Quality Assurance	204,760	196,956	185,246	(5.95)	192,218
Administrative Services	2,116,776	2,153,291	2,205,855	2.44	2,309,261
Recurring Maintenance and Operations	1,580,016	1,650,269	682,439	(58.65)	491,205
Help Desk Support	657,981	582,106	137,439	(76.39)	43,070
Total	$ 56,505,214	$ 53,171,929	$ 52,314,448	(1.61)	$ 50,804,490

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 46,280,637	$ 42,006,384	$ 43,495,081	3.54	$ 42,558,487
Services & Supplies	9,828,377	11,165,545	8,819,367	(21.01)	8,246,003
Total	$ 56,505,214	$ 53,171,929	$ 52,314,448	(1.61)	$ 50,804,490

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Intergovernmental Revenues	$ 53,935,214	$ 50,619,329	$ 50,163,948	(0.90)	$ 48,653,990
Charges For Current Services	2,520,000	2,550,600	2,146,500	(15.84)	2,146,500
Miscellaneous Revenues	50,000	2,000	4,000	100.00	4,000
General Revenue Allocation	—	—	—	0.00	—
Total	$ 56,505,214	$ 53,171,929	$ 52,314,448	(1.61)	$ 50,804,490

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 is also able to investigate, 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 monthly workload updates, synopses of completed investigations, and publishes a comprehensive annual report that is widely distributed and available on the Review Board's website (www.sdcounty.ca.gov/clerb).

Mission Statement

To increase public confidence in government and the accountability of law enforcement through the investigation and reporting of citizen complaints of misconduct against peace officers or custodial officers employed by the County in the Sheriff's or Probation Departments.

2006-07 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

Maintained public accountability of Sheriff's and Probation's peace officers to the extent allowed by law through the receipt, timely investigation, and board review of citizens' complaints.

- During calendar year 2006, received a total of 108 new complaints and closed 141 cases. Issued and distributed publicly, 12 monthly workload reports to the Review Board and 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.
- Completed all case investigations within one year of receipt, except for two death cases that required lengthy investigation by the Sheriff's Department before they became available to CLERB. Pending open cases stood at the lowest level in over 10 years at 36.
- Maintained a complaint turn-around of two working days or less, measured from when the complaint is received to when case documents are completed and returned to the complainant for verification and signature, meeting target.
- Provided monthly early warning reports to the Sheriff's and Probation Departments on the nature of complaints filed and the identity and assignment of the employees, when known, to enable corrective action when necessary, meeting target.
- Increased community awareness of the Review Board by participating in four community meetings during calendar year 2006, meeting target.

2007-09 Objectives

Strategic Initiative – Safe and Livable Communities

Maintain public accountability of Sheriff's and Probation's peace officers, to the extent allowed by law, through the receipt, timely investigation, and board review of citizens' complaints of misconduct.

- Issue and distribute publicly, 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 changes.
- Ensure complaint investigations are completed within one year of receipt, unless delayed due to lengthy investigations as a result of the complexity of the case.
- Process new complaints in a timely manner. Maintain a complaint turn-around of two working days or less, measured from when the complaint is received to when case documents are completed and returned to the complainant for verification and signature.
- 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.

Required Discipline - Accountability/Transparency

- To the extent legally allowable, maintain a transparent and independent citizen complaint process that provides relevant feedback and recommendations to the Sheriff and Chief Probation Officer.
- Provide redacted case synopses that give more information to the public but respect peace officers' confidentiality rights.
- Increase community awareness of the Review Board through quarterly, multidisciplinary outreach.

Changes from 2006-07 Adopted

Staffing

No proposed changes in staffing.

Expenditures

Proposes an increase of $0.04 million in Salaries and Benefits to support negotiated cost of living adjustments.

Revenues

Proposes an increase of $0.04 million in General Revenue Allocation to support the operating cost increases described above.

Summary of Changes in Fiscal Year 2008-09

Proposes an increase of $0.02 million associated with negotiated cost of living adjustments.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Mail out complaint documents for complainant signature within two working days of initial contact[1,2]	100% of 116	100%	100%	100%	100%
Complete case investigations within one year[2]	99% of 128	100%	99%	100%	100%
Provide monthly early warning reports to the Sheriff's and Probation Departments (target: 12 reports annually)	12	12	12	12	12
Hold or attend at least one community based meeting per quarter (target: 4 meetings annually)	9	4	4	4	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 % of complaints and investigations processed as a measure of internal department performance standards. The estimated annual number of complaints received is 161 based on a five year average.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Law Enforcement Review Board	4.00	4.00	4.00	0.00	4.00
Total	4.00	4.00	4.00	0.00	4.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Law Enforcement Review Board	$ 497,922	$ 523,047	$ 560,194	7.10	$ 579,027
Total	$ 497,922	$ 523,047	$ 560,194	7.10	$ 579,027

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 397,963	$ 420,918	$ 454,732	8.03	$ 473,185
Services & Supplies	99,959	102,129	105,462	3.26	105,842
Total	$ 497,922	$ 523,047	$ 560,194	7.10	$ 579,027

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
General Revenue Allocation	$ 497,922	$ 523,047	$ 560,194	7.10	$ 579,027
Total	$ 497,922	$ 523,047	$ 560,194	7.10	$ 579,027

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 recovery from disasters to ensure safe and livable communities.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

Promoted and supported family self-sufficiency prior to, during, and after a disaster.

- Developed an OES Patch Program by working with the Young Marines and Devil Pups to distribute Family Disaster Plans in their communities. OES was unable to coordinate the Merit Badge Program with the Boy Scouts of America.
- Researched and added additional links to external sites to assist students with research on emergency management topics for the OES Kids Page to promote family emergency readiness.
- Conducted five emergency preparedness presentations at local educational institutions throughout the county reaching approximately 1,000 people.
- Partnered with San Diego County Office of Education and San Diego Unified School District to provide Emergency Survival Program materials to all 646 schools.

Strategic Initiative – The Environment

Reduced environmental risk through regulation, intergovernmental collaboration, and leveraging public and private resources.

- Worked with the U.S. Coast Guard in regional oil spill contingency planning.

Strategic Initiative – Safe and Livable Communities

Collaborated with individuals and communities to anticipate disasters and prepare to withstand and recover from their impacts.

- Distributed a Family Disaster Plan to each household (1.4 million) in San Diego County. This ten-page document prepared in four different languages is a template and guide that will help families prepare for and survive a disaster.

- Upgraded the technology equipment utilized by our current state-of-the-art Emergency Operations Center (EOC), to optimize communication among County policymakers and link to other operation centers in times of disaster.
- Conducted one full-scale exercise with all 18 cities (100%) participating in the San Diego region. The full-scale was a one-day exercise simulating a multi-discipline, countywide response to an earthquake from several different public safety agencies drawn from throughout the County. The exercise also provided an opportunity for the San Diego County Operational Area (OA) Emergency Operations Center (EOC), City EOCs, and selected Departmental Operations Centers (DOCs), to train together and assess their ability to communicate and function according to the principles of the Standardized Emergency Management System (SEMS).
- Conducted nine disaster preparedness tabletop exercises, involving two cities per tabletop for 100% participation. These table top exercises simulate a variety of disasters, including earthquakes, fires, and bioterrorism attacks. Tabletops are discussion-based exercises designed to bring together representatives from all disciplines to talk over their responses to a variety of scenarios to a disaster. Following each scenario, a facilitator guided the exercise participants through a question and answer discussion. This enabled all participants to know their roles and procedures for the exercise and during an actual event.
- Conducted one communications tabletop exercise and one limited full-scale exercise to test the County's ability to communicate during a disaster. These exercises were part of the tactical interoperability plan that was recognized by the federal government as one of six best programs in the nation.
- Conducted one evacuation workshop with 100% participation from over 50 Agencies from within the Region. This resulted in the formation of a steering committee to discuss planning assumptions, issues, considerations, and content for the San Diego County OA Evacuation Plan.
- Conducted one full-scale Nuclear Power Plant Graded Exercise in mid-April. The dress-rehearsal exercise was completed in March without any significant problems.
- Enhanced the quality of exercises by incorporating 2-1-1 (a public information phone line which provides critical health and human services available in the community) and recovery efforts in all exercises. These efforts are now incorporated in our planning processes.
- Implemented a revised San Diego County Operational Area Emergency Plan that provides County agencies and all agencies within the region a standardized emergency management approach in compliance with State and federal requirements.
- Achieved compliance with the federal requirement to fully implement the National Incident Management System (NIMS), which provides a nationally standardized methodology in responding to disasters, through the adoption of NIMS by the Unified Disaster Council.
- Implemented 58 comprehensive Business Continuity Plan/Continuity of Operations (COOP) with all County departments to ensure the ability to continue critical County services in the event of a disaster. Specific attention was paid to departments with 24-hour operations such as detention facilities.
- Worked with County departments, utility companies, and all 18 cities within the County of San Diego in developing a recovery plan that will facilitate the restoration of critical needs and services for residents, businesses, and government following a disaster.
- Enhanced evacuation planning capabilities for the general population and addressed evacuation issues for those that may require special assistance by completing a comprehensive county evacuation plan. An evacuation

workshop was conducted and local membership formed a working group to address evacuation issues. The working group provided information to the Evacuation Steering Committee that developed the scope for the evacuation plan.

- Developed public educational campaigns and materials to improve preparedness and awareness; cooperated with local educational institutions, hospitals, media outlets, and libraries in distributing these materials to the public. The first public awareness campaign was conducted throughout the county by mailing family disaster plans to each household (1.4 million) in the county. The second was establishing our slogan, "Preparedness Starts with You." This OES logo with the stick figure man received the trademark on 1/23/07. "Preparedness Starts with You" is still in the approval process. The third campaign created seven Public Service Announcements that are currently being run on ten Broadcast and Cable networks, and one radio station.
- Reduced the vulnerability of our community to disasters and prevent, deter, respond to, and recover from threats and incidents of terrorism by tracking all jurisdictions' allocations, expenses, and balances ensuring all reimbursements are processed timely and within grant performance periods, fully expensing all available grant money provided by the Federal Office of Homeland Security, and following all rules and regulations in the federal and State guidelines.

2007-09 Objectives

Strategic Initiative – Kids

- Encourage kid's awareness and participation in the Family Disaster Plan program at two designated school districts through school campaign that encourage students to discuss the program with their families.
- Achieve 100% dissemination of emergency preparedness information to all 646 San Diego County Schools.
- Seek new methods and materials to further educate our children on the importance of emergency preparedness by adding information on the new "Regional Personal Preparedness" website "Readysandiego.org". This site will be linked to libraries throughout the county, reaching about 1,000 children participating in the library system or studying from their home computers. The website has a tracking component to measure the number of hits.

Strategic Initiative – Safe and Livable Communities

- Increase OES' visibility in the community by expanding our "Preparedness Starts With You" campaign and family self-sufficiency by initiating programs that encourage family preparedness. The success of these efforts will be determined by increased OES website hits and requests for family disaster packets.
- Conduct one communication tabletop or functional exercise to test the County's ability to communicate during a disaster. This exercise is part of the Tactical Interoperability Communications (TIC) Plan.
- Conduct quarterly drills (four total annually) to test the Emergency Operations Center (EOC) Activation procedures.
- Ensure that the special needs populations are considered in the approximately 200 plans, procedures and facilities; especially those supporting evacuation and mass care. This will be accomplished through meetings and consensus with special needs stakeholders.
- Assist in elevating disaster preparedness of the county's 3.0 million residents through the establishment of new public information programs. The major tools used to accomplish this goal will be Public Service Announcements on radio, television spots, and outdoor advertising. The effectiveness will be measured through surveys.

Required Discipline – Skilled, Competent and Diverse Workforce

- Implement a classroom training program to train 200 County staff to be emergency shelter workers, which will provide an invaluable resource should current shelter capabilities be exceeded. Classes will be scheduled to train County staff as shelter managers and shelter workers in order to establish shelters throughout the county in the event the American Red Cross becomes overwhelmed.

Required Discipline – Regional Leadership

- Coordinate one regional exercise with local, tribal, State and federal stakeholders to test capabilities, increase efficiency, and reduce duplication of exercises.
- Conduct disaster preparedness tabletop exercises for each city in San Diego County (18). These tabletop exercises simulate a variety of disasters, including earthquakes, fires, and bioterrorism attacks. Tabletops are discussion-based exercises designed to bring together representatives from all disciplines to talk over their responses to a variety of scenarios to a disaster
- Conduct one full-scale Nuclear Power Plant Exercise. The exercise tests the region's ability to respond and act in case of a nuclear event.

Required Discipline – Essential Infrastructure

- Coordinate the development of an updated regional Infrastructure Protection Plan to increase the security of the region's critical infrastructure and key assets. The critical infrastructure includes roads, bridges, schools, hospitals, communication systems, water and power sources, and transportation systems. This plan will involve coordination with government and private industry stakeholders within San Diego County. This plan will help provide vital information for new security operations and future security planning.

Required Discipline – Continuous Improvement

- Expand and improve the County's mass notification capabilities by initiating the procurement, and installation of equipment that will reach all residents within the County of San Diego including residents in the 18 incorporated cities. The current system can make up to 11,520 calls per hour. The new Mass Notification System can make 800,000 calls per hour. Mass Notification System technology utilizes a combination of conventional phone, voice over Internet protocol, and next generation network routing/load balancing technology to get calls through even when the phone lines are jammed by a spike in phone activity after a disaster.
- Promote Continuity of Operations Plans (COOP) to the jurisdictions and agencies throughout the County by providing them a template they can use to establish their Operation Plan. All County departments completed a COOP in Fiscal Year 2006-07. The resulting success of the Plans allowed OES to take the next step to deliver a template to the 18 cities in the county for them to develop a COOP.
- Seek and achieve accreditation of the County's Emergency Management Program from the national Emergency Management Accreditation Program. The accreditation process supplies a two fold benefit: it provides us with a detailed inspection of our program ensuring that OES meets or exceeds established National guidelines; secondly it helps to inform and reassure the public of the quality of our emergency operation plans.
- Integrate National Incident Management System (NIMS) into all emergency management planning activities by coordinating with all disciplines identified as first responders under the Homeland Security Presidential Directive 8 (HSPD-8). NIMS was designed to improve the national readiness to respond to not only terrorist events but all types of disasters. NIMS is similar to California's Standardized Emergency Management

System (SEMS), which was adopted through legislation and regulation in the 1990s. This integration is necessary for the County to be eligible for Federal Emergency Management Agency (FEMA) Assistance in the event of a disaster.

- Improve the utilization and distribution of emergency resources and privately owned assets by entering data into the regional computer system used by all first responders, hospitals, schools, etc… in the event of an emergency. This will allow better use of resources throughout the County of San Diego region and will save lives.
- Assist in the funding and implementation of the San Diego Region Law Enforcement Coordination Center (LECC), which provides coordination and integration of strategic information and intelligence related to homeland security. This center integrates local, regional, State and federal criminal justice agencies. Funding for this is provided by grants from the U.S. Department of Homeland Security.

Changes From 2006-07 Adopted

Staffing

Proposes no changes in staffing.

Expenditures

Proposes a net decrease of $5.8 million.

- A net increase of $0.02 in Salaries and Benefits due to negotiated cost of living adjustments, offset by reductions in overtime and temporary help.
- Decrease of $6.2 million in Service and Supplies due to the completion of grant funded activities associated with Homeland Security Grant Programs (SHSG) and Emergency Management Prevention Grant (EMPG) programs used for equipment purchases, exercise, training, and planning activities from previous fiscal years.
- Increase of $0.4 million in Other Charges due to funds anticipated to carry forward from the award of the 2006 Homeland Security Grant Programs (SHSG) and the Emergency Management Prevention Grant programs that are used for equipment purchases, exercise, training, and planning activities for jurisdictions throughout the County of San Diego.

Revenues

Proposes a net decrease of $5.8 million.

- Decrease of $4.8 million intergovernmental Revenues related to the completion of grant funded activities associated with several State Homeland Security Grant Programs (SHSG) and Emergency Management Prevention Grant (EMPG) program. These revenues were offset by expenses in equipment purchases, exercise, training, and planning activities associated with SHSG and EMPG.
- Decrease of $1.0 million in Fund Balance due to the completion of one-time projects in Fiscal Year 2006-07. The Fund Balance amount of $0.2 million will support one-time expenditures through the County's Fire Protection and Emergency Medical Services Award program.

Summary of Changes in Fiscal Year 2008-09

Proposes a net decrease of $7.1 million. The majority of this change or $6.1 million reflects the full expenditure of all prior year grant amounts. The remaining expenditure reduction of $1.0 million represents annual State Homeland Security Grant funds not yet awarded. The Office of Emergency Services will be applying for the 2007 State Homeland Security Grants and the 2007 Emergency Management Grant during Fiscal Year 2007-08. A total of 9.00 staff years are associated with these funds and staff years or other revenue adjustments will be made if the funds are not awarded.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Percentage of San Diego's cities participating in series of Tabletop exercises (Target = 18)[1]	N/A	100%	100%	100%	100%
Communities assisted in the development/ completion of evacuation/emergency plans[2]	10	5	5	N/A	N/A
Number of full-scale countywide exercises and Nuclear Power Plant graded exercises conducted[3]	1	2	2	1	1
Number of quarterly drills (4 total) conducted to test Emergency Operations Center (EOC) Activation procedures	N/A	4	4	4	4
Percentage of San Diego County schools to receive information on emergency preparedness (Target = 646) [4]	100%	100%	100%	100%	100%
Number of exercises (tabletop or functional) conducted to test the County's Interoperable Communications plan[5]	N/A	2	2	1	1

Table Notes

[1] There are 18 incorporated cities in San Diego County. All cities participate in the Homeland Security Exercise & Evaluation Program.

[2] It is anticipated that all communities interested in developing Community Protection and Evacuation Plans will have them completed in Fiscal Year 2006-07. Future year focus will be on exercising and updating the plans.

[3] This measure has two exercises in Fiscal Year 2006-07 (1 Full-scale and 1 Nuclear Power Plant). This measure will have one Nuclear Power Plants graded exercise in Fiscal Year 2007-08. No Full-Scale exercise is scheduled for Fiscal Year 2007-08.

[4] This measure provides Emergency Survival Program (ESP) materials to local schools on an annual basis. Each year, there is a different theme for the year. A packet of materials designed for each month is distributed to the 646 schools.

[5] This measure has two exercises in Fiscal Year 2006-07 (one tabletop and one limited full-scale). No Full-Scale exercise is scheduled for Fiscal Year 2007-08. These exercises were part of the tactical interoperability plan that was recognized by the federal government as one of six best programs in the nation.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Office of Emergency Services	16.00	19.00	19.00	0.00	19.00
Total	16.00	19.00	19.00	0.00	19.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Office of Emergency Services	$ 24,442,981	$ 14,927,519	$ 9,077,639	(39.19)	$ 1,976,986
Total	$ 24,442,981	$ 14,927,519	$ 9,077,639	(39.19)	$ 1,976,986

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 1,676,556	$ 1,976,171	$ 1,997,222	1.07	$ 1,194,710
Services & Supplies	5,497,498	7,704,454	1,454,892	(81.12)	372,326
Other Charges	17,268,927	5,246,894	5,625,525	7.22	409,950
Total	$ 24,442,981	$ 14,927,519	$ 9,077,639	(39.19)	$ 1,976,986

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 200,000	$ 1,275,039	$ 200,000	(84.31)	$ 200,000
Intergovernmental Revenues	23,743,379	12,728,306	7,953,957	(37.51)	767,937
General Revenue Allocation	499,602	924,174	923,682	(0.05)	1,009,049
Total	$ 24,442,981	$ 14,927,519	$ 9,077,639	(39.19)	$ 1,976,986

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 51% of deaths in the County, and ultimately transports approximately 12.5% 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 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.

2006-07 Anticipated Accomplishments

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

Strategic Initiative – Kids

- 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 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 career opportunities for youth and correctional training for youth offenders by fulfilling 100% (9) of appropriate requests for Medical Examiner facility tours and/or educational seminars for youth groups within four months of request.

Strategic Initiative – The Environment

- Achieved a result of "no reportable incidents" (no contamination of public property) by providing guidance and coordination to responsible parties for bio-hazardous waste removal at approximately 400 death scenes on public property.

Strategic Initiative – Safe and Livable Communities

Promote safe and livable communities by providing objective, accurate, and timely determination of cause and manner of death in order to assist families and public and private agencies.

- Enabled timely sharing of detailed information with our customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) regarding the cause and manner of death by completing investigative and toxicology reports within the stated performance standards. The completion of examination reports fell

short of the stated performance standard, due to a 25% shortage in staff pathologists. (See Performance Measures Table below)

- Enabled timely progress of the justice system by completing 83.1% of the homicide examination reports within the stated performance standards. Fell short of the 100% completion goal within the stated performance standards due to a 25% vacancy rate for staff pathologists. (See Performance Measures Table below)
- Shared detailed information regarding the cause and manner of death with our customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) by providing copies of case reports in Medical Examiner cases within stated performance standards in response to 96.6% of requests. Fell short of the goal of providing 100% of copies of case reports within stated performance standards due to a 33% vacancy rate for clerical staff. (See Performance Measures Table below)
- Enabled the healing process to begin for those who lost a loved one by providing timely and compassionate service and accurate information about Medical Examiner procedures.
  - Notified next-of-kin for identified Medical Examiner cases within stated performance standards. (See Performance Measures Table below)
  - Enabled timely funeral services for families by making bodies ready for release within the stated performance standards. (See Performance Measures Table below)
- Actively participated in the design of a new Medical Examiner Forensic Center facility that will enhance the functioning of the current outdated building. Multiple staff members attended 18 meetings with the Design Team, as well as responded to numerous phone calls and e-mails from Design Team members. This new facility will enable the Medical Examiner to achieve improvements in current performance levels, as well as introduce new capabilities, and is projected to open in Spring 2009.
- Promoted an estimated 25 educational opportunities to various groups and the general community to strengthen the scientific field and promote the health and safety of the region.
- Provided educational opportunities by fulfilling 100% of appropriate requests (110) from public safety agencies, law and medical profession students, Trauma Intervention Program (TIP) volunteers, etc. to provide training, lectures, and demonstrations for approved educational purposes within four months of request.

2007-09 Objectives

Strategic Initiative – Kids

- 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.
- Provide career opportunities for youth and correctional training for youth offenders by fulfilling 100% of appropriate requests for Medical Examiner facility tours and/or educational seminars for youth groups (est. 12) within four months of request.

Strategic Initiative – The Environment

- Achieve a result of “no reportable incidents” (no contamination of public property) by providing guidance and coordination to responsible parties for bio-hazardous waste removal at death scenes (est. 400) on public property.

Strategic Initiative – Safe and Livable Communities

- Enable timely sharing of detailed information with our customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) regarding the cause and manner of death by completing investigative, toxicology, and examination reports within the stated performance standards.
- Enable timely progress of the justice system by completing homicide examination reports within the stated performance standards.
- Share detailed information regarding the cause and manner of death with our customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) by providing copies of case reports in Medical Examiner cases within stated performance standards.

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 next-of-kin for identified Medical Examiner cases within stated performance standards.
  - Enable timely funeral services for families by making bodies ready for release within the stated performance standards.

Required Discipline – Regional Leadership

- Provide educational opportunities by fulfilling 100% of appropriate requests (est. 100) to provide training, lectures, and demonstrations for approved educational purposes within four months of request.

Required Discipline – Essential Infrastructure

- Participate in the design and project monitoring for a new Medical Examiner Forensic Center facility to enhance the functioning of the current outdated building. This new facility will enable the Medical Examiner to achieve improvements in current performance levels, as well as introduce new capabilities. The new facility is projected to open in Spring 2009.

Changes from 2006-07 Adopted

Staffing

Proposes an increase of 1.00 staff year.

- Increase of 1.00 staff year to add staff for the Forensic Toxicology Lab to address an 18% increase from 2001 to 2006 in cases requiring toxicology testing. This position will also address the 44% increase in the number of San Bernardino County cases requiring toxicology testing from 2001 to 2006. The time spent on those cases will be reimbursed through a contract with San Bernardino County. This position will support the toxicologists by performing test preparation and administrative tasks, enabling toxicologists to concentrate on testing, analysis, and developing tests for new and/or additional substances and medications while continuing to meet performance standards for timely test completion.

Expenditures

Proposes a net increase of $0.5 million.

- Increase of $0.4 million in Salaries and Benefits to support negotiated cost of living adjustments and the additional staffing as described above.
- Net increase of $0.1 million due to an increase in Services and Supplies to support increases in department operating costs and a decrease in Capital Assets Equipment due to fewer items requiring replacement.

Revenues

Proposes a net increase of $0.5 million.

- Increase of $0.2 million in Fund Balance to support the records retention project of microfilming case files from the period of calendar years 1986 through 2003.

- Increase of $0.3 million in General Revenue Allocation to support the negotiated cost of living adjustments and to offset the operating cost increases described above.

Summary of Changes in Fiscal Year 2008-09

Proposes a net increase of $0.05 million primarily due to negotiated cost of living adjustments offset by the anticipated completion of one-time projects.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Bodies made ready for release on time[1] Goal 97% in 7 days or less.	100.0%	100.0%	100.0%	100.0%	100.0%
Investigative Reports completed on time[2] Goal 90% in 60 days or less.	100.0%	100.0%	100.0%	100.0%	100.0%
Toxicology Reports completed on time[3] Goal 95% in 60 days or less.	100.0%	100.0%	100.0%	100.0%	100.0%
Examination Reports completed on time[4] Goal 80% in 60 days or less.	83.3%	95.0%	89.6%[4]	95.0%	95.0%
Homicide Examination Reports completed on time[5] Goal 95% in 60 days or less.	N/A	100.0%	83.1%[5]	90.0%	100.0%
Next-of-kin notification completed on time[6] Goal 90% in 12hrs or less.	N/A	100.0%	100.0%	100.0%	100.0%
Case reports provided on time[7] Goal 95% in 7 days or less.	N/A	100.0%	96.6%[7]	100.0%	100.0%

Table Notes

[1] 90% in 2 days or less; 7% between 3 and 7 days; and no more than 3% longer than 7 days. Total number of bodies made ready for release in 2006-07 is estimated at 2,703.

[2] 50% in 21 days or less; 40% between 22 and 60 days; 8% between 61 and 90 days; and no more than 2% longer than 90 days. Total number of Investigative Reports completed in 2006-07 is estimated at 2,703.

[3] 55% in 21 days or less; 40% between 22 and 60 days; 3% between 61 and 90 days; and no more than 2% longer than 90 days. Total number of Toxicology Reports completed in 2006-07 is estimated at 1,940.

[4] 40% in 21 days or less; 40% between 22 and 60 days; 15% between 61 and 90 days; and no more than 5% longer than 90 days. Total number of Examination Reports completed in 2006-07 is estimated at 2,703. This measure was not achieved due to a 25% vacancy rate for staff pathologists.

[5] 95% in 60 days or less. Total number of Homicide Examination Reports completed in 2006-07 is estimated at 148. This measure was not achieved due to a 25% vacancy rate for staff pathologists.

[6] 90% within 12 hours of identification. Total number of next-of-kin notifications completed in 2006-07 is estimated at 1,570.

[7] 95% in 7 days or less after having both a request and case closure. Total number of customers provided with case reports in 2006-07 is estimated at 3,127. This measure was not achieved due to a 33% vacancy rate for clerical staff.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Decedent Investigations	53.00	56.00	57.00	1.79	57.00
Total	53.00	56.00	57.00	1.79	57.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Decedent Investigations	$ 7,037,130	$ 7,638,378	$ 8,116,092	6.25	$ 8,170,637
Total	$ 7,037,130	$ 7,638,378	$ 8,116,092	6.25	$ 8,170,637

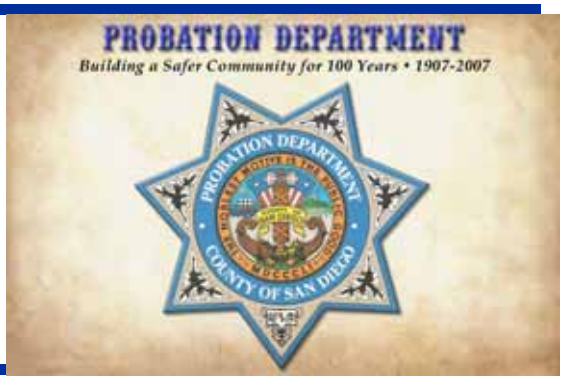
Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 5,770,799	$ 6,273,393	$ 6,625,121	5.61	$ 6,896,663
Services & Supplies	1,341,331	1,398,985	1,582,271	13.10	1,367,974
Capital Assets Equipment	—	66,000	8,700	(86.82)	6,000
Expenditure Transfer & Reimbursements	(75,000)	(100,000)	(100,000)	0.00	(100,000)
Total	$ 7,037,130	$ 7,638,378	$ 8,116,092	6.25	$ 8,170,637

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ —	$ —	$ 200,000	—	$ —
Charges For Current Services	545,678	545,678	545,678	0.00	545,678
Miscellaneous Revenues	44,220	44,220	44,220	0.00	44,220
General Revenue Allocation	6,447,232	7,048,480	7,326,194	3.94	7,580,739
Total	$ 7,037,130	$ 7,638,378	$ 8,116,092	6.25	$ 8,170,637

Probation



Department Description

The Probation Department established in 1907, is celebrating 100 years of providing effective community corrections solutions to San Diego County residents. Services include detention for delinquent juveniles in two Juvenile Halls, treatment and custody for juvenile wards in three minimum-security facilities, as well as investigation and supervision services for juvenile and adult offenders as ordered by the San Diego Superior Court. The department has developed a wide variety of community outreach prevention programs to strengthen families, suppress gang activity, and address alcohol and drug abuse as these behaviors contribute to criminal activity. These programs, created in collaboration with courts, law enforcement, health agencies, schools, social service agencies, and other community-based organizations, are located throughout San Diego County.

Mission Statement

Protect and restore community safety through offender accountability and rehabilitation.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Provided resources, services, and referrals that increased resiliency of juveniles and families and reduced the number who entered or re-entered the juvenile justice system.
  - 90% of juvenile offenders who successfully completed informal supervision did not re-offend (subsequent referral resulting in a sustained petition) within one year of completion of informal supervision. Exceeded target of 80%.
- Collaborated in the planning and implementation of the Mental Health Services Act to provide mental health services to mentally ill offenders with justice system involvement.
  - Established a psychiatric medication management clinic for juveniles.
  - Provided one probation officer to provide enhanced case management services to 156 transitional youth (16-24) with justice system involvement.
- Utilized 4,058 Tele-Medicine hours for routine psychiatric consultation for juveniles on psychotropic medication via video teleconferencing at Camp Barrett and the Juvenile Ranch Facility. Cost avoidance of approximately $180,000.
- Enhanced evidence based programming in juvenile detention facilities to provide community re-entry and rehabilitative services.
  - Implemented the work readiness program at Camp Barrett serving 100 transitioning youth.
  - Expanded substance abuse services to 150 youth at Camp Barrett through a full time substance abuse counselor.
- Reviewed Best Practice recommendations provided in the San Diego Association of Governments' (SANDAG) "Camp and Ranch Evaluation Study".
  - Completed Best Practice Strategic Plan to improve the effectiveness of programming at the Juvenile Ranch and Camp Barrett facilities.

- Provided services to adult offenders that positively affected their children.
  - 100% (100) of offenders in the Women and Their Children (WATcH) program delivered drug free babies.
  - The Senate Bill (SB) 618 "Community Prison Re-entry Program" participants received Life Plans, which are based on the offenders' needs, risks and strengths, and contains recommendations to address offenders' risks and needs while in prison and upon release into the community and family reunification. The Life Plan is a living document that is used by prison officials, parole officers, and community case managers to direct rehabilitative services to the offender that stretch from incarceration to community reentry.
  - Collaborated with the Health and Human Services Agency's (HHSA) Commission on Children, Youth, and Families and Office of Violence Prevention, to establish more effective supervision for families involved in domestic violence. The collaboration provides oversight to the "Raising the Bar" initiative, which is a County initiative that focuses on children exposed to violence. In addition, the Teen Relationship Violence (TRV) Committee focuses on taking a systems approach to identify and address issues surrounding TRV.
  - Provided Medi-Cal information to all adult offenders with children.
- Ensured parents on probation received referrals for parenting, substance abuse prevention, and anger management classes to encourage healthy and positive behaviors that promote family self-sufficiency. A case plan is developed within 60 days of the grant for formal probation, a case review is done every six months, and a random quality assurance check is conducted on reports.

Strategic Initiative – The Environment

- Provided a cost effective alternative to custody and/or paying fines, by allowing offenders to serve the community, restore the environment, and positively return into the community.
  - Provided 29,556 revenue hours (reimbursed by requesting agencies) that work crews spent restoring the environment. The goal to increase this number by 5% was not able to be met.
  - Provided 91,024 non-revenue hours (not reimbursed by requesting agencies) that work crews spent restoring the environment.
- Promoted energy conservation practices through the dissemination of information to staff on ways of reducing consumption of non-replenishable energy sources.
- Reduced the number of gasoline vehicles ordered by 20% or nine vehicles. These vehicles are replacement vehicles not additional vehicles.

Strategic Initiative – Safe and Livable Communities

- Increased public safety and offender accountability through intensive supervision, monitoring compliance with Court ordered conditions of Probation, and use of community and custodial interventions.
- Completed 11,000 searches of probationers to ensure they are not in possession of weapons, drugs, gang related paraphernalia, child pornography and other illegal contraband. Exceeded target of 6,870 by 160%.
- Provided safe, secure custody with rehabilitative programs (school, gang intervention, mental health, alcohol and drug) for juvenile offenders who pose a risk to themselves or the community.
  - Decreased the number of detainee assaults on other detainees or staff in juvenile institutions by 16%. Exceeded target of 15%.

- 97% (1,164) of wards successfully completed their stay at the Juvenile Ranch Facility (JRF), as ordered by the Court. Wards attended school and additional programs such as substance abuse education, character development, mentoring, anger management, and physical education while detained. Exceeded target of 85%.

- Educated crime victims of their constitutional rights and provided victim input to the Court regarding sentencing, restitution, and other conditions of probation.
  - Contacted 96% of available victims (14,350) and informed them of their rights to restitution and a victim impact statement. Exceeded minimum target of 90%.
- Facilitated the successful re-entry of offenders released from custody.
  - Collaborated with the Sheriff's Department and established a jail re-entry program for youthful offenders. These are youthful offenders (18-24) in the Youthful Offender Program (YOP). While still incarcerated in the Sheriff's facilities, the Sheriff allows Probation to provide in-service programming that would facilitate re-entry into the community.
  - Collaborated with the District Attorney, Sheriff, and faith-based and other local treatment communities to implement the Community Prison Re-entry Program (SB 618) plan for ex-offenders, particularly for the adults on parole.
  - Facilitated re-entry into the community by providing Juvenile Aftercare services at JRF and Camp Barrett to a monthly average of 119 wards.
- Increased employment of 300 eligible high risk youthful probationers from 28% to 53% within 90 days of case assignment. Target of 70% not met due to the drug and alcohol issues that prevent the offenders from gaining and holding employment. In addition, this group has limited vocational skills and educational background.
- Ensured 50% of 150 eligible high risk youthful offenders did not test positive for illegal substances after three months of intensive supervision. Target of 75% not met. This high risk age group's substance abuse rate was 89% prior to entering the YOP program. Alcohol and drug treatment services were delayed due to staffing. Additionally, the positive rate for this age group is largely a reflection of use of marijuana.
- Reduced outstanding warrants on probationers by 160 through review, apprehension and increased offender accountability. Target of 200 warrants not met due to late start with program.
- Targeted crime prevention and interdiction by partnering with local law enforcement agencies.
  - Implemented the Office of Traffic Safety Driving Under the Influence (DUI) Enforcement with 16 other State Probation departments, SB 618 Community Prison Re-entry Program, Mental Health Services Act, and the Adult and Juvenile Mentally Ill Offender Crime Reduction programs. Continued participation in the Juvenile Accountability Grant and Drug Enforcement Administration Methamphetamine Task Force.
- Increased multi-agency operations, such as adult and juvenile gang operations, truancy sweeps, probation/parole sweeps, and sobriety checkpoints, including probation participation, by 164% (146). Exceeded target of 10%.
- Promoted victim safety, healing, and restoration by monitoring offender compliance, informing victims of Court hearings, and referring victims to support services. Through February 2007, 98% of available victims have been contacted to inform them of their rights to attend court hearings and receive restitution and services.
  - Implemented a system of notification to victims regarding all Probation initiated hearings.

- Completed the Probation Case Management System interface with the Courts which downloads future Court hearings on all probationers, and notifies victims, through letters, when a hearing is scheduled and their right to attend should they choose.

- Provided offenders with assessment-based case management and services (Mental Health, Alcohol and Drug, specialized educational, employment readiness) to support pro-social behavior and reduce recidivism.
  - Completed Level of Service (LSI) Assessment on all high risk offenders. The assessment will produce a risk and need score that will be used to develop a case plan and identify services needed.
- Assessed and completed case treatment plans for 69% of high risk offenders within 60 days of their release into the community. Target of 95% not met due to high caseload sizes and inability to make appropriate contacts with offenders to complete case planning.
- Collected DNA from 75% (5,500) of retroactive qualified out-of-custody adult and juvenile probationers; 96% of new qualified juvenile probationers and new qualified out-of-custody adult probationers. Exceeded targets of 50% and 75%.

2007-09 Objectives

Strategic Initiative – Kids

- Provide resources, services, and referrals to increase resiliency of juveniles and families and reduce the number who enter or re-enter the juvenile justice system.
  - 85% of juvenile offenders who successfully complete informal supervision will not re-offend (subsequent referral resulting in a sustained petition) within one year of completion of informal supervision.
- Provide safe, secure custody with rehabilitative programs (school, gang intervention, mental health, alcohol and drug) for juvenile offenders who pose a risk to themselves or the community.
  - Decrease the number of detainee assaults on other detainees or staff in juvenile institutions by 5% by June 2008, Using the 2006-07 six month Average Daily Attendance (ADA) in the Juvenile Institutions of 845 and the number of assault incidents of 335 as the baseline.
  - Ensure that 90% (1,500) of wards will successfully complete their stay at the Juvenile Ranch Facility, as ordered by the Court. Wards attend school and receive additional programming such as substance abuse education, character development, mentoring, anger management, and physical education while detained.

Strategic Initiative – The Environment

- Provide a cost effective alternative to custody and/or paying fines, by allowing offenders to serve the community, restore the environment, and positively return into the community.
  - Provide 30,856 revenue hours (20% over baseline) that work crews spend restoring the environment. Revenue hours are reimbursed by requesting agencies.
  - Report the number of non-revenue hours that work crews spend restoring the environment. Non-revenue hours are not reimbursed by requesting agencies.
- Promote energy conservation practices through the dissemination of information to staff on ways of reducing consumption of non-replenishable energy sources.
  - Reduce the number of gasoline replacement vehicles ordered by eleven vehicles.

Strategic Initiative – Safe and Livable Communities

- Increase public safety and offender accountability through intensive supervision, monitoring compliance with Court ordered conditions of Probation, and use of community and custodial interventions.

- Increase the number of searches of probationers to ensure they are not in possession of weapons, drugs, gang related paraphernalia, child pornography, and other illegal contraband to a total of 10,000 (42% of total probationers). This will reflect a 50% increase over the total searches conducted in Fiscal Year 2005-06.

- 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 rights to restitution and a victim impact statement.
- Ensure that 50% of eligible high risk youthful probationers will have been employed within 90 days of case assignment.
- Reduce outstanding warrants (6,550) on probationers by 200 through review and apprehension to increase offender accountability.
- Increase multi-agency operations, such as adult and juvenile gang operations, truancy sweeps, probation/parole sweeps, and sobriety checkpoints, including probation participation, by 50% over baseline or a total of 143.

Changes from 2006-07 Adopted

Staffing

Proposes an increase of 9.50 staff years.

- Decrease of 2.50 staff years in Adult Field Services.
  - Increase of 1.00 staff year due to the implementation of the Adult Mentally Ill Offender Crime Reduction Program. This position will participate in the intensive case management and supervision program based upon the principles of Assertive Community Treatment (ACT).
  - Increase of 4.00 staff years due to the implementation of Proposition 63, *The Mental Health Services Act*. The work plan in this proposition provides for services such as facilitation of probationers' re-entry and management of justice related issues and coordination of services for individuals who are incarcerated in local institutions or jails.
  - Decrease of 4.00 staff years due to Phase II of the implementation of Proposition 69, *the DNA, Fingerprint, Unsolved Crime and Innocence Protection Act*. DNA collection activities are decreasing as the backlog of sample collections is reduced and the focus of the implementation moves to DNA sample analysis.
  - Decrease of 4.00 staff years due to transfer to Juvenile Field Services for the Warrant Unit.
  - Net increase of 0.50 staff years due to SB 618, *Inmates: Individualized Assessments and Treatment Plans*, which will enable the County to continue programs proven to reduce recidivism for non-violent offenders re-entering the community after incarceration in State prison.
- Net increase of 10.00 staff years in Juvenile Field Services.
  - Increase of 2.00 staff years due to the mid-year approval of the Juvenile Justice Crime Prevention Act (JJCPA) funding. The additional staff years will provide case management services to medium to high risk wards at risk of re-offending.
  - Increase of 1.00 staff year due to a mid-year approval of the Truancy Intervention Project (TIP), a partnership among Probation, Juvenile Court, local school districts, and the School Attendance Review Board (SARB). TIP reduces the truancy rate of students through collaboration of these agencies. The probation officer supervises students, attends

school functions and activities, conferences with parents, provides one-on-one student counseling, and conducts parent awareness.
  - Increase of 1.00 staff year due to the mid-year approval of the Juvenile Mentally Ill Offender Crime Reduction Program. The probation officer will act as a case manager for wards in the program and coordinate services with team members such as therapists and school counselors.
  - Increase of 2.00 staff years for a pilot program using Global Positioning System (GPS) technology. This is part of a Business Process Reengineering project in which the department will monitor up to 40 juveniles through the Home Supervision Unit / GPS program as an alternative to custody.
  - Increase of 4.00 staff years due to transfer from Adult Field Services for the Warrant Unit. This unit is responsible for bringing individuals who have warrants into custody and assuring consequences for their behavior.
- Increase in Administration of 2.00 staff years to provide administrative support to the Juvenile Justice Crime Prevention Act (JJCPA) program (1.00 staff year) and the Juvenile Mentally Ill Offender Program (1.00 staff year).

Expenditures

Proposes a net increase of $8.7 million.

- Increase of $3.9 in Salaries and Benefits to support negotiated cost of living adjustments and the staffing changes described above.
- Increase of $5.4 million in Services and Supplies primarily due to estimated increases in utilities, facilities, and contracted services.
- Decrease of $0.1 million in Capital Assets Equipment due to purchased vehicles in Fiscal Year 2006-07.
- Decrease of $0.4 million in Expenditure Transfer and Reimbursements due to the increase of Cost Applied with HHSA for the Mental Health Services Act. Since this is a reimbursement, it has the effect of a $0.4 million decrease in expenditures.

Revenues

Proposes a net increase of $8.7 million.

- Net decrease of $0.2 million in Fines, Forfeitures & Penalties due to decreased workload for the Proposition 69 DNA Program.
- Net increase of $6.0 million in Intergovernmental Revenues.
  - Increase of $1.0 million in State revenue for the staffing for the Adult Mentally Ill Offender Crime Reduction Program and the Juvenile Mentally Ill Offender Crime Reduction Program. The Adult program staff will participate in intensive case management and supervision programs based on the principles of Assertive Community Treatment (ACT). The Juvenile program staff will act as a case manager for wards in the program and coordinate services with team members, such as therapists and school counselors. The support staff will be responsible for contract monitoring, act as a liaison with the evaluation team, and prepare necessary State reports.
  - Increase of $2.4 million in State grants due to the full year funding for SB 618 *Inmates: Individualized Assessments and Treatment Plans.* The goal of the program is to reduce recidivism in non-violent felony offenders reentering the community after incarceration in State prison.
  - Increase of $1.5 million due to enhanced funding for the JJCPA programs, which comprises Breaking Cycles, Drug Court, and the Truancy Supervision

programs. The additional staff will provide case management services to medium to high risk wards at risk of re-offending.
  - Increase of $0.3 million in Proposition 36, *The Substance Abuse and Crime Prevention Act of 2000*, revenue due to reimbursement of costs by the County's Health and Human Services Agency.
  - Increase of $0.3 million in federal grants due to adjustments for programs such as Justice Assistance Grant, Jurisdictions Unified for Drug Gang Enforcement, Juvenile Accountability Block Grant, Office of Traffic Safety, Disproportionate Minority Contact, and Multi-Systemic Therapy.
  - Increase of $0.5 million due to State revenue associated with Standards and Training for Corrections.
- Net decrease of $0.9 million in Charges for Current Services due to a projected decrease in collections from adult offenders. These offenders are ordered by the Court to reimburse the County for the cost of probation services, but a change in payment priority schedules have resulted in lower payments to Probation for the costs of services.
- Net increase of $1.1 million in Other Financing Sources due to the growth of Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993* receipts to provide regional probation supervision and juvenile detention services.
- Net increase of $1.7 million in Fund Balance. Proposed budgeted Fund Balance is $1.8 million.
  - Increase of $0.6 million in General Fund Fund Balance as an allocation of one-time funding for planned major maintenance projects. Increase of $1.1 million in Public Safety Group Fund Balance for one time minor equipment purchases and emergency maintenance needs. Remaining $0.1 million will be used for emergency operational needs.
- Increase of $1.0 million in General Revenue Allocation to support the staffing changes and the operational cost increases described above.

Summary of Changes in Fiscal Year 2008-09

Proposes a net increase of $2.1 million due primarily to the staffing changes described above and negotiated cost of living adjustments offset by the completed purchase of one-time equipment.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Percentage of Juvenile offenders that successfully complete informal supervision[1] that will not re-offend (subsequent referral resulting in a sustained petition) within one year of completion of informal supervision[2]	94% [3]	80%[3]	90%	85%	85%
Percentage increase in the number of revenue[4] hours Probation Department work crews will spend restoring the environment	18%	20%	20%	20%	20%
Percentage increase in searches of probationers.[5,6]	N/A	5%	65%	50%	50%
Percentage decrease in the number of detainee assaults on other detainees or staff in juvenile institutions	13%	15%	16%	15%	15%
Percentage of available[6] victims contacted to inform them of their rights to restitution and a victim impact statement [7]	98%	90%	96%	95%	95%

Table Notes

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

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

[3]Implemented new case screening and risk assessment criteria which ensured that only low- to medium-risk juvenile offenders are referred to Informal Supervision resulted in higher than anticipated completion rates. Sustaining current success rates may not be achievable since compliance with the program is voluntary and ratio of low to medium risk offenders is subject to change.

[4] Work crew hours resulting in revenue from fees charged to contractors. Non-revenue hours are reported separately under Objectives.

[5]The baseline for this accomplishment counted 3 types of compliance (4th Amendment waver) searches as only one if they were completed on the same day and same probationer. The current system counts each type of search (person, residence, or vehicle) seperately. A 50% increase over the baseline year is sustainable.

[6]This measure will now reflect searches that are conducted departmentwide as opposed to only Special Operations.

[7]Any victim with an available address and/or phone number.

[8] The Probation Department will attempt to contact 100% of available victims; the target above reflects the estimated percentage of available victims with accurate contact information.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Adult Field Services	385.00	404.50	402.00	(0.62)	399.00
Institutional Services	492.00	509.00	509.00	0.00	509.00
Juvenile Field Services	356.00	358.00	368.00	2.79	367.00
Department Administration	71.00	74.00	76.00	2.70	75.00
Total	1,304.00	1,345.50	1,355.00	0.71	1,350.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Adult Field Services	$ 35,560,554	$ 38,941,757	$ 41,520,360	6.62	$ 42,982,227
Institutional Services	47,531,530	51,799,361	54,527,236	5.27	57,078,728
Juvenile Field Services	51,328,530	52,464,417	56,689,984	8.05	57,623,125
Department Administration	9,055,568	13,166,865	12,311,567	(6.50)	9,498,626
Probation Asset Forfeiture Program	50,000	50,000	50,000	0.00	50,000
Probation Inmate Welfare Fund	225,000	225,000	225,000	0.00	225,000
Total	$ 143,751,182	$ 156,647,400	$ 165,324,147	5.54	$ 167,457,706

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 103,675,246	$ 113,847,896	$ 117,710,188	3.39	$ 121,064,961
Services & Supplies	30,380,621	33,461,582	38,822,355	16.02	37,404,884
Other Charges	10,389,676	10,475,676	10,427,676	(0.46)	10,427,676
Capital Assets Equipment	—	126,000	—	(100.00)	210,000
Expenditure Transfer & Reimbursements	(1,263,754)	(1,263,754)	(1,636,072)	29.46	(1,649,815)
Total	$ 143,751,182	$ 156,647,400	$ 165,324,147	5.54	$ 167,457,706

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 619,393	$ 50,000	$ 1,791,400	3,482.80	$ 650,000
Fines, Forfeitures & Penalties	432,368	442,712	241,944	(45.35)	118,710
Revenue From Use of Money & Property	275,000	275,000	275,000	0.00	275,000
Intergovernmental Revenues	36,808,066	44,569,403	50,586,502	13.50	49,581,607
Charges For Current Services	9,292,447	10,334,117	9,466,905	(8.39)	9,469,995
Miscellaneous Revenues	138,312	18,312	18,312	0.00	18,312
Other Financing Sources	22,627,408	19,922,681	20,992,433	5.37	22,207,921
General Revenue Allocation	73,558,188	81,035,175	81,951,651	1.13	85,136,161
Total	$ 143,751,182	$ 156,647,400	$ 165,324,147	5.54	$ 167,457,706

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Public Defender

Department Description

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

Mission Statement

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

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Strengthened families by assisting our 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, training programs and/or further education for 95% (232) of requests.
- Worked with the courts and Health and Human Services Agency (HHSA) to reunify children with their families or transition them to permanent placement to ensure they are provided with the opportunity to grow up in a stable environment.
  - Achieved permanency for 65% or approximately 1,925 children in Dependency within 22 months of detention hearing.
- Worked to reduce the number of days between a juvenile client's admission and formal sentencing in order to accelerate his or her commencement of a rehabilitation program and help reduce length of stay in Juvenile Hall.
  - Reduced the number of elapsed days between admission and sentencing in juvenile cases to an average of 30 days.

Strategic Initiative – Safe and Livable Communities

- Established a professional relationship with our clients, inform them of their rights and ensuing procedures, establish a bond of trust, and gather background information in order to properly assess the treatment of each case.
  - Resolved an average of 73% of misdemeanor and probation revocation cases, or approximately 39,800 cases, at first appearance, not meeting the target of 75%.
- Conducted timely investigations, comprehensive client interviews, and obtained maximum prosecution discovery early in order to efficiently and effectively prepare for litigation and resolution.

- Investigated and resolved 63% of felony cases, or approximately 9,180 cases, within 60 days of arraignment when doing so benefited 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 to be successful on probation.
  - Prepared the documents and assisted approximately 800 (90%) misdemeanor clients in completing the expungement process in order to encourage the payment of fines, fees, and restitution.
  - Filed 75% or approximately 240 expungement requests in order to record the dollars restored to the community from the payment of fines, fees, and restitution prior to the granting of the expungement.

Required Discipline – Skilled, Competent and Diverse Workforce

- Used quality internal training programs to develop expertise and ethics, promoted 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 each attorney.

2007-09 Objectives

Strategic Initiative – Kids

- Strengthen families by assisting our juvenile delinquency clients to be successful in their rehabilitation programs and on probation.
  - Use juvenile record sealing statutes to assist juvenile clients in clearing their records to gain employment, training programs and/or further education for 95% (230) of requests.

- Promote our Dependency clients' attendance at their court hearings to insure that the children are involved in the decisions that impact his or her life.
  - Have 35% (939) of age appropriate (11-18) clients attend hearings.

- Work to reduce the number of days between a juvenile client's admission and formal sentencing in order to accelerate his or her commencement of a rehabilitation program and help reduce length of stay in Juvenile Hall.
  - Reduce the number of elapsed days between admission and sentencing in juvenile cases to an average of 29 days.

Strategic Initiative – Safe and Livable Communities

- Establish a professional relationship with our clients, inform them of their rights and ensuing procedures, establish a bond of trust, and gather background information in order to properly assess the treatment of each case.
  - Resolve an average of 73% of misdemeanor, or approximately 40,000 cases, at first appearance.

- Conduct timely investigations, comprehensive client interviews, and obtain maximum prosecution discovery early in order to efficiently and effectively prepare for litigation and resolution.
  - Investigate and resolve 61% of felony cases, or approximately 9,000 cases, within 60 days of arraignment when doing so benefits the client more than litigation.

- Assist clients with expungement programs in order to enable them to gain useful employment, pay all fines and penalties, and to be successful on probation.
  - Prepare the documents and assist approximately 800 (90%) misdemeanor clients in completing the expungement process in order to encourage the payment of fines, fees, and restitution.
  - File 75% or approximately 250 expungement requests in order to record the dollars restored to the community from the payment of fines, fees, and restitution prior to the granting of the expungement during fiscal year 2007-08.

Required Discipline – Skilled, Competent and Diverse Workforce

- Use quality internal training programs to develop expertise and ethics, promote effective supervision, teamwork, and peer support to ensure that all staff members are qualified to represent clients at the level of their assignments.
  - Achieve 15 hours of annual continuing legal education for each attorney.

Changes from 2006-07 Adopted

Staffing

No proposed changes in staffing.

Expenditures

Proposed net increase of $3.6 million.

- Increase of $2.9 million in Salaries and Benefits to support negotiated cost of living adjustments and to provide the appropriate classification levels in the attorney staffing to handle an increase in death penalty cases and other complex litigation.
- Increase of $0.6 million in Services and Supplies to support increases in departmental operating costs.
- Increase of $0.1 million in Capital Asset Equipment to purchase vehicles for Substance Abuse Assessors and Investigators and tablet computers for Child Advocacy Investigators.

Revenues

Proposed revenues increase of $3.6 million.

- Increase of $0.3 million in Intergovernmental Revenues due to an increase in Reimbursement for Trial Courts offsetting costs of the Juvenile Dependency Program.
- Fund Balance of $0.1million will be used for the one-time purchase of vehicles and tablet computers.
- Increase of $3.2 million in General Revenue Allocation to support the staffing changes described above and to offset increases in the department's operational costs.

Summary of Changes in Fiscal Year 2008-09

Proposes a net increase of $2.0 million due to negotiated cost of living adjustments.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Percentage of misdemeanor & probation revocation cases resolved at first appearance[1] (Target: 73% of est. 54,520 cases)	70%	75%	73%	73%	73%
Number of elapsed days between admission and sentencing of juvenile cases to accelerate rehabilitation and help reduce length of stay in Juvenile Hall (Target: average of 30 days)	21 days	30 days	30 days	30 days	29 days
Percentage of felony cases investigated and resolved within 60 days of arraignment when doing so would benefit the client more than litigation. (Target: 61% of est. 14,754 cases)	66%	60%	63%	61%	61%
Achieve permanency for children in Dependency[2]	40%	40%	65%	N/A	N/A
Ensure that the dependent children are involved in the decisions that impact their lives. Percentage of age appropriate (11-18) clients attending hearings [3] (Target: 35% of est. 2,680 clients)	N/A	N/A	N/A	35%	35%

Table Notes

[1] Probation revocation cases were not included in the total for Fiscal Year 2005-06 only.

[2] This measure proved to be more problematic and less useful than had been anticipated. The original window of time did not capture the true picture, when the period was increased, the percentage rose significantly. The data collection practices have not been consistent and the measure has been replaced.

[3] Replacement measure for representation of dependent children.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Indigent Defense	327.00	343.00	343.00	0.00	343.00
Total	327.00	343.00	343.00	0.00	343.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Indigent Defense	$ 46,432,574	$ 50,787,795	$ 54,381,777	7.08	$ 56,396,056
Total	$ 46,432,574	$ 50,787,795	$ 54,381,777	7.08	$ 56,396,056

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 40,899,163	$ 44,950,819	$ 47,857,808	6.47	$ 49,751,465
Services & Supplies	5,533,411	5,836,976	6,418,969	9.97	6,644,591
Capital Assets Equipment	—	—	105,000	—	—
Total	$ 46,432,574	$ 50,787,795	$ 54,381,777	7.08	$ 56,396,056

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ —	$ 38,670	$ 105,000	171.53	$ —
Intergovernmental Revenues	5,177,504	5,533,740	5,809,276	4.98	5,809,276
Charges For Current Services	1,321,726	1,330,726	1,421,924	6.85	1,545,219
Miscellaneous Revenues	272,568	272,568	272,568	0.00	272,568
General Revenue Allocation	39,588,537	43,612,091	46,773,009	7.25	48,768,993
Total	$ 46,432,574	$ 50,787,795	$ 54,381,777	7.08	$ 56,396,056

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County of San Diego

Health and Human Services Agency

Health and Human Services Agency Summary

Regional Operations

Strategic Planning & Operational Support

Aging and Independence Services

Behavioral Health Services

Child Welfare Services

Public Health Services

Public Administrator / Public Guardian

Administrative Support

Health and Human Services Agency Summary

Agency Description

The Health and Human Services Agency's mission is to make residents' lives safer, healthier, and self-sufficient through the management and delivery of essential services. In support of County Strategic Initiatives for Kids and Safe and Livable Communities, our goals are keeping at-risk children and their families, and vulnerable adults, safe, healthy and self-sufficient, and protecting the public's health. In carrying out the County's Required Disciplines, another Agency priority is maintaining and promoting operational excellence.

In order to accomplish these goals, the Agency provides preventive health care services, access to publicly-funded health care coverage, and a wide array of mental health and substance abuse services. Protective services are provided to abused and neglected children and vulnerable adults, including older adults, the disabled, and indigent adults. The Agency 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 should they occur.

Through six geographic service regions, the Agency administers a broad range of federal and State mandated programs. Services are delivered through a public-private partnership of County staff and more than 600 contracts with over 300 community-based providers. Although the six regions are geographically and socially diverse, continuity is maintained by several administrative support divisions.

Agency Departments include:

- 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

Vision Statement

Safe, healthy, and thriving communities.

2006-07 Anticipated Accomplishments

- To protect the public's health, we implemented pandemic influenza planning efforts, including a public information campaign, trainings, and drills and exercises to prepare for a possible influenza pandemic. Additionally, we completed construction of the Public Health Lab to facilitate heightened response to bioterrorist and pandemic threats through quicker identification and processing of suspicious infectious agents.
- To assess the County's capacity to meet the health care needs of at-risk children and their families, we completed a long-term, comprehensive analysis of the Healthcare Safety Net serving San Diego's uninsured and underinsured. Initiated in Fiscal Year 2005-06, the completed project included an assessment and projection of current and future health care demand and capacity, and recommendations on system planning and oversight, financing, access, system reforms and best practices. Over 200 participants attended the regional forums, and an action plan on priority areas was approved by the Board of Supervisors.
- To improve the operational productivity of the County's regional public health nursing services, we expanded the Mobile Remote Workforce project, which called for reengineering work processes and incorporating the use of the latest technology. The successful North Region pilot project from Fiscal Year 2005-06 was duplicated in the remaining regional public health centers during Fiscal Year 2006-07, resulting in a reduction in time spent on administrative tasks and more time available for direct client services.

- To provide accurate and timely service to low income children and families, we successfully converted nearly 300,000 cases, impacting 2,100 end users, to the California Work Opportunity and Responsibility to Kids (CalWORKs) Information Network, a system for tracking and determining monthly eligibility for welfare services. We established interfaces with District Attorney's Public Assistance Fraud Division, Office of Auditor and Controller's Revenue and Recovery, and Department of Child Support Services.
- To better integrate mental health and substance abuse treatment services, we continued our progress in implementing the Behavioral Health Services (BHS) model to enhance the alcohol and drug and mental health systems of care. During Fiscal Year 2006-07, BHS established one centralized access and crisis line for both alcohol and drug and mental health services that operates 24 hours a day, 7 days a week, with 99% of calls answered within 30 seconds. BHS also consolidated administrative functions such as contracts, financial management, and budgeting.

2007-09 Objectives

- To help keep at-risk children safe, healthy and self-sufficient, we will provide services that ensure Child Welfare practice is competent, consistent and effective. Services include increase permanency by adoption, guardianship or admission to San Pasqual Academy (SPA); increase face to face visits with children; increase the number of safety and risk assessments; reduce subsequent entries into foster care; reduce the number of placements.
- To improve outcomes for foster teens, we will increase the number of appropriate SPA referrals by 15% (from 120 to 138) for Fiscal Year 2007-2008. This will ensure that teens who do not achieve permanency through reunification, adoption or guardianship have the opportunity to benefit from the permanency offered at SPA. Since the opening in 2001, the Academy has become a national model that allows these teens to become thriving, self-sufficient adults.
- To promote safe, healthy, and thriving communities, we will work with public and private partners to address the key issues identified in the Healthcare Safety Net Study. These issues include funding, care coordination, legislative advocacy, and the health care needs of the southern part of the county.
- To advance the coordination and integration of alcohol, drug, mental health, and co-occurring services for children, youth, families, adults, and older adults, we will implement the final year of the Behavioral Health Services Three Year Strategic Plan. Strategies include increasing services to previously underserved populations, addressing wait times for programs, and developing outcomes for individuals with co-occurring disorders.
- To protect the public's health, we will promote preparedness in the community to respond to and recover from medical disasters and health events should they occur. We will also promote the health of local children by collaborating with multiple partners such as schools, health care and child care providers, community-based organizations, faith-based institutions, media, and other local governments to implement the Childhood Obesity Action Plan.
- To enhance operational excellence, we will strengthen administrative oversight of the Agency's contracts by issuing new standards and expectations for contract monitoring to ensure efficiency and accountability to taxpayers. These standards and expectations will be based on the Fiscal Year 2006-07 Contracting Administration Assessment that was conducted agency wide.

Changes from 2006-07 Adopted

Overview

The Health and Human Services Agency's Fiscal Year 2007-08 plan includes appropriations of $1.7 billion, which is an increase of $95.5 million in the General Fund.

The Agency proposes an increase of 110.08 staff years. This includes 83.00 staff years for Child Welfare Services and Adoptions, as approved by the Board of Supervisors on September, 26, 2006 (6), 25.50 staff years for the 15-bed acute care expansion proposal at the San Diego County Psychiatric Hospital (SDCPH), 5.00 staff years for the Mental Health Services Act expansion of services, 4.00 staff years for In-Home Supportive Services (IHSS) workers due to increased workload, and 0.58 staff years for a technical adjustment in Public Health (with no impact to the total number of positions). These increases are offset by the deletion of 8.00 staff years due to the reengineering of mail courier services.

Adjustments were made to cover increased costs associated with the cost of doing business, growth in IHSS, the continual expansion in mental health associated with the Mental Health Services Act, the increase of 15 beds for acute care in SDCPH, and Healthcare Safety Net needs.

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. In May 2006, an additional amount of anticipated receipts was securitized. The Special Revenue fund reflects $27.5 million for Fiscal Year 2007-08 for use by programs with a $3.3 million unallocated reserve. If this reserve is needed, Board approval will be sought.

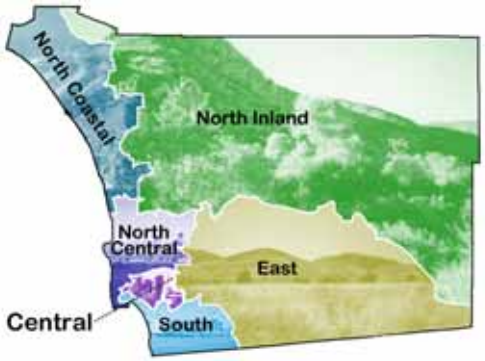
Staffing by Department

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Regional Operations	2,673.75	2,600.25	2,658.25	2.23	2,658.25
Strategic Planning & Operational Support	135.00	211.50	223.50	5.67	223.50
Aging and Independence Services	318.50	318.50	322.50	1.26	322.50
Behavioral Health Services	863.00	873.00	903.50	3.49	903.50
Child Welfare Services	806.00	814.00	819.00	0.61	819.00
Public Health Services	370.67	363.67	374.25	2.91	374.25
Public Administrator / Public Guardian	39.00	36.00	36.00	0.00	36.00
Administrative Support	344.00	336.00	326.00	(2.98)	326.00
Total	5,549.92	5,552.92	5,663.00	1.98	5,663.00

Expenditures by Department

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Regional Operations	$ 467,085,888	$ 450,510,438	$ 460,434,318	2.20	$ 462,795,336
Strategic Planning & Operational Support	95,868,144	127,867,804	149,916,426	17.24	150,508,563
Aging and Independence Services	240,150,858	255,034,506	280,320,071	9.91	302,920,585
Behavioral Health Services	288,049,078	333,910,301	372,698,911	11.62	377,407,869
Child Welfare Services	236,972,740	254,000,216	256,143,446	0.84	257,775,138
Public Health Services	80,892,214	80,222,515	84,566,108	5.41	84,374,233
Public Administrator / Public Guardian	3,684,636	4,215,022	4,345,064	3.09	4,345,064
Administrative Support	75,332,548	82,536,218	75,351,499	(8.70)	61,996,954
Tobacco Settlement Funds	27,300,000	25,500,000	27,500,000	7.84	27,500,000
Total	$ 1,821,216,589	$ 1,613,797,020	$ 1,711,275,843	6.04	$ 1,729,623,742

Regional Operations



Department Description

The hallmark of the Health and Human Services Agency is its commitment to a service delivery system that is regionalized and accessible, community-based, and customer-oriented. Organized into six geographic service regions, the Agency's service delivery system uses a public/private partnership model to meet the needs of families in San Diego County. All services in a region are under a Regional General Manager who ensures services address local community needs, and programs are delivered in a cost effective and outcome-driven fashion.

As outlined in Appendix D, regional operations include: Child Welfare Services, Family Resource Centers/Assistance Payments, Public Health Centers, Community Health Promotion, and Welfare-to-Work/ Employment Administration.

Mission Statement

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

2006-07 Anticipated Accomplishments – All Regions

Strategic Initiative – Kids

- Ensured 98% (343 of 350) of expectant mothers, who were visited by Public Health Nurses through delivery, completed the recommended number of prenatal care visits from time of first contact, exceeding the target of 89%.
- Enrolled a net gain of 2,915 eligible children in Medi-Cal and Healthy Families programs, as part of a long-term goal to provide health care coverage to uninsured children, below target of 4,696. The low number is due to the large number of families disenrolling from the programs.
- Ensured 75% (1,793 of 2,385) of children in foster care for less than 12 months had fewer than three placements during that period. This is below the target of 80%.
- Ensured no more than 9.2% (49 of 543) of children who entered foster care had subsequent entries within 12 months of leaving foster care, exceeding the goal of no more than 9.9%.
- Secured stable employment for 89.5% (273 of 305) of Welfare-to-Work participants exiting cash assistance each month, as indicated by their remaining off aid for six months, just under target of 90%.
- Increased self-sufficiency in low-income families by increasing the number of federal income tax returns prepared at tax assistance sites by 10% (from 3,710 to 4,081), achieving the target.
- Ensured 99% (40,640 of 41,051) of payments to cover child care services to CalWORKs families and other low-income eligible families were made in a timely fashion (within 10 days), achieving the target.

2007-09 Objectives – All Regions

Strategic Initiative – Kids

- Ensure no less than 95% (333 of 350) of expectant mothers, who are visited by Public Health Nurses through delivery, complete the recommended number of prenatal care visits from the start of first contact.
- Improve the quality of immunization service for children age 24 months served by regional public health centers by immunizing 98% (2,450 of 2,500) of children eligible for a vaccine when the vaccine is due and available.
- Ensure a net enrollment gain of 1% (additional 2,219) eligible children in Medi-Cal and Healthy Families programs as part of a long-term goal to provide health care coverage to uninsured children.
- Ensure no more than 9% (estimated 48 of 543) of children who enter foster care have subsequent entries within 12 months of leaving foster care.
- Ensure no more than 8.4% (estimated 530 of 6,314) of children with a substantiated allegation of neglect/abuse within a 6 month period, have another substantiated allegation in the next 6 months.
- Ensure 80% (estimated 2,000 of 2,500) of children in foster care for less than 12 months have fewer than three placements during that period.
- Ensure 99% (40,950 of 41,000) of CalWORKs families served by Stage 1 and Stage 2 child care programs obtain payments for child care within 10 days of receipt of claim.
- Secure stable employment for 90% (270 of 300) of Welfare-to-Work participants exiting cash assistance each month, as indicated by their remaining off aid for six months.

Strategic Initiative – Safe and Livable Communities

- Increase by 10% (from 250 to 275) the number of CalWORKs families accessing Earned Income Tax Credits.

Central Region

The Central Region is located within the City of San Diego and comprises 48 neighborhood communities. Home to approximately 490,369 residents, the ethnic/racial makeup of the region is 41.2% Hispanic, 27.3% White, 13.8% African-American, 12.8% Asian, 0.4% Native American, and 4.5% Other. The Central Region manages the Community Action Partnership, providing a variety of social services to low-income families and at-risk youth, and is one of two regions in which County staff administers Welfare-to-Work services to families receiving CalWORKs public assistance.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Ensured 50% (78 of 156) of change of placement requests, using the Team Decision Making (TDM) process, resulted in children being returned home placed with a relative or unchanged placement, meeting target. TDM is a family group conference that allows families and their identified support network to participate in decisions relating to placement changes.
- Increased by 10% (from 163 to 179) the number of families and individuals who obtain temporary shelter, meeting target.
- Increased by 50% (from 54 to 81) the number of CalWORKs families accessing Earned Income Tax Credit, meeting target.

2007-09 Objectives

Strategic Initiative – Kids

- Establish baseline to ensure appropriate children initially removed from their home are assessed through the TDM process.
- Ensure 80% (1,600 of 2,000) of youth participating in the Critical Hours after school program will demonstrate an improvement in protective factors to reduce risks for delinquency and drug use by providing resources and activities that would help correct or reduce associated problem behaviors.
- Ensure 90% (900 of 1,000) of youth receiving Juvenile Diversion services will not have contact with the juvenile justice system.

Strategic Initiative – Safe and Livable Communities

- Lead regional collaborative between homeless services providers and mental health services to maximize permanent supportive housing resources available to homeless in Central Region.

East Region

The East Region is a mixture of urban and rural communities, including several Native American reservations located in the rural areas. Home to approximately 454,979 people, the ethnic/racial makeup of the region is 65.6% White, 20.1% Hispanic, 5.3% African-American, 3.8% Asian, 0.8% Native American, and 4.4% Other. East Region administers the Nurse Family Partnership, a program helping first-time low-income mothers succeed. East Region also administers the childcare subsidy payments to assist low-income families, many in transition from welfare to work.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Improved outcomes through Nurse Family Partnership (NFP) Program, serving 383 low-income mothers and their children in East, Central, and South Regions:
  - Ensured 93.6% (358 of 383) of mothers followed by NFP delivered a child with normal birth weight, above target of 93%.
  - Ensured 86.2% (330 of 383) of mothers initiated breast-feeding, surpassing the target of 79%, and 23% (88 of 383) continued breast-feeding at 12 months, below target of 28%.
  - Ensured 46% (176 of 383) of mothers decreased tobacco use, exceeding target of 30%.
- Linked East County children with familiar people and places that encouraged them to thrive:
  - 27% (30 of 114) of school age children coming into protective custody stayed in their same school, below target of 50%. Unexpected barriers to placement include insufficient number of homes for siblings in the school neighborhood.
  - 44% (243 of 552) of children coming into protective custody were placed with a relative or a non-related extended family member, below target of 60%. Unexpected barriers to protective custody include new legislation that requires additional steps for approving relatives and delays the placement.

2007-09 Objectives

Strategic Initiative – Kids

- Ensure 47% (180 of 383) of NFP participants have decreased or ceased smoking upon graduation from the program.
- Ensure 95% (363 of 383) of NFP graduates' children are fully immunized at 24 months of age.
- Support East County children with familiar people and places that encourage them to thrive:

- 50% (100 of 200) of school age children coming into protective custody will stay in their same school.
- 60% (450 of 751) of children coming into protective custody will be placed with a relative or a non-related extended family member.

North Central Region

The North Central Region is located within the City of San Diego and comprises 38 diverse communities. Home to approximately 592,485 residents, the ethnic/racial makeup is 64.3% White, 15.0% Asian, 12.4% Hispanic, 3.4% African-American, 0.4% Native American, and 4.5% Other. North Central Region manages the California Children Services program, which provides assessments for supplemental health care to seriously ill children.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Eliminated wait list for children receiving occupational or physical therapy through California Children Services exceeding target of no more than 3% placed on a rotating wait list,. Occupational therapy provides special needs children with activities to improve their cognitive, physical, and motor skills.

Strategic Initiative – Safe and Livable Communities

- Received the 2006 Health Care Communicators of San Diego County's Finest Award – Silver for the 2006 School Fitness Summit. Through the leadership of the County Board of Supervisors, this summit addressed the communitywide issue of Childhood Obesity. HealthLink North County, a school-health collaborative, worked with a planning committee of key stakeholders, the sponsorship of numerous partners, and the Coalition on Children and Weight San Diego to host the Summit which exemplified public/private partnerships.

Required Discipline – Regional Leadership

- Led a collaborative effort to establish a Deaf Group Home within San Diego County that provides placement resources, health and social services, and enrichment activities in a culturally affirming, home-like environment for deaf foster youth.

2007-09 Objectives

Strategic Initiative – Kids

- Ensure that 75% (56 of 75) of children involved in a Team Decision Making (TDM) meeting have a placement outcome that enhances permanency and stability in their living situations.
- Improve by 5% (from 93 to 99) the number of medical determinations made within five working days on all new requests received by California Children Services (CCS) to improve health outcomes for children who are eligible for CCS.

Required Discipline – Continuous Improvement

- Design and implement a pilot project that reengineers the CCS authorization and determination process to improve operational productivity and ensure more timely services to eligible children.

North Coastal Region

The North Coastal Region consists of six cities and more than a dozen communities. Home to approximately 520,795 people, the ethnic/racial makeup of the region is 60.8% White, 26.6% Hispanic, 4.7% Asian, 3.9% African-American, 0.4% Native American, and 3.6% Other. The North Coastal Region is one of two regions that administer Welfare-to-Work and other employment services.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Reduced child abuse/neglect substantiated referrals by 5% (from 84 to 80) in Oceanside neighborhoods where removal rates are highest, through family-focused prevention services, meeting the goal of 5%.

Strategic Initiative – Safe and Livable Communities

- In partnership with the University of California Cooperative Extension, provided nutrition education classes to 516 Food Stamp eligible individuals, representing 2,294 family members, creating healthy behavior changes that will lower the risk of childhood obesity for the family members of those graduating from the program.

Required Discipline – Continuous Improvement

- Ensured 100% (664) of web based referrals received by North Coastal Public Health Center met new referral standards developed as a result of improved business processes, meeting the goal.

2007-09 Objectives

Strategic Initiative – Kids

- Ensure that 75% (150 of 200) of children involved in a TDM meeting have a placement outcome that enhances permanency and stability in their living situations.
- Distribute 300 books through a Reach Out and Read Program at the North Coastal Public Health Center to promote early literacy and encourage children to receive the recommended number of well-child check-ups.

North Inland Region

The North Inland Region includes four cities and dozens of communities encompassing suburban cities, remote desert communities, historic mountain towns, rural homes and farms, and numerous Indian reservations. The region's eastern border is the Imperial County line. Home to approximately 545,260 residents, the ethnic/racial makeup of the region is 58.9% White, 26.6% Hispanic, 8.6% Asian, 1.9% African-American, 0.8% Native American, and 3.2% Other.

2006-07 Anticipated Accomplishments

Strategic Initiative - Kids

- Reduced child abuse/neglect substantiated referrals by 5% (from 71 to 67) in Escondido neighborhoods where removal rates are highest, through family-focused prevention services, meeting the goal.
- Ensured placement stability for 73% (150 of 206) of foster children participating in a TDM process in North Inland Region. The goal to increase placement stability by 5% was not met due to the unanticipated complexity of tracking multiple outcomes.

Required Discipline – Regional Leadership

- Mobile Remote Workforce (MRW) Innovation in Health Care was awarded "Best of California - Most Innovative Use of Technology" and "Demonstrated Excellence in Project Delivery" by The Center for Digital Government and the "Rising Star 2006" and "Federal 100" awards by Federal Computer Week magazine. MRW was developed to streamline and improve service delivery when providing public health nursing services to at-risk families in their homes.

2007-09 Objectives

Strategic Initiative – Kids

- Distribute 300 books through a Reach Out and Read Program to promote early literacy and encourage children to receive the recommended number of well-child check-ups.

Required Discipline – Continuous Improvement

- Participate in the statewide Medi-Cal Eligibility Process Improvement Collaborative at North Inland Family Resource Center to study and implement best practices in enrollment and retention in order to improve access to care for eligible children.

South Region

The South Region has four cities and seven communities and borders with the country of Mexico. Home to approximately 460,680 residents, the ethnic/racial makeup of the region is 52.3% Hispanic, 27.0% White, 12.2% Asian, 4.6% African-American, 0.3% Native American, and 3.6% Other. The South Region includes: the countywide Office of Violence Prevention, which manages contracts providing domestic violence services; Critical Hours after school programs; Juvenile Diversion programs for at-risk youth; and other prevention services.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Ensured 80% (1,200 of 1,500) of youth participating in the Critical Hours after school program did not have contact with the juvenile justice system, meeting target.
- Ensured 80% (960 of 1,200) of youth receiving juvenile diversion services did not enter or re-entered the juvenile justice system for at least six months after case closing, meeting target.
- Ensured that 42% (244 of 580) of South Region foster care children were placed with a relative or kin, meeting target.

Strategic Initiative – Safe and Livable Communities

- Trained 80% (80 of 100) of youth in the Healthy Eating, Active Communities program in obesity prevention to improve their nutritional and physical environment in their communities, meeting target.

2007-09 Objectives

Strategic Initiative – Kids

- Establish evidence-based Nurse Family Partnership Program and enroll 75 first-time mothers. Nurse-Family Partnership is an evidence-based nurse home visitation program that improves the health, well-being and self-sufficiency of low-income, first-time parents and their children.
- Establish baseline to ensure appropriate children initially removed from their homes are assessed through a Team Decision Making process for placement with relatives, non-extended family members, or returned home.
- Ensure 12 therapists in the Safe Start Initiative complete eight trainings each for the treatment of Child Welfare Services children who have been exposed to domestic violence.

Strategic Initiative – Safe and Livable Communities

- Co-lead regional public-private partnership process to strengthen South County's safety net by increasing resources and coordination of care for uninsured.

Changes from 2006-07 Adopted – All Regions

Staffing

Proposes a net increase of 58.00 staff years and transfers among divisions based on operational needs.

- Increase of 75.00 staff years augmenting staffing needs to support State and federal mandates in the enhancement of child welfare services programs to improve safety in foster care, increase permanency and stability, expanding monitoring of children in out-of-home placements, and reunification of families.
- Transfer out of 8.00 staff years to Public Health Services as part of Tuberculosis redesign.

- Transfer out of 9.00 staff years to Strategic Planning and Operational Support as part of the Family Resource Centers' clerical staff reallocation to support Fraud and Integrity and Health Coverage Access units.

Expenditures

Proposes a net increase of $9.9 million.

- $10.1 million increase in Salaries and Benefits due to the increase of staff years and negotiated cost of living adjustments.
- $2.2 million increase in Services and Supplies associated with the increase in staff years and the cost of doing business.
- $2.4 million decrease in Other Charges.
  - $5.0 million decrease in CalWORKs Assistance case costs based on projected case levels with no impact on service or clients.
  - $1.5 million increase in California Children Services medical provider payments.
  - $1.5 million increase in Child Care Payments due to caseload increases.
  - $0.4 million decrease in Lease/Purchase of Equipment.

Revenues

Proposes an increase of $9.9 million.

- $3.2 million increase in Intergovernmental Revenues.
  - $3.5 million decrease of Unsecuritized Tobacco Settlement revenue to be replaced with General Revenue Allocation.
  - $4.8 million decrease in CalWORKs Assistance revenue associated with decreased costs.
  - $1.5 million increase in Child Care revenue.
  - $10.0 million increase in State and federal funding primarily associated with increased CWS and Adoption staffing.
- $0.1 million increase in Charges for Current Services due to increase of over the counter Public Health Services activities.
- $0.1 million increase in Miscellaneous Revenues due to a technical adjustment to move the budget from Intergovernmental Revenues.
- $1.5 million increase in Fund Balance due to the one-time increase in medical provider payments in California Children Services.
- $5.0 increase in General Revenue Allocation to cover negotiated cost of living adjustments and to replace the loss of $3.5 million of the Unsecuritized Tobacco Settlement revenue.

Summary of Changes in Fiscal Year 2008-09

Proposes a net increase of $2.4 million of expenditures and revenues associated primarily with increased negotiated labor costs, and a reduction of $1.5 million in Fund Balance due to the funding of one-time cost increase in services for Fiscal Year 2007-08.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Expectant mothers visited by Public Health Nurses through delivery that complete recommended number of prenatal care visits	91% of 484	89% of 350	98% of 350	95% of 350	95% of 350
Children enrolled in Medi-Cal and Healthy Families health care coverage	234,224 (enrolled 429)	221,940[1] (enroll 4,696)	220,159[2] (enrolled 2,915)	1%[3] (enroll 2,219)	1% (enroll 2,219)
Children age 24 months served by regional public health centers immunized when vaccine is due and available[3]	N/A	N/A	N/A	98% of 2,500	98% of 2,500
Foster children who re-enter foster care within 12 months of leaving foster care (not to exceed target)	N/A	9.9% of 540	9.2% of 543	9.0% of 543	9.0% of 543
Children in foster care for less than 12 months have fewer than 3 placements during that period	79.7% of 2,558	80% of 2,500	75% of 2,385	80% of 2,500	80% of 2,500
Children with a substantiated allegation of neglect/abuse within a 6 month period that have another substantiated allegation in the following 6 months[4]	N/A	N/A	N/A	8.4% of 6,314	8.4% of 6,314
Childcare payments to CalWORKs and other low-income families made within 10 days[5]	99.6% of 68,955	99% of 65,000	99% of 41,051	99% of 41,000	99% of 41,000
Welfare to Work participants who secure stable employment, remaining off aid for six months	89% of 364 monthly average	90% of 305 monthly average	89.5% of 305 monthly average	90% of 300 monthly average	90% of 300 monthly average
CalWORKs families accessing Earned Income Tax Credit	N/A	N/A	N/A	10% (from 250 to 275)	10% (from 275 to 302)
Federal tax returns prepared at tax assistance sites[6]	N/A	10% (from 3,710 to 4,081)	10% (from 3,710 to 4,081)	N/A	N/A

Table Notes

[1] The Agency transferred to a new welfare data system (CalWIN) in June 2006. During the transition phase, data was not reliable for Fiscal Year 2006-07 projection. In January 2007, data became available. As a result, we have a new baseline of 217,244. The new enrollment has been validated and includes only unduplicated counts. The target of enrolling 4,696 children remains unchanged. The goal for total enrollment for Fiscal Year 2006-07 is now 221,940 which is the new baseline plus the enrollment target.

[2] As of March 2007, current data shows a net gain of 2,915 children enrolled in Medi-Cal and Healthy Families. This net gain (new enrollments minus disenrollments) brings the current enrollment to 220,159. Enrollment of eligible children in Medi-Cal and Healthy Families is an important Agency goal. San Diego County received $5.9 million in funds from the California Department of Health Services to enhance outreach, enrollment, retention, and utilization of health care coverage among children. Funding is effective March 15, 2007 through June 30, 2009. The Agency will target hard-to-reach children who lack insurance through six regional contracts and one countywide contract.

[3] Effective Fiscal Year 2007-08, this measure will be reported as a percentage increase above prior year end actual. The target increase is modest based the unknown reauthorization status of the State Children's Health Insurance Program (SCHIP) and anticipated challenges related to the implementation of the Deficit Reduction Act of 2005.

[4] Effective Fiscal Year 2007-08, this new measure has been included to better reflect strategic priorities captured in the "Agency Strategy Agenda for 2007-12."

[5] This measure is a combination of two child care payment measures: 1) Payments provided to CalWORKs recipients only and 2) Payments made to current and former CalWORKs recipients who are income eligible for up to 24 months after exiting cash assistance.

[6]This measure will not be reported in future Operational Plans. It has been replaced with another measure to better reflect strategic priorities captured in the "Agency Strategy Agenda for 2007-12."

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Regional Self Suffic Elig	1,057.00	1,055.00	1,053.00	(0.19)	1,053.00
Regional Child Welfare Svcs	610.00	598.50	673.50	12.53	673.50
Central Region	244.00	231.00	227.00	(1.73)	227.00
East Region	202.50	202.50	198.50	(1.98)	198.50
North Central Region	319.75	273.75	263.75	(3.65)	263.75
North Coastal Region	90.00	90.00	88.00	(2.22)	88.00
North Inland Region	71.00	70.00	70.00	0.00	70.00
South Region	79.50	79.50	84.50	6.29	84.50
Total	2,673.75	2,600.25	2,658.25	2.23	2,658.25

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Regional Self Suffic Elig	$ 72,602,844	$ 71,951,452	$ 71,510,835	(0.61)	$ 73,244,911
Regional Child Welfare Svcs	48,368,020	49,193,119	56,884,688	15.64	56,863,241
Central Region	92,915,485	90,020,835	86,245,564	(4.19)	86,379,949
East Region	94,311,924	90,053,050	91,980,865	2.14	92,114,616
North Central Region	55,873,726	52,113,896	51,343,083	(1.48)	50,726,522
North Coastal Region	24,174,733	24,173,951	23,960,640	(0.88)	24,279,806
North Inland Region	25,622,571	23,858,700	26,918,880	12.83	27,230,889
South Region	53,216,585	49,145,435	51,589,763	4.97	51,955,402
Total	$ 467,085,888	$ 450,510,438	$ 460,434,318	2.20	$ 462,795,336

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 189,260,001	$ 187,653,838	$ 197,716,137	5.36	$ 201,242,075
Services & Supplies	43,327,041	36,115,466	38,352,365	6.19	38,687,445
Other Charges	234,498,846	226,741,134	224,365,816	(1.05)	222,865,816
Total	$ 467,085,888	$ 450,510,438	$ 460,434,318	2.20	$ 462,795,336

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ —	$ —	$ 1,500,000	—	$ —
Licenses Permits & Franchises	670,120	825,632	834,238	1.04	854,062
Fines, Forfeitures & Penalties	60,000	42,720	50,000	17.04	50,000
Intergovernmental Revenues	423,429,256	419,473,512	422,639,657	0.75	426,359,717
Charges For Current Services	1,665,096	1,599,258	1,685,208	5.37	1,685,208
Miscellaneous Revenues	1,348,247	1,343,328	1,477,470	9.99	1,477,470
General Revenue Allocation	24,382,659	27,225,988	32,247,745	18.44	32,368,879
Total	$ 467,085,888	$ 450,510,438	$ 460,434,318	2.20	$ 462,795,336

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Strategic Planning & Operational Support

Department Description

Strategic Planning and Operational Support (SPOS) provides timely and meaningful information, services and support that improve access to health care, advance individual self-sufficiency, strengthen children and families, safeguard program integrity, and enhance overall Agency performance so that shared community outcomes are achieved.

Mission Statement

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

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Distributed 100% of 14,960 Healthy Families and Medi-Cal applications to appropriate regions within 10 days to facilitate access to medical and dental services, above target of 98%.

Strategic Initiative – Safe and Livable Communities

- Ensured 99% (39,600 of 40,000) of Medi-Cal Managed Care clients who attended an enrollment presentation chose a health plan to promote health care access, exceeding target of 90%.
- Ensured 86% (129 of 150) of General Relief and Cash Assistance Program for Immigrants (CAPI) clients who completed the Supplemental Security Income (SSI) application process through the Advocacy Program obtained SSI in order to promote self-sufficiency. This is below target of 91%.
- Established baseline of 23 days to measure wait times for scheduling County Medical Services (CMS) eligibility determination appointments to assure access to health care.
- Ensured 84% (375 of 446) of CMS patients with diabetes enrolled in Project Dulce for a minimum of 12 months received annual eye exams, foot exams, and kidney function assessments, above target of 80%.

Required Discipline – Accountability/Transparency

- Completed 100% of 19 internal investigations of civil rights complaints in public assistance programs within the State-mandated 80-day requirement to ensure program integrity and equitable treatment of customers, above target of 96%.

Required Discipline – Continuous Improvement

- Conducted six in-depth program and operational reviews to address operational risks, improve performance, and strengthen coordination across regions and divisions to advance strategic priorities.

2007-09 Objectives

Strategic Initiative – Kids

- Distribute 98% (14,700 of 15,000) of Healthy Families and Medi-Cal applications to appropriate regions within 5 days, a reduction of 5 days over Fiscal Year 2006-07, to facilitate access to medical and dental services.

Strategic Initiative – Safe and Livable Communities

- Ensure 84% (319 of 380) of CMS patients with diabetes enrolled in Project Dulce for a minimum of 12 months receive annual eye exams, foot exams, and kidney

function assessments to ensure a high standard of preventive care and quality treatment and reduce costs for emergency services.

- Reduce by 3 days the wait time for scheduling CMS eligibility determinations.
- Ensure 90% (135 of 150) of General Relief and CAPI clients who completed the SSI application process through the Advocacy Program obtain SSI in order to promote self-sufficiency.
- Increase by 5% (from 1,824 to 1,915) the number of eligible seniors receiving Food Stamps to improve nutrition among vulnerable adults.

Required Discipline – Accountability/Transparency

- Increase public access to programs and policies by posting the Medi-Cal, General Relief, and CAPI, program guides on the Internet in a user-friendly format.

Required Discipline – Continuous Improvement

- Conduct seven in-depth program and operational reviews to address operational risks, improve performance, and strengthen coordination across regions and divisions to advance strategic priorities.
- Implement a web based referral and eligibility determination system for CMS to increase operational efficiencies in the referral and application process for hospital outstation services and clinic based operations.

Required Discipline – Fiscal Stability

- Assist community-based organizations to bring $10.0 million in grant funds into the region through the Office of Resource Development (ORD) network.

Changes from 2006-07 Adopted

Staffing

Proposes a net increase of 12.00 staff years and transfers among divisions within the department based on operational needs.

- Transfer of 9.00 staff years from Regional Operations as part of the Family Resource Centers' clerical staff reallocation to support Fraud and Integrity and Health Coverage Access units.
- Transfer of 4.00 staff years from Administrative Support for CalWIN operations, security help desk, and to consolidate administrative functions.
- Decrease of 1.00 staff year due to transfer to the Office of Media and Public Affairs with Administrative Support.

Expenditures

Proposes an increase of $22.0 million.

- $1.0 million increase in Salaries and Benefits due to the increase of 12.00 staff years and negotiated cost of living adjustments.
- $21.0 million net increase in Services and Supplies.
  - $18.0 million increase for Health Care Safety Net.
  - $7.4 million increase as the result of the transfer of CalWIN operations and ORD.
  - $1.9 million increase for one-time business process reengineering projects for CalWIN, CMS, and CalWORKs.
  - $0.5 million increase in cost of doing business primarily due to staff increases and fraud investigation and prosecution services.
  - $6.0 million decrease for one-time retroactive payments in CMS in Fiscal Year 2006-07.
  - $0.8 million decrease in California Healthcare for Indigents Program (CHIP).

Revenues

Proposes a net increase of $22.0 million.

- $0.1 million increase in Fines, Forfeitures & Penalties in the CMS program.
- $20.4 million increase in Intergovernmental Revenue.

- $13.0 million increase in federal funding for the Governor's Health Care Initiative (SB 1448).
- $7.4 million increase in revenues associated with the transfer of the CalWIN operation and ORD.
- $0.8 million increase of various administrative revenues including realignment due to cost of doing business and negotiated labor costs.
- $0.8 million decrease in CHIP revenue.

- $0.6 million increase in Charges for Current Services in the CMS program.
- $6.0 million decrease in Fund Balance due to the elimination of one-time retroactive payments in CMS.
- $2.0 million increase in Fund Balance to support one-time costs for CalWIN, CMS and CalWORKS projects.
- $5.0 million increase in General Revenue allocation for Health Care Safety Net.

Summary of Changes in Fiscal Year 2008-09

Proposes a net increase of $0.6 million due to a $2.0 million reduction in use of Fund Balance for one-time costs in Fiscal Year 2007-08 offset by an increase in Intergovernmental Revenues for increased Salaries and Benefits.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
SSI applicants who completed the application process through the SSI Advocacy program and obtain SSI	95% of 214	91% of 150	86% of 150	90% of 150	90% of 150
In depth program and operational reviews to advance Agency strategic priorities	6	6	6	7	7
CMS diabetics enrolled in Project Dulce who will receive annual exams	N/A	80% of 400	84% of 446	84% of 380	84% of 380
Healthy Families and Medi-Cal mail-in applications distributed to appropriate regions within 5 days[1]	N/A	N/A	N/A	98% of 15,000	98% of 15,000
Wait time reduction for scheduling CMS eligibility determination appointments[2]	N/A	N/A	N/A	3 days	3 days
Food Stamp participation increase among seniors[2]	N/A	N/A	N/A	5% (from 1,824 to 1,915)	5% (from 1,915 to 2,011)
Dollars obtained by community-based organizations with assistance from ORD[3]	N/A	N/A	N/A	$10.0 million	$10.0 million
Healthy San Diego enrollees who attend an enrollment presentation and choose a health plan[4]	N/A	90% of 40,000	99% of 40,000	N/A	N/A
Healthy Families and Medi-Cal mail-in applications distributed to appropriate regions within 10 days[4]	N/A	98% of 19,200	100% of 14,960	N/A	N/A
Internal investigations of civil rights complaints within mandated time[4]	95% of 20	96% of 19	100% of 19	N/A	N/A

Table Notes

[1] Modified measure effective Fiscal Year 2007-08. This measure was originally written with a longer time frame of 10 days, "Healthy Families and Medi-Cal mail-in applications distributed to regions within 10 days."

[2] Effective Fiscal Year 2007-08, this new measure has been included to better reflect strategic priorities captured in the "Agency Strategy Agenda for 2007-12."

[3]Effective Fiscal Year 2007-08, this new measure has been included to better reflect Office of Resource Development's efforts to assist community-based organizations apply for grants and to increase funds for our region for projects aligned with our strategic initiatives.

[4] This measure will not be reported in future Operational Plans. It will be replaced with another measure to better reflect strategic priorities captured in the "Agency Strategy Agenda for 2007-12."

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Administration	52.00	78.00	87.00	11.54	87.00
County Medical Services	25.00	25.00	35.00	40.00	35.00
Self Sufficiency Services and Support	58.00	108.50	101.50	(6.45)	101.50
Total	135.00	211.50	223.50	5.67	223.50

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Administration	$ 17,428,568	$ 20,202,001	$ 30,212,386	49.55	$ 30,616,548
County Medical Services	69,509,760	82,827,014	95,422,017	15.21	95,346,886
Child Care Planning Council	1,119,460	1,119,460	1,112,823	(0.59)	1,113,247
Self Sufficiency Services and Support	7,810,356	23,719,329	23,169,200	(2.32)	23,431,882
Total	$ 95,868,144	$ 127,867,804	$ 149,916,426	17.24	$ 150,508,563

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 10,379,558	$ 16,937,082	$ 17,978,289	6.15	$ 18,817,902
Services & Supplies	85,488,586	110,930,722	131,938,137	18.94	131,690,661
Total	$ 95,868,144	$ 127,867,804	$ 149,916,426	17.24	$ 150,508,563

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ —	$ 6,000,000	$ 1,950,000	(67.50)	$ —
Fines, Forfeitures & Penalties	2,600,000	2,600,000	2,707,019	4.12	2,707,019
Intergovernmental Revenues	25,880,291	88,307,287	108,758,589	23.16	111,300,726
Charges For Current Services	4,583,993	6,301,499	6,858,469	8.84	6,858,469
Miscellaneous Revenues	999,819	1,059,018	1,042,349	(1.57)	1,042,349
Other Financing Sources	61,804,041	17,600,000	17,600,000	0.00	17,600,000
General Revenue Allocation	—	6,000,000	11,000,000	83.33	11,000,000
Total	$ 95,868,144	$ 127,867,804	$ 149,916,426	17.24	$ 150,508,563

Aging & Independence Services

Department Description

Aging & Independence Services (AIS) is committed to improving the lives of seniors and individuals with special needs in San Diego County by offering access to information, case management, health services, advocacy, and community services in a caring and supportive manner. This division serves seniors, veterans, disabled adults, abused, elderly and dependent adults, and others requiring home-based care to prevent institutionalization.

Mission Statement

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

2006-07 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Conducted 96% (7,680 of 8,000) of face-to-face investigations within 10 days of abuse reports to ensure the safety of vulnerable and abused adults referred to Adult Protective Services (APS), above target of 95%.
- Achieved 85% (1,212 of 1,426) approval of claims submitted by Veterans Services for federal benefits to promote self-sufficiency, below target of 86%.
- Ensured 91% (5,460 of 6,000) of APS cases were not re-referred within six months of case closing, indicating that the needs of these clients were met through other services provided in the county, above target of 89%.
- Ensured no disruption in services of Senior Nutrition meals at 56 countywide locations as all 23 contractors successfully transitioned to performance-based contracts. Funding for meals was allocated based upon performance of contractor.

Required Discipline – Continuous Improvement

- Ensured 85% (255 of 300) of sampled In-Home Supportive Services (IHSS) cases reviewed were in compliance with the State mandated IHSS quality assurance program, meeting target.
- Established database of unmet needs of AIS Information & Assistance callers to identify options in the community for improving service delivery.

2007-09 Objectives

Strategic Initiative – Safe and Livable Communities

- Achieve an 86% (estimated 1,204 of 1,400) approval rate of claims submitted by Veterans Services staff for federal benefits.
- Ensure 90% (estimated 5,400 of 6,000) of APS cases are not re-referred within six months of case closing.
- Ensure 86% (estimated 387 of 450) of sampled IHSS cases reviewed are in compliance with the State mandated IHSS quality assurance program.
- Maintain a 95% (estimated 7,600 of 8,000) performance rate of face-to-face APS investigations within 10 days of referral.

Required Discipline – Continuous Improvement

- Establish a baseline for information and assistance calls in order to improve AIS' ability to evaluate demand and provide appropriate level of resources.

- Initiate an automated client referral system for customers wishing to refer to the IHSS Program.

Changes from 2006-07 Adopted

Staffing

Proposes an increase of 4.00 staff years due to IHSS caseload growth.

Expenditure

Proposes an increase of $25.3 million.

- $0.7 million increase in Salaries and Benefits due to increased staff years and negotiated cost of living adjustments.
- $24.6 million increase in Services and Supplies for IHSS Individual Provider payments.

Revenue

Proposes an increase of $25.3 million.

- $25.3 million increase in Intergovernmental Revenues due to increases in IHSS Individual Provider costs, staff years, and cost of doing business.

Summary of Changes in Fiscal Year 2008-09

Proposes an increase of $22.6 million due primarily to projected IHSS Individual Provider costs.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Veterans Services claims approved	86% of 2,414	86% of 1,500	85% of 1,426	86% of 1,400	86% of 1,400
Face-to-face Adult Protective Services investigations within 10 days	96% of 7,355	95% of 8,000	96% of 8,000	95% of 8,000	95% of 8,000
APS cases not re-referred within 6 months of closing	N/A	89% of 7,600	91% of 6,000	90% of 6,000	90% of 6,000
Cases in compliance with IHSS quality assurance program	77% of 331	85% of 450	85% of 300[1]	86% of 450	86% of 450

Table Notes

[1] The decrease in sampled cases from 450 to 300 is due to the loss of staff in the Quality Control unit. Each IHSS Quality Control worker is expected to complete 50 field visits per year, however, when fully staffed, Quality Control personnel will be expected to complete a total of 450 field reviews as a unit.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
In-Home Supportive Services	152.00	152.00	156.00	2.63	156.00
Veterans Services	8.00	8.00	8.00	0.00	8.00
Senior Health and Social Services	49.00	49.00	49.00	0.00	49.00
Protective Services	87.50	86.50	86.50	0.00	86.50
Administrative and Other Services	22.00	23.00	23.00	0.00	23.00
Total	318.50	318.50	322.50	1.26	322.50

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
In-Home Supportive Services	$ 211,645,321	$ 225,678,267	$ 251,438,729	11.41	$ 274,039,643
Veterans Services	717,044	743,316	838,474	12.80	839,879
Senior Health and Social Services	14,228,392	14,350,290	13,930,369	(2.93)	13,930,369
Protective Services	9,167,946	9,605,743	9,743,613	1.44	9,747,410
Administrative and Other Services	4,392,155	4,656,890	4,368,886	(6.18)	4,363,284
Total	$ 240,150,858	$ 255,034,506	$ 280,320,071	9.91	$ 302,920,585

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 24,443,555	$ 25,805,276	$ 26,514,308	2.75	$ 27,080,664
Services & Supplies	201,895,656	215,243,293	239,819,826	11.42	261,853,984
Other Charges	5,000	5,000	5,000	0.00	5,000
Capital Assets Equipment	21,757	181,757	181,757	0.00	181,757
Operating Transfers Out	13,784,890	13,799,180	13,799,180	0.00	13,799,180
Total	$ 240,150,858	$ 255,034,506	$ 280,320,071	9.91	$ 302,920,585

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fines, Forfeitures & Penalties	$ 175,200	$ 185,660	$ 185,660	0.00	$ 185,660
Intergovernmental Revenues	198,181,786	246,375,782	271,670,557	10.27	294,344,595
Miscellaneous Revenues	87,067	148,316	139,106	(6.21)	65,582
Other Financing Sources	33,327,913	100,000	100,000	0.00	100,000
General Revenue Allocation	8,378,892	8,224,748	8,224,748	(0.00)	8,224,748
Total	$ 240,150,858	$ 255,034,506	$ 280,320,071	9.91	$ 302,920,585

Behavioral Health Services

Department Description

Behavioral Health Services is a continuum of mental health, alcohol and other drug services for children, youth, families, adults, and older adults. Behavioral Health Services promotes recovery and well-being through prevention, treatment, and interventions, as well as integrated services for clients experiencing co-occurring mental illness and alcohol and drug issues. For clients and patients who require a hospital setting, inpatient health services are offered at the San Diego County Psychiatric Hospital (SDCPH) and Edgemoor, a distinct part of SDCPH.

Mission Statement

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

Alcohol and Drug Services

Alcohol and Drug Services provides leadership, planning, policy development, service coordination and resource management for a comprehensive system of alcohol and drug prevention, treatment, and recovery services. Culturally competent services are provided throughout San Diego County via contracts with community-based organizations. New initiatives include treatment for problem gamblers and screening of substance abuse problems for people accessing health care.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Increased self-sufficiency in 83% (222 of 268) of adolescents successfully discharged from alcohol and drug treatment by ensuring they were enrolled in an educational setting, exceeding the target of 76%.
- Ensured access to care by ensuring 98% (424 of 433) of perinatal non-residential clients were admitted within 21 calendar days of being accepted for treatment services.

Strategic Initiative – Safe and Livable Communities

- Increased the health and well-being of participants in an alcohol or drug treatment program for more than 30 days by ensuring 51% (1,383 of 2,712) of participants successfully completed treatment, below the 55% target.
- Promoted self-sufficiency by increasing from 60% to 91% (1,165 of 1,280) the percentage of employable adults completing treatment that were employed or in employment preparation activities during treatment.

Required Discipline – Customer Satisfaction

- Implemented Year Two of the Behavioral Health Services Three Year Strategic Plan to improve alcohol, drug, and mental health services.
  - Established one centralized access and crisis line for both alcohol and drug and mental health services that operates 24 hours a day, 7 days a week, with 99% of calls answered within 30 seconds.
  - Doubled the number of beds available for women with co-occurring issues in drug residential treatment from 8 to 16 beds.
  - Implemented alcohol and drug residential treatment for men with co-occurring issues by adding 10 beds for these clients.

2007-09 Objectives

Strategic Initiative – Kids

- Ensure 80% (254 of 318) of adolescents discharged from an alcohol and drug treatment program complete high school or the equivalent or are enrolled in an educational setting.
- Ensure 70% (200 of 286) of adolescents in non-residential treatment are successfully admitted into a program within 14 calendar days of being accepted for treatment services.

Strategic Initiative – Safe and Livable Communities

- Increase health and well-being for 55% (1,811 of 3,294) of participants in an alcohol or drug treatment program for more than 30 days, by ensuring completion or satisfactory progress of treatment upon leaving program.

Mental Health Services

Mental Health Services provides an array of culturally appropriate mental health services to Medi-Cal eligible, uninsured and indigent children, adolescents, families, adults, and older adults. Services for children, adolescents, and their families are comprehensive and community-based, ranging from early intervention to residential treatment services and are delivered in partnership with families and youth, public agencies, providers, and the community to achieve effective outcomes. Services to adults and older adults integrate rehabilitation and recovery principles and practices in the delivery of care. Mental Health Services also provides forensic services including conservatorship and court-ordered evaluations, treatment, and case management for mentally ill offenders.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Increased the percentage of Hispanic children and youth (an underserved population) receiving mental health services by 2% (from 2,790 to 2,846) over Fiscal Year 2005-06, meeting the target.

Strategic Initiative – Safe and Livable Communities

- Increased the number of older adults (an underserved population) accessing and receiving mental health services by 5% (from 133 to 140) over Fiscal Year 2005-06, meeting the target.
- Provided timely access to mental health assessment within an average of seven days for approximately 13,000 eligible adults and four days for approximately 6,000 children, exceeding the targets of eight and five days, respectively.

Required Discipline – Regional Leadership

- Ensured a system-wide screening for co-occurring disorders (mental health/substance abuse) was completed for 90% of new children (5,400 of 6,000) and adults (11,700 of 13,000) as part of all mental health assessments in outpatient programs, meeting the target.

Required Discipline – Customer Satisfaction

- Completed procurement and began implementation of the first phase of the Mental Health Services Act (MHSA), including new services for underserved populations such as older adults, Latino and Asian/Pacific Islander children and youth, and victims of trauma and torture.

Required Discipline – Continuous Improvement

- Completed competitive selection of vendor and launched implementation of an integrated mental health information system to enhance operational effectiveness and efficiency.

2007-09 Objectives

Strategic Initiative – Kids

- Increase the number of transition age youth receiving outpatient mental health services by 10% (from 27 to 30 of 300 eligible youth) over Fiscal Year 2006-07.

Strategic Initiative – Safe and Livable Communities

- Maintain a system-wide average wait time of eight days for outpatient mental health assessments for approximately 13,500 adults and five days for approximately 6,500 children and youth.
- Increase the number of older adults accessing mental health services by 5% (from 140 to 147 of 2,940 eligible older adults) over Fiscal Year 2006-07.

Required Discipline – Customer Satisfaction

- Implement Year 3 of the Behavioral Health Services Three Year Strategic Plan to improve alcohol, drug, and mental health services.

Required Discipline – Continuous Improvement

- Complete Phase I of implementation of an integrated mental health information system and begin implementation of Phase II, an electronic health record, thereby improving quality of clinical care, enhancing operational efficiencies, facilitating data gathering and reporting, and ensuring full compliance with State and federal regulations.

Inpatient Health Services

Inpatient Health Services provides services to clients who require a hospital setting such as the San Diego County Psychiatric Hospital (SDCPH) and long-term skilled services at Edgemoor, a distinct part of SDCPH. The Psychiatric Hospital provides services for mental health emergencies, treatment requiring intensive supervision, and inpatient acute psychiatric hospitalization. Edgemoor provides long-term medical and nursing services for patients unable to be cared for by other skilled nursing facilities.

2006-07 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Successfully maintained full accreditation with Joint Commission on Accreditation of Hospital Organizations (JCAHO) Standards Compliance for the SDCPH to ensure continuous performance improvement, commitment to patient care, and accountability.
- Successfully maintained a rating of substantial compliance for Edgemoor as issued by State licensing from the annual survey and site review in order to meet the health, safety, and quality of life needs of the residents.
- Doubled the number of clients served (from 2,950 in Fiscal Year 2004-05 to 5,900 in Fiscal Year 2006-07) at the Crisis Clinic of SDCPH, providing safety net services for clients in need of crisis intervention services and potentially diverting such clients from acute hospitalization or emergency room services.

2007-09 Objectives

Strategic Initiative – Safe and Livable Communities

- Maintain full accreditation with JCAHO Standards Compliance for SDCPH to ensure continuous performance improvement, commitment to patient care, and accountability.
- Maintain a rating of substantial compliance for Edgemoor as issued by State licensing from the annual survey and site review in order to meet the health, safety, and quality of life needs of the residents.

Required Discipline – Continuous Improvement

- Develop technology, equipment, and policies to initiate use of telepsychiatry service to enhance access to services. Telepsychiatry is a means of connecting a patient at a remote site to a psychiatrist via audio-visual two-way technology.

Changes from 2006-07 Adopted

Staffing

Proposes an increase of 30.50 staff years due to additional MHSA contracts and expansion of acute bed days at SDCPH, and transfers within the divisions to align with the consolidation of BHS. This includes the integration of Alcohol and Other Drug Services, Adult and Children's Mental Health and addition of a division to consolidate administrative functions.

- Decrease of 2.00 staff years in Alcohol and Drug Services.
  - Decrease due to transfer of 3.00 staff years to Behavioral Health Services Administration for the consolidation of administrative functions.
  - Increase of 1.00 staff year from Mental Health Services.
- Decrease of 4.50 staff years in Mental Health Services.
  - Increase of 5.00 staff years for MHSA administration due to the additional MHSA contracts.
  - Decrease due to transfer of 10.00 staff years to Behavioral Health Services Administration for the consolidation of administrative functions.
  - Decrease due to transfer of 1.00 staff year to Alcohol and Drug Services.
  - Increase due to transfer of 1.50 staff years from Inpatient Health Services.
- Increase of 24.00 staff years in Inpatient Health Services.
  - Increase of 25.50 staff years for the 15-bed expansion at the SDCPH.
  - Decrease due to transfer of 1.50 staff years to Mental Health Administration.
- Increase of 13.00 staff years in Behavioral Health Services Administration due to transfers from Alcohol and Drug Services and Mental Health Services for the consolidation of Behavioral Health administrative functions.

Expenditures

Proposes an increase of $38.8 million for additional staffing and negotiated labor costs, contracted services and medication costs, and other charges for increased hospital rates, and transfers of expenditures within the division with no budget impact to align with the consolidation of BHS divisions and administrative functions in the additional division.

- Alcohol and Drug Services increase of $1.0 million.
  - $0.2 million decrease in Salaries and Benefits due to the integration of Behavioral Health Services.
  - $3.4 million decrease in contracted services for Proposition 36, *Substance Abuse and Crime Prevention Act of 2000* (SACPA).
  - $3.4 million increase for California Screening, Brief Intervention, Referral and Treatment (CASBIRT) services.
  - $1.3 million increase in alcohol and drug treatment services.
  - $0.1 million decrease in miscellaneous services and supplies due to the integration of Behavioral Health Services.
- Mental Health Services increase of $27.9 million.
  - $0.6 million increase in Salaries and Benefits due to negotiated cost of living adjustments and changes in staffing levels.
  - $23.4 increase in MHSA contracted services.
  - $3.2 million increase in contracted services for Medi-Cal, Early Periodic Screening, Diagnosis, and Treatment (EPSDT), and AB 2726 Special Education programs.
  - $1.0 million increase in rates for fee-for-service hospitals.
  - $0.8 million increase in AB 2034 for contracted homeless services.

- $1.2 million decrease of services and supplies due to the transfer of costs to Behavioral Health Services Administration for the consolidation of administrative functions.
- $0.1 million increase in Other Charges due to increase in rates in two State hospitals.

- Inpatient Health Services increase of $7.1 million.
  - $4.7 million increase in Salaries and Benefits for negotiated cost of living adjustments and the addition of staff years.
  - $2.4 million increase in Services and Supplies due to increase in medication costs and the 15-bed expansion at the SDCPH.
- Behavioral Health Services Administration increase of $2.8 million.
  - $1.5 million increase in Salaries and Benefits due to the transfer of 13.00 staff years as a result of the consolidation of administrative functions.
  - $1.3 million increase in Services and Supplies due to the transfer of costs from Mental Health Services and Alcohol and Drug Services as a result of the consolidation of administrative functions.

Revenues

Proposes an increase of $38.8 million

- Alcohol and Drug Services increase of $1.0 million.
  - $0.4 million increase in Intergovernmental Revenues.
    - $3.4 million decrease in Proposition 36 funding based on the Governor's Proposed State Budget.
    - $3.4 million increase in CASBIRT funding.
    - $0.1 million decrease in Local Law Enforcement Block Grant.
    - $0.3 million increase in a Comprehensive Drug Court Implementation grant.
    - $0.2 million increase in Medi-Cal Administrative Activities/Targeted Case Management (MAA/TCM) revenue.
  - $0.9 million increase in Charges For Current Services for Alcohol and Drug Trust Funds.
  - $0.3 million increase in Miscellaneous Revenue due to funds awarded by Santa Ysabel Tribe to be used for counseling services for gambling addictions.
  - $0.1 million increase in Other Financing Sources of Proposition 172 revenue for drug court services.
  - $0.7 million decrease in General Revenue Allocation due to the transfer of costs to Behavioral Health Services Administration for the consolidation of administrative functions.
- Mental Health Services increase of $27.9 million.
  - $29.6 million increase in Intergovernmental Revenues.
    - $24.3 million increase in MHSA revenue.
    - $5.4 million increase in Medi-Cal and EPSDT revenue.
    - $0.9 million increase in AB 2034, *Integrated Services to the Homeless Adults with Serious Mental Illness*, and Conditional Release Program (CONREP) revenue.
    - $0.7 million decrease in Substance Abuse and Mental Health Services Administration (SAMHSA) and Project for Assistance in Transition from Homelessness (PATH) revenues.
    - $0.3 million decrease in Mental Health Realignment due to the transfer to Inpatient Health Services.
  - $0.3 million increase in Charges For Current Services due to an increase in Institutional Care Hospital revenue.
  - $0.1 million increase in Miscellaneous Revenue from the Superior Court for Adult Forensics.
  - $2.1 million decrease in General Revenue Allocation due to the transfer of costs to Behavioral Health Services Administration for the consolidation of administrative functions.
- Inpatient Health Services increase of $7.1 million.

- $6.0 million increase in Intergovernmental Revenues.
  - $3.6 million increase in Managed Care revenue.
  - $0.4 million increase in SAMHSA revenue.
  - $2.0 million increase in Realignment revenue.
- $1.1 million increase in Charges For Current Services due to an increase in Edgemoor's Institutional Care revenue and SDCPH's Third Party Reimbursement.

- Behavioral Health Services Administration increase of $2.8 million General Revenue Allocation due to the integration of Behavioral Health Services.

Summary of Changes in Fiscal Year 2008-09

Proposes an increase of $4.7 million in expenditures and revenues due to $8.7 million increase in MHSA, contracts for Mental Health Services offset by $4.0 million decrease in CASBIRT and Proposition 36 contracts, and one-time-only funds for Alcohol and Drug Services.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Adolescents discharged from alcohol and drug treatment who complete high school or the equivalent, or are enrolled in an educational setting	82% of 651	76% of 318	83% of 268	80% of 318[1]	80% of 318
Participants in alcohol and drug treatment more than 30 days who successfully complete treatment or demonstrate satisfactory progress upon leaving program[2]	N/A	55% of 3,294	51% of 2,712	55% of 3,294	55% of 3,294
Adolescents admitted timely to non-residential treatment for alcohol and drug treatment[3]	N/A	N/A	N/A	70% of 286	70% of 286
Wait time for children's mental health outpatient treatment[4]	4 days	5 days	4 days	5 days	5 days
Wait time for adult mental health outpatient treatment[4]	8 days	8 days	7 days	8 days	8 days
Increase the number of older adults receiving mental health services	N/A	5% (from 133 to 140)	5% (from 133 to 140)	5% (from 140 to 147)	5% (from 147 to 154)
Increase the number of transition age youth receiving mental health services[3]	N/A	N/A	N/A	10% (from 27 to 30)	10% (from 30 to 33)
Edgemoor Skilled Nursing Facility compliance rating	D	D	D[5]	D	D
Increase the percentage of Hispanic children/youth being served[6]	N/A	2% (from 2,790 to 2,846)	2% (from 2,790 to 2,846)	N/A	N/A

Table Notes

[1] The ADS target was established through a joint ADS and provider committee and is defined in the Contractors' Statement of Works at 76%. Based on historical performance and potential loss of funding during Fiscal Year 2007-08, the target is 80% for Fiscal Year 2007-08 and 2008-09.

[2]Beginning Fiscal Year 2007-08, this measure has been adjusted to include participants that make satisfactory progress upon leaving program to better demonstrate the effectiveness of the program and reflect the strategic priorities in the "Agency Strategy Agenda for 2007-12."

[3] Effective Fiscal Year 2007-08, this measure has been added to better reflect strategic priorities captured in the "Agency Strategy Agenda for 2007-12." Timely admittance is acceptance within 14 calendar days of being accepted for treatment services.

[4]Wait time goals for adults and children remain the same from Fiscal Year 2006-07 to Fiscal Year 2007-08. The target has been steadily reduced over the years (from 28 days in Fiscal Year 2003-04 for both adults and children to the respective present levels) to what is currently considered to be a level that realistically can be maintained.

[5] The rating of "D" indicates substantial compliance as defined by the California Department of Health Services Licensing and Certification Program.

[6] This measure will not be reported in future Operational Plans. It has been replaced with another measure to better reflect strategic priorities captured in the "Agency Strategy Agenda for 2007-12."

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Alcohol and Other Drug Services	42.00	42.00	40.00	(4.76)	40.00
Adult/Older Adult Mental Health Services	199.25	202.25	—	(100.00)	—
Children's Mental Health Services	134.75	143.75	—	(100.00)	—
Mental Health Services	—	—	341.50	—	341.50
Inpatient Health Services	487.00	485.00	509.00	4.95	509.00
Behavioral Health Svcs Administration	—	—	13.00	—	13.00
Total	863.00	873.00	903.50	3.49	903.50

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Alcohol and Other Drug Services	$ 47,424,993	$ 45,205,325	$ 46,225,031	2.26	$ 42,391,502
Adult/Older Adult Mental Health Services	110,758,251	146,658,600	—	(100.00)	—
Children's Mental Health Services	84,837,548	95,468,666	—	(100.00)	—
Mental Health Services	—	—	270,030,447	—	278,250,655
Inpatient Health Services	45,028,286	46,577,710	53,671,291	15.23	53,758,055
Behavioral Health Svcs Administration	—	—	2,772,142	—	3,007,657
Total	$ 288,049,078	$ 333,910,301	$ 372,698,911	11.62	$ 377,407,869

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 70,301,907	$ 73,581,503	$ 80,290,581	9.12	$ 79,789,814
Services & Supplies	214,837,990	257,709,545	289,699,732	12.41	294,909,457
Other Charges	2,423,337	2,429,434	2,518,779	3.68	2,518,779
Capital Assets Equipment	504,474	208,449	208,449	0.00	208,449
Expenditure Transfer & Reimbursements	(18,630)	(18,630)	(18,630)	0.00	(18,630)
Total	$ 288,049,078	$ 333,910,301	$ 372,698,911	11.62	$ 377,407,869

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Intergovernmental Revenues	$ 149,436,463	$ 284,257,790	$ 320,286,655	12.67	$ 325,741,533
Charges For Current Services	22,874,217	24,381,967	26,650,706	9.30	26,050,706
Miscellaneous Revenues	5,822,222	5,820,773	6,215,779	6.79	6,165,859
Other Financing Sources	96,061,690	6,000,000	6,096,000	1.60	6,000,000
General Revenue Allocation	13,854,486	13,449,771	13,449,771	(0.00)	13,449,771
Total	$ 288,049,078	$ 333,910,301	$ 372,698,911	11.62	$ 377,407,869

Child Welfare Services

Department Description

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

Mission Statement

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

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Implemented Team Decision Making (TDM) countywide by December 2006, ahead of schedule, in order to improve placement stability for children in foster care. TDM is a family group conference that allows families and their identified support network to participate in decisions relating to placement changes.
- Ensured 78% (148 of 190) of foster youth in the 12th grade achieved high school completion (diploma, certificate, or equivalent), including youth at San Pasqual Academy and other residential care settings, meeting the target.
- Placed 630 children in adoptive homes to advance permanency for foster children, meeting the target.
- Diverted entries from Polinsky Children's Center by placing these children with families, relatives, or other community based settings, promoting stability in their living situation.
  - Implemented a 23-hour assessment center in September 2006, ahead of scheduled date of December 2006.
  - Placed 60% (240 of 400) of entries to the assessment center in family, relative, or other foster care settings in less than 24 hours beginning September 2006 through June 2007.

Required Discipline – Information Technology

- Analyzed data and provided reports on more than 20 mandated Child Welfare outcomes to CWS and Regional Managers and Executives to promote regular program reviews and to implement improvement strategies as needed.

Required Discipline – Regional Leadership

- Engaged the community to achieve child welfare system improvements consistent with State system improvement requirements, including partnering with community service providers and families.

- Parent Peer Support Group (PPSG), South Region focuses on timely reunification, family engagement, and reducing re-entry into the dependency system.
- Keeping Foster/Kinship Parents Trained and Supported, Central Region focuses on stabilizing placements and reducing abuse in out-of-home care.
- Fairness and Equity Workgroup focuses on strategies for reducing disproportionality of African Americans and Native Americans in out-of-home care.

Required Discipline – Accountability/Transparency

- Led regional efforts to ensure that 93% (775 of 834) of audited relative caregiver approvals were completed accurately and within 12 months after the original assessment, exceeding target of 90%.

2007-09 Objectives

Strategic Initiative – Kids

- Establish baseline for enrolling youth into a new intensive, in-home program for youth in the Residential Services program, promoting permanency and stability in their living situations.
- Ensure that 79% (estimated 150 of 190) of foster youth in the 12th grade achieve high school completion (diploma, certificate, or equivalent), including youth at San Pasqual Academy and other residential care settings.
- Place 635 children in adoptive homes to advance permanency for foster children.
- Divert entries from Polinsky Children's Center by placing 25% (estimated 150 of 600) of entries to the assessment center in family, relative, or other foster care settings in less than 24 hours.

Required Discipline – Regional Leadership

- Partner with the community to maximize funding to better support children and families.

Changes from 2006-07 Adopted

Staffing

Proposes a net increase of 5.00 staff years and transfers among divisions based on operational needs.

- Increase of 8.00 staff years to support the enhancement of child welfare services in meeting State and federal mandates.
- Decrease of 4.00 staff years due to reengineered mail courier services.
- Transfer of 1.00 staff year from Administrative Support due to reengineered mail courier services.

Expenditures

Proposes a net increase of $2.1 million.

- $2.0 million increase in Salaries and Benefits due to negotiated labor costs and the increase of staff years.
- $0.2 million increase in Services and Supplies.
  - $0.2 million decrease in contracted services due to the transfer of the Safe Start program to Regional Operations.
  - $0.2 million decrease in contracted services due to the elimination of a grant that ended.
  - $0.4 million increase for the Medical Access project, CWS Parent Search, South Assessment and Way Station.
  - $0.2 million increase in various services and supplies associated with the cost of doing business.
- $0.1 million decrease in Other Charges due to elimination of vehicle depreciation expense.

Revenues

Proposes a net increase of $2.1 million.

- $3.3 million increase in Intergovernmental Revenues primarily due to increase in Child Welfare Services and Adoptions Basic allocations.

- $0.5 million decrease in Miscellaneous Revenues due to the transfer of Safe Start program to Regional Operations and the deletion of a grant that ended.
- $0.7 million decrease in General Revenue Allocation due to CWS revenue from the State.

Summary of Changes in Fiscal Year 2008-09

Proposes a $1.6 million increase due to increases in Salaries & Benefits ($1.3 million) and Services and Supplies ($0.3 million).

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Foster children in 12th grade who achieve high school completion (diploma, certificate, or equivalent)	79% of 224	78% of 190	78% of 190	79% of 190	79% of 190
Children placed in adoptive homes	630	630	630	635	635
Polinsky Children's Center (PCC) assessment center entries placed in family, relative, or other foster care settings in less than 24 hours	N/A	20% of 300	60%[1] of 400	25%[1] of 600	25% of 600
Relative caregiver approvals audited each month[2]	93.7% of 853	90% of 834	93% of 834	N/A	N/A

Table Notes

[1]This measure is currently projected to exceed the current target of 20% for the time period of September 25, 2006 through June 30, 2007. However, based on trends of existing programs in other counties, it is anticipated the number of placements will not remain at the level seen during Fiscal Year 2006-07.

[2]This measure will not be reported in future Operational Plans as the Agency continues to replace some measures with alternative measures that better reflect strategic priorities captured in "Agency Strategy Agenda for 2007-2012.".

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Child Welfare Services	550.00	546.00	539.00	(1.28)	539.00
Foster Care	113.00	113.00	114.00	0.88	114.00
Adoptions	143.00	155.00	166.00	7.10	166.00
Total	806.00	814.00	819.00	0.61	819.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Child Welfare Services	$ 59,831,392	$ 64,507,751	$ 64,660,995	0.24	$ 65,839,747
Foster Care	164,406,008	175,092,942	175,608,886	0.29	175,774,776
Adoptions	12,735,340	14,399,523	15,873,565	10.24	16,160,615
Total	$ 236,972,740	$ 254,000,216	$ 256,143,446	0.84	$ 257,775,138

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 58,391,005	$ 62,114,514	$ 64,152,924	3.28	$ 65,474,713
Services & Supplies	21,052,522	24,031,906	24,188,348	0.65	24,498,251
Other Charges	157,529,213	167,853,796	167,802,174	(0.03)	167,802,174
Total	$ 236,972,740	$ 254,000,216	$ 256,143,446	0.84	$ 257,775,138

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Revenue From Use of Money & Property	$ 584,308	$ 584,308	$ 584,308	0.00	$ 584,308
Intergovernmental Revenues	176,213,329	241,959,947	245,230,567	1.35	247,012,259
Charges For Current Services	284,270	284,270	284,270	0.00	284,270
Miscellaneous Revenues	755,472	755,472	295,472	(60.89)	145,472
General Revenue Allocation	9,338,039	10,416,219	9,748,829	(6.41)	9,748,829
Total	$ 236,972,740	$ 254,000,216	$ 256,143,446	0.84	$ 257,775,138

Public Health Services

Department Description

Public Health Services (PHS) is dedicated to community wellness and health protection in San Diego County. Public Health Services works to prevent epidemics and the spread of disease, protect against environmental hazards, prevent injuries, promote and encourage healthy behaviors, respond to disasters and assist communities in recovery, and assure the quality and accessibility of health services throughout the county. Providing public health protection for County residents is a multidisciplinary and collaborative effort, involving other County Groups, as well as the private health care provider network, communities, and individuals.

Mission Statement

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

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Maintained an immunization coverage rate of 90% (2,250 of 2,500) of children age 24 months served by regional public health centers, to prevent the spread of childhood communicable diseases and keep children healthy, meeting the target. The rate achieved is higher than both the national and State standards.

Strategic Initiative – Safe and Livable Communities

- Implemented five strategies of the Childhood Obesity Action Plan, including height and weight data, school-based pilot to increase the amount of daily physical activity, community indicator project in South and East Regions, marketing campaign about diabetes and obesity, and expanded Childhood Obesity Action Plan to another language beyond English and placed on the County's internet. Target met.
- Conducted a public information and education campaign to increase awareness about Pandemic Influenza.
- Ensured 90% (300 of 333) of tuberculosis cases were reported to PHS within one working day from the start of treatment, meeting the target.
- Made first contact and initiated epidemiological investigations within 24 hours of report for 99% (88 of 89) of cases for selected diseases, exceeding target of 97%.
- Conducted eight drills or exercises with public health staff and community partners (including notification of the Emergency Medical Services Duty Officer and the Crises and Emergency Risk Communication Plan) to evaluate the County's level of preparedness for public health hazards, exceeding the target of five drills.
    - Confirmed that 75% (169 of 225) of County Emergency Medical Alert Network (EMAN) participants received EMAN drill alerts within 24 hours of a medium level alert being issued to ensure timeliness of emergency communication response, meeting the target.

2007-09 Objectives

Strategic Initiative – Kids

- Ensure that 70% (3,500 of 5,000) of children in out of home placement received preventive health examinations in accordance with the Child Health and Disability Prevention Program guidelines.

Strategic Initiative – Safe and Livable Communities

- Implement five activities which continue to advance our strategies in the Childhood Obesity Action Plan.
- Ensure 90% (270 of 300) of tuberculosis cases are reported to PHS within one working day from start of treatment.
- Ensure 98% of all cases of selected communicable diseases which are reported have initial contact and investigation begun within 24 hours.
- Conduct five drills or exercises with public health staff and community partners to evaluate the County's level of preparedness for public health hazards.

Changes from 2006-07 Adopted

Staffing

Proposes a net increase of 10.58 staff years and transfers among divisions to meet operational needs.

- Transfer in of 8.00 staff years from Regional Operations to centralize tuberculosis program functions.
- Transfer in of 3.00 staff years from Administrative Support for the management of the warehouse supply center.
- Increase of 0.58 staff years to convert two part time positions to full time.
- Decrease of 1.00 staff year due to transfer out to First Five Commission within Administrative Support.

Expenditures

Proposes a net increase of $4.3 million.

- $2.4 million increase in Salaries and Benefits based on negotiated labor costs and an increase in staff years.
- $2.3 million increase in Services and Supplies.
  - $2.1 million increase in contracted services related to Outreach, Enrollment, Retention and Utilization (OERU) access to care for kids program.
  - $0.2 million increase for various services and supplies related to the increase in staffing and operational needs.
- $0.3 million decrease in Other Charges based on projected Child Health and Disability Prevention – Treatment Reimbursement (CHDP – TR) program case needs.
- $0.1 million decrease in other expenditures associated with the Expenditure Transfer & Reimbursements to the Department of Probation for institutional medical services costs.

Revenues

Proposes a net increase of $4.3 million.

- $0.1 million increase in Taxes Current Property for the County Service Areas (CSA's).
- $0.1 million decrease in Fines, Forfeitures and Penalties due to a reduction in Emergency Medical Services Penalty Assessment revenue.
- $4.7 million increase in Intergovernmental Revenues.
  - $2.1 million increase in State and federal funds for OERU access to care for kids program.
  - $2.6 million increase in various Intergovernmental Revenues including Health Realignment for increased staff costs and associated services and supplies.
- $0.4 million decrease in Charges for Current Services due to a reduction in Trauma Health Fees.

Summary of Changes in Fiscal Year 2008-09

No significant changes are proposed.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
TB cases reported to PHS within one working day from start of treatment	N/A	90% of 300	90% of 333	90% of 300	90% of 300
Selected communicable diseases cases contacted/investigations initiated within 24 hours	99% of 85	97%	99% of 89	98%[1]	98%[1]
Public Health related drills or exercises with HHSA staff and community partners conducted	5	5	8[2]	5	5
Children in out of home placement who receive preventive health examinations in accordance with CHDP periodicity [3]	N/A	N/A	N/A	70% of 5,000	70% of 5,000
Immunization coverage rate maintained for children age 24 months in regional public health centers[4]	91% of 2,437	90% of 2,500	90% of 2,500	N/A	N/A

Table Notes

[1] An estimated number of cases cannot be given since this measure is based on incidents that have not yet happened.

[2]The target was exceeded due to unexpected change in the countywide full-scale exercise emphasis from chemical to biological during Fiscal Year 2006-07, resulting in more exercises.

[3] Effective Fiscal Year 2007-08, this new measure has been included to better reflect strategic priorities captured in the "Agency Strategy Agenda for 2007-12."

[4] This measure will not be reported in future Operational Plans. It has been replaced with another measure to better reflect strategic priorities captured in the "Agency Strategy Agenda for 2007-12." The new immunization measure can be found in the Regional Operations section of the Agency Operational Plan.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Administration and Other Services	38.50	30.50	30.50	0.00	30.50
Bioterrorism / EMS	40.00	55.50	56.00	0.90	56.00
Infectious Disease Control	123.50	113.50	122.25	7.71	122.25
Surveillance	97.50	94.00	95.00	1.06	95.00
Prevention Services	71.17	70.17	70.50	0.48	70.50
Total	370.67	363.67	374.25	2.91	374.25

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Administration and Other Services	$ 10,380,333	$ 11,437,099	$ 11,573,186	1.19	$ 11,617,033
Bioterrorism / EMS	13,570,991	12,526,720	13,199,344	5.37	13,107,962
Infectious Disease Control	24,591,471	23,699,853	24,605,283	3.82	24,463,911
Surveillance	11,504,477	11,169,702	11,437,217	2.40	11,429,103
Prevention Services	14,571,382	14,138,943	16,470,738	16.49	16,475,884
Ambulance CSA's - Health & Human Services	6,273,560	7,250,198	7,280,340	0.42	7,280,340
Total	$ 80,892,214	$ 80,222,515	$ 84,566,108	5.41	$ 84,374,233

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 32,062,342	$ 32,801,046	$ 35,172,582	7.23	$ 35,123,551
Services & Supplies	48,195,100	46,926,194	49,249,561	4.95	49,494,367
Other Charges	800,000	696,030	400,000	(42.53)	400,000
Capital Assets Equipment	170,277	189,000	219,000	15.87	69,000
Expenditure Transfer & Reimbursements	(335,505)	(389,755)	(475,035)	21.88	(712,685)
Total	$ 80,892,214	$ 80,222,515	$ 84,566,108	5.41	$ 84,374,233

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Taxes Current Property	$ 1,103,156	$ 1,357,307	$ 1,490,250	9.79	$ 1,490,250
Taxes Other Than Current Secured	29,080	33,616	42,390	26.10	42,390
Licenses Permits & Franchises	188,203	182,557	182,557	0.00	182,557
Fines, Forfeitures & Penalties	1,823,504	1,682,387	1,533,305	(8.86)	1,527,331
Revenue From Use of Money & Property	180,493	92,000	120,000	30.43	120,000
Intergovernmental Revenues	40,610,477	66,740,093	71,487,135	7.11	71,321,234
Charges For Current Services	7,249,116	6,392,781	6,038,664	(5.54)	6,048,664
Miscellaneous Revenues	1,211,206	841,743	771,776	(8.31)	741,776
Other Financing Sources	26,446,948	500,000	500,000	0.00	500,000
General Revenue Allocation	2,050,031	2,400,031	2,400,031	0.00	2,400,031
Total	$ 80,892,214	$ 80,222,515	$ 84,566,108	5.41	$ 84,374,233

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Public Administrator / Public Guardian

Department Description

The Public Administrator (PA) investigates and administers the estates of persons who die with no will or without an appropriate person to act as an administrator; and 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 managing essential services.

2006-07 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Increased by 5% (from 123 to 130) the average number of permanent bidders participating in public auctions in order to maximize the revenues realized at public auctions for the benefit of decedents' estates or to pay for the care of elderly or frail conservatees.
- Developed and implemented a plan to provide professional financial consultation services for all conservatees in order to extend the time for conservatees to live longer on their own assets.
- Ensured 100% of 450 eligible clients utilized professional financial planning services in order to maximize their ability to remain self-sufficient, meeting the target of 100%.

Required Discipline – Regional Leadership

- Collaborated with the courts to streamline the process for decisions regarding the disposition of estates, in order to reduce the time cases spend in probate and improve beneficiaries' satisfaction.

Required Discipline – Skilled, Competent and Diverse Workforce

- Ensured 80% (13 of 16) of deputy PA/PG staff achieved California State PA/PG certification in order to improve services to conservatees and families of decedents.

Required Discipline – Accountability/Transparency

- Ensured accountability for 100% of 27 Client Trust Funds through monthly review of receipts, disbursements, and balance reconciliation.

2007-09 Objectives

Strategic Initiative – Safe and Livable Communities

- Increase the number of registered permanent bidders by 5% (73 of 1,474) in order to maximize the revenues realized at public auctions.
- Ensure that at least 80% (estimated 20 of 25) of estate cases in the PG Program will submit the Inventory and Appraisal (I&A) reports to Probate Court within 90 days of newly appointed conservatees.
- Ensure that at least 80% (estimated 20 of 25) of cases in the PA Program will submit I&A reports to Probate Court within 120 days of newly appointed cases.

Required Discipline – Regional Leadership

- Ensure that at least 90% (estimated 198 of 220) of clients and real property under the premises of PA/PG will be accurately mapped for emergency planning services.

Required Discipline – Skilled, Competent and Diverse Workforce

- Ensure at least 90% (15 of 17) of deputy PA/PG staff and supervisors are certified in accordance with the California State PA/PG certification program.

Required Discipline – Accountability/Transparency

- Ensure 85% (estimated 34 of 40) of sample cases that are reviewed are in compliance with the quality assurance program.

Changes from 2006-07 Adopted

Staffing

Proposes no staffing changes.

Expenditures

Proposes an increase of $0.1 million.

- $0.1 million increase in Salaries and Benefits for negotiated cost of living adjustments.

Revenues

Proposes an increase of $0.1 million.

- $0.1 million increase in General Revenue Allocation to offset increase in Salaries and Benefits.

Summary of Changes in Fiscal Year 2008-09

No significant changes are proposed.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Deputy PA/PGs certified by California State PA/PG Association	N/A	80% of 16	80% of 16	90% of 17	90% of 17
Registered permanent bidders[1]	N/A	N/A	N/A	5% of 1,474	5% of 1,474
Estate cases in PG submits Inventory & Appraisal reports to Probate Court within 90 days[1]	N/A	N/A	N/A	80% of 25	80% of 25
Cases in PA submits Inventory & Appraisal reports to Probate Court within 120 days[1]	N/A	N/A	N/A	80% of 25	80% of 25
Client and real property accurately mapped[1]	N/A	N/A	N/A	90% of 220	90% of 220
Sampled cases reviewed in compliance with quality assurance program[1]	N/A	N/A	N/A	85% of 40	85% of 40
Permanent bidders participating in public auctions[2]	123	130	130	N/A	N/A
Monthly Client Trust Fund accountability[2]	N/A	100% of 27	100% of 27	N/A	N/A
Eligible clients utilize professional financial planning services[2]	N/A	100% of 450	100% of 450	N/A	N/A

Table Notes

[1] Effective Fiscal Year 2007-08, this new measure has been included to better reflect strategic priorities captured in "Agency Strategy Agenda for 2007-12."

[2] This measure will not be reported in future Operational Plans. It has been replaced with another measure to better reflect strategic priorities captured in "Agency Strategy Agenda for 2007-12."

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Public Administrator/ Guardian	39.00	36.00	36.00	0.00	36.00
Total	39.00	36.00	36.00	0.00	36.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Public Administrator/ Guardian	$ 3,684,636	$ 4,215,022	$ 4,345,064	3.09	$ 4,345,064
Total	$ 3,684,636	$ 4,215,022	$ 4,345,064	3.09	$ 4,345,064

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 2,793,319	$ 3,249,203	$ 3,381,598	4.07	$ 3,366,926
Services & Supplies	691,317	765,819	763,466	(0.31)	778,138
Other Charges	200,000	200,000	200,000	0.00	200,000
Total	$ 3,684,636	$ 4,215,022	$ 4,345,064	3.09	$ 4,345,064

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Revenue From Use of Money & Property	$ 159,437	$ 165,336	$ 195,336	18.14	$ 195,336
Intergovernmental Revenues	50,000	43,985	43,985	0.00	43,985
Charges For Current Services	1,317,200	1,348,100	1,368,100	1.48	1,368,100
Miscellaneous Revenues	38,000	57,242	57,242	0.00	57,242
General Revenue Allocation	2,119,999	2,600,359	2,680,401	3.08	2,680,401
Total	$ 3,684,636	$ 4,215,022	$ 4,345,064	3.09	$ 4,345,064

Administrative Support

Department Description

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

Mission Statement

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

2006-07 Anticipated Accomplishments

Strategic Initiative –Safe and Livable Communities

- Obtained $27.0 million in external grants and/or revenues to benefit the community, meeting the target.

Required Discipline – Fiscal Stability

- Managed resources in Fiscal Year 2006-07 to ensure a minimum management reserve level of $5.0 million, meeting the target.

Required Discipline – Skilled, Competent and Diverse Workforce

- Conducted in-depth program and operational reviews to address recruitment issues that face hard-to-fill classifications such as public health nurses. Initiated long term strategies such as mentoring and job shadowing that were identified during the review to promote the County as employer.
- As a result of providing training and technical assistance to Agency staff, several legislative sponsorship proposals were developed that promote fiscal stability and the quality of life for county residents. The following sponsorship proposals were introduced as State legislation in 2007:
  - SB 197 - would allow Foster children to retain their eligibility to subsidized child care when changing foster placements.
  - AB 914 - would create Non-relative Community Support System Homes for foster children to aid in expeditious foster placements within their neighborhoods.
  - AB 328 - would require Cross Border Reporting of Communicable Diseases by Mexican health providers that serve legal U.S. residents through employee health plans.
- Through training, consultation and technical assistance to Agency staff, critical information was shared with the public through various media such as the press, Internet, publications, and presentations.
  - Communicated success of the Mobile Remote Workforce, Business Process Reengineering project to the public through local print and broadcast media, national trade journals, and publications. Won four awards for innovations in government technology, achieving national recognition.
  - Launched Pandemic Influenza website to inform and educate San Diego County residents, increasing knowledge and preparedness.

- Redesigned San Pasqual Academy website to improve both appearance and functionality.

Required Discipline – Information Technology

- Developed a Business Process Reengineering Guide based on lessons learned from previous projects.
- Developed an Assessment Plan for Mobile Remote Workforce projects to assist managers in determining whether their workforce is a viable candidate for such a project.

Required Discipline – Accountability/Transparency

- Ensured 98% (55 of 56) of sampled contracts were monitored according to a monitoring plan through February 2007. Activity was replaced with an in-depth assessment of contract monitoring practices throughout the Agency.
- Ensured 10% (70 of 700) of sampled contract invoices were monitored according to an invoice review plan, achieving the target.
- Ensured all (5,550) Agency employees completed at least one training on compliance related issues so that business is conducted ethically and in compliance with federal or State regulations, achieving the target.

2007-09 Objectives

Strategic Initiative –Safe and Livable Communities

- Identify essential services provided by contractors and develop a set of key information elements needed from contractors to ensure seamless service delivery across the Agency and the provider service network during a disaster.

Required Discipline – Fiscal Stability

- Manage resources in Fiscal Year 2007-08 to ensure a minimum management reserve level of $5.0 million and major maintenance funding of $4.0 million.

Required Discipline – Skilled, Competent and Diverse Workforce

- Develop menu of opportunities for students through linkages with local educational community to promote County as employer.
- Through training, consultation, and technical assistance ensure appropriate Agency staff are:
  - Developing legislative sponsorship proposals that promote fiscal stability and quality of life for County residents.
  - Communicating critical information to the public through various media such as the press, Internet, publications, and presentations.

Required Discipline – Information Technology

- Develop and document HHSA process to determine which Third Party Software Applications should be purchased by, and licenses managed by, the Information Technology Outsourcing Contractor.
- Implement Assessment Plan to assist managers in determining whether their workforce is a viable candidate for utilizing mobile and remote technology devices.

Required Discipline – Accountability/Transparency

- Ensure 100% (approximately 5,660) of Agency employees complete at least one training on compliance related issues, including training on the federal and State False Claims Acts, so that business is conducted ethically and in compliance with federal or State regulations.

Changes from 2006-07 Adopted

Staffing

Proposes a net decrease of 10.00 staff years.

- Decrease of 4.00 staff years due to reengineered mail courier services.

- Transfer out of 7.00 staff years to Strategic Planning and Operational Support (SPOS), Child Welfare Services, and Public Health Services to consolidate administrative functions.
- Transfer in of 1.00 staff year to the First Five Commission from Public Health Services.

Expenditures

Proposes a net decrease of $7.2 million.

- $0.4 million increase in Salaries and Benefits due to negotiated labor costs offset by a reduction of 10.00 staff years.
- $14.1 million decrease in Services and Supplies.
  - $18.4 million decrease due primarily to the transfer of CalWIN operations and Office of Resource Development (ORD) to SPOS and the reduction of one-time costs in Fiscal Year 2006-07.
  - $2.7 million increase for Bioterrorism reserves.
  - $1.6 million increase for one-time costs associated with business process reengineering projects.
- $6.5 million increase in Capital Assets for one-time costs for furniture, fixtures, and equipment for the new Edgemoor facility.

Revenues

Proposes a net decrease of $7.2 million.

- $15.8 million decrease in Intergovernmental Revenue.
  - $17.9 million decrease due to the transfer of CalWIN operations and ORD to SPOS and the consolidation of administrative functions.
  - $0.6 million decrease due to reengineered mail courier services.
  - $2.7 million increase in Tobacco Settlement for the Bioterrorism reserves.
  - $0.4 million increase in Charges for Current Services for increased costs for the First Five Commission.
- $8.1 million increase in Fund Balance.
  - $6.5 million for one-time costs for furniture, fixtures, and equipment for the new Edgemoor facility.
  - $1.6 million for one-time costs associated with business process reengineering projects.
  - The remaining budgeted Fund Balance of $9.5 million is funding $5.0 million in Management Reserves and $4.5 million in Major Maintenance.

Summary of Changes in Fiscal Year 2008-09

Proposes a decrease of $13.4 million primarily due to the elimination of one-time costs associated with the new Edgemoor facility, business process reengineering efforts, and the reflection of Bioterrorism reserves in Fiscal Year 2007-08.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Management Reserves for HHSA	$5 million	$5 million	$5 million	$5 million	$5 million
Major maintenance funding[1]	N/A	N/A	N/A	$4 million	$4 million
Dollars obtained by Office of Resource Development for Agency and community programs	$39 million	$27 million	$27 million	N/A[2]	N/A
Contracts (sampled) that have monitoring plans that meet required elements	96.5% of 114	98% of 130	98% of 56[3]	N/A	N/A

Table Notes

[1] Effective Fiscal Year 2007-08, this new measure has been included to better reflect strategic priorities captured in the "Agency Strategy Agenda for 2007-12."

[2] Beginning Fiscal Year 2007-08, the Office of Resource Development will be reported in the Strategic Planning & Operational Support section.

[3] These numbers reflect the totals through February 2007. The sampled contracting reviews were suspended and replaced with an in-depth contracting assessment that includes a review of Region/ Division monitoring documentation and personal interviews. Recommendations and findings from this assessment will be used to implement a new process for ACS to monitor and ensure the quality of contract monitoring conducted, the threading of contract monitoring information into the management of the contract, and planning for future services.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Agency Executive Office	20.00	30.00	29.00	(3.33)	29.00
Agency Contract Support	22.00	20.00	20.00	0.00	20.00
Financial Services Division	184.00	194.00	186.00	(4.12)	186.00
Human Resources	62.00	62.00	62.00	0.00	62.00
Management Support	12.00	12.00	10.00	(16.67)	10.00
Proposition 10	16.00	18.00	19.00	5.56	19.00
Total	344.00	336.00	326.00	(2.98)	326.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Agency Executive Office	$ 14,855,791	$ 15,308,317	$ 17,589,650	14.90	$ 10,658,855
Agency Contract Support	3,414,876	3,448,979	3,428,238	(0.60)	3,428,098
Financial Services Division	24,164,195	26,695,196	34,054,352	27.57	27,710,303
Human Resources	5,567,407	5,859,409	6,513,630	11.17	6,319,123
Management Support	19,411,396	29,631,159	11,809,658	(60.14)	11,817,431
Proposition 10	1,405,731	1,593,158	1,955,971	22.77	2,063,144
Total	$ 75,332,548	$ 82,536,218	$ 75,351,499	(8.70)	$ 61,996,954

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 27,006,741	$ 26,375,043	$ 26,756,311	1.45	$ 26,822,728
Services & Supplies	43,220,807	51,061,175	36,995,188	(27.55)	30,074,226
Capital Assets Equipment	100,000	100,000	6,600,000	6,500.00	100,000
Management Reserves	5,000,000	5,000,000	5,000,000	0.00	5,000,000
Total	$ 75,332,548	$ 82,536,218	$ 75,351,499	(8.70)	$ 61,996,954

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 8,000,000	$ 9,500,000	$ 17,650,000	85.79	$ 5,000,000
Intergovernmental Revenues	39,958,533	73,048,675	57,268,825	(21.60)	56,578,241
Charges For Current Services	1,676,565	1,833,321	2,272,861	23.98	2,380,034
Miscellaneous Revenues	556,463	496,338	496,338	0.00	496,338
General Revenue Allocation	—	(2,342,116)	(2,336,525)	(0.24)	(2,457,659)
Total	$ 75,332,548	$ 82,536,218	$ 75,351,499	(8.70)	$ 61,996,954

County of San Diego

Land Use and Environment Group

Land Use and Environment Group Summary & Executive Office

San Diego Geographic Information Source (SanGIS)

Agriculture, Weights and Measures

Air Pollution Control District

Environmental Health

Farm and Home Advisor

Parks and Recreation

Planning and Land Use

Public Works

Land Use and Environment Group & Executive Office

Group Description

The Land Use and Environment Group's (LUEG) goal is to balance the often-conflicting needs for land use planning, habitat conservation, environmental safety, public health protection, economic development, and infrastructure development.

Staff work to encourage responsible development, preserve and enhance our environment, provide recreational opportunities, exercise stewardship for many of our most important open space preserves, improve air quality, foster economic growth, and enforce local, State, and federal laws that protect our health, safety, and quality of life. Departments in the Land Use and Environment Group (LUEG) include:

- Agriculture, Weights & Measures
- Air Pollution Control District
- Environmental Heath
- Farm and Home Advisor
- Parks and Recreation
- Planning and Land Use
- Public Works
- San Diego Geographic Information Source (SanGIS)

Mission Statement

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

2006-07 Anticipated Accomplishments

LUEG departments continue in their goal of providing a quality, thriving environment for children and adults.

- LUEG staff supported the County's Childhood Obesity Action Plan by providing 100 health related events, classes, and activities throughout the San Diego region and conducting awareness of the link between nutrition and improved health through the garden-based nutrition education programs at 10 local schools.
- As part of the Safe Routes to School program, ensured that all school developments, as well as new developments near schools include pedestrian facilities such as sidewalks and pathways, and other traffic safety features.
- LUEG staff coordinated the regional response to the new stormwater permit (adopted in January 2007) and as lead permit holder, has begun implement the new program elements prescribed in that permit among the 22 permit holders.
- Staff continued work on expanding the Multiple Species Conservation Program (MSCP) Countywide by working on the East County MSCP Plan. However the target date for completion of the East County MSCP Plan has been extended to June 2009 in order to provide for more thorough stakeholder and scientific input.
- Improved emergency response capabilities of rural fire agencies by providing approximately $10 million in funding to continue service agreements with 15 fire agencies and add three additional fire agencies, bringing the total number of agreements to 18. This funding enhanced rural fire protection in communities by providing funding for the service agreements and the purchase of eight engines, nine water tenders, one light and air apparatus, and two rescue engines. This brings a combined new fleet inventory to 20 pieces of apparatus purchased since the program began.
- All LUEG departments developed Business Continuity Plans in order to keep our core functions operating in the event of a disaster.
- The Parks and Recreation Department improved and expanded park facilities and increased recreational experiences, by completing 17 major projects totaling $8.0 million, in 14 park facilities in 10 communities.

- Enhanced the access to road information for the public, County, and other public agencies by converting 100% of the existing data to a Geographic Information System (GIS) County Maintained Roads layer. This online tool provides a more efficient way for staff to research road data and provide prompt information and maps to the public and other agencies.
- GIS data was successfully made available to all County departments so they may perform a variety of different activities including emergency preparedness, track health insurance for children, create crime maps for public safety groups, and protect watersheds for the environment.
- Participated in the planning and design of a single, new facility to house the County Medical Examiner and the County Veterinarian proposed in Fiscal Year 2006-07 projected to be open in Spring, 2009.

2007-09 Objectives

- By June 2008, conduct a food handler knowledge survey of 1,200 food handlers in San Diego County food facilities and compare the results with the 2003 baseline survey to determine future training needs. This survey will evaluate the effect of the two-year emphasis on cold holding risk factors and serve as the baseline data for the implementation of the new California Code food facility requirements.
- Initiate construction on 12 Capital Improvement Projects in County communities that enhance safety and improve traffic flow.
- Enhance safety and convenience for the flying public through construction of a new vehicle parking lot and runway safety area at McClellan-Palomar Airport in Carlsbad.
- Expand and protect park resources by acquiring 300 acres of additional park land throughout the County over two years; finalizing the Environmental Impact Report for the proposed San Luis Rey River Park; and adding 15 miles of trails to the County Trails System over two years.
- Intercept and eradicate all seven target pests under the California Department of Food and Agriculture's (CDFA) Pest Detection contract before quarantine is required, thereby protecting the county's $1.5 billion agricultural industry from economic loss and quarantine restrictions.
- Support the County's Childhood Obesity Action Plan and Greater San Diego Recreation and Parks Coalition for Health and Wellness by providing 85 health related events, classes, and activities throughout the San Diego region for 2,500 youth.
- Enhance laboratory capabilities to improve the rapid and accurate detection of diseases harmful to animals, plants, people and the environment by implementing two new tests for hazardous diseases.
- Complete the North County and East County Multiple Species Conservation Plan (MSCP) and present to the Board of Supervisors for approval by December 2008 and June 2009, respectively. The MSCP is a 50-year plan to streamline the development process and to facilitate the creation of a biologically viable permanent open space preserve system in the North County and East County.
- Complete preliminary review of the County's Watershed Protection, Stormwater Management, Discharge Control Ordinance (WPO) and associated development ordinances to identify possible conflicts with the new Stormwater Permit and begin appropriate ordinance updates by June 2008.
- Work with at least 20 private developments to increase tonnage of construction and demolition materials being diverted from landfills, with a goal of diverting at least 800 tons of material.

- Work cooperatively with all 27affected school districts to identify funding to replace or re-power 10 pre-1987 model school buses and retrofit ninety 1987 model, or newer, school buses still in use in the county by June 2008.
- To better serve the public and allow for the more efficient use of existing data, complete the imaging of 50% (1,500 files) of the Department of Environmental Health's Site Assessment and Mitigation program files in Fiscal Year 2007-08 and the remainder by the end of Fiscal Year 2008-09. Similarly provide remote computer access (web access) to all public Hazardous Materials Division Records in Fiscal Year 2007-08.
- "Grow our own civil engineers" through outreach to universities, student worker program, and a junior engineer program, which aims to recruit college graduates and rotate them through the department. Goal is to employ ten student engineers and three junior engineers in Fiscal Year 2007-08.

Executive Office Changes from 2006-07 Adopted

Staffing

Proposes a decrease of 3.00 staff years due to a Board approved mid-year transfer of the Customer Service unit to two other departments – 2.00 staff years (Customer Service) to the Department of Human Resources and 1.00 staff year (Web Service Support) to the County Technology Office.

Expenditures

Proposes a net decrease of $1.6 million.

- Net decrease in Salaries and Benefits and Services and Supplies of $0.1million due in part to the transfer of 3.00 staff years to two other departments offset by negotiated cost of living adjustments.
- Net increase of $0.8 million in Operating Transfers to the Air Pollution Control District to help modernize and update their permit processing system.
- Net decrease in Management Reserve of $2.4 million. This will be used to fund the LUEG-wide data system modernization and to fund the Watershed program.

Revenues

Proposes a net decrease of $1.6 million.

- Increase of $0.05 million in Miscellaneous Revenue due to higher reimbursements from various funds.
- Decrease of $0.6 million in Fund Balance due to the completion of one-time projects. The budgeted fund balance of $0.8 million will be used to fund the Operating Transfer discussed above.
- Net reduction of $1.0 million in General Revenue Allocation as a result of the transfer of the Customer Service Unit ($0.2 million) and the allocation of resources ($0.9 million) for Agriculture, Weights and Measures, Planning and Land Use, Public Works, and Farm and Home Advisor.

Summary of Changes in Fiscal Year 2008-09

Net decrease of $0.7 million due to the anticipated purchase of the updated permit processing system in Air Pollution Control District offset by negotiated cost of living adjustments.

Staffing by Department

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Land Use and Environment Group	17.00	17.00	14.00	(17.65)	14.00
San Diego Geographic Information Source (SanGIS)	5.00	5.00	5.00	0.00	5.00
Agriculture, Weights and Measures	138.50	148.00	165.00	11.49	165.00
Air Pollution Control District	147.00	147.00	147.00	0.00	146.00
Environmental Health	270.00	282.00	290.00	2.84	290.00
Farm and Home Advisor	7.50	8.00	9.00	12.50	9.00
Parks and Recreation	163.00	179.00	194.00	8.38	194.00
Planning and Land Use	223.00	238.00	221.00	(7.14)	221.00
Public Works	526.00	535.00	557.00	4.11	557.00
Total	1,497.00	1,559.00	1,602.00	2.76	1,601.00

Expenditures by Department

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Land Use and Environment Group	$ 6,833,373	$ 7,113,333	$ 5,489,524	(22.83)	$ 4,739,439
San Diego Geographic Information Source (SanGIS)	720,142	992,558	1,054,525	6.24	1,090,506
Agriculture, Weights and Measures	13,683,969	15,584,919	17,775,655	14.06	18,390,899
Air Pollution Control District	23,673,245	24,091,063	31,349,309	30.13	30,985,912
Environmental Health	31,948,228	34,381,614	37,957,702	10.40	39,036,248
Farm and Home Advisor	992,979	708,088	767,801	8.43	784,745
Parks and Recreation	24,193,571	30,739,211	33,872,450	10.19	26,019,596
Planning and Land Use	31,376,738	61,661,459	35,398,323	(42.59)	35,933,833
Public Works	194,856,670	174,467,298	208,398,396	19.45	194,383,033
Total	$ 328,278,915	$ 349,739,543	$ 372,063,685	6.38	$ 351,364,211

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Land Use and Environment Executive Office	17.00	17.00	14.00	(17.65)	14.00
Total	17.00	17.00	14.00	(17.65)	14.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Land Use and Environment Executive Office	$ 6,833,373	$ 7,113,333	$ 5,489,524	(22.83)	$ 4,739,439
Total	$ 6,833,373	$ 7,113,333	$ 5,489,524	(22.83)	$ 4,739,439

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 2,478,673	$ 2,540,722	$ 2,529,239	(0.45)	$ 2,624,331
Services & Supplies	1,013,091	1,154,809	1,052,483	(8.86)	1,057,306
Operating Transfers Out	—	—	850,000	—	—
Management Reserves	3,341,609	3,417,802	1,057,802	(69.05)	1,057,802
Total	$ 6,833,373	$ 7,113,333	$ 5,489,524	(22.83)	$ 4,739,439

Budget by Categories of Revenue

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 3,000,000	$ 1,500,000	$ 850,000	(43.33)	$ —
Miscellaneous Revenues	27,306	27,306	77,470	183.71	77,468
General Revenue Allocation	3,806,067	5,586,027	4,562,054	(18.33)	4,661,971
Total	$ 6,833,373	$ 7,113,333	$ 5,489,524	(22.83)	$ 4,739,439

THE NOBLEST MOTIVE IS THE PUBLIC GOOD
COUNTY OF
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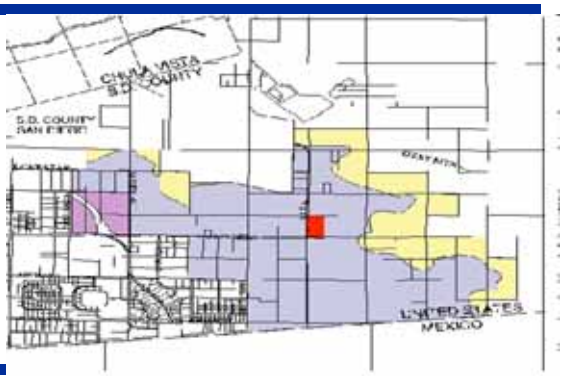
San Diego Geographic Information Source (SanGIS)



Department Description

SanGIS was created in July 1997 as a Joint Powers Agency (JPA) between the County and the City of San Diego. SanGIS focuses on ensuring that geographic data is developed, maintained, accessible, and integrates with the County's business processes and major computer applications. SanGIS also allows the County to participate in data sharing agreements enabling departments to provide public services more efficiently and at less cost.

Mission Statement

To maintain and promote the use of a regional geographic data warehouse for the San Diego area and to facilitate the development of shared geographic data and automated systems to use that data.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Provided Geographic Information System (GIS) data to the Health and Human Services Agency (HHSA) Access to Care Initiative to help geographically identify the locations of children living in low income households. This helps to effectively deploy outreach efforts.
- Provided GIS resources, including access to computers, global positioning system (GPS) devices, and printers, to County youth development programs to provide hands-on training and experience.
- Provided GIS data to students for mapping projects through the SanGIS online data dissemination engine to broaden the educational and practical use of GIS information amongst school age children.

Strategic Initiative – The Environment

- Provided GIS and satellite imagery data to support GIS applications for watershed and habitat monitoring analyses to help assess the level of watershed health in San Diego County.
- Worked with Bureau of Indian Affairs to update GIS Data Layer of County Indian Reservations and provide accurate reservation boundaries to support General Plan 2020.
- Created new GIS map layer of all County parks, which includes sports parks and gymnasiums to support the allocation of park space for future populations.
- Provided GIS data to Land Use and Environment Group (LUEG) land development business applications through new County GIS Data Warehouse increasing the performance and timeliness of customer service to the public.

Strategic Initiative – Safe and Livable Communities

- Provided data and GIS staff support to Office of Emergency Services and Emergency Mapping applications to aid in the assessment of disaster impacts.
- Provided GIS data to support Department of Planning and Land Use's (DPLU) Fire Services Program's efforts with the County's fire protection districts and volunteer fire departments. This effort has enabled districts to collect improved address and road information.
- Developed backup GIS Data Warehouse within County network to support business continuity and emergency response activities to ensure GIS data is available during a disaster event to support emergency response activities.

- Coordinated development of emergency GIS data layers including skilled nursing facilities, fire breaks, and helicopter landing locations to aid in the identification of disaster evacuation planning.
- Provided data to Farm and Home Advisor to support wildfire prevention website to help educate the public about the dangers of wildfire.
- Provided data to District Attorney's Crime MAPS (Mapping Application for Public Safety) internet application that provides crime location information to the public.

2007-09 Objectives

Strategic Initiative – Kids

- Provide GIS data to HHSA's Statistics Portal that enables HHSA staff to acquire information to effectively manage performance measures related to children's health and welfare issues.
- Provide interactive mapping capability to students through the SanGIS website and computers available for student research at SanGIS offices.

Strategic Initiative – The Environment

- Provide the public access to environment and land development GIS information via an online mapping service to effectively streamline the process of acquiring planning and zoning information for the public.
- Develop digital submittal standards for map information to increase the efficiency and timeliness of GIS data provided to LUEG departments for development processes.
- Increase the usage of the County GIS Data Warehouse by County business applications to improve efficiency and timeliness of service provided to the public at various County offices.
- Develop a web based mapping application available to the public to research land development information and access property and other government information.

Strategic Initiative – Safe and Livable Communities

- Provide current road address data to County emergency responders and public safety agencies to support emergency services.
- Create a "Standard Operating Procedure" for emergency GIS for County departments utilizing GIS to effectively create and share emergency GIS information during a disaster event.
- Provide GIS Data through the County's GIS Data Warehouse to the Emergency Event Management software used by County emergency responders. This will help responders to identify resources needed during a disaster event and identify other community assets geographically.
- Provide data creation assistance to countywide law enforcement departments to support the crime data collection efforts.

Changes from 2006-07 Adopted

Staffing

Proposes no changes in staffing.

Expenditures

Proposes an increase of $0.06 million in Salaries and Benefits due to an allowance for negotiated cost of living adjustments.

Revenues

Proposes an increase of $0.06 million in Intergovernmental Revenues to offset the costs above.

Summary of Changes in Fiscal Year 2007-08

Proposes an increase of $0.04 million due to negotiated cost of living adjustments.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Ensure that 90% of maps received from Recorders Office are in SanGIS database within 30 days[1]	N/A	90% of 575	93% of 324	95% of 300	97% of 300
Develop 5 new GIS Layers for use in Emergency Response[2]	N/A	5	7	5	5
Increase the # of volunteer hours by 25% each year to develop and maintain data through GIS Internship Program	N/A	500	600	750	900
Ensure that 100% of new parcels are entered into SanGIS database by end of fiscal year[3]	N/A	100% of 25,000	100% of 13,600	100% of 15,000	100% of 15,000
Reduce SanGIS Network Support Costs by 10% annually.[4]	N/A	$20,000	NA	N/A	N/A

Table Notes

[1]By achieving this goal, land development (subdivisions, roads, lots, addresses) information is available to County departments for permit and land development processing for the public.

[2] GIS layers of information include the locations of skilled nursing facilities and other non-ambulatory populations which are extremely helpful in planning for community evacuations.

[3]By achieving this goal, new parcel and owner information is available to County departments for permit and land development processing for the public.

[4] This Performance Measure is being eliminated as of Fiscal Year 2006-07 Estimated Actual. Results of a Business Process Reengineering process will deterime the future viability of this measure.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
San Diego Geographic Information Source (SanGIS)	5.00	5.00	5.00	0.00	5.00
Total	5.00	5.00	5.00	0.00	5.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
San Diego Geographic Information Source (SanGIS)	$ 720,142	$ 992,558	$ 1,054,525	6.24	$ 1,090,506
Total	$ 720,142	$ 992,558	$ 1,054,525	6.24	$ 1,090,506

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 423,912	$ 452,869	$ 508,295	12.24	$ 544,276
Services & Supplies	296,230	539,689	546,230	1.21	546,230
Total	$ 720,142	$ 992,558	$ 1,054,525	6.24	$ 1,090,506

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Intergovernmental Revenues	$ 423,912	$ 446,328	$ 508,295	13.88	$ 544,276
General Revenue Allocation	296,230	546,230	546,230	0.00	546,230
Total	$ 720,142	$ 992,558	$ 1,054,525	6.24	$ 1,090,506

Agriculture, Weights & Measures

Department Description

The Department of Agriculture, Weights and Measures (AWM) is part of a statewide network of County Agricultural Commissioners and Sealers of Weights and Measures created by the State legislature in the late 1800's. The Agricultural programs protect the public, the environment, and local agriculture by enforcing laws and regulations pertaining to pesticide use and exclusion of exotic pests. The Animal Disease Diagnostic Laboratory program provides early detection of diseases that threaten public health, livestock, and local wildlife. The Weights & Measures program protects consumers by inspecting the net contents of packaged goods and verifying the accuracy of commercial weighing, measuring, counting, and scanning devices. Other activities, such as endangered species conservation, certification of farmers' markets and organic farming, as well as wildlife management, are offered in an effort to meet the needs of our diverse community.

Mission Statement

Promote the sustainability of agriculture while protecting the environment and ensuring the health and safety of all citizens. Ensure equity in the marketplace by promoting awareness of laws and regulations and by enforcing them fairly and equally.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Promoted science education by sponsoring Seeds of Wonder and Insect Fair educational projects at Quail Botanical Gardens.
- Prevented exposure of children to pesticides by conducting inspections and providing information regarding Integrated Pest Control methods in 29 of San Diego's 42 primary and secondary local school districts ensuring compliance with the Healthy Schools Act.
- Encouraged youth to pursue science and veterinary studies by judging science fairs and providing three animal science educational opportunities to 4-H chapters and other students.

Strategic Initiative – The Environment

- Improved source identification of pesticide discharges to regional waters by integrating Department of Public Works water quality monitoring data, AWM Pesticide Use Reporting data, and Monitoring Inspections to protect and enhance water quality.
- Ensured that San Diego County-grown produce is free of illegal pesticide residues when marketed by conducting 315 unannounced pesticide use monitoring inspections.
- Sponsored Pest Detection Seminar and Survey for non-governmental organizations at high risk locations to prevent spread of insects and plant diseases which may adversely impact native plants and wildlife habitats.

- Completed 198,160 of 215,390 Pest Detection trap inspections within the intervals specified in the California Department of Food and Agriculture (CDFA) Trapping Guidelines to minimize the need for quarantines, prevent the loss of agricultural products, and limit the use of pesticides.
- Eradicated 100% (60) infestations of exotic pests where there was a feasible treatment option; and-controlled the infestation where there was no feasible treatment option; and initiated appropriate Integrated Pest Management practices where the infestation was too large to eradicate. Diaprepes root weevil beetle is currently under California Department of Food and Agriculture (CDFA) eradication treatments. This destructive pest was recently discovered in the north coastal area and feeds on the roots of over 270 plant species including avocado and citrus.

Strategic Initiative – Safe and Livable Communities

- Enhanced specimen testing by developing and validating a new test with use of progressive technologies for identification of diseases of human and animal health importance such as Avian Influenza.
- Increased submissions of deceased birds for diagnostic testing by 25% (to a total of 375 samples) through public outreach and education, as well as outreach to other County departments.
- Protected the public, environment, and workers from pesticide misuse by enforcing application standards for both structural and agricultural uses. Achieved an 80% compliance rate, meeting or exceeding the statewide compliance average (80%).
- Achieved 94% regulatory compliance of inspected devices among the 37,492 registered commercial weighing and measuring devices in the county, ensuring consumers pay no more than the posted, advertised, or quoted price.

2007-09 Objectives

Strategic Initiative – Kids

- Increase opportunities for kids to explore their interest in agriculture, science, and veterinary medicine by hosting 15 educational programs, and internships.

Strategic Initiative – The Environment

- Protect the county's $1.5 billion agricultural industry from damaging pests and diseases by inspecting 100% (1,400) of reported incoming high risk commercial plant shipments.
- Reduce the public's risk to pesticide exposure by decreasing the use of pesticide spray applications by an average of 5% (from 2.94 ounces per facility to 2.79 ounces) through use of Integrated Pest Management practices in County-owned facilities in which employees are conducting business.
- Establish criteria for classifying all (400) agricultural water quality registrants into threat categories based on potential stormwater pollution in order to focus inspections on high risk facilities and improve water quality.

Strategic Initiative – Safe and Livable Communities

- Intercept and eradicate all seven target pests under CDFA's Pest Detection contract before quarantine is required, thereby protecting the agricultural industry from economic loss and quarantine restrictions.
- Maintain consumer confidence by implementing gasoline quality testing procedures at county gas stations using a portable octane analyzer. Conduct inspections at 20% (140) of the 700 gas stations.
- Ensure a fair and competitive marketplace by verifying that net quantities of packaged commodities are accurate by increasing package inspections by 10% (from 189 to 208).

- Conduct 80% (24,420) initial annual inspections of the total 30,525 registered retail devices (retail devices include all scales, water dispensers, taximeters, and fuel meters) to ensure equity in the marketplace and maintain consumer confidence.
- Enhance laboratory capabilities to improve the rapid and accurate detection of diseases harmful to animals, plants, people, and the environment by implementing two new tests for hazardous diseases.
- Conduct 12 presentations to pesticide user groups regarding new regulations and increase awareness of the top 10 pesticide violations found in San Diego County.
- Develop best management practices (BMP) to prevent the spread of Sudden Oak Death (SOD), a destructive fungal disease that attacks over 270 plant species. This will protect the nursery industry from economic loss and quarantine restrictions.

Required Discipline – Continuous Improvement

- Reduce the average number of days to issue a notice of civil penalty, after a violation occurs, from 180 to 60 days to ensure timely enforcement of pesticide and measurement standards laws.
- Expedite identification of potential agricultural risks by digitally mapping 100% (1,200) of licensed commercial nursery growers.

Required Discipline – Regional Leadership

- Develop and lead partnerships between the County and local, State, federal, and nongovernmental agencies to strengthen the defense against Bird Flu.
  - Lead county preparedness, detection, containment, and control/eradication operations.
  - Provide factual public information on threats, risks, and prevention via the Bird/Pandemic Flu website (sdbirdflu.com).

Changes from 2006-07 Adopted

Staffing

Proposes an increase of 17.00 staff years.

- Increase of 9.00 staff years approved mid-year for the CDFA High Risk Activities contract to protect the agricultural industry from exotic pests and diseases by inspecting incoming high risk commercial plant shipments.
- Increase of 2.00 staff years in the Standards Enforcement program to assist with device inspections funded by registration fees.
- Increase of 3.00 staff years for the Animal Disease Diagnostic Laboratory to support additional West Nile Virus and Avian Influenza testing.
- Increase of 2.00 staff years for the Agricultural Water Quality program to ensure compliance with water quality standards in agricultural regulated facilities.
- Increase of 1.00 staff year to support surveillance activity through GIS mapping and related activities.

Expenditures

Proposes a net increase of $2.2 million.

- Net increase of $2.2 million in Salaries and Benefits with an increase of $2.5 million to support the additional staff years described above and an allowance for negotiated cost of living adjustments, offset by a $0.3 million decrease for emergency measures no longer needed for the Sudden Oak Death (SOD) contract.
- Net decrease of $0.1 million in Services and Supplies due to a $0.3 million reduction in requested services from the Department of Public Works (DPW) for erosion control and weed treatment, offset by an increase of $0.2 million in various accounts to support the staff changes described above.

- Increase of $0.1 million in Capital Assets Equipment for new vehicles and equipment to support the staff changes described above.

Revenues

Proposes a net increase of $2.2 million.

- Increase of $0.3 million in Licenses Permits and Franchises resulting from a new registration fee for weighing and measuring devices as adopted by the Board of Supervisors in response to approved State legislation Assembly Bill (AB) 889, *Weights and Measures.* This increase offsets the additional 2.00 staff years for the Standards Enforcement program described above.
- Net increase of $1.3 million in Intergovernmental Revenues.
  - Increase of $1.4 million for the High Risk Activities contract which primarily offsets the costs of 9.00 new staff years described above.
  - Increase of $0.2 million in Unclaimed Gas Tax revenue due to projected additional reimbursable expenses.
  - Decrease of $0.3 million in the Sudden Oak Death contract revenue due to emergency measures no longer needed.
- Decrease of $0.3 million in Charges for Current Services due to a reduction of services requested from DPW for erosion control and weed treatment activities.
- The proposed budgeted Fund Balance of $0.03 will support services for the Fish and Game Advisory Commission.
- Increase of $0.9 million in General Revenue Allocation to support the costs associated with 6.00 additional staff years for the Animal Disease Diagnostic Laboratory (3.00 staff years), Agricultural Water Quality program (2.00 staff years), GIS mapping and surveillance activities (1.00 staff year) and cost of living adjustments for existing staff.

Summary of Changes in Fiscal Year 2008-09

Proposes a net increase of $0.6 million due to the staffing changes described above and negotiated cost of living adjustments offset by the completed purchase of one-time equipment.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Percent of necropsy submissions in which a preliminary diagnosis was determined within 48 hours of necropsy to enhance customer service and control the spread of disease	N/A	N/A	N/A	90% of 700	90% of 700
Percent of plant and insect samples diagnosed within two weeks of submission	N/A	N/A	N/A	98% of 10,000	98% of 10,000
Protect San Diego agriculture by:					
Percent of plant shipments certified by CDFA Pierce's Disease Control Program that arrive at destination with no viable life stages of the Glassy-Winged Sharpshooter (GWSS) [1]	N/A	N/A	N/A	97% of 1,300	97% of 1,300
Percent of compliance agreements reviewed/updated to include Best Management Practices (BMP) to reduce the incidents of Sudden Oak Death (SOD) in shipping nurseries	N/A	N/A	N/A	100% of 80	100% of 80
Percent of reported incoming commercial plant shipments from high risk ports of entry that are inspected	N/A	N/A	N/A	100% of 1,400	100% of 1,400
Percent of targeted pests under the California Department of Food and Agriculture's Pest Detection contract that are intercepted and eradicated before quarantine is required	N/A	N/A	N/A	100% of 7	100% of 7
Percent of pesticide illness investigations completed within State guidelines of 120 days	N/A	N/A	N/A	90% of 56	90% of 56
Percent of compliance in the safe handling of commercial pesticides by monitoring inspections to protect people working with and around pesticides	N/A	N/A	N/A	80% of 400	80% of 400
Percent of the number of initial annual inspections for retail devices[2]	N/A	N/A	N/A	80% of 30,525	80% of 30,525

Eradicate, contain, or control 100% new exotic pests, including insects, plant diseases, nematodes and weeds before they exceed one square mile*	N/A	100%	100%[3]	N/A	N/A
Identify 100% of diseases affecting public health and animal health from readable samples that are submitted to the County Veterinarian*	100%	100%	100%	N/A	N/A
Maintain public confidence that they are "getting what they are paying for" in commercial weighing and measuring devices by maintaining a compliance level that meets or exceeds the statewide levels**	90%	94%	94%	N/A	N/A
Ensure consumer protection by verifying the quality and truth-in-labeling of agricultural products such as eggs, farmers' markets and certified organic produce (Target : at a minimum 90% compliance level) **	91%	93%	93%	N/A	N/A
Protect people working with or around pesticides in both urban and agricultural settings, and ensure that San Diego County-grown produce is free of illegal pesticide residues when marketed					
*Prevent illegal residues found on produce in San Diego County***	100%	100%	100%	N/A	N/A
Meet or exceed State guidelines for pesticide worker-safety	77%	80%	80%	N/A	N/A

Table Notes

[1] GWSS is a vector of Pierce's Disease, which is fatal to grapevines.

[2] Retail devices include all scales, water dispensers, taximeters and fuel meters. These devices need to be inspected to ensure equity in the marketplace and maintain consumer confidence

[3] Diaprepes root weevil, which is a beetle that attacks the roots of 270 plant species, is currently under CDFA eradication treatment.

* Measure revised from Fiscal Year 2006-07 to better reflect measurable goal.

** Measure will be discontinued in Fiscal Year 2007-08 as the department will focus on outcome based results.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Agriculture, Weights and Measures	138.50	148.00	165.00	11.49	165.00
Total	138.50	148.00	165.00	11.49	165.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Agriculture, Weights and Measures	$ 13,636,969	$ 15,537,919	$ 17,728,655	14.10	$ 18,343,899
Fish and Wildlife Fund	47,000	47,000	47,000	0.00	47,000
Total	$ 13,683,969	$ 15,584,919	$ 17,775,655	14.06	$ 18,390,899

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 11,013,520	$ 12,658,411	$ 14,822,602	17.10	$ 15,591,734
Services & Supplies	2,551,468	2,828,508	2,737,053	(3.23)	2,731,165
Other Charges	43,000	43,000	43,000	0.00	43,000
Capital Assets Equipment	75,981	55,000	173,000	214.55	25,000
Total	$ 13,683,969	$ 15,584,919	$ 17,775,655	14.06	$ 18,390,899

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 30,750	$ 30,750	$ 30,750	0.00	$ 30,750
Licenses Permits & Franchises	2,044,880	2,460,380	2,724,750	10.75	2,984,029
Fines, Forfeitures & Penalties	43,850	16,250	16,250	0.00	16,250
Intergovernmental Revenues	7,192,604	6,872,943	8,144,194	18.50	8,256,194
Charges For Current Services	778,700	994,537	728,593	(26.74)	799,581
Miscellaneous Revenues	54,100	44,600	56,700	27.13	71,700
General Revenue Allocation	3,539,085	5,165,459	6,074,418	17.60	6,232,395
Total	$ 13,683,969	$ 15,584,919	$ 17,775,655	14.06	$ 18,390,899

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Air Pollution Control District

Department Description

The Air Pollution Control District (APCD) is a regional agency responsible for attaining federal and State ambient air-related public health standards and implementing associated requirements of federal and State law. The Air Pollution Control Board adopts local rules to control air pollution and long-term regional implementation plans to achieve mandated pollution reductions. The APCD implements rules and plans through permitting, business inspections, and other regulatory programs. Additionally, the APCD provides educational and public information on air pollution matters, funds emission reduction projects, and monitors air pollution levels throughout the region.

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.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Worked cooperatively with 100% (27) of affected school districts to identify funding to replace four pre-1987 model school buses and retrofit forty-three 1987 model or newer school buses still in use.
- Provided six school districts with requested reports identifying facilities emitting toxic air contaminants near future planned school sites.
- Engaged youth through outreach mediums including kids website (50 hits per month), presentations at 50 community events to build an informed public that values and works to protect air quality, and distribution of air quality awareness materials (2,500 "Particulate Collector" screen mitts), promotional items advertising APCD website.
- Notified 6,389 families of students attending six schools that new equipment with the potential to emit hazardous air pollutants was proposed to be located within 1,000 feet of the schools.

Strategic Initiative – The Environment

- Adopted, amended, and implemented a total of 12 State, federal, and APCD rules to reduce air contaminant emissions from industrial /commercial equipment.
- Continued development of the Regional Air Quality Strategy Revision, to be adopted by June 2008, to expedite attainment of the State ozone standard, including feasible emission control measures that consider control effectiveness, cost effectiveness, and technological feasibility.
- Developed and adopted an 8-hour Ozone State Implementation Plan for submittal to the U.S. Environmental Protection Agency (EPA) in 2007 that demonstrates how the San Diego Air Pollution Control District will meet the federal air quality standard for ozone.

- Inspected 100% of priority industrial/commercial emission sources - approximately 7,000 equipment inspections per year based on commitments established with the California Air Resources Board (ARB) - to ensure compliance with air pollution standards.
- Determined that an APCD rule to reduce air pollutants emitted from indoor woodstoves is infeasible due to insufficient emission reduction potential; continued development of a rule to reduce particulate matter from fugitive dust sources such as construction sites and unpaved roads.
- Evaluated the current Ambient Air Quality Monitoring Network to assess whether it meets new federal EPA planning/assessment requirements for the air quality by monitoring network.
- Relocation of the Otay Mesa Air Quality Monitoring Station has been delayed to June 2009 to allow continued APCD collection of data assessing community air pollution levels. Additional data collection is being required by the State ARB and EPA.

Strategic Initiative – Safe and Livable Communities

- Completed 10 refined health risk assessments for high priority facilities pursuant to the "Hot Spots" program. The number completed is less than expected (50) because information subsequently supplied by facilities demonstrated emission changes had reduced risk to below levels of concern. The "Hot Spots" program is a State law that requires facilities to submit toxic emission inventories and requires high priority facilities to perform public health risk assessments, report the results of those assessments to the public, and reduce significant risks.
- Investigated 100% of the 515 citizen complaints received.
- Completed 100 toxic air contaminant emissions public health risk assessments as part of APCD permitting activities (less than the 160 projected due to fewer new permits for equipment emitting toxic air contaminants at levels high enough to trigger a health risk assessment). Health risk assessments evaluate the potential risk from emissions of toxic air contaminants from new and expanding businesses.
- Implemented a new State Air Toxics Control Measure to reduce emissions of toxic air contaminant (TAC) substances chromium and nickel from eight thermal metal spray facilities, meeting target. A substance is considered toxic if it has the potential to cause adverse health effects in humans. TACs are identified by State and federal agencies based on a review of available scientific evidence.
- Implementation of a revised State Air Toxics Control Measure to reduce emissions of perchloroethylene, a substance considered toxic with the potential to cause adverse health effects in humans, from 200 dry cleaning facilities is being delayed until fiscal year 2007-08. The regulation was not approved by the State ARB until January 2007 and still requires review by the Office of Administrative Law (January 2008) prior to implementation.
- Worked with the Clean Cities Coalition to develop a "Clean Car" campaign with focus on consumer choice; involved fleet managers and local dealerships to provide information on clean vehicles; published the State ARB's list of the top five model year cars for air quality on the APCD website and County website "Announcements."
- Inspected demolitions/renovations with asbestos emission potential in response to 61% of the 556 notifications received (less than the 75% projected due to an increase in notifications).
- Conducted 26 facility inspections in the Old Town area of National City resulting in issuance of 19 violation documents. These were targeted inspections in response to specific community concerns and potential environmental justice issues which can result from

exposure to toxic emissions and associated health risks in mixed-use (industrial/commercial/residential) communities.

- Revised start-up inspections procedures at gasoline dispensing facilities to reduce costs, turnaround time, and increase customer service.

2007-09 Objectives

Strategic Initiative – The Environment

- Work cooperatively with all 27affected school districts to identify funding to replace or re-power 10 pre-1987 model school buses and retrofit ninety 1987 model, or newer, school buses still in use in the county by June 2008.
- Provide each affected school district with written reports identifying facilities emitting toxic air contaminants near planned future school sites.
- Notify all families of students who attend a school when any new equipment with the potential to emit hazardous air pollutants is proposed to be located within 1,000 feet of the school.
- Adopt, amend, or implement 10 State, federal, or APCD rules to reduce air contaminant emissions from industrial, commercial, and other sources.
- Develop and implement an over-the-counter permit process to reduce the processing time and costs in implementing State mandated Enhanced Vapor Recovery requirements for gas stations.
- Implement recommendations for the permitting process as determined by the Business Process Reengineering (BPR) team (subject to consultations with stakeholders).
- Adopt the Regional Air Quality Strategy Revision by June 2008. The Strategy identifies effective emission control measures considering cost effectiveness and technological feasibility to expedite attainment of the State ozone standard.
- Adopt a new APCD rule by June 2008 to reduce airborne particulate matter from fugitive dust sources such as construction sites and unpaved roads.
- Complete a project, funded by a federal grant, to retrofit pollution controls on up to 55 trans-border commercial diesel trucks operating in the county by December 2007.
- Inspect 100% of priority emission sources, approximately 7,000 equipment inspections, to ensure compliance with air pollution standards.

Strategic Initiative – Safe and Livable Communities

- Complete an additional 10 refined toxic air contaminant (TAC) emission health risk assessments for high priority facilities pursuant to requirements of the “Hot Spots” program by June 2008. The Hot Spots program is a State law that requires facilities to submit TAC emission inventories, and requires high priority facilities to perform public health risk assessments, report the results to the public and reduce significant risks.
- Complete 100 toxic air contaminant emission health risk assessments by June 2008 as part of APCD permitting activities to verify compliance of new and expanding businesses with health risk standards.
- Continue to gather air quality data to obtain EPA and State ARB approval to relocate the Otay Mesa Air Quality Monitoring Station by June 2009. The new location will better assess community air pollution levels.
- Investigate 100% of citizen complaints received and make initial contact with the citizen within 24 hours of reported complaint. Most complaints are related to fugitive dust from construction sites and unpaved roads, and odor complaints.
- Conduct targeted inspections in response to community concerns and potential Environmental Justice issues. Typically, this occurs in mixed-use areas with residences and businesses in close proximity.

- Inspect 60% of the demolitions/renovations with asbestos emissions potential for which notifications are received.

Changes from 2006-07 Adopted

Staffing

Proposes no change in staffing.

Expenditures

Proposes a net increase of $7.2 million.

- Increase of $0.7 million in Salaries and Benefits for negotiated cost of living adjustments.
- Services and Supplies net increase of $0.1 million due to projected increases in automotive maintenance, fuel, and network computing services.
- Other Charges increase of $5.0 million for proposed Carl Moyer Memorial Air Quality Standards Attainment Program (Carl Moyer Program) incentive projects for cleaner-than-required engines, equipment and other sources of pollution providing early or extra emission reductions.
- Capital Assets Equipment increase of $1.5 million due to planned replacement of the legacy permit processing system and procurement of grant-funded laboratory equipment.
- Deletion of $0.4 million in Reserves due to expenses associated with procurement of permit processing system and increases in Salaries and Benefits.
- Operating Transfers increase of $0.4 million for costs to administer emission reduction incentive projects and air monitoring related to mobile sources and reimbursement to the Group of funds planned for procurement of the new permit processing system.

Revenues

Proposes a net increase of $7.2 million.

- Increase of $0.6 million in Licenses, Permits and Franchises due to anticipated permit and other annual fee increases.
- Increase of $4.8 million in Intergovernmental Revenues based on anticipated level of State funding for Carl Moyer Program and rebudgeting of unspent federal EPA grant monies to support ambient air toxics monitoring.
- Net decrease of $0.3 million in Charges for Current Services to reflect historical trends in miscellaneous revenues and services.
- Increase of $1.2 million in Other Financing Sources based on revenues from vehicle registration funding for costs of air monitoring activities related to mobile sources, the Carl Moyer Program for administrative support, and a one-time operating transfer from the Group to partially fund procurement of a new permit processing system replacing legacy system.
- Increase of $0.9 million in Fund Balance. Budgeted Fund Balance includes; Air Quality Improvement Trust revenue fund balance set aside to be used as the required matching funds for the Carl Moyer Program funding, increased costs of air monitoring activities related to mobile sources, and the planned repayment of funds loaned from LUEG.

Summary of Changes in Fiscal Year 2008-09

Proposes a net decrease of $0.4 million and the decrease of 1.00 staff year as a result of efficiencies obtained through planned business process reengineering, the procurement of a new permit processing system, and continued cost efficiencies as a result of the purchase of a new office building in 2005.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Permit evaluations for new and modified businesses [1]	3,742	1,600	1,600	N/A	N/A
Percent of construction permits for new/ modified businesses issued within 90 days of receipt of a complete application [2]	N/A	N/A	N/A	80%	80%
Percentage of scheduled business inspections completed[3]	105%	100%	100%	100%	100%
Number of Public Complaints investigated [4]	514	600	515	600	600
Number of APCD funded low polluting vehicles in use including School and transit buses, postal vehicles, refuse and construction trucks, shuttle vans, tractors, taxicabs, and marine vessels [5]	999	1,050	1,050	1,200	1,300
Average number of days meeting the 8-hour federal ozone standard (3-year avg.)	358	357	360	362	362

Table Notes

[1]Businesses must have APCD permits before building, operating or modifying equipment that emits air contaminants. Each permit application is evaluated for compliance with air pollution control standards. Fiscal Year 2005-06 actual reflects one-time permit update efforts for gas stations and for diesel engines to implement new State requirements. This measure is being deleted as of Fiscal Year 2007-08 and replaced by measuring the percentage of Construction Permits issued.

[2] APCD Rule 18 establishes a goal of processing permit complete applications within 90 days but allows up to 180 days.

[3] Indicates completion levels for inspections of air contaminant emitting equipment/facilities. Target based on commitments established with State ARB. Commitment is approximately 7,000 inspections per year, but varies annually based on changes in priorities, standards and complaints.

[4] Majority of complaints from the public are due to dust related to construction and visible emissions. 100% of public complaints are investigated.

[5] Projected increases for Fiscal Year 2007-09 based on anticipated increase in funding levels for incentive projects.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Air Pollution Control District Programs	147.00	147.00	147.00	0.00	146.00
Total	147.00	147.00	147.00	0.00	146.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Air Pollution Control District Programs	$ 23,673,245	$ 24,091,063	$ 31,349,309	30.13	$ 30,985,912
Total	$ 23,673,245	$ 24,091,063	$ 31,349,309	30.13	$ 30,985,912

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 14,628,291	$ 14,547,834	$ 15,231,399	4.70	$ 15,922,552
Services & Supplies	4,097,708	3,851,084	3,994,754	3.73	3,856,468
Other Charges	59,626	61,415	5,086,565	8,182.28	5,088,320
Capital Assets Equipment	190,350	134,261	1,625,986	1,111.06	302,500
Reserve/Designation Increase	—	450,000	—	(100.00)	250,000
Operating Transfers Out	4,697,270	5,046,469	5,410,605	7.22	5,566,072
Total	$ 23,673,245	$ 24,091,063	$ 31,349,309	30.13	$ 30,985,912

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 310,575	$ 120,000	$ 1,027,008	755.84	$ 1,182,475
Licenses Permits & Franchises	7,808,102	8,065,770	8,683,601	7.66	9,129,194
Fines, Forfeitures & Penalties	1,019,540	1,019,540	1,113,516	9.22	1,189,085
Revenue From Use of Money & Property	215,000	231,125	238,187	3.06	238,187
Intergovernmental Revenues	8,049,332	8,160,812	12,916,328	58.27	12,581,503
Charges For Current Services	1,395,501	1,256,077	918,794	(26.85)	908,125
Miscellaneous Revenues	177,925	191,270	191,270	0.00	191,270
Other Financing Sources	4,697,270	5,046,469	6,260,605	24.06	5,566,073
General Revenue Allocation	—	—	—	0.00	—
Total	$ 23,673,245	$ 24,091,063	$ 31,349,309	30.13	$ 30,985,912

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Environmental Health

Department Description

The Department of Environmental Health (DEH) enhances quality of life by protecting public health and safeguarding environmental quality, educating the public to increase environmental awareness, and implementing and enforcing local, State, and federal environmental laws. DEH regulates the following: retail food safety; public housing; public swimming pools; small drinking water systems; mobile-home parks; onsite wastewater systems; recreational water; underground storage tanks and cleanup oversight; and medical and hazardous materials waste. In addition, DEH serves as the solid waste Local Enforcement Agency, prevents disease carried by rats and mosquitoes, and helps to ensure safe workplaces for County employees.

Mission Statement

Protecting the environment and enhancing public health by preventing disease, promoting environmental responsibility and, when necessary, enforcing environmental and public health laws. Our goal is "Healthy People in Healthy Communities Free from Disease due to the Environment."

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Conducted two pool safety educational events for over 200 participants, targeted at educating both the public and public swimming pool operators on how to reduce the occurrence of major pool safety risks to protect families from illness, injury, and death.
- Provided 10 recreational water quality training classes to children attending surf camps or other summer camps. An average of nine children attended each class. This training enables children to make informed decisions about where and when it is safe to enter the water and how to find up-to-date information regarding local beach water quality.
- Conducted 28 (52% of two year goal of 54) educational outreach presentations to elementary and high schools classrooms, to increase awareness of household hazardous and universal waste, food safety, and other hazardous materials/waste. Remaining 26 presentations will be completed in Fiscal Year 2007-08.

Strategic Initiative – The Environment

- Implementation of the annual permit and compliance program for alternative onsite wastewater disposal systems, based on State regulations that were scheduled to go into effect February 2007, has been postponed for one year. The State Water Resources Control Board has not finalized the regulations.
- Conducted seven outreach presentations to businesses that generate hazardous and universal waste. Workshops targeted four industry groups - Biotech, Dental, Plating Shops, and Auto Repair – with a total of 260 participants.
- Conducted three temporary Household Hazardous Waste events that collected electronic and universal waste, in unincorporated areas where permanent facilities are not convenient.

- Completed inspections of 100% (57) of potential appliance recyclers in San Diego County and issued permits to those that generate hazardous waste and universal waste.

Strategic Initiative – Safe and Livable Communities

- Helped ensure Small Drinking Water Systems are providing potable water by issuing 23 water supply permits for new systems, systems that have changed ownership or have been amended. This meets our State Department of Health Services work plan agreement.
- Conducted four technical workshops for over 321 Small Drinking Water system owners/operators providing training on budgets and rate setting, completing consumer confidence reports, developing operation plans, and other training necessary to maintain pure, safe drinking water for their customers.
- Reduced the threat to groundwater resources and public health by reducing the number of abandoned and unused monitoring wells by 25% (132 wells) in three groundwater use basins (Otay Valley Hydrologic Area, Mission Hydrologic Sub Area, and Ramona Sub Area).
- Conducted infrastructure surveys of 86 Small Drinking Water Systems which keeps DEH on track to meet the goal of surveying all 166 Small Drinking Water Systems by the end of June 2008.
- Conducted field responses to complaints about mosquitoes, rats, and flies (2,858) within an average of three days. This assisted in reducing exposure to diseases and has improved customer service.
- Reduced mosquito breeding at 31 historical breeding sites by 55% through the use of a helicopter that applies larvicides to prevent mosquito-borne diseases. The original target of 80% was not achieved due to excessive vegetation that impacted coverage of the larvicides to control the mosquito larvae.
- Reduced the most common violations of regulatory requirements in the biotech/biomedical industry by 25 % per year as a pilot project under the Environmental Protection Indicators in California program. The project baseline for these violations was 0.833 per inspection which was reduced to 0.37 violations per inspection.
- Developed an improved food handlers' training guide and conducted training and recertification of food handler instructors in an effort to improve food safety knowledge by both food employees and food handler training instructors.
- Developed and conducted a food safety knowledge survey for consumers in order to better target food safety outreach.

Required Discipline – Regional Leadership

- Obtained two grants from the California Integrated Waste Management Board. One coordination grant for $15,000 and one infrastructure grant for $155,850. Provided San Diego County residents five different locations where universal waste is collected, and conducted five outreach campaigns.

Required Discipline - Continuous Improvement

- Provided excellent customer service and ensured the timely processing and review of onsite wastewater system layouts by averaging 9 days for review and approval versus the goal of 14 days.

Required Discipline – Information Technology

- Completed data imaging of all 30,000 Hazardous Material Division (HMD) files to provide instantaneous record retrieval by emergency responders.

2007-09 Objectives

Strategic Initiative – Kids

- Conduct 35 outreach presentations to primary and/or secondary school classrooms, or approximately 1,000 students, to increase awareness of household and universal waste, hazardous materials, vector awareness and control, and careers in environmental health by July 2008.
- Inspect 100% of high schools (76) in the San Diego region and permit those that store reportable quantities of hazardous materials or generate medical and/or hazardous waste by July 2008.
- Respond to 100% of the reports (approximately 50 per year) of elevated blood-lead levels of children from the County Public Health Nurse within the timeframes specified by the State Department of Health Services Childhood Lead Poisoning Prevention Branch. The requirements to respond vary from 24 hours to two weeks based on the blood lead level reported.
- Provide information on the department's website targeted to secondary school age children that will develop awareness of basic public and environmental health concepts that apply to their day-to-day lives.
- Provide ten recreational water quality training classes to children attending surf camps or other summer camps each fiscal year. The training will enable the children to make informed decisions about where and when it is safe to enter the water and how to find up-to-date information regarding local beach water quality.

Strategic Initiative – The Environment

- By January 2008, decrease inspection frequency from once every 18 months to once every 36 months for 25% of 370 biotech/biomedical facilities. Attendance at annual workshop and two or fewer violations per inspection are required for reduced inspection frequency.
- Conduct five business outreach sessions in 2007-08 and five in 2008-09 for businesses that generate hazardous waste and universal waste. Measure effectiveness by conducting a pre- and post-test at each outreach session. Success will be based on 70% of the audience scoring better the second time that they take the test.
- Ensure protection of public health and the environment by providing clear and current information through a revised recycled water use ordinance by the end of Fiscal Year 2007-08. The revised County ordinance will include criteria for annual permitting of recycled water use sites. The department currently oversees approximately 775 recycled water use sites, many of which are biotech or industrial sites and considered high risk for cross-connections (connections between drinking water and recycled water pipelines). Elimination of cross-connections would ensure a safer workplace for thousands of employees at these work sites.

Strategic Initiative – Safe and Livable Communities

- Using the "flagging method" (dragging a light colored cloth), Vector Control will increase surveillance of ticks from once per week to twice per week during the months of November through March to survey for the presence of Lyme disease and tularemia, a pneumonia-like bacterial disease.
- Increase the trapping of deer mice and taking of blood samples from once every other week to once per week, to survey for the presence of Hantavirus, a rare pulmonary syndrome caused by a virus. Track the number of blood samples submitted and their results.
- By June 2008, conduct a food handler knowledge survey of 1,200 food handlers in San Diego County food facilities and compare the results with the 2003 baseline survey to determine future training needs. This survey will evaluate the effect of the two- year emphasis on cold

holding risk factors and serve as the baseline data for the implementation of the new California Code food facility requirements.

- Develop one informational flyer on "Trans Fat" product labeling information to post on the department's website and to distribute at health fairs and similar events to increase public awareness of health risks by September 2007.
- By the end of Fiscal Year 2007-08, develop an outreach program with mobile home park owners/operators to discourage non-permitted additions and accessory structures. This will allow consistent enforcement of State regulations and provide a safer environment for residents.
- Increase the inspection frequency of mobile home parks to meet the existing seven-year inspection frequency goal set by the State, resulting in a minimum of 26 mobile home park inspections per year. As part of this process an updated inventory of problem parks will be identified to continue with compliance and enforcement actions.
- Protect ground water resources and public health, by completing 25% (219 wells total) inspections of the unused and abandoned wells at Site Assessment and Mitigation closed sites and issue appropriate letters for correction or closure permits of these wells by June 2008.
- Revise the engineer's design packet for onsite wastewater treatment systems by June 2008, to include design criteria for both conventional and alternative onsite wastewater treatment systems. In addition to providing stakeholder training, this revised packet will be placed on the department's website to provide customers with greater access to our information.
- Deliver four presentations regarding alternative onsite wastewater treatment systems to designers and installers of these systems by June 2009. Increasing requests for information and new regulations regarding these systems has created a need for greater public awareness and access to the most current permitting information.
- To ensure that Small Drinking Water Systems are providing a safe and adequate supply of water to their customers, conduct infrastructure surveys for the remaining 80 Small Drinking Water Systems permitted by DEH by June 2008.

Required Discipline – Customer Satisfaction

- Respond to 95% of complaints about mosquitoes, rats and flies through actual or scheduled field response within three days to reduce exposure to diseases and improve customer service.
- Finish review and approval of plan check permits for installation, repair, and removal of Underground Storage Tank (UST) for 90% (234 of 260) of plans within 10 working days of receiving the complete application.

Required Discipline – Continuous Improvement

- By June 2008, complete 95% (approximately 700 received each year) of all Hazardous Materials Division (HMD) complaint investigations within 30 days of receiving the complaint.
- Reengineer four Hazardous Materials Division (HMD) permitting and inspection processes for streamlining and timely processes by July 2008.

Required Discipline - Information Technology

- Develop the Land Use website to include a comprehensive inventory of up-to-date documents, newsletters, mailing list, and upcoming events by June 2008.
- To better serve customers and provide expedited public records requests, provide remote computer access (web access) to Site Assessment and Mitigation records by June 2009.

- To ensure proper tracking of septic wastes, develop an electronic reporting system for septic waste haulers that will allow online reporting from the DEH website by June 2008.

Changes from 2006-07 Adopted

Staffing

Proposes an increase of 8.00 staff years.

- Increase of 7.00 staff years for the Food and Housing Division to conduct field inspections of permitted health regulated facilities.
- Increase of 1.00 staff year for Solid Waste Local Enforcement Agency to conduct solid waste facility inspections and investigate complaints.

Expenditures

Proposes an increase of $3.6 million.

- $2.3 million increase in Salaries and Benefits as a result of staffing changes identified above, additional temporary help needed for the prevention of diseases carried by rats and mosquitoes and an allowance for negotiated cost of living adjustments.
- $1.2 million increase in Services and Supplies due to increased costs associated with service and maintenance contracts, routine maintenance supplies, increased costs for Information Technology, including one-time only projects, and new costs associated with the prevention of diseases carried by rats and mosquitoes.

Revenues

Proposes a net increase of $3.6 million.

- $2.4 million increase in Licenses, Permits, & Franchises due to approved fee increases.
- $0.9 million increase in Charges for Current Services due to property owner approval of the Vector Benefit Assessment and approved land use fee increases.
- $0.3 million increase in Miscellaneous Revenue to better reflect actual revenue.

Summary of Changes in Fiscal Year 2008-09

Proposes a net increase of $1.1 million due primarily to the staffing changes described above and negotiated cost of living adjustments.

In addition, State Assembly Bill (AB) 885, *Onsite Sewage Treatment Systems*, regulations are anticipated to go into effect late in 2007 and will require that advanced treatment wastewater systems be installed and monitored annually. The requirement for annual permits and monitoring will require a new program element for the Land Use Program in the Department of Environmental Health. All onsite wastewater systems in areas where the water is deemed impaired will need to be upgraded to perform advanced treatment. In 2009, all new onsite wastewater systems or those that require a substantial repair will be required to install an advanced treatment septic system. Budget impacts are not known at this time. The Department of Environmental Health will propose expenditure and revenue adjustments once these regulations go into effect and the full impact has been determined.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Conduct a field response to complaints about mosquitoes, rats and flies within 3 days	N/A	100%	100%	100%	100%
Reduce the incident rate (# violations per 1,000 inspections) of food refrigeration major risk factor violations found in retail food facilities by 10% per year (from the previous year's total)[1]	32	41	41	N/A	N/A
Number of significant non-compliant Underground Storage Tanks brought into compliance [2]	60	10	10	N/A	N/A
Complete review of Septic System layouts within an average of 14 days (# days) [3]	11	14	9	14	14
Reduce mosquito larvae at 39 locations (%) [4, 5]	55	80	80	N/A	N/A
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 [6]	N/A	N/A	N/A	90%	90%
Reduce the incident rate (# violations per 1,000 inspections) of major chlorine violations found at public swimming pools by 5% per year (from the previous year's total) [6]	N/A	N/A	291	276	262

Table Notes

[1] This goal has been met and has been replaced with a new goal targeted to reduce major chlorine violations found at public swimming pools.

[2] The department has exceeded their original performance goal. The remaining non-compliant sites are considered extremely difficult sites which will require assistance from various prosecutors. It is expected that these sites will not be able to be brought into compliance without some court action.

[3] There has been a reduction in the number of projects submitted this year which has allowed us to reduce the review time to 9 days versus the 14 day goal. The 14 day goal is consistent with what our stakeholders want and is difficult to achieve when the number of project submittals increase. If we lower the goal and get our normal number of projects submitted, we will not be able to meet the goal and also meet our public health demands in other program areas.

[4] Reduction of mosquito breeding was severely impacted by increased rainfall and vegetation growth making applications less effective. Aerial applications have increased from 27 to 39.

[5] There are too many unknown variables at this time to establish this as a performance measure. The Vector Control Program will be analyzing this for future consideration as a performance measure.

[6] New Performance Measures established for Fiscal Year 2007-08.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Environmental Health	270.00	282.00	290.00	2.84	290.00
Total	270.00	282.00	290.00	2.84	290.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Environmental Health	$ 31,948,228	$ 34,381,614	$ 37,957,702	10.40	$ 39,036,248
Total	$ 31,948,228	$ 34,381,614	$ 37,957,702	10.40	$ 39,036,248

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 24,408,234	$ 26,853,940	$ 29,200,814	8.74	$ 30,285,561
Services & Supplies	7,519,994	7,507,674	8,736,888	16.37	8,730,687
Capital Assets Equipment	20,000	20,000	20,000	0.00	20,000
Total	$ 31,948,228	$ 34,381,614	$ 37,957,702	10.40	$ 39,036,248

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Licenses Permits & Franchises	$ 16,769,453	$ 17,722,032	$ 20,149,663	13.70	$ 20,906,899
Fines, Forfeitures & Penalties	338,647	260,127	290,694	11.75	295,054
Intergovernmental Revenues	1,646,003	3,056,655	2,971,841	(2.77)	3,006,901
Charges For Current Services	10,010,765	12,367,316	13,285,614	7.43	13,542,351
Miscellaneous Revenues	937,965	975,484	1,259,890	29.16	1,285,043
General Revenue Allocation	—	—	—	0.00	—
Total	$ 31,948,228	$ 34,381,614	$ 37,957,702	10.40	$ 39,036,248

Farm and Home Advisor

Department Description

The Farm and Home Advisor (FHA) Office conducts educational programs and applied research in a three-way partnership with the County of San Diego, University of California (UC) and United States Department of Agriculture. This brings the resources of all three entities together to address local issues, and to empower individuals and organizations with research-based information to improve themselves and their communities. The Advisors are University 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 United States Department of Agriculture and the County in order to help individuals, families, businesses, and communities address agricultural, environmental, horticultural, and public health issues.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Continued participation in the "Call to Action: San Diego County Childhood Obesity Action Plan" Steering Committee. Developed and conducted awareness of the link between nutrition and improved health through the garden-based nutrition education programs at 10 local schools.

Strategic Initiative – The Environment

- Adapted residential Integrated Pest Management (IPM) information and made it available to the public via ten stand-alone touch screen kiosks. The kiosks are located at garden centers, community events, and participating County libraries. Information provided promotes reduction of pesticide use in residential/non-agricultural areas.
- Collaborated with the Department of Public Works in developing a Nutrient Reduction Management Plan (NRMP) for the Rainbow Creek watershed. The watershed project is a trial designed to use avocado trees as buffer strips to reduce excess water and nitrates that flow underground from agricultural areas into a local creek.
- Produced and implemented one brochure, one poster (Stop Aquatic Invaders on Our Coast!/¡Detenga el transporte de especies invasoras acuáticas en nuestras costas!), and public service announcements in Spanish and English to provide the public with contact information for environmental agencies, organizations, and other resources. The audience included boating organization members, port/harbor/yacht club managers and tenants, marine business operators, academics, and government agencies.

Strategic Initiative – Safe and Livable Communities

- Developed and implemented an interactive website and 12 Quick Tip Cards as tools for outreach and education in self-assessing property wildfire risks, fire safety, and fuels reduction. English versions of tip cards are available to County residents who call and request the cards,

attend fire safety workshops, and purchase construction and decking materials at various local home improvement stores.

- Conducted applied research and outreach programs to improve agricultural operations, including productivity, marketing, pest management, water quality use and conservation, fertilizer management, diseases, and natural disasters through interdepartmental threading and joint grant opportunities with other County departments.

Required Discipline – Customer Satisfaction

- Will develop and implement downloadable customer satisfaction surveys to be available on the department's internal and external websites by June 30, 2007. Data will be exported to a database and integrated with Countywide Customer Satisfaction/Mystery Shopping results.
- Refined and further developed office staff procedures for publication sales, printing jobs, bulk mailings, and grant submittals to increase efficiency, better coordinate programs, and ensure cross-training and continuity of services between Kearny Mesa headquarters and the new North County office.
- Developed and implemented a Marketing and Public Relations program to increase awareness and use of FHA programs with citizens of the county, other County departments, and other organizations. Public Relations committee will coordinate an open house for the San Marcos office, develop an office brochure, and implement "San Diego Delivers" by June 30, 2007.

Required Discipline – Continuous Improvement

- Updated three boating pollution-prevention brochures and posted on the local National Oceanic & Atmospheric Administration (NOAA) Sea Grant Program website in order to improve access of information for audiences and reduce printing costs.
- Identified and reduced barriers to program access from low-income residents, farmers with limited resources and others who traditionally do not access FHA programs. Emphasized reaching Spanish speaking customers and bilingual clients by providing tip cards, posters, and workshops in Spanish.

2007-09 Objectives

Strategic Initiative – Kids

- Provide school readiness and early literacy training for 650 families and pregnant and/or parenting teens with children 1 month – 5 years of age in the South Bay (Chula Vista, National City, and San Ysidro) and Central San Diego communities.
- Advance countywide Food Stamp Nutrition Education (FSNE) efforts by conducting garden-based nutrition curricula/education and technical assistance to 80 teachers and/or volunteers at school garden sites throughout the county.

Strategic Initiative – The Environment

- Advance outreach efforts by developing and implementing two new modules to existing stand-alone touch screen kiosks located in garden centers, community events, and participating County libraries. Citizens, industry experts, County departments, and other organizations will be able to utilize the interactive kiosks and modules to generate on-site proof of education, compliance and/or certification required for pesticide purchases and proper handling, as well as up to date fire safety and fuels reduction information.

Strategic Initiative – Safe and Livable Communities

- Develop and implement three web based training (WBT) courses to provide outreach and education for citizens, industry experts, County departments, and other organizations to promote Best Management Practices for fertilizer and pesticide use.

- Continue Pitahaya (Dragon fruit) research as a new and viable crop for the local agriculture industry. Utilize trial data to evaluate the impacts of frost, such as the one that occurred in January 2007, on the varieties used in the research project.

Required Discipline – Customer Satisfaction

- Provide improved customer service for North County residents via sale of pesticide study manuals and other University-produced County publications at the San Marcos office.
- Continue to develop and implement a Marketing and Public Relation program to increase awareness and use of FHA programs through the use of a departmental open house for the Kearny Mesa office, an office brochure, and a newsletter.
- Implement an online system for sale and inventory management of University-produced publications.
- Refine processes for data cleansing and maintenance of customer distribution lists in order to reduce redundancy of bulk mailings and e-mail notifications of workshops and seminars.
- Achieve a 4.85 or greater overall rating on customer satisfaction surveys and Countywide mystery shopping reports.

Required Discipline – Continuous Improvement

- Develop and implement a University of California approved department Injury Illness and Prevention Program in conjunction with the existing County program for the reduction of on-the-job injuries and Worker Comp claims.
- Continue to refine and develop office staff procedures relating to volunteer training and submittal of website updates to increase efficiency, better coordinate programs, cross-training, and ensure continuity of services between Kearny Mesa headquarters and the North County office.

Changes from 2006-07 Adopted

Staffing

Proposes the addition of 1.00 staff year to improve the department's ability to support current and future growth of grant funded outreach programs.

Expenditures

Proposes an increase of $0.06 million.

- Increase in Salaries and Benefits are the result of negotiated cost of living adjustments and the change in staffing described above.
- Decrease in Services & Supplies due to a reduction in one-time expenditures.

Revenues

Proposes an increase of $0.06 million in General Revenue Allocation to offset the above costs.

Summary of Changes in Fiscal Year 2008-09

Proposes an increase of $0.02 million as a result of negotiated cost of living adjustments and the staffing changes described above offset by a reduction in one-time expenditures.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Staff-provided administrative assistance for projects, grants, and contracts (# projects/ total $ value of projects, grants, and contracts) [1]	52 projects/ $648,000	52 projects/ $648,000	10 projects/ $3,900,000	11 projects/ $5,300,000	12 projects/ $5,380,000
Staff-provided coordination, assistance, and training for 4-H, Master Gardener and other related volunteer programs (# volunteers/ volunteer hours) [2]	1,336 vol./ 184,872 hrs	1,336 vol./ 184,872 hrs	685 vol./ 101,682 hrs	754 vol./ 111,850 hrs	829 vol./ 123,035 hrs
Achieve consistently high customer service ratings through mystery/phone shopper surveys (5.0 = highest rating)	4.8	4.8	4.8	4.85	4.9
Sales of University-produced County-related materials to interested parties conducted by staff (# publications/value of sales)	398 publications / $8,514	400 publications/ $8,900	440 publications / $9,790	484 publications / $10,769	532 publications / $11,846
Number of newsletters and communications distributed via U.S. mail; with corresponding increase in electronic transmittals (#/% mailed correspondence)	22,000/ 45%	22,000/ 45%	24,200/ 50%	26,620/ 55%	29,282/ 61%

Table Notes

[1] The department increased efficiency in grant awards by focusing efforts on submitting fewer proposals but selected grants and agencies that provided greater funding per proposal.

[2] The variance between Fiscal Year 2006-07 Adopted and Fiscal Year 2006-07 Estimated Actual volunteer hours is residual impact of terminated 4-H Foundation After School programs and reengineering of 4-H program to focus on retraining adult volunteers on methods for positive youth development.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Farm and Home Advisor	7.50	8.00	9.00	12.50	9.00
Total	7.50	8.00	9.00	12.50	9.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Farm and Home Advisor	$ 992,979	$ 708,088	$ 767,801	8.43	$ 784,745
Total	$ 992,979	$ 708,088	$ 767,801	8.43	$ 784,745

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 434,244	$ 471,082	$ 551,553	17.08	$ 579,787
Services & Supplies	558,735	237,006	216,248	(8.76)	204,958
Total	$ 992,979	$ 708,088	$ 767,801	8.43	$ 784,745

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
General Revenue Allocation	$ 692,979	$ 708,088	$ 767,801	8.43	$ 784,745
Total	$ 992,979	$ 708,088	$ 767,801	8.43	$ 784,745

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Parks and Recreation

Department Description

The County Department of Parks and Recreation (DPR) operates nine camping parks, seven regional picnic parks, and over 41,000 acres of park land and open space, with 300 miles of trails, two historic adobes, and 10 historic park sites. Additionally, the department operates 33 local parks, four community recreation centers, and two teen centers in the unincorporated areas of San Diego County. The department manages the grounds and equipment at all County Parks, making them safe, clean, and enjoyable.

Mission Statement

To provide opportunities for high quality parks and recreation experiences and to preserve regionally significant natural and cultural resources.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Provided positive support to 3,500 pre-school, elementary, middle and high school youth by introducing nine new activities based on the result of a teen needs assessment and 40 activities that include mentoring, after school opportunities, enrichment, and health and wellness at community and teen centers.
- Improved recreational opportunities and environmental awareness for youth by conducting over 200 environmental education programs for over 7,500 students with an emphasis on water quality, watershed awareness, and natural and cultural resources and by providing 20 outdoor adventure and education activities for at-risk teens.
- Promoted recreational opportunities for youth with disabilities by completing Phase I of a fully accessible ballfield at San Dieguito County Park.
- Supported the County's Childhood Obesity Action Plan and the Greater San Diego Recreation and Parks Coalition for Health and Wellness by providing 100 health related events, classes, and activities for youth, adults, and older adults throughout the San Diego region.

Strategic Initiative – The Environment

- Beautified parks and improved trail safety by facilitating over 40 volunteer workdays on as park clean-ups, trail maintenance, work parties, and service projects.
- Expanded and protected park resources by acquiring 400 acres of park land; added 25 miles of trails; and prepared a draft Environmental Impact Report (EIR) for the proposed San Luis Rey River Park.
- Preserved natural resources by continuing biological and cultural surveys in three county preserves; and removed 200 dead and unhealthy trees and planted 100 new trees throughout the parks system.

Strategic Initiative – Safe and Livable Communities

- Enhanced park and recreation opportunities at parks affected by Firestorm 2003 by continuing to rebuild park facilities in North and East County, including Oakoasis and Goodan Ranch and initiated biological and cultural surveys at Boulder Oaks.
- Promoted the health and well-being of older adults by providing 20,000 nutritious lunches at the Fallbrook, Lakeside, and Spring Valley community centers and

generated 15 new activities at community centers for over 100 older adults, in response to the 2005 needs assessment.

- Improved and expanded park facilities and increased recreational experiences, by completing 17 major projects totaling $8.0 million, in 14 park facilities in 10 communities.

Required Discipline – Fiscal Stability

- Increased, enhanced, and improved park and recreational opportunities for the public by applying for 46 grants totaling $22 million, including four new grant programs totaling $878,000. The department was awarded 23 grants totaling $11 million supporting park development, park land acquisition, recreation, and enhancement of natural resources throughout the parks system.

Required Discipline – Customer Satisfaction and Information Technology

- Continued to provide greater convenience for the public through the Internet Reservation System resulting in online camping reservations totaling 60% (17,000) of all camping reservations processed.

2007-09 Objectives

Strategic Initiative – Kids

- Support the County's Childhood Obesity Action Plan and Greater San Diego Recreation and Parks Coalition for Health and Wellness by providing 85 health related events, classes, and activities throughout the San Diego region for 2,500 youth.
- Provide community service opportunities for youths to encourage community activism and involvement, by facilitating at least half of 40 total community volunteer projects for youth. Target: approximately 200 youth participants.

Strategic Initiative – The Environment

- Promote recreational opportunities and environmental awareness for youth by conducting 200 environmental education programs with an emphasis on water quality, watershed awareness, and natural and cultural resources to include 7,500 students; and by providing 20 outdoor adventure and education activities throughout the parks system.
- Expand and protect park resources by acquiring 300 acres of additional park land throughout the County over two years; finalizing the Environmental Impact Report for the proposed San Luis Rey River Park; and adding 15 miles of trails to the County Trails System.
- Preserve resources by continuing biological and cultural surveys in two County preserves to develop resource management plans; and by removing or pruning hazardous trees throughout the county.

Strategic Initiative – Safe and Livable Communities

- Promote the health and well-being of older adults by providing 30 health related events, classes, and activities to 300 older adults throughout the San Diego Region.
- Market and promote the department to a wide audience by hosting four major special events throughout the year. These events will help educate the public about what the department has to offer and encourage future visitation.
- Enhance local and regional parks for the public by completing at least 18 major projects totaling $8.0 million. This will improve park and recreation experiences in at least 12 park facilities in 10 communities over two years.

Changes from 2006-07 Adopted

Staffing

Proposes a net increase of 15.00 staff years and transfers among divisions to meet operational needs.

- Increase of 1.00 staff year to support new Landscape Maintenance Assessment District Zone 1 in Rancho San Diego.
- Decrease of 1.00 staff year representing a temporary transfer of a park project manager position to the Department of Public Works to assist on capital projects.
- Increase of 4.00 staff years to expand hours of operation and greater public accessibility at San Elijo Lagoon Ecological Reserve, Santa Ysabel Open Space Preserve and Sycamore Canyon/Goodan Ranch Open Space Preserve.
- Increase of 3.00 staff years to support additional development and renovations at park facilities as well as vegetation management plans and fire safety/fuel reduction at William Heise Regional Park.
- Increase of 2.00 staff years to prepare Area-Specific Management Directives (ASMDs) for preserve lands acquired as part of the County of San Diego Multiple Species Conservation Program (MSCP) Plan. ASMDs provide guidance to land managers on how best to manage the preserve lands to ensure that wildlife is protected and thrives.
- Increase of 6.00 staff years to provide an additional park ranger, maintenance support, and recreational program coordination at 4S Ranch Community Park.

Expenditures

Proposes a net increase of $3.1 million.

- Increase of $1.7 million in Salaries and Benefits for the cost of additional staff years and negotiated cost of living adjustments.
- Increase of $1.7 million in Services and Supplies for the rebuilding of parks destroyed or damaged in Firestorm 2003 including Boulder Oaks, William Heise, and El Capitan as well as fuel reduction and vegetation management plans to mitigate fires.
- Decrease of $0.2 million in Operating Transfers Out in Fallbrook Parkland Dedication Area 35 and $0.1 million in Other Charges and Capital Asset Equipment.

Revenues

Proposes a net increase of $3.1 million.

- Increase of $0.7 million in Taxes Current Property due to an increase in special district property tax revenue.
- Increase of $0.6 million in Charges for Current Services due to an increase in charges for special districts and additional staffing for 4S Ranch Community Park (6.00 staff years).
- Increase of $1.8 million in Miscellaneous Revenues due to recovered expenditures from insurance proceeds for Firestorm 2003 recovery projects.
- Decrease of $1.9 million in Fund Balance due to the completion of one-time projects. The proposed budgeted Fund Balance of $6.0 million will be used for maintenance of park facilities, consultant services for ASMDs and MSCP basic stewardship.
- Increase of $2.0 million in General Revenue Allocation to support the remaining 9.00 additional staff years described above and to offset increases in the department's operational costs.

Summary of Changes in Fiscal Year 2008-09

Proposes a net decrease of $7.9 million. Net increase of $0.4 million in Salaries and Benefits due to cost of living increases and staffing changes described above offset by other adjustments and a decrease of $8.2 million in Services and Supplies and corresponding revenue due to the anticipated completion of major maintenance and other one-time projects.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Number of Park land acres owned and managed	40,600	40,700	41,000	41,150	41,300
Number of Volunteers/Number of Hours[1, 6]	1,234/ 87,000	1,300/ 100,000	1,300/ 89,000	1,300/ 90,000	1,300/ 90,000
Number of unduplicated Youth Diversion participants[7]	3,200	3,000	3,500	3,500	3,500
Number of park facilities improved or developed[2]	38	10	14	6	6
Number of miles of trails managed in the County Trails Program[3]	275	290	300	308	315
Percent/Number of camping reservations placed online[4]	N/A	50%/ 12,000	60%/ 17,000	60%/ 17,000	60%/ 17,000
Campsite occupancy rate[5]	N/A	45%	45%	45%	45%

Table Notes

[1] Tracking the number of volunteers will now include workday volunteers (those individuals who volunteer for a minimum of one day). In previous years, only their volunteer hours were counted. 2006-07 Adopted anticipated number of hours were over estimated.

[2] Available funding and current strategy is to focus on larger regional projects with higher dollar value.

[3] Revised Performance Measure as of Fiscal Year 2006-07 to report the number of miles of trails managed by the department; Fiscal Year 2005-06 Adopted reflects number of miles of trails added to the Trails Program.

[4] Implentation of the new camping reservation system resulted in an outcome exceeding original target measure showing change in policy to reflect higher importance of number of campsites filled (nights occupied), increasing revenue, than number of reservations processed which increases customer service, but not revenue.

[5] New measure showing change in policy to reflect higher importance of number of campsites filled (nights occupied), increasing revenue, than number of reservations processed, increasing customer service, but not revenue.

[6] The "Number of Volunteers" remained at target for Fiscal Year 2006-07 Estimated Actual; but, the "Number of Volunteer Hours" did not meet the target due to people still volunteering but for less time. This is a nationwide trend and a continuing trend with youth where commitments to volunteer are for shorter periods of time.

[7] The number of Youth Diversion participants exceeded the target in Fiscal Year 2006-07 is due to the implementation of new programs and efforts created this Fiscal Year targeting youth. The level of service targeting 3,500 shall remain in Fiscal Year 2007-08.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Parks and Recreation	160.00	179.00	194.00	8.38	194.00
Total	163.00	179.00	194.00	8.38	194.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Parks and Recreation	$ 22,218,191	$ 28,544,624	$ 31,102,687	8.96	$ 23,786,833
Park Land Dedication	67,000	267,000	71,500	(73.22)	71,500
Park Special Districts	1,908,380	1,927,587	2,698,263	39.98	2,161,263
Total	$ 24,193,571	$ 30,739,211	$ 33,872,450	10.19	$ 26,019,596

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 13,832,943	$ 14,935,290	$ 16,660,186	11.55	$ 17,022,243
Services & Supplies	9,616,100	14,919,921	16,584,764	11.16	8,349,853
Other Charges	213,528	214,000	171,500	(19.86)	171,500
Capital Assets Equipment	69,000	93,000	79,000	(15.05)	99,000
Expenditure Transfer & Reimbursements	—	(100,000)	(100,000)	0.00	(100,000)
Operating Transfers Out	462,000	677,000	477,000	(29.54)	477,000
Total	$ 24,193,571	$ 30,739,211	$ 33,872,450	10.19	$ 26,019,596

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 2,765,557	$ 7,820,350	$ 5,964,625	(23.73)	$ —
Taxes Current Property	1,023,455	1,033,612	1,780,612	72.27	1,243,612
Taxes Other Than Current Secured	17,300	18,350	22,026	20.03	22,026
Licenses Permits & Franchises	67,000	67,000	71,500	6.72	71,500
Revenue From Use of Money & Property	659,220	631,720	591,500	(6.37)	591,500
Intergovernmental Revenues	163,918	94,668	53,668	(43.31)	53,668
Charges For Current Services	4,404,740	4,825,090	5,424,330	12.42	5,437,830
Miscellaneous Revenues	66,213	51,213	1,814,499	3,443.04	51,213
Other Financing Sources	462,000	477,000	477,000	0.00	477,000
General Revenue Allocation	14,564,168	15,720,208	17,672,690	12.42	18,071,247
Total	$ 24,193,571	$ 30,739,211	$ 33,872,450	10.19	$ 26,019,596

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COUNTY OF
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Planning and Land Use

Department Description

The Department of Planning and Land Use provides land use and environmental review, maintains a comprehensive general plan and zoning ordinance, issues land use and building permits, and enforces building and zoning regulations. It is also responsible for long-range planning through development and implementation of a comprehensive General Plan. Community outreach is achieved through partnerships with local Community Planning and Sponsor Groups.

Mission Statement

Maintain and protect public health, safety and well-being. Preserve and enhance the quality of life for County residents by maintaining a comprehensive general plan and zoning ordinance, implementing habitat conservation programs, ensuring regulatory conformance, and performing comprehensive community outreach.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Conducted a "GIS Day" event for 5th graders at Dana Middle School in Point Loma. This event introduced the use of Geographic Information Systems (GIS) technology to students.
- Presented the Multiple Species Conservation Program (MSCP) slideshow and performed interactive environmental educational exercises with three local Kindergarten classes.

Strategic Initiative – The Environment

- Completed initial phases of the Farming Program in January 2007. This program encourages maintenance of farmland and conservation of resources. A draft Farming Program Plan was completed which includes a framework for a Purchase of Development Rights program to protect agricultural lands and landowner equity. These efforts involved close collaboration with the San Diego County Farm Bureau, the Department of Agriculture, Weights and Measures, and the University of California Farm and Home Advisors. The goals of the Farming Program are to promote economically viable farming in San Diego County and to create land use policies and programs that recognize the value of working farms to regional conservation efforts.
- Completed development of the Low Impact Design (LID) and impervious surface studies for stormwater planning in June 2007. This plan provides regulatory direction for public and private projects to reduce stormwater outputs and pollution levels through low impact site design and best management practices. LID strategies integrate green space, landscaping that filters runoff, natural hydrologic functions, and various other techniques to reduce runoff from developed land.
- Began preparation of the Environmental Impact Report / Environmental Impact Statement (EIR/EIS) for the Special Area Management Plan (SAMP) for the Otay River Watershed. The Otay River SAMP is a ground breaking expansion of the County's Multiple Species Conservation Program (MSCP) and develops protection for wetland species under the Federal Clean Water Act, while balancing the needs of the development community.

- The target date for completion of the East County MSCP Plan has been extended to June 2009 in order to provide for more thorough stakeholder and scientific input.
- Completion of coverage for the endangered Quino checkerspot butterfly within the existing approved South County MSCP has been moved back to December 2008 due to delays in submittal of data from major property owners in Otay Ranch, uncertainties about properties on eastern Otay Mesa, extensive comments provided by the Wildlife Agencies, and lack of normal rainfall seasons for data collection. The overall goal of the MSCP plan is to protect "covered species" in important areas while permitting reasonable development in less sensitive areas.

Strategic Initiative – Safe and Livable Communities

- Improved emergency response capabilities of rural fire agencies by providing approximately $10 million in funding to continue service agreements with 15 fire agencies and add three additional fire agencies, bringing the total number of agreements to 18. This funding enhanced rural fire protection in communities by providing funding for the service agreements and the purchase of eight engines, nine water tenders, one light and air apparatus, and two rescue engines. This brings a combined new fleet inventory to 20 pieces of apparatus purchased since the program began.
- Approximately 403,000 dead, dying, and diseased trees were removed through the Fire Safety and Fuels Reduction Program using funds received from the United States Department of Agriculture (USDA) Natural Resources Conservation Service and the U.S. Forest Service. Trees have been removed in the Palomar and Greater Julian areas and the program has received overwhelming support by property owners.
- Completed a comprehensive Circulation Element Road Network for the General Plan 2020 (GP2020). This is the first comprehensive update of the Road Network since the circulation element was originally adopted in 1967. The Circulation Element depicts corridors for public mobility and access, which are planned to meet the needs of the existing and anticipated population of San Diego County.

  In addition, staff completed draft policy documents for the Land Use, Safety, and Housing Elements of GP2020. The remaining four draft Regional Elements for GP2020 - Circulation, Conservation, Open Space, and Noise - were completed in April 2007. The draft EIR should be available for public review by January 2008.

Required Discipline – Continuous Improvement

- Completed the "Guidelines for Determining Significance" to expedite the development of projects that have adequately complied with and/or mitigated the relevant environmental impacts, and completed Technical Report Formats to improve the efficiency of the review process and avoid unnecessary time delays for the following subject areas: Biological Resources, Cultural Resources: Archaeological and Historic Resources, and Traffic/Circulation; Agricultural Resources, Air Quality Fire Protection Plans, Groundwater, Noise, and Paleontology.
- Established the new County California Environmental Quality Act (CEQA) Consultant Lists for consultants permitted to complete environmental technical studies for privately initiated discretionary projects for the following topic areas: EIR Preparers, Biological Resources, Cultural Resources – Archaeological and Historic Resources, and Traffic; Agricultural Resources, Air Quality, Fire Protection Planning, Groundwater, and Noise.
- Completed and implemented revised procedures for conducting planning reviews pursuant to Board Policy I-119. Board Policy I-119 was revised by the Board Supervisors as a streamlining effort to condense the environmental review process and reduce costs for

privately initiated discretionary land use projects. These revised procedures should expedite the development of projects that have adequately disclosed and feasibly mitigated all associated environmental impacts.

- Completed development of the groundwater model and completed testing (calibration) for the GP2020 land use maps. The model will be used to conduct a regional groundwater analysis for the GP2020 EIR. Additionally, the model may be an optional tool for site specific groundwater investigations for future discretionary land use projects that propose to use groundwater as a part of their project. This will reduce processing time, improve customer service, and improve the consistency of groundwater investigations.
- Reduced the remaining backlog (100%) of 86 low priority enforcement cases in October 2006, meeting the goal eight months earlier than anticipated. This should enhance customer service by affording responses to lower priority citizen complaints in a more timely fashion.
- Improved the discretionary permit review process for wireless facilities through Business Process Re-engineering (BPR). Approximately 25% (200) of all discretionary permits currently under review involve cellular towers. In collaboration with representatives from the wireless providers, an application guidance document was created, a dedicated review team was established, and templates were designed to further streamline the process and improve consistency.
- The Board of Supervisors approved amendments to the Resource Protection Ordinance (RPO), the Subdivision Ordinance and the Zoning Ordinance. These Ordinance changes improve our business processes by clarifying long standing issues over definitions and allowed permitted uses and the changes make procedures consistent with State law.

2007-09 Objectives

Strategic Initiative – The Environment

- Complete the North County and East County Multiple Species Conservation Plan (MSCP) and present to the Board of Supervisors for approval by December 2008 and June 2009 respectively. The MSCP is a 50-year plan to streamline the development process and to facilitate the creation of a biologically viable permanent open space preserve system in the North County and East County.
- Obtain coverage for the endangered Quino checkerspot butterfly within the existing approved South County MSCP by December 2008. This species was not included within the original MSCP plan as a covered species because it was not listed at the time of the plan approval and little information was known about its distribution. Obtaining coverage will extend the benefits of the MSCP to this species.
- Complete preparation of the 404(b)(1) Analysis (by June 2008) and the draft EIR/EIS (by December 2008) for the Special Area Management Plan (SAMP) for the Otay River Watershed. The Otay River SAMP is a ground breaking expansion of the County's MSCP and develops protection for wetland species under the Federal Clean Water Act, while balancing the needs of the development community.
- Complete draft update of the County Standard Urban Stormwater Management Plan (SUSMP) as required under the National Pollutant Discharge Elimination System (NPDES) Municipal Stormwater Permit issued by the California Regional Water Quality Control Board by August 2008. This update will include incorporation of directives and designs developed under the County's Low Impact Development (LID) program to protect water quality.

- Complete preliminary review of the County's Watershed Protection, Stormwater Management, Discharge Control Ordinance (WPO) and associated development ordinances to identify possible conflicts with proposed LID Program; and begin appropriate ordinance updates by June 2009.

Strategic Initiative – Safe and Livable Communities

- Begin public hearings for approval of the General Plan 2020 by June 2008.
- Revise Community Plan format by December 2007.

Required Discipline – Continuous Improvement

- Make initial contact with the public within 24 hours of a reported complaint to the Code Enforcement Division.
- Complete the administrative transition of the fire related County Service Areas (CSAs) from the Department of Public Works to the Department of Planning and Land Use by June 2008. This will serve to streamline County staff interaction with the CSAs by including CSA fire departments in the Fire Prevention Division's procurement activities to achieve volume discounts for goods and services.
- Complete the Guidelines for Determining Significance to expedite the development of projects that have adequately complied with and/or mitigated these environmental impacts for the following subject areas by September 2007: Aesthetics (Visual Resources, Dark Skies and Glare); Geology (Geologic Hazards, Mineral Resources and Unique Geology); Hazards (Airport Hazards, Hazardous Materials and Existing Contamination, Vectors, and Emergency Response); and Hydrology and Water Quality.
- Complete the Technical Report Formats to improve the efficiency of the review process and avoid unnecessary time delays for the following subject areas by September 2007: Aesthetics (Visual Resources only), Geology (Mineral Resources only), Hydrology and Water Quality, and Revegetation Planning.
- Establish new County CEQA Consultant Lists for consultants permitted to complete environmental technical studies for privately initiated discretionary projects for the following topic areas by September 2007: Aesthetics (Visual Resources only), Geology (Mineral Resources only), and Revegetation Planning.

Changes from 2006-07 Adopted

A transfer of $1.4 million from the Department of Public Works to the Department of Planning & Land Use is proposed for the following County Service Areas (CSA) 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); and Pepper Drive (CSA 115). This transfer is administrative only to consolidate fire related services and increase efficiencies.

There are no significant changes to the Fiscal Year 2007-09 proposed CSA budgets and there is no net impact to the General Fund. All historical data will move with this transfer so no variance appears.

Staffing

Proposes a net reduction of 17.00 staff years and transfers among divisions to meet operational needs.

- Increase of 1.00 staff year in the Multiple Species Conservation Program to lead completion of special watershed projects including Watershed Policy and Ordinance Revisions, development of additional Special Area Management Plans, and work on watershed management strategies under the requirements of the new municipal stormwater permit.
- Net decrease of 26.00 staff years in the Building Division. These staffing reductions are directly related to a downturn in building permit and plan check activity

and will result in the elimination of over the counter services in both the El Cajon and San Marcos Offices. Additional reductions will occur at the Kearny Mesa facility impacting overall customer wait times and plan check turnaround times. Of the 26.00 staff years, 8.00 staff years were transferred to other Divisions within DPLU and 18.00 staff years were deleted.

- Transfer a total of 8.00 staff years from the Building Division to other divisions within the department to meet workload increases such as; contract administration, grant tracking and billing, board letter coordination, meeting statutory and legal deadlines related to discretionary permit processing, and managing surface mining activities.

Expenditures

Proposes a net decrease of $26.3 million.

- Net decrease of $1.6 million in Salaries and Benefits as a result of reductions in staff outlined above for the counter services in the El Cajon and San Marcos Offices; offset by an increase for negotiated cost of living adjustments and additional staff as outlined above.
- Net decrease of $23.6 million in Services & Supplies as a result of reductions in costs outlined above for the El Cajon and San Marcos Offices; completion of the Fuels Reduction Program; and, decreased allocation for Capital Assets & Equipment in the Fire Prevention Program.
- Decrease of $1.0 million in Capital Assets Equipment related to one-time only purchase of fire apparatus in the Fire Prevention Program.

Revenues

Proposes a net decrease of $26.3 million.

- Decrease of $1.9 million in License Permits & Franchises related to a downturn in building permit and plan check activity.
- Decrease of $18.7 million in Intergovernmental Revenues primarily due to reduction in grant funding in the Fire Safety/Fuels Reduction Program as the tree removal program will be completed in Fiscal Year 2006-07.
- Net increase of $0.2 million in various miscellaneous revenue accounts.
- Decrease of $9.7 million in Fund Balance due to the completion of one-time only projects in the Fire Services Program and the deletion of funding for permit fee waivers related to Firestorm 2003. Remaining budgeted Fund Balance of $2.0 million will be used in support of completion of General Plan 2020 ($1.6 million) and the MSCP and Watershed programs ($0.4 million).
- A net increase of $3.9 million in General Revenue Allocation is a result of a shift in funding of $3.5 million for the Fire Prevention Program from one-time only funding to ongoing General Purpose Revenue; an additional increase of $0.4 million is related to cost of living increases of $0.2 million in Salaries and Benefits costs; additional $0.2 million in funding for 1.00 staff year (1/2 time funding) and contracts for the Watershed Urban Runoff Management Plan Cost Share Agreements in the Multiple Species Conservation Program.

Summary of Changes in Fiscal Year 2008-09

Proposes a net increase of $0.5 million due primarily to an increase in Salaries and Benefits for negotiated cost of living adjustments and the staffing and revenue changes described above, and a reduction in consultant contract costs related to the completion of projects in the MSCP and Watershed programs.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Customer Satisfaction Rating (5.0 = Excellent)	4.4	4.5	4.5[1]	4.5	4.5
Building and Zoning Counter Wait Time (in minutes)	15	15	7[2]	20[6]	20[6]
Met 10 day turnaround for Residential Plan Checks (% goal met). Note: Effective in 2007-08 Goal is changed to 15 day turnaround	57%	60%	65%[3]	60%[5]	60%
Percent of Building Inspections completed next day	100%	100%	100%[4]	100%	100%

Table Notes

1 Surveys include "How Are We Doing" cards and Mystery/Phone Shopper results.

2 Exceeded Goal of 15 minutes by achieving an average wait time of 7 minutes per customer.

3 Exceeded Goal of 60%. An average of 1,400 Residential Plan checks occur annually including plans for new single family dwellings, additions, remodels and garage conversions. Plans are reviewed to ensure compliance with all applicable Building Codes and related County Ordinances.

4 Average of 43,500 building inspections are conducted annually.

5 Due to the changes in the Building Division, it is anticipated that the average Residential Plan Check turnaround will be increased to 15 days.

6 Average wait times will increase due to a reduction in staffing related to a downturn in building permit and plan check activity. Front line (over the counter) staff to customer transaction ratio for Fiscal Year 2006-07 was 110,000 customer transactions to 68 staff = 1,618 customer transactions per staff member. Effective Fiscal Year 2007-08 Front line (over the counter) staff to customer transaction ratio will be 110,000 customer transactions to 32 staff = 3,437 customer transactions per staff member.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Support Services	17.00	17.00	18.00	5.88	18.00
Regulatory Planning	69.00	72.00	77.00	6.94	77.00
Multi-Species Conservation	11.00	12.00	13.00	8.33	13.00
Building	93.00	91.00	65.00	(28.57)	65.00
Fire Prevention	—	11.00	11.00	0.00	11.00
Codes Enforcement	20.00	22.00	23.00	4.55	23.00
General Plan 2020	13.00	13.00	14.00	7.69	14.00
Total	223.00	238.00	221.00	(7.14)	221.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Support Services	$ 2,265,078	$ 2,484,072	$ 2,581,657	3.93	$ 2,666,874
Regulatory Planning	8,075,768	8,408,252	9,423,598	12.08	9,533,598
Multi-Species Conservation	2,710,162	2,651,825	2,035,055	(23.26)	1,817,741
Building	13,940,222	11,315,933	6,298,547	(44.34)	6,671,725
Fire Prevention	—	29,924,455	9,479,694	(68.32)	9,479,694
Codes Enforcement	1,900,632	2,292,098	2,459,560	7.31	2,562,149
General Plan 2020	1,449,446	3,087,285	1,695,242	(45.09)	1,777,082
County Service Areas - Fire Prevention Program	1,035,430	1,497,539	1,424,970	(4.85)	1,424,970
Total	$ 31,376,738	$ 61,661,459	$ 35,398,323	(42.59)	$ 35,933,833

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 20,802,544	$ 23,176,185	$ 21,541,736	(7.05)	$ 22,716,795
Services & Supplies	10,386,383	36,002,251	12,387,417	(65.59)	11,747,868
Other Charges	15,461	3,577	18,706	422.95	18,706
Capital Assets Equipment	100,175	2,264,724	1,265,000	(44.14)	1,265,000
Operating Transfers Out	72,175	214,722	185,464	(13.63)	185,464
Total	$ 31,376,738	$ 61,661,459	$ 35,398,323	(42.59)	$ 35,933,833

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 6,323,648	$ 12,073,474	$ 2,412,181	(80.02)	$ 2,172,181
Taxes Current Property	364,239	417,203	455,113	9.09	455,113
Licenses Permits & Franchises	5,295,033	5,930,114	4,068,790	(31.39)	4,248,080
Fines, Forfeitures & Penalties	302,714	252,300	353,123	39.96	387,785
Intergovernmental Revenues	1,380,000	19,099,212	391,960	(97.95)	374,646
Charges For Current Services	10,267,614	11,429,213	11,584,957	1.36	11,964,134
Miscellaneous Revenues	64,522	194,451	—	(100.00)	—
Other Financing Sources	72,175	214,722	185,464	(13.63)	185,464
General Revenue Allocation	7,306,793	12,050,770	15,946,735	32.33	16,146,430
Total	$ 31,376,738	$ 61,661,459	$ 35,398,323	(42.59)	$ 35,933,833

Public Works

Department Description

The Department of Public Works (DPW) is responsible for: County-maintained roads; traffic engineering; land development civil engineering review; design engineering and construction management; land surveying and map processing; cartographic services; watershed quality and flood protection; environmental planning; County Airports; solid waste planning and diversion; inactive landfills; wastewater systems management; 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 and fair work environment.

Continually improve quality of service through optimal resource management.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Enhanced school childrens' safety by analyzing, identifying, and implementing school zone improvements for pedestrians, bicyclists, buses, and automobiles at 12 schools (13% of all public schools in the unincorporated area), exceeding goal of 10 schools. Among the improvements were new school zone flashing beacons, enhanced crosswalk features, pedestrian countdown heads that show how much time remains to cross the street at signalized intersections, and improved signing and striping.
- Significantly enhanced safe routes to schools for children by reviewing and inspecting private developments to ensure that all new school developments, as well as new developments near schools include pedestrian facilities such as sidewalks and pathways, as well as other traffic safety features. In Fiscal Year 2006-07 there were six schools and 75 other developments near schools reviewed and inspected. In addition, Public Works designed, awarded and began construction on seven projects worth over $5.6 million, exceeding goal of five projects, to improve pedestrian and bicycle safety to provide safe routes to school.
- Educated children on watershed protection and water quality by conducting 118 presentations (exceeding goal of 95 presentations) to approximately 2,960 school children from 24 of the 57 K- 6 schools in the unincorporated area, (42% total, exceeded goal of 40%). These presentations assist in educating the highest priority target audience to instill long term valuing and care of this precious resource.
- Promoted recycling and composting at 45 schools (50% of all public schools in the unincorporated area) to teach practices to sustain and expand these efforts; and supported schools in implementing and/or sustaining their recycling programs.

- Encouraged children's interest in aviation through outreach programs, providing 26 airport tours for over 300 students (exceeding goal of six tours) and participating in school aviation education career events; Participated in airfield events including Wings Over Gillespie (in El Cajon), the Fallbrook Avocado Festival, and Ramona Air Show.

Strategic Initiative – The Environment

- Enhanced water quality by removing over 55 acres of invasive vegetation from the headwaters of the Tijuana River (meeting goal). Removed 2.56 acres of non-native vegetation, including Arundo donax, from various sites throughout the county. Invasive species clog rivers downstream, degrade water quality, and impact native vegetation. The Brookside Creek conversion, which was also a goal, is planned for Fiscal Year 2007-08.
- Supported the Watershed Protection Program by conducting over 460 dry weather site investigations (exceeding goal of 240 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. Information gained from these site investigations also provides guidance in determining areas that could potentially cause greater pollution and therefore require increased stormwater quality management.
- Improved water quality in San Diego County watersheds by preventing polluting debris from entering waterways as follows:
  - Swept 10,000 miles of road and cleared 25,000 cubic yards of debris to keep road debris out of waterways.
  - Completed targeted and routine cleaning of approximately 450 miles of sewer lines (equivalent to the entire footage of the County's sanitary sewage collection system) as part of an on-going preventative maintenance program.
  - Placed construction stormwater protection devices at 100% of 40 active Public Works project sites.
- Helped ensure environmental preservation at County Airports with the following projects:
  - Constructed a detention basin at McClellan-Palomar Airport in Carlsbad that improved stormwater outflow.
  - Developed an integrated pest management and habitat control program at County Airports. This program will address environmental needs and improve safety.
  - Completed the purchase of 30 acres of mitigation land at Ramona Airport to restore and preserve vernal pool basins and habitat satisfying requirements created by a runway extension project. Grant funding of $0.4 million from the Federal Aviation Administration (FAA) was used for this land acquisition.
- Enhanced the County's natural resources by establishing 6.4 acres of habitat restoration and/or creation (goal was eight acres) through the 2006-07 Capital Improvement Program. The remaining 1.6 acres will be established next fiscal year.
- Promoted environmental conservation and education through coordination of the following:
  - Held seven community cleanup and free tire recycling collection events (exceeding goal of two).
  - Held 12 residential composting workshops including one for landscaping contractors and one for horse manure management.
  - Maintained 30 used oil collection centers for recycling used oil and filters.
  - Initiated a new County Ordinance to increase diversion of construction and demolition materials from landfills.

Strategic Initiative – Safe and Livable Communities

- Enhanced safety and improved traffic flow for the public by initiating construction of nine (non-sidewalk/ pathway) Capital Improvement Program projects (exceeding goal of seven).
- Improved flood control by completing an update of four Drainage Master Plans (40% of the County's special drainage areas) serving various communities throughout the county, meeting goal of four plans. Drainage Master Plans provide a better understanding of the flooding concerns affecting the various unincorporated communities. These plans also contain flood control project lists that will help the Flood Control District to prioritize the most critical projects necessary to protect County residents from flooding.
- Completed the design for a new vehicle parking lot and a runway safety area at McClellan-Palomar Airport which will provide additional safety and convenience for the flying public. These projects are on target, with construction to be completed next fiscal year.
- Implemented a new Board of Supervisors Policy - Community Facilities District Goals and Policies - to help master-planned communities provide quality infrastructure through bond financing.
- Formed an Underground Utility District in Julian to enhance the character of that historic town by eliminating all the overhead cables and wiring in the downtown district.

Required Discipline – Essential Infrastructure

- Maintained quality road surfaces through rehabilitating 41 miles of existing unincorporated area roads with paving overlays and seals with a total construction value of $11.4 million.

Required Disciplines -- Fiscal Stability

- Promoted fiscal stability and environmental conservation by selling energy generated through new microturbines at the Jamacha Landfill to the Otay Water District (meeting goal). An existing microturbine system was in place at the Jamacha Landfill and sold energy to San Diego Gas and Electric (SDG&E). New microturbines for the Otay contract were purchased through grant funding. Met goal of analyzing feasibility of installing similar microturbines at the Bonsall Landfill, and found that moving the used microturbines from the Jamacha Landfill to the Bonsall Landfill would provide the best rate of return on investment. Based on a timeline for the microturbine relocation and installation at the Bonsall Landfill, the design of the new system at Bonsall will begin in July 2007.

Required Disciplines – Customer Satisfaction

- Enhanced the access to road information for the public, County, and other public agencies by converting 100% of the existing data to a Geographic Information System (GIS) County Maintained Roads layer, exceeding goal of 75%. This online tool provides a more efficient way for staff to research road data and provide prompt information and maps to the public and other agencies.
- Improved community relations by meeting with interested parties through the McClellan-Palomar Airport Voluntary Noise Abatement Program and the Gillespie Field Good Neighbor Program to address noise and safety concerns. As a result, Gillespie air traffic was balanced across two runways and the left aircraft traffic pattern was raised from 1,200 to 1,400 feet to reduce aircraft noise. Additionally, an FAA funded noise study was completed at McClellan-Palomar Airport.

Required Disciplines – Continuous Improvement

- Improved Capital Improvement Project delivery by establishing new project management design tracking and monitoring procedures. This was accomplished by

conducting a project design scoping Business Process Re-engineering effort as well as fully implementing Phase II of the Enterprise Project Management System (EPMS). EPMS is a state-of-the-art web based management tool that enhances team collaboration and efficiencies by leveraging existing County software.

2007-09 Objectives

Strategic Initiative – Kids

- Enhance school children's safety throughout the unincorporated portion of the county with the following:
  - Work with school administrations to analyze, identify, and implement school zone improvements for pedestrians, bicyclists, buses, and automobiles at a minimum of 10 schools per year (11% of all public schools in the unincorporated area).
  - School Zone Safety. Repaint and re-mark crosswalks and roadway legends adjacent to all 90 public school locations throughout the unincorporated areas of the county.
  - Initiate at least five Capital Improvement Projects that improve traffic flow around schools and provide safe routes to schools.
  - Review all discretionary projects near schools, and school projects within the unincorporated area and neighboring cities (approximately 80 projects) during the environmental process to ensure all impacts to traffic on County roads, pedestrian access, and safety concerns are identified and mitigated.
- Educate children on watershed protection and water quality by conducting 95 presentations to school children at 40% of the unincorporated areas' 57 K-6 schools as a long-term strategy for achieving positive behavioral changes.
- Teach children the value of conserving energy and helping the environment by promoting recycling and composting at 45 county schools by June 2008, and by helping school administrators to implement or enhance recycling programs.
- Continue to encourage interest in aviation through providing six tours and presentations at County Airports, and through active participation in airfield events including Wings Over Gillespie, Fallbrook Avocado Festival, and Ramona Air Show.

Strategic Initiative – The Environment

- Establish a North County Wetland Mitigation Area to provide a continuous block of habitat to mitigate for DPW Capital Improvement Projects.
- Support best practices in wildlife preservation by initiating and completing a study to test the effectiveness of new wildlife crossings along roads in the East County. This study will provide data on wildlife corridors and activity for the whole region, and will help the County and other jurisdictions determine how to design and build wildlife crossings in new construction projects.
- Enhance water quality by converting concrete bottomed segments of Ruxton Road Channel and Brookside Creek in the Sweetwater Watershed, to natural, vegetated, watercourses that provide natural filtration.
- Conduct 340 site investigations (40% increase). 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.
- Remove 25,000 cubic yards of debris from culverts, drainage channels, and roads through a systematic cleaning program to prevent pollution of our rivers, bays, and ocean.

- Work with at least 20 private developments to increase tonnage of construction and demolition materials being diverted from landfills, with a goal of diverting at least 800 tons of material.
- Clean a minimum of 400 miles of sewer mains within the County's sanitary sewer system to protect public health and the environment by minimizing the risk of sanitary sewer overflows.
- Identify and obtain funding for clean closure of two landfill units at McClellan-Palomar Airport. In addition to removing landfill material that is adjacent to the densely populated surrounding area, clean closure would enable runway improvements that would enhance safety and service at the airport.
- Hold 12 workshops on residential composting including one for landscapers and one for horse owners.

Strategic Initiative – Safe and Livable Communities

- Provide enhanced crosswalk lighting and/or flashers in locations where pedestrian safety would benefit. Identify two candidate locations eligible for crosswalk flashers and/or school flashers and seek grant funding through application to the State Office of Traffic Safety and other funding resources.
- Award construction contracts for 12 Capital Improvement Projects in county communities that enhance safety and improve traffic flow.
- Enhance the safety of pedestrians by retrofitting at least six signalized intersections with countdown pedestrian indications that display a clear message to the pedestrian.
- Improve flood control by updating four new Drainage Master Plans (additional 40% of County's special drainage areas) serving various communities throughout the county.
- Develop real-time flood forecasting model and protocol to determine extent of river flooding to be used for major rivers in the unincorporated areas.
- Enhance safety and convenience for the flying public through construction of a new vehicle parking lot and runway safety area at McClellan-Palomar Airport in Carlsbad.
- Implement new integrated management and habitat control program at County Airports. The program is a systematic method of controlling wildlife attractants, such as food sources, habitat areas, etc., by mowing, maintenance of drainage to remove standing water, etc. Program implementation will address environmental needs and improve safety, keeping wildlife off runways and away from flight corridors.

Required Disciplines -- Fiscal Stability

- Promote fiscal stability and environmental conservation by selling energy to SDG&E that is generated through new microturbines at the Bonsall Landfill. This power will be generated from landfill gases, and the energy sales will provide long-term revenue to help support the County's inactive landfill management program.

Required Disciplines – Customer Satisfaction

- Promote positive community relations by holding McClellan-Palomar and Gillespie Field Voluntary Noise Abatement / Good Neighbor Program meetings to provide an ongoing forum for idea exchange and implementation of improvements.

Required Disciplines – Skilled, Competent and Diverse Workforce

- Invest amount equal to one percent of total Salaries and Benefits ($0.6 million) into training to develop and strengthen employee skills.
- "Grow our own civil engineers" through outreach to universities, student worker program, and a junior engineer program, which aims to recruit college graduates and rotate them through the department. Goal is to employee ten student engineers and three junior engineers in Fiscal Year 2007-08.

Required Disciplines – Continuous Improvement

- Develop desk manuals for all Financial Services staff to document their current work processes, and an accounting manual to standardize the process flow for Accounts Payable, vendor invoice approval, receipt of cash/checks, and deposits for internal control purposes.

Changes from 2006-07 Adopted

A transfer of $1.4 million from the Department of Public Works to the Department of Planning & Land Use is proposed for the following County Service Areas (CSA) 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); and Pepper Drive (CSA 115). This transfer is administrative only to consolidate fire related services and increase efficiencies.

There are no significant changes to the Fiscal Year 2007-09 proposed CSA budgets and there is no net impact to the General Fund. All historical data will move with this transfer so no variance appears.

Staffing

Proposes an increase of 22.00 staff years, and transfers between DPW funds or divisions to meet operational needs.

- Increase of 13.00 staff years in Road Fund for anticipated workload associated with increasing volume of Capital Improvement Projects includes the transfer of 1.00 staff year from the Department of Parks and Recreation for Capital projects.
- Increase of 2.00 staff years in the General Fund Watershed Protection Program for increased testing and monitoring, and implementation of more stringent and costly Best Management Practices due to new National Pollutant Discharge Elimination System permit requirements.
- Increase of 5.00 staff years in the Inactive Waste Site Management Fund due to conversion to an in-house maintenance crew from contracted services for support of landfill field maintenance to reduce costs.
- Increase of 1.00 staff year in the Airports Program (Airport Enterprise Fund) for facilities planning and operation support of rents and leases at the County Airports.
- Increase of 1.00 staff year in the Wastewater Management Program (Wastewater Enterprise Fund) based on increasing operations and maintenance needs for sanitation districts to assure regulatory agency permit requirements are achieved and maintained continuously.

Expenditures

Proposes a net increase of $33.9 million.

- $4.5 million net increase in Salaries and Benefits due to the cost of additional staff years and an allowance for negotiated cost of living adjustments.
- $14.8 million net increase in Services and Supplies due to an increase in Capital Improvement Projects and contracted road services.
- $6.0 million net increase in Other Charges based on projected purchases of right-of-way.
- $4.4 million net increase in Capital Assets/Land Acquisition due to an increase in Job Order Contracts for Airport Capital Improvement Projects.
- $0.4 million net increase in Capital Assets Equipment for replacement of vehicles.
- $1.4 million net increase in Reserve/Designation Increases for operational contingency.
- $2.4 million net increase in Operating Transfer Out due primarily to transfers from Wastewater Enterprise Fund to the Sanitation Districts for projects.

Revenues

Proposes a net increase of $33.9 million.

- $0.4 million net increase in Taxes Current Property based on projected taxes from property owners.
- $6.2 million net increase in Taxes Other Than Current Secured based on increased TransNet funding for the Detailed Work Program.
- $0.05 million net increase in Licenses, Permits & Franchises based on approved increases.
- $3.4 million net increase in Revenue from Use of Money and Property from Airports rents and concessions.
- $18.1 million net increase in Intergovernmental Revenues from Propositions 1B, *Highway Safety, Traffic Reduction, Air Quality, and Port Security*, the Federal Highway Administration (FHWA) and other grants.
- $0.1 million net increase in Charges for Current Services for increased service to property owners.
- $1.3 million net increase in Miscellaneous Revenue for reimbursement of proposed projects for the Flood Control District Special Drainage Areas, and Inactive Waste operations based on revenue from the Environmental Trust Fund.
- $2.1 million net increase in Other Financing Sources due to operating transfers for projects.
- $1.0 million net decrease in Reserve/Designation Decreases due to increase of revenue from the Sanitation District's sewer and water service charges and fees, property taxes, interest on deposits, and service to property owners.
- $2.7 million net increase in Fund Balance includes funding for one-time Watershed Protection Program projects and one-time operational cost increases, such as vehicle replacement, in Special Districts and Special Revenue funds.

  Budgeted fund balance of $13.9 million includes one-time funding of $1.2 million for Watershed Protection Program projects and $12.7 million for projects in various DPW funds. Funding will be used to buy equipment in the various internal service acquisition funds as a match for federal funding for completion of various Airport Enterprise Fund capital projects; one-time funding for an operating transfer from the Wastewater Enterprise Fund to the Sanitation Districts for operations and maintenance of the Sanitation Districts, and to pay off Pine Valley and Julian Sanitation Districts' loans; to support maintenance for paving projects and potential emergencies in the Permanent Road Divisions; and for funding irrigation projects in County Service Area Landscaping Districts.
- $0.5 million net increase in General Revenue Allocation for negotiated cost of living adjustments and additional staff in the Watershed Protection Program.

Summary of Changes in Fiscal Year 2008-09

Proposes a net decrease of $14.0 million. Net increase of $2.7 million is projected for Salaries and Benefits based on negotiated labor rates. Net decrease of $4.7 million in Services and Supplies, $0.3 million in Other Charges, $6.6 million in Capital Assets/Land Acquisition, and $0.4 million in Capital Assets Equipment is due to projected completion of capital projects. Net decrease of $1.9 million in Reserve/Designation Increase is due to completion of projects. Net decrease of $2.8 million in Operating Transfers Out is due to completion of one-time projects. The $9.9 million in Fund Balance is for projects in various Department of Public Works funds. Funds will be used to support maintenance for paving projects and potential emergencies in the Permanent Road Divisions, support completion of irrigation projects in County Service Area Landscaping Districts, and buy replacement or new equipment in the various Internal Service Acquisition funds.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Identify and implement school zone circulation improvements at existing public schools in the unincorporated area for pedestrians, bicyclists, buses, and automobiles (10 schools)[1]	12 of 90 13%	10 of 90 11%	12 of 90 13%	10 of 90 11%	10 of 90 11%
Ensure new school developments and new developments near schools include pedestrian facilities and traffic safety features to enhance safe routes to schools (100% of developments)[2]	N/A	100% of 81	100% of 81	100% of 80	100% of 80
Protect water quality through DPW Roads/ Drainage waste/debris removal (cubic yards removed)	51,287[3]	25,000	25,000	25,000	25,000
Assure erosion control measures are utilized at new construction sites (% of construction sites with erosion control measures in use)	100%	100% of 40	100% of 36[4]	100% of 40	100% of 40
Construct Capital Improvement Projects in County communities and near schools that enhance safety and improve traffic flow (# of CIP projects)	12	12	16[5]	12	12

Table Notes

[1] Traffic-safe school zones are one of DPW's top priorities. Annually, Traffic Engineering staff work with school administrations at 10 of the 90 public schools located throughout the unincorporated area to enhance school pedestrian safety and improve on-and off-site circulation for parents and others driving near schools.

[2] Developments include both new school projects and developments adjacent to schools. Project managers and DPW inspectors oversee the work from design through construction to ensure they meet County safety standards. There were six schools and 75 developments near schools that included school safety elements in the review.

[3] Fiscal Year 2005-06 debris volume was unusually high due to winter storm activity.

[4] The County had 36 active Public Works construction sites that had to maintain proper stormwater controls throughout construction to ensure they would not cause pollution in water systems (such as silt and debris).

[5] This reflects the number of major capital projects initiated (designed and construction contract awarded) during the year to enhance community traffic flow and safety.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Transportation Program	204.00	205.00	209.00	1.95	209.00
Land Development Program	103.00	104.00	107.00	2.88	107.00
Engineering Services Program	57.00	62.00	67.00	8.06	67.00
Solid Waste Management Program	18.00	18.00	22.00	22.22	22.00
Management Services Program	50.00	50.00	52.00	4.00	52.00
General Fund Activities Program	23.00	26.00	28.00	7.69	28.00
Airports Program	32.00	32.00	33.00	3.13	33.00
Wastewater Management Program	39.00	38.00	39.00	2.63	39.00
Total	526.00	535.00	557.00	4.11	557.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Transportation Program	$ 27,784,312	$ 28,062,744	$ 31,386,049	11.84	$ 32,213,461
Land Development Program	14,738,086	15,063,053	15,377,140	2.09	15,995,794
Engineering Services Program	34,862,137	39,046,232	55,722,341	42.71	55,400,934
Solid Waste Management Program	14,605,092	13,005,907	13,513,869	3.91	13,031,491
Management Services Program	8,709,234	9,462,772	9,928,517	4.92	9,971,474
General Fund Activities Program	23,865,723	7,416,597	8,729,798	17.71	7,618,708
Airports Program	15,831,253	12,829,394	17,974,120	40.10	9,969,121
Wastewater Management Program	5,409,499	5,479,837	8,348,608	52.35	5,804,625
Sanitation Districts	26,036,155	23,421,761	22,700,897	(3.08)	21,089,368
Flood Control	5,834,445	4,952,445	5,768,508	16.48	4,668,508
County Service Areas	765,324	591,282	747,014	26.34	747,014
Street Lighting District	1,537,115	1,500,115	1,593,762	6.24	1,593,762
Permanent Road Divisions	6,613,294	4,925,495	6,899,051	40.07	6,899,051
Equipment ISF Program	8,265,001	8,709,664	9,708,722	11.47	9,379,722
Total	$ 194,856,670	$ 174,467,298	$ 208,398,396	19.45	$ 194,383,033

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 51,074,129	$ 53,044,961	$ 57,527,420	8.45	$ 60,285,406
Services & Supplies	120,433,086	103,373,804	118,192,398	14.33	113,493,384
Other Charges	4,476,660	5,674,953	11,675,260	105.73	11,385,552
Capital Assets/Land Acquisition	14,146,210	6,911,950	11,322,000	63.80	4,718,525
Capital Assets Equipment	2,791,800	3,309,000	3,702,000	11.88	3,277,000
Reserve/Designation Increase	877,700	976,200	2,404,464	146.31	468,119
Operating Transfers Out	1,057,085	1,176,430	3,574,854	203.87	755,047
Total	$ 194,856,670	$ 174,467,298	$ 208,398,396	19.45	$ 194,383,033

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Reserve/Designation Decreases	$ 1,560,500	$ 1,605,080	$ 569,845	(64.50)	$ 1,586,935
Fund Balance	17,945,384	11,201,840	13,876,181	23.87	9,924,157
Taxes Current Property	3,525,061	3,913,899	4,345,848	11.04	4,361,983
Taxes Other Than Current Secured	9,769,200	11,205,325	17,447,601	55.71	17,166,310
Licenses Permits & Franchises	130,250	202,250	256,750	26.95	256,750
Fines, Forfeitures & Penalties	36,011	36,000	36,000	0.00	36,000
Revenue From Use of Money & Property	15,099,559	15,426,286	18,863,672	22.28	18,106,952
Intergovernmental Revenues	79,477,675	62,715,239	80,835,944	28.89	72,316,696
Charges For Current Services	46,519,649	48,806,445	48,950,382	0.29	50,464,260
Miscellaneous Revenues	15,404,999	11,855,286	13,113,247	10.61	12,800,961
Other Financing Sources	1,149,385	1,518,430	3,634,854	139.38	815,047
General Revenue Allocation	4,238,997	5,981,218	6,468,072	8.14	6,546,982
Total	$ 194,856,670	$ 174,467,298	$ 208,398,396	19.45	$ 194,383,033

County of San Diego

Community Services Group

Community Services Group Summary & Executive Office

Animal Services

County Library

General Services

Housing & Community Development

Purchasing and Contracting

County of San Diego Redevelopment Agency

Registrar of Voters

Community Services Group Summary & Executive Office

Group Description

The Community Services Executive Office ensures fiscal responsibility and provides management direction for six County departments and the County Redevelopment Agency. These six departments are:

- Animal Services
- Housing and Community Development
- County Library
- Registrar of Voters
- General Services
- Purchasing & 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 and sheltering; 33 branch libraries and two bookmobiles with collections and programs, housing assistance such as rental and first time buyer programs; community and economic development; and voter and election services. Internal support services include managing County facilities such as historic buildings, correctional centers and office buildings, major maintenance projects, capital improvement planning, 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 and County departments. These services are provided with an emphasis on customer satisfaction, quality and value.

2006-07 Anticipated Accomplishments

The Community Services Group responded to demand for services from internal and external customers:

- The County Library increased access to library services by opening for Sunday hours in 10 branch libraries, implemented the San Diego County Library Literacy Program, and established a baseline of $200,000 for the acquisition of specialized program materials.
- The Housing and Community Development Department conducted 10 Community Revitalization Committee meetings to bring their clients together to improve and stimulate involvement and funded 37 projects involving new public facilities or improvements that contributed to the revitalization of lower-income neighborhoods.
- The Registrar of Voters responded to media and residents' demand for prompt election information by providing election results using a variety of channels, and had a goal of 73% of precincts tallied by 11:30 p.m. on Election Night. Percentage tallied, however, was significantly lower this year, 18%, due to the first full scale implementation of touch screen units with voter verifiable paper trail and back-up ballots at the polls, which require more time for poll workers to print summary reports and count paper ballots at closing, respectively.
- In an outreach to target businesses with employees who may be in contact with dogs, the Department of Animal Services provided 20 seminars on dog bite prevention.
- The Department of Animal Services teamed with the County Library in the "Paws, Claws, Scales, & Tales" youth reading program. Each time a child enrolled in the program achieved a goal of reading 500 books, a free pet adoption was provided to a shelter customer. Twenty animals were adopted.
- Design work began for the construction of a new office and laboratory facility at the County Operations Center, the Medical Examiner Forensics Center. This $80 million project will include the County Veterinarian operations as well as those of the Medical Examiner.

- The development community responded to a solicitation to redevelop the County Operations Center and Annex. Lowe Enterprises was selected as the developer for County Operations Center (COC) project in December 2006.
- Investments of $24 million were made in major maintenance projects, preserving and enhancing County facilities.

2007-09 Group Objectives

The Community Services Group Objectives that support the Strategic Initiatives reflect the departments' diverse activities as well as their unified commitment to customer service. The departments collectively support all Strategic Initiatives and their efforts are detailed in subsequent sections. For example, Safe and Livable Communities will be enhanced and supported by:

- The County Library, with the re-opening of its new, enlarged branch in Encinitas and the first full year of operation of the 4S Ranch branch west of Rancho Bernardo.
- The Housing and Community Development Department, by conducting 14,400 inspections to ensure all assisted housing meets federal housing quality standards.
- The Department of Animal Services, with its community outreach efforts on dog bite prevention in schools and at work.
- The Registrar of Voters, by conducting the February, June, and November 2008 Statewide elections.
- The Upper San Diego River Improvement Project Area of the County Redevelopment Agency, in the update of its 5-Year Implementation Plan to include a new fire station and other community-driven efforts, including fulfilling the legal requirements for low-income housing.

Maintenance of Essential Infrastructure is one of the Required Disciplines of the Strategic Plan, ensuring the basic facilities and physical resources necessary for superior service delivery. The Community Services Group maintains County real property as safe, healthy work environments where the public and staff conduct business. Included in the Fiscal Year 2007-09 Operational Plan are the following efforts to preserve, expand, and enhance the places we do business:

- Improvements to the medical facilities at the South County Animal Shelter, to accelerate diagnosis and treatment of animals in care, and creation of an outdoor exercise area to allow interaction between animals and the public, facilitating adoptability.
- New warehouse for the Department of Purchasing and Contracting's property disposal program. The previous warehouse is being demolished; the new leased facility has 30% less space due to departmental business process re-engineering efforts.
- Ensuring completion of scheduled preventive maintenance actions to maximize the operational efficiency of County infrastructure systems, as well as to maintain and prolong their design life, by completing 96% of the scheduled actions.
- Continuing the development process of the County Operations Center project with Lowe Enterprises. The Environmental Impact Review and design processes are expected to be completed in the next two years, and the construction initiated.
- Working with the private sector to enhance the Little Italy community with potential development of County property at Cedar & Kettner Streets. The Request for Proposal Process is expected to be completed early in Fiscal Year 2007-08.

Executive Office Changes from 2006-07 Adopted

Staffing

Proposes no changes in staffing.

Expenditures

Proposes a net decrease of $1.6 million.

- Increase of $0.1 million in Salaries and Benefits due to negotiated cost of living adjustments.
- Decrease of $1.4 million in Services and Supplies due to fewer one-time expenditures.
- Decrease of $0.3 million in Reserve Designation for the Registrar of Voters in Fiscal Year 2007-08, a Primary Election year. This reserve designation is increased in General Election years and drawn down by the Registrar of Voters in Primary Election years.

Revenues

Proposes a net decrease of $1.6 million.

- Increase of $0.1 million in Charges for Current Services due to reimbursements for management by non-General Fund departments.
- Decrease of $2.6 million in Fund Balance due to fewer one-time expenditures and a shift in funding source for the Documentum records management IT environment, which was previously funded from one-time seed money.
- Increase in General Revenue Allocation of $0.9 million for ongoing support for the Documentum records management IT environment.
- The proposed use of $4.2 million in Fund Balance supports Management Reserves of $3.3 million and one-time expenditures for Documentum and other IT-related projects.

Summary of Changes in Fiscal Year 2008-09

Decrease of $0.9 million in Services and Supplies and Fund Balance used for one-time, non-recurring projects.

Staffing by Department

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Community Services Group Executive Office	9.00	9.00	9.00	0.00	9.00
Animal Services	119.00	123.00	124.00	0.81	124.00
County Library	290.00	292.00	317.00	8.56	317.00
General Services	330.00	332.00	337.00	1.51	337.00
Housing & Community Development	103.00	103.00	103.00	0.00	103.00
Purchasing and Contracting	75.00	55.00	56.00	1.82	56.00
Registrar of Voters	53.00	60.00	63.00	5.00	63.00
Total	979.00	974.00	1,009.00	3.59	1,009.00

Expenditures by Department

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Community Services Group Executive Office	$ 6,893,390	$ 9,893,928	$ 8,265,002	(16.46)	$ 7,345,002
Animal Services	11,057,081	11,958,845	13,114,289	9.66	13,309,210
County Library	31,018,468	37,579,478	40,777,147	8.51	37,983,217
General Services	121,966,177	130,850,700	150,037,607	14.66	154,945,161
Housing & Community Development	35,630,575	36,292,772	38,327,876	5.61	38,410,652
Purchasing and Contracting	9,188,449	7,635,643	9,496,785	24.37	9,104,640
County of San Diego Redevelopment Agency	6,715,139	5,507,802	5,582,158	1.35	5,481,063
Registrar of Voters	14,013,054	15,530,775	25,266,455	62.69	20,428,764
Total	$ 236,482,333	$ 255,249,943	$ 290,867,319	13.95	$ 287,007,709

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Community Services Executive Office	9.00	9.00	9.00	0.00	9.00
Total	9.00	9.00	9.00	0.00	9.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Community Services Executive Office	$ 6,893,390	$ 9,893,928	$ 8,265,002	(16.46)	$ 7,345,002
Total	$ 6,893,390	$ 9,893,928	$ 8,265,002	(16.46)	$ 7,345,002

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 1,326,584	$ 1,370,660	$ 1,435,855	4.76	$ 1,485,605
Services & Supplies	1,717,203	4,996,145	3,579,147	(28.36)	2,609,397
Reserve/Designation Increase	—	277,123	—	(100.00)	—
Management Reserves	3,849,603	3,250,000	3,250,000	0.00	3,250,000
Total	$ 6,893,390	$ 9,893,928	$ 8,265,002	(16.46)	$ 7,345,002

Budget by Categories of Revenue

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 4,030,907	$ 6,878,435	$ 4,210,000	(38.79)	$ 3,250,000
Charges For Current Services	364,131	589,751	739,456	25.38	739,456
General Revenue Allocation	2,498,352	2,425,742	3,315,546	36.68	3,355,546
Total	$ 6,893,390	$ 9,893,928	$ 8,265,002	(16.46)	$ 7,345,002

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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. Over 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 areas of the County, and, by contract, to the City of San Diego and five other cities in the region.

Mission Statement

Protecting the health, safety, and welfare of people and animals.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Provided 65 presentations on dog bite prevention as part of patrol officers' in-classroom visits to area schools. This year's goal was 80 presentations and while DAS has continued to offer its bite prevention program services to area schools, due to other scholastic commitments and time constraints, a declining number of schools have accepted this training opportunity.
- Participated in the County Library's "Paws, Claws, Scales, & Tales" youth reading incentive program by pledging to offer free animal adoptions to customers at random, each time children in the program achieve a goal of reading a cumulative 500 books. In concert with this program, DAS adopted 20 animals this fiscal year.
- Participated in the County's Workforce Academy for Youth (WAY) and Youth Employment Preparation Program (YEPP) by providing work and training opportunities for two participants of these programs. These programs provide opportunities to at-risk youth by providing entry-level job training and the potential for full-time employment.
- Provided 300 hours of practical hands-on experience in veterinary assistance for Regional Occupational Program (ROP), PIMA Medical Institute and Mesa College Directed Clinical Practice students, exceeding the stated goal of 150-200 hours. The goal was exceeded due to the popularity of guidance provided by DAS staff and the recommendation of prior students.

Strategic Initiative – Safe and Livable Communities

- Maintained readiness to provide specialized disaster related animal rescue services through the department's "First Response Team". The First Response Team are specially trained Animal Control Officers who respond rapidly to disaster situations such as wildfires, floods, or earthquakes and provide expert assistance in the rescue and relocation of domestic pets and livestock. In addition, four staff members attended Federal Emergency Disaster Agency (FEMA) Disaster Services Training.
- Participated in the development of the Avian Influenza Response Plan, a multi-agency program that included State and federal agencies as well as Environmental Health, and County Department of Agriculture, Weights and Measures. This plan was developed to monitor emerging diseases in birds that could impact other pets and possibly people.

- Provided 20 presentations on dog bite prevention for local area companies such as San Diego Gas & Electric and local offices of the United States Postal Service for their employees' safety, meeting target.

Required Discipline – Customer Satisfaction

- Achieved a 4.7 satisfaction rating (on a scale of 1 to 5 with 5 being Excellent).

Required Discipline – Continuous Improvement

- Achieved goal of zero euthanasia of any healthy, friendly animal.
- Achieved an overall 69.2% "save" rate of shelter dogs and cats, just shy of original target of 70.6%.
- Increased the number of in-house sterilization surgeries by 10% (121) to reduce or eliminate wait times for adopters to take possession of their new pet, meeting target.
- Revised the informational packet provided to cat and dog adopters to include an informational DVD to help them understand and meet the needs of their new pet.
- Established the "Free Senior Pet Adoption" program that offered a free senior pet to senior citizens to benefit older pets and people.
- Implemented online dog licensing in March 2007. This feature is expected to promote internal efficiencies, provide prompt and convenient 24-hour access to our dog licensing services, and enable customers to save travel time and mailing costs.
- Examined and treated within 12 hours of impound 100% (400) of all sheltered animals with a significant illness or injury, meeting target. These animals are generally suffering and need immediate medical attention.

Required Discipline – Skilled, Competent and Diverse Workforce

- Provided Legal & Ethical training, conducted by the Office of Internal Affairs, to all permanent department employees. Training was provided to 117 employees.

Required Discipline – Essential Infrastructure

- Constructed a new Behavior Assessment Room, laundry room, storage room, and misting system at the animal shelter in Bonita providing a more attractive, pleasant, and comfortable shelter for customers, staff, and the animals.

2007-09 Objectives

Strategic Initiative – Kids

- Provide at least 65 presentations on dog bite prevention as part of patrol officers' in-classroom visits to area schools. Schools requesting the presentation have been in decline due to scholastic requirements and other time constraints, however, DAS will continue to offer its bite prevention training to area schools through mailers and direct phone calls to school staff and administrators.
- Participate in the County Library's "Paws, Claws, Scales, & Tales" youth reading incentive program by pledging to offer free animal adoptions to customers at random, each time children in the program achieve a goal of reading a cumulative 500 books.
- Participate in the County's Workforce Academy for Youth (WAY) by providing work and training opportunities to at least 2 participants of this program. This program provides opportunities to at-risk youth by providing entry-level job training and the potential for full-time employment. DAS benefits by exposing potential employees to careers in Animal Services.
- Provide 240 -300 hours of practical hands-on experience in veterinary assistance for Regional Occupational Program (ROP), PIMA Medical Institute and Mesa

College Directed Clinical Practice students. DAS provides this opportunity, which gives veterinary science students valuable skills and experience.

- Participate in the Hug-A-Bear program sponsored by the Assistance League of Rancho San Dieguito, which provides stuffed bears to public safety agencies to give to children who have suffered significant emotional trauma. Animal Control Officers will distribute the donated bears to emotionally upset or traumatized individuals, primarily children. These could include children who suffer an injury or loss of a pet. Also, these bears are available to seniors who undergo trauma.

Strategic Initiative – Safe and Livable Communities

- Provide at least 20 presentations on dog bite prevention for local area companies such as San Diego Gas & Electric and local offices of the United States Postal Service for their employees' safety.

Required Discipline – Customer Satisfaction

- Achieve a 4.7 or better satisfaction rating (on a scale of 1 to 5 with 5 being Excellent).

Required Discipline – Regional Leadership

- Make eight presentations to community, service, or industry groups describing services provided by the department. These presentations may include topics such as animal health, cruelty investigations, or new animal related legislation.
- Submit at least three articles on a quarterly basis to business, trade, or community newspapers to communicate about departmental services and/or highlight dog bite prevention, adoption events, benefits of spay/neutering and animal health issues.

Required Discipline – Continuous Improvement

- Maintain an overall 69.2% "save" rate of sheltered dogs and cats through adoptions and reuniting pets with their owners. At Fiscal Year 2006-07 projected level, this represents 15,548 out of 22,473 dispositioned dogs and cats.
- Achieve goal of zero euthanasia of any healthy, friendly animal.
- Reduce the dependency on outsourcing veterinary clinics by increasing the number of in-house sterilization surgeries by 33% (500) to reduce or eliminate wait times for adopters to take possession of their new pet.
- Ensure that 100% of all animals with a significant illness or injury are examined and treated as necessary by medical staff within 12 hours of impound. These animals are generally suffering and need immediate medical attention.
- Develop and implement two Business Process Re-engineering projects to enhance customer service and/or operational efficiencies. These processes will be determined by August 2007.
- Continue to distribute an informational DVD to cat and dog adopters to help them understand and meet the needs of their new pet. By helping the adopter understand these needs, this should reduce the number of animals returned to the shelter. In Fiscal Year 2007-08, DAS will measure the reasons for adoption returns, and based on experience, we should see a reduction in the number of animals returned for simple behavioral or training issues.

Required Discipline – Skilled, Competent and Diverse Workforce

- Continue to seek qualified, diverse applicants by attending three job fairs and advertising positions in periodicals targeted to minority populations.

Changes from 2006-07 Adopted

Staffing

Proposes an increase of 1.00 staff year.

- Increase of 1.00 staff year, a registered veterinary technician, to assist with the examination and treatment of sheltered animals and support additional in-house spay/neuter surgeries.

Expenditures

Proposes an increase of $1.2 million.

- Salaries and Benefits increase of $0.6 million due to increase of 1.00 staff year and negotiated cost of living adjustments.
- Services and Supplies increase of $0.6 million related to facilities maintenance, automotive fuel, and one-time IT-related expenditures.

Revenues

Proposes an increase of $1.2 million.

- Increase of $0.2 million in Licenses, Permits & Franchises Revenue due to increase in Animal License revenue.
- Increase of $0.6 million in Charges for Current Services based upon amounts calculated with the approved cost sharing methodology in six contract cities.
- Increase of $0.3 million in Fund Balance for one-time IT-related expenditures.
- Increase of $0.1 million in General Revenue Allocation due to addition of one staff year, negotiated cost of living adjustments, and increases in services and supplies.

Summary of Changes in Fiscal Year 2008-09

Proposes a net increase of $0.2 million. An increase in Salaries and Benefits and related revenue is due to negotiated cost of living adjustments, offset by a decrease in Services and Supplies and Fund Balance due to completion of one-time projects.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Percentage of sheltered dogs and cats either adopted or reunited with owners[1]	71.7%	70.6%	69.2% of 22,473	69.2%	69.2%
Percentage of on-time patrol response[2]	95%	94%	94.4% of 26,220 calls	94%	94%
Percentage of adoptable shelter animals euthanized [3]	0%	0%	0%	0%	0%
Percentage of euthanized animals that were treatable[4]	12.9%	12.9%	14.1%	12.9%	12.9%
Customer Satisfaction Rating (Scoring 1-5) [5, 6]	4.84	4.70	4.72	4.70	4.70

Table Notes

[1]Based on estimated actuals of 15,548 out of 22,473 dispositioned dogs and cats.

[2]Patrol time response standards, varying by urgency of call, are established by contract with client cities. Fiscal Year 2006-07 estimated actuals of 26,220 calls.

[3] 0% of euthanized animals equals zero healthy, adoptable animals euthanized.

[4] Treatable animals are only tracked in connection with euthanasia. Animals that are claimed or adopted are not medically or behaviorally categorized.

[5]Scale of 1-5, with 5 being "Excellent".

[6]Customer Satisfaction rating measurements revised effective Fiscal Year 2006-07.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Animal Services	119.00	123.00	124.00	0.81	124.00
Total	119.00	123.00	124.00	0.81	124.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Animal Services	$ 11,057,081	$ 11,958,845	$ 13,114,289	9.66	$ 13,309,210
Total	$ 11,057,081	$ 11,958,845	$ 13,114,289	9.66	$ 13,309,210

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 8,185,162	$ 8,794,745	$ 9,399,352	6.87	$ 9,873,058
Services & Supplies	2,871,919	3,164,100	3,714,937	17.41	3,436,152
Total	$ 11,057,081	$ 11,958,845	$ 13,114,289	9.66	$ 13,309,210

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ —	$ —	$ 250,000	—	$ —
Licenses Permits & Franchises	2,121,900	2,121,900	2,303,714	8.57	2,303,714
Fines, Forfeitures & Penalties	13,000	13,000	13,000	0.00	13,000
Charges For Current Services	6,886,475	7,382,108	7,966,542	7.92	8,295,463
Miscellaneous Revenues	35,100	35,100	35,100	0.00	35,100
General Revenue Allocation	2,000,606	2,406,737	2,545,933	5.78	2,661,933
Total	$ 11,057,081	$ 11,958,845	$ 13,114,289	9.66	$ 13,309,210

County Library

Department Description

The County Library provides services at 33 branch libraries and two mobile libraries. Library services include providing information in print, non-print, and online formats for lifelong learning; promoting reading and literacy skills; instruction and facility access to the Internet and other online services; offering diverse programs to inform and enlighten customers of all ages; and providing homework resources for students of all ages.

Mission Statement

To provide resources to meet the informational, recreational, and cultural needs of each branch library community and to actively promote reading and lifelong learning.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Increased the prior year youth summer reading enrollment by 8.1% (from 12,407 to 13,417) by involving parents and caregivers in library-sponsored literacy activities. This is below target of 10%. (The Fiscal Year 2006-07 target of 20,375 was not met as the target was the result of an incorrect calculation of the baseline program enrollment in 2005.)
- Increased the number of baby story-times by 50% (from six to nine per month), exceeding target of 33%.
- Established a total of 17 Teen Councils in branch libraries as of June 2007 (an increase from 16 in Fiscal Year 2005-06). The target of 20 was not met due to lack of public interest in forming new groups.

Strategic Initiative – The Environment

- Raised awareness of environmental science in the lives of children and families through community partnerships in San Diego County by presenting six environmental programs, meeting goal.
- Increased the number of library forms accessible electronically by making 78 forms accessible, exceeding goal of 60.

Strategic Initiative – Safe and Livable Communities

- Increased access to library services by opening for Sunday hours in a total of 10 branch libraries, exceeding the target of five. This is an increase from four branches in the previous year.
- Incorporated relevant, cultural, and ethnic programming as a major component of the opening festivities for the new 4S Ranch Branch Library. Construction was completed and the branch opened to the public in April 2007. The new Encinitas branch opening has been delayed until fall 2007 due to delays in construction.
- Reduced workplace injuries by 5% (from 34 to 32), meeting target; and costs from $145,600 to $115,000, exceeding the target.
- Created a final marketing plan that aligns with the Library's Strategic Plan and addresses community outreach to use resources to improve quality of life and economic development.
- Expanded access to materials in appropriate languages, topics, and formats for the library patrons by developing a baseline for acquisition of these specialized materials in Fiscal Year 2006-07 ($200,000) and increased acquisition levels by 10% in Fiscal Year 2007-08 to $220,000.

- Implemented the San Diego County Library Literacy Program and enrolled 110 members of the public in the program, exceeding the target of 100.
- Due to delays in construction, the Encinitas Branch of the San Diego County Library did not open as scheduled as the City of Encinitas did not complete construction of the new building as scheduled. The revised project completion date is late 2007.

Required Discipline – Continuous Improvement

- Expanded e-mail notifications to customers when reserve materials are ready to pick up at their branch library by encouraging patrons to submit their e-mail addresses, reducing the cost of postage by more than 6% (from $37,300 to $35,000), meeting the target.
- Implemented reservation and timeout software on the remaining public Internet computers, ensuring that customers can receive access in a fair and efficient manner.

Required Discipline – Essential Infrastructure

- Assessed lighting efficiency at 12 branches as part of a multi-year energy conservation initiative.

2007-09 Objectives

Strategic Initiative – Kids

- Increase the 2007 youth summer reading enrollment by 10% (from 13,417 to 14,759) in 2008 by involving parents and caregivers in library-sponsored literacy activities.
- Maintain the number of baby story-times offered at nine programs per month to expose families to library services and promote early literacy activities in families.

Strategic Initiative – The Environment

- Raise awareness of environmental science in the lives of children and families through community partnerships in San Diego County by presenting six environmental programs in Fiscal Year 2007-08. This goal was reduced to align with public demand for this specialized program.

Strategic Initiative – Safe and Livable Communities

- Increase the number of participants enrolled in the San Diego County Literacy Program by 36% (110 to 150).
- Reduce workplace injuries and workers' compensation costs by 5% (injuries from 32 to 31 and costs from $115,000 to $109,250).
- Increase participation in adult programs that promote life-long learning by 5% (from 15,013 to 15,765).
- Open the new Encinitas Branch Library. The City of Encinitas has begun construction of the replacement library building; the expected opening date is late 2007.

Required Discipline – Continuous Improvement

- Implement printing and copy control software and hardware on the public computers to ensure responsible use of printing resources.
- Implement a mobile computer training system that is transportable to branches throughout the county for use in Library programs and services to improve computer training for library customers and staff.

Changes from 2006-07 Adopted

Staffing

Proposes an increase of 25.00 staff years to staff the new 4S Ranch branch, the expanded Encinitas branch and an additional bookmobile driver to accommodate increases in circulation.

Expenditures

Proposes an increase of $3.2 million.

- Salaries and Benefits increase of $2.4 million for negotiated cost of living adjustments and increased staffing.

- Services and Supplies increase of $0.8 million due to increases in vehicle, program, facilities, and IT costs.

Revenues

Proposes a net increase of $3.2 million.

- $1.3 million increase in Taxes Current Property primarily due to increases in property valuation. The most significant source of funding for the Library is property tax revenues received from its service areas.
- $0.2 million increase in Revenue from Use of Money and Property to align the budget with prior year actuals.
- $0.9 million increase in Charges for Current Services based on increased fines and fees and increased print and copy revenue.
- $1.1 million increase in Other Financing Sources based on increased General Fund support for the 4S Ranch branch and Encinitas expansion.
- $0.3 million decrease in Fund Balance; the remaining $4.7 million will be used for one-time Library automation projects.

Summary of Changes in Fiscal Year 2008-09

Proposes a net decrease of $2.8 million. Expenditures were reduced due to completion of one-time automation projects and are offset by cost of living increases, Interdepartmental, and other Services and Supplies cost increases. Changes in Revenues reflect a decrease in use of Fund Balance, primarily offset by increases in Taxes Current Property and Other Financing Sources.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Library Hours Open [1]	74,299	75,923	79,068	80,300	80,600
Annual Average Circulation per Item [2]	2.57	3.25	2.91	3.00	3.00
Annual San Diego County Library web hits[3]	N/A	N/A	24,932,820	26,179,400	27,488,400
Specialty Subscription Database Usage per Capita[4]	1.11	1.20	1.38	1.40	1.40
Use of San Diego County Library (SDCL) Virtual Library Services per Capita[5]	5.96	6.10	8.16	8.25	8.25
Average Satisfaction Rating [6]	4.75	4.75	4.65	4.75	4.75
Average Satisfaction of Attendees at Programs Designed to Meet the Diverse Needs of San Diego County [7]	4.60	4.60	4.79	4.75	4.75

Table Notes

[1] Library Hours Open represents the overall level of accessibility that the community has to the library branches. The Fiscal Year 2006-07 Estimated Actual is higher than Adopted levels as duration of remodeling closures, weather, and facilities issues were less than anticipated. Fiscal Year 2008-09 does not show a significant increase as the new Encinitas branch will open late in the year.

[2] Annual Average Circulation per Item represents how relevant our materials are to our customers. A higher level of circulation means that the materials are what our customers want in the collection. The Fiscal Year 2006-07 Estimated Actual per Item is less than Adopted levels because of implementing a calculation for this measure that meets national standards for libraries and allows comparison with other libraries.

[3] This is a new measure effective Fiscal Year 2007-08. 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.

[4] Specialty Subscription Database Usage per Capita measures the usage by library patrons of premium databases that are not available on the general Internet. Growth in this measure indicates that more people are using the database and the growth in this measure is consistent with the growth in circulation of other library materials (19%).

[5] Use of SDCL Virtual Library Services per Capita measures the use of E-Books, Audio downloads, and catalog web hits by library patrons. Use of these services represents the penetration of Virtual Library Services in the community. Growth in this measure indicates that more people are using more virtual library resources.

[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. The Fiscal Year 2006-07 Estimated Actual rating is less than anticipated as SDCL received low ratings when telephones were not answered by staff outside of normal hours of operation.

[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.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Library Operations and Administration	19.00	21.00	23.50	11.90	23.50
Library Professional & Technical Support Service	48.25	50.50	50.50	0.00	50.50
Library Branch Operations	222.75	220.50	243.00	10.20	243.00
Total	290.00	292.00	317.00	8.56	317.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Library Operations and Administration	$ 4,145,316	$ 4,174,335	$ 4,409,772	5.64	$ 4,941,478
Library Professional & Technical Support Service	5,558,783	15,322,590	16,992,433	10.90	13,044,797
Library Branch Operations	21,314,369	18,082,553	19,374,942	7.15	19,996,942
Total	$ 31,018,468	$ 37,579,478	$ 40,777,147	8.51	$ 37,983,217

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 18,210,653	$ 19,100,384	$ 21,543,901	12.79	$ 22,430,596
Services & Supplies	12,477,815	18,479,094	19,233,246	4.08	15,552,621
Total	$ 31,018,468	$ 37,579,478	$ 40,777,147	8.51	$ 37,983,217

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 730,000	$ 5,000,000	$ 4,700,000	(6.00)	$ 300,000
Taxes Current Property	22,856,304	25,225,903	26,558,655	5.28	27,997,265
Taxes Other Than Current Secured	708,722	1,190,675	1,205,423	1.24	1,253,740
Fines, Forfeitures & Penalties	—	(18,835)	—	(100.00)	—
Revenue From Use of Money & Property	199,000	184,935	342,935	85.44	346,095
Intergovernmental Revenues	722,000	821,626	821,626	0.00	821,626
Charges For Current Services	1,658,442	1,076,719	1,953,865	81.46	1,956,848
Miscellaneous Revenues	594,000	548,455	557,643	1.68	557,643
Other Financing Sources	3,550,000	3,550,000	4,637,000	30.62	4,750,000
General Revenue Allocation	—	—	—	0.00	—
Total	$ 31,018,468	$ 37,579,478	$ 40,777,147	8.51	$ 37,983,217

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General Services

Department Description

The Department of General Services provides support services to all other County departments enabling them to deliver "Best in Class" services to the public. General Services' support includes Facilities Management, Project Management, Mail Services, Real Estate Services, and Fleet Management. All services are provided through internal service funds (ISFs). An internal service fund operates on a business-like model, directly billing customer departments for the cost of services.

Mission Statement

To provide cost effective, efficient, high quality, and timely support services to County departments, groups, and agencies.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Completed 90% construction of the Spring Valley Gym/ Teen Center. All equipment purchased for future installation.
- Completed 15.2 acre land purchase for Lakeside Sports Complex and ball fields in January 2007. Completing land purchase enabled Department of Parks and Recreation to award a construction contract for ball field improvements on the site.

Strategic Initiative – The Environment

- Acquired 437 acres for the Department of Parks and Recreation's Multiple Species Conservation Program (MSCP).
- Awarded $1.5 million additional State grant funding for expanding stormwater treatment upgrades at the County Operations Center facilities and completed 50% of the expansion of porous paving and additional stormwater treatment units. These improvements help rainwater infiltrate soil, replenish groundwater and reduce total runoff, as well as removing contaminants from the runoff that is released to the storm drain system.
- Issued Request for Proposals for installation of up to three megawatts of Solar/Photovoltaic generated power to meet goals of cost savings and increased use of renewable energy resources at below market rates.
- Obtained $3 million energy efficiency loan from the Public Utilities Commission (PUC) for energy conservation projects for retrofit of HVAC systems and controls at over 20 County facilities to be finalized for implementation in calendar year 2007. This is expected to save 1,800,000 kWh and $400,000 annually in reduced energy costs with a simple payback of seven and one-half years.
- Sold 31-acre portion of the former San Marcos Landfill to an adjoining landowner for $1.2 million in revenue for Department of Public Works' Inactive Waste Site management program.
- Completed Phase 1 and 2 of South County Animal Shelter remodel. This provided a major rehabilitation of the animal shelter facility, improving conditions for animals, staff and the public while extending the useful life of the facility another fifteen years.

- In compliance with California Air Resources Board mandates, Fleet Management completed the installation of diesel particulate traps on 20 County heavy-duty trucks utilizing grant funds from the Air Pollution Control District. Diesel particulate traps curb emissions from diesel powered vehicles.
- In compliance with California Air Resources Board mandates, Fleet Management implemented the use of Ultra Low-Sulfur Diesel Fuel at all County fuel sites approximately five months ahead of the State deadline. The use of this fuel reduces air-born diesel particulate matter.

Strategic Initiative – Safe and Livable Communities

- Did not complete transfer of first phase of County's Camp Lockett property in Campo to the State of California for the Buffalo Soldiers' Historic Park due to lack of State funding. Instead, the Parks and Recreation Department took the lead to obtain further public input from Campo residents prior to any decision by the County as to the future disposition of the site.
- Completed selection of Master Operator/Developer for Heritage Park located in the Old Town portion of San Diego in December 2006. Ground (master) lease completed in June 2007. Completion of ground (master) lease was delayed by six months due to complexity of the agreement.
- Completed installation and commissioning of the new BioSafety Laboratory 3 to be certifiable by the Centers for Disease Control in April 2007 to allow local testing and response to bio-hazards.
- Supported Office of Emergency Services by mailing 1.2 million Family Disaster Plans.
- Improved the safety and reduced the risk of fire related emergencies for communities in the unincorporated areas of the County by acquiring 13 units of new fire apparatus. These apparatus are part of the Fire Services Program that provides operational support to volunteer fire departments that was not previously provided by the County.

Required Discipline - Essential Infrastructure

- Supported implementation of First Five Commission Capital Improvement Program at California State University San Marcos, Family Health Centers in Logan Heights and North Park, Neighborhood Health Centers/ Health Care Clinic Remodel, Fallbrook Union Elementary School District Early Childhood facility, San Ysidro School District and completed construction and improvement projects at 11 libraries.
- Provided safe and healthy living environments for children through completion of approximately $3.7 million in 80 major maintenance projects at County facilities serving children including repair, renovation, and upgrades of building systems and facilities.
- Completed approximately 44% of construction on Edgemoor Skilled Nursing Facility in the East County city of Santee.
- Supported the Department of Public Works, Airports Division in further development of two regional airport parcels in the County. Advised Airports Division on its issuance of an RFP for the redevelopment of 70 acres at Gillespie Field Airport and concurred on Airports Division's Board action to select a developer for 90 acres at Ramona Airport.
- Established road easement vacation program in Real Estate Services division. Roads and other public service easements no longer in use revert to private ownership through the vacation process. Returning property into private hands benefits the County through increased property tax receipts.

- Lowe Enterprises was selected as the developer for County Operations Center (COC) project in December 2006. Project will result in the reconstruction of COC campus within a five to ten year horizon replacing over aged County offices and industrial shops.
- Completed construction design documents for replacement of Medical Examiner/Forensic Building.

Required Discipline – Fiscal Stability

- Renegotiated and reduced by 8,900 square feet the Child Support Services headquarters lease in downtown San Diego to accommodate decreased staff size as a result of continued flat State funding. Renegotiation avoided $2.8 million in costs of a lease extension option.

2007-09 Objectives

Required Discipline - Essential Infrastructure

- Improve project delivery on time and within budget for major maintenance and capital projects by completing 91% of projects within budget estimates approved as part of Spending Plan presentation for project funding at final scope.
- Reduce electricity consumption by 1% per square foot per year by implementing Energy Commission loan projects; conducting energy audits; and exceeding Title 24 requirements on capital renewal projects in support of the County's Strategic Energy Master Plan (non-detention facilities).
- Ensure maximum availability of County law enforcement vehicles to meet the transportation needs of customer departments by maintaining availability of patrol vehicles at 95% or more.
- Ensure maximum utilization and minimize cost of County vehicle assets by providing regular analysis to departments with recommendations for reduction.
- Provide support for the County's Fire Services by maintaining availability (95%) of 20 new fire apparatus.
- Provide time-critical (24/7) maintenance response to "emergency" customer department 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% of all "emergency" requests within four hours of notification.
- Ensure completion of scheduled "Preventive Maintenance" (PM) actions to maximize the operational efficiency of County assets/infrastructure as well as maintain or prolong the design life of these same systems by completing 96% of PM actions.
- Reduce postage cost to all departments by taking maximum advantage of U.S. Postal Service postage discount ($.08/letter) for all letters bar coded and sorted by zip code for 95% of all applicable mail on a monthly basis.
- Minimize cost of space for County operations in leased facilities by monitoring the local market and negotiating favorable rental rates, with the average rental rate for all County office leases at below 90% of the market rate for Class B office space.
- Ensure maximum return on County-leased properties by renegotiating leases, and marketing additional properties to generate a 5% growth in leased revenues over previous year.

Changes from 2006-07 Adopted

Staffing

Proposes an increase of 5.00 staff years associated with increased Countywide facilities maintenance requirements and electronic security services, increased real estate services requirements and mail services.

Expenditures

Proposes a net increase of $19.2 million.

- Salaries and Benefits increase $1.2 million due to increased staffing and an allowance for negotiated cost of living adjustments.
- Services and Supplies increase $17.2 million due to increased costs associated with contracted services, utilities, fuel, parts and major maintenance expansion projects.
- Other Charges decrease $0.3 million due to the reduced debt service obligation on energy project loans.
- Capital Assets Equipment increase of $0.3 million is associated with the Fleet Internal Service Fund planned vehicle acquisition replacement program.
- Operating Transfers Out increase of $0.8 million is associated with the General Fund contribution to the Department of General Services (DGS) in support of Countywide general management and statutory/ regulatory services provided by DGS and support for the Major Maintenance Program.

Revenues

Proposes a net increase of $19.2 million in direct relation to the increase in expenditures. As an internal service fund (ISF) department, General Services balances revenues with expenditures.

- Revenue from Use of Money & Property increases $0.6 million due to increased rents and concessions on various properties and interest on deposits and investments.
- Intergovernmental Revenues increase $0.1 million due to increased volume of mail services provided to other governmental agencies.
- Charges for Current Services increase $17.3 million due to increased cost reimbursement associated with contracted services, utilities, fuel, parts and major maintenance expansion projects.
- Miscellaneous Revenues increase of $0.3 million is associated with increased level of support for Business Improvement Districts and anticipated Third Party Recovery from vehicle accidents.
- Other Financing Sources and General Revenue Allocation increase $0.8 million to fund ongoing Countywide Capital, Space Planning, Americans with Disabilities Act (ADA) management, and regulatory programs and labor support for the Major Maintenance program.
- Fund Balance increases $0.1 million and is used for the Fleet Management Internal Service Fund (ISF) planned Vehicle Acquisition purchases.

Summary of Changes in Fiscal Year 2008-09

Increase of $4.9 million associated with negotiated cost of living adjustments and increases in services and supplies.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
% of MMIP and Capital projects completed within estimated budget[1]	90% of 331	90% of 350	90% of 460	91% of 400	93% of 350
% of fleet preventive maintenance completed[2]	99%	97%	97%	N/A	N/A
% vehicle repair/maintenance completed in 3 days or less[2]	93%	90%	94%	N/A	N/A
% of emergency facilities maintenance requirements responded to within 48 hours[3]	100% of 798	100% of 600	100% of 600	N/A	N/A
% of electricity consumption decrease per square foot (non-detention facilities)[4]	N/A	N/A	N/A	1% of 14.74 KWh/SF	1% of 14.59 KWh/SF
% of law enforcement patrol vehicles available[4]	N/A	N/A	N/A	95% of 450	95%of 450
% of fire services program apparatus available[4]	N/A	N/A	N/A	95% of 20	95% of 20
% of time critical (24/7) emergency facilities maintenance requirements responded to & corrective action initiated within 4 hours of notification[4]	N/A	N/A	N/A	100%	100%
% of monthly Facilities Preventive Maintenance actions completed[4]	N/A	N/A	N/A	96% of 1,833	96% of 1,833
% of all applicable monthly mail bar coded[4]	N/A	N/A	N/A	95% of 666,000	95% of 666,000
% rental rate for County offices of market rate for Class B office space[4]	N/A	N/A	N/A	89%	89%
% increase in lease revenue year-to-year	5%	5%	8%[5]	5%	5%

Table Notes

[1] Estimates for Fiscal Years 2007-08 and 2008-09 reflect establishment of Blanket Purchase Agreements (BPAs) to support accomplishment of smaller requests by Building Maintenance Engineer/Building Maintenance Supervisor and use of Facility Condition Assessment reports to plan and consolidate work into fewer, larger, and more manageable projects. The Major Maintenance Improvement Plan (MMIP) is the list of planned and predictive replacement/repair projects of major system infrastructure reviewed and approved annually by the Facilities Planning Board.

[2] This measure is being discontinued effective Fiscal Year 2007-08 and replaced with more outcome oriented measures.

[3] This measure has been redefined for Fiscal Year 2007-08.

[4] New performance measure effective Fiscal Year 2007-08.

[5] Estimated actual represents a one-time increased earnings due to parking lot increases, the Heath and Human Services Agency Maximus lease and cell sites. 5% earnings are more representative of experience.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Facilities Management Internal Service Fund	271.00	273.00	278.00	1.83	278.00
Fleet Management Internal Service Fund	59.00	59.00	59.00	0.00	59.00
Total	330.00	332.00	337.00	1.51	337.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Facilities Management Internal Service Fund	$ 84,130,221	$ 90,400,765	$ 109,473,258	21.10	$ 113,059,233
Fleet Management Internal Service Fund	36,585,956	39,144,935	39,237,349	0.24	40,558,928
General Fund Contribution to GS ISF's	1,250,000	1,305,000	1,327,000	1.69	1,327,000
Total	$ 121,966,177	$ 130,850,700	$ 150,037,607	14.66	$ 154,945,161

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 28,214,941	$ 28,722,846	$ 29,974,121	4.36	$ 31,373,527
Services & Supplies	72,077,990	80,403,203	97,618,500	21.41	100,585,967
Other Charges	9,857,246	9,824,651	9,475,636	(3.55)	9,730,415
Capital Assets Equipment	9,216,000	9,245,000	9,542,350	3.22	9,828,252
Reserves	100,000	100,000	100,000	0.00	100,000
Operating Transfers Out	2,500,000	2,555,000	3,327,000	30.22	3,327,000
Total	$ 121,966,177	$ 130,850,700	$ 150,037,607	14.66	$ 154,945,161

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 8,093,228	$ 8,093,228	$ 8,207,675	1.41	$ 8,762,111
Revenue From Use of Money & Property	960,444	1,616,843	2,181,174	34.90	2,237,219
Intergovernmental Revenues	671,790	327,893	429,756	31.07	443,807
Charges For Current Services	107,092,647	116,117,362	133,424,941	14.91	137,786,684
Miscellaneous Revenues	898,068	335,374	639,691	90.74	660,957
Other Financing Sources	3,000,000	3,055,000	3,827,370	25.28	3,727,383
General Revenue Allocation	1,250,000	1,305,000	1,327,000	1.68	1,327,000
Total	$ 121,966,177	$ 130,850,700	$ 150,037,607	14.66	$ 154,945,161

Housing and Community Development

Department Description

The Department of Housing and Community Development provides housing assistance and community improvements that benefit low- and moderate-income persons. The department provides services to County residents through rental assistance, minor home improvement loans, first-time homebuyer assistance, and public improvement programs. These programs reduce blight, improve neighborhoods, and alleviate substandard housing. They also increase the supply of affordable housing by preserving the housing stock and stimulating private sector production of lower-income housing units.

Mission Statement

Promote safe, affordable housing opportunities and improved communities in the San Diego region.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Met the goal of providing a nurturing environment for community youth by assisting families to secure safe, decent, and affordable housing, through housing assistance subsidies to approximately 10,700 households.
- Provided mentorship and career development opportunities through the Youth Employment Preparation Program (YEPP) for five youth participating in Rental Assistance Programs.
- Provided information and referral services for 275 Self-Sufficiency participants through educational and support programs. Goal was 274.
- Provided funding for 10 public improvements that enrich children's lives, such as parks, athletic fields, and libraries, exceeding the goal by six improvements. These included improvements to: Alpine Child Care Center, pre-development activities for the planned Estrella County Park in Casa de Oro, land acquisition for the future Clemmens Lane Park in Fallbrook, installation of a restroom at Jacumba Community Park, construction funding for the Spring Valley Teen Center, construction of Americans with Disabilities Act (ADA) paths at eight City of Poway parks, improvements at Reama Park and Teeple Park in Imperial Beach, and ADA trail construction at San Elijo Lagoon Ecological Reserve and ADA improvements for the San Elijo Lagoon Nature Center of Encinitas.
- Twenty-seven youth participated in "Career Day" at Housing and Community Development. Youth from Polinsky, YEPP, Workforce Academy for Youth (WAY), the Family Self-Sufficiency (FSS) scholarship program, County Office of Education East Region Education Center, the Martin Luther King Recreation Center and children of department staff participated. Goal was 25 youth.

Strategic Initiative – The Environment

- Encouraged energy efficiency in 44 restricted affordable housing units developed with assistance from County housing programs through preferential scoring in the Notice of Funding Availability application and financial incentives offered by the Energy Efficiency Utility Allowance Program.
- Created and implemented an energy savings informational campaign by providing approximately 11,000 Rental Assistance and Special Needs Tenant

Based Rental Assistance (TBRA) participants with information and applications for one of San Diego Gas & Electric's energy savings programs, CARE (CA Alternate Rates for Energy). In addition, information on energy efficient improvements was mailed to 4,400 landlords.

- Energy-Efficient Utility Allowance offered to all projects meeting the threshold criteria.

Strategic Initiative – Safe and Livable Communities

- Achieved goal of conducting 10 Community Revitalization Committee meetings. Two meetings were held in each of the following District 2 communities: Alpine, the "Back Country," Lakeside, Ramona, and Spring Valley. The Community Revitalization Committee meeting program was created by the Board of Supervisors in February 1996 to allow residents, businesses, non-profit organizations, Chambers of Commerce, and Community Planning Groups to come together with staff from County departments and other public agencies to identify and address issues that impact the quality of life and economic vitality of the community.
- Assisted in revitalization of lower-income neighborhoods with 37 Community Development projects involving new public facilities or improvements to existing facilities, and other community revitalization activities. Goal was 33.
- Ensured assisted housing is directed towards building communities free of drugs and violence by verifying all participants are in compliance with administrative policies and regulations. Verified 10,700 participants through onsite inspections, annual recertifications, and fraud reviews.
- Ensured all assisted housing met federal housing quality standards for basic living conditions (hot water, working appliances, heat, glass and screens on the windows, smoke detectors, etc.) by conducting 14,000 inspections. Goal was 10,700.
- Assisted in the development of 44 restricted safe and sanitary affordable housing units by encouraging development proposals using Affordable Housing Funds for gap financing. This is less than original goal of 50 due to adverse market conditions. The number of projects approved is contingent upon the number of proposals submitted.

2007-09 Objectives

Strategic Initiative – Kids

- Assist families to obtain safe, decent, and affordable housing, through rental assistance subsidies to approximately 10,700 households annually to provide a nurturing environment for community youth.
- Provide funding for a minimum of 10 public improvements that enrich children's lives, such as parks, libraries, and athletic fields.
- Provide information and referral services for a minimum of 280 Self-Sufficiency participants annually through educational and support programs.
- Provide technical support for the on-site computer lab at Dorothy Street public housing in Chula Vista to ensure that it remains available for low-income youth to use in their educational pursuits.

Strategic Initiative – The Environment

- Ensure all federally funded programs undergo environmental review. These reviews are conducted by the County Department of Public Works.
- Offer the Energy Efficiency Based Utility Allowance to all projects meeting the threshold criteria to promote increased energy efficiency.

- Encourage energy efficiency by preferential scoring of Notice of Funding Availability applications proposing construction or rehabilitation resulting in the creation of energy efficient units.
- In order to reduce environmental hazards from entering the stormwater drains, develop and implement a Stormwater Pollution Prevention Plan (SWPPP) at four Public Housing complexes and the County Housing and Community Development Office Building.

Strategic Initiative – Safe and Livable Communities

- Ensure assisted housing is directed towards building communities free of drugs and violence by verifying all participants are in compliance with administrative policies and regulations.
- Implement a Public Housing physical conditions assessment procedure in order to ensure that deficiencies are being addressed in a timely manner. The process will include tracking maintenance schedules, regularly conducting property inspections, and following up with any necessary repairs. Deficiencies may range from routine maintenance to larger capital improvements.
- Ensure all assisted housing meets federal housing quality standards by conducting approximately 14,400 inspections annually throughout the county. Inspections include annual recertification inspections, new lease inspections, and re-inspections of units that failed the initial review.
- Conduct a minimum of 10 Community Revitalization Committee meetings annually.
- Assist in the revitalization of lower-income neighborhoods with at least 35 Community Development projects involving new public facilities or improvements to existing facilities, and other community revitalization activities.
- Conduct a minimum of 10 community outreach presentations annually to inform the public about the funding opportunities available under the entitlement programs: Community Development Block Grant (CDBG), HOME Investment Partnerships Program, Emergency Shelter Grant, Housing Opportunities for Persons with Aids (HOPWA).
- Required Discipline – Customer Service
- Promote superior customer service by increasing the return rate of customer service evaluation forms by 10% of the current rate of 1,400.
- Required Discipline – Continuous Improvement
- Implement business process improvement steps in order to reduce the time it takes to process annual recertifications by at least 50%.

Changes from 2006-07 Adopted

Staffing

Proposes no change in staffing.

Expenditures

Proposes a net increase of $2.0 million.

- $0.1 million increase in Salaries and Benefits for negotiated cost of living adjustments.
- $2.6 million net increase in Services and Supplies due to a decrease in the department's operational costs and an increase in the Multi-Year Projects estimated contract costs.
- $0.7 million decrease in Other Charges due to less prior year carry over funding.

Revenues

Proposes a net increase of $2.0 million.

- Intergovernmental Revenues increase $1.8 million due to appropriation of prior year HOPWA allocation.

- Miscellaneous Revenues increase $0.1 million due to anticipated program income from repayment of Special Revenue Fund loans.
- Allocation of $0.1 million in Fund Balance for one-time funding to implement Documentum, the County's electronic records management system.

Summary of Changes in Fiscal Year 2008-09

No significant changes are proposed.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
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%	97%	99%	97%	99%
Program participants receiving educational and job training opportunities designed to enhance self sufficiency	226	279	275	280	280
Number of newly constructed and rehabilitated units that exceed the California's State Energy Code, Title 24 by a minimum of 15% for new units, or by at least 20% better than existing building conditions for existing units	112	50 [2]	44[3]	50	50
Number of Community Development projects completed to enhance low-income neighborhoods and communities	42	33 [2]	37	35	35
Maintain a high level of customer satisfaction[4]	97%	97%	98.4%	98%	98%

Table Notes

[1] Maximum number of authorized rental assistance vouchers is 10,454; estimated funding from HUD for housing assistance payments is $90.1 million.

[2] The reduction in projects is due to reduction in anticipated funding for these types of activities.

[3] Projection for units exceeding energy code is an estimate based on prior years and is completely dependent on number of proposals submitted through the NOFA process.

[4] Percent of customers who rated HCD as a 4 or 5 on a scale of 1 to 5.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Housing & Community Development	103.00	103.00	103.00	0.00	103.00
Total	103.00	103.00	103.00	0.00	103.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Housing & Community Development	$ 9,910,225	$ 10,025,124	$ 10,041,210	0.16	$ 10,123,986
HCD - Multi-Year Projects	25,720,350	26,267,648	28,286,666	7.69	28,286,666
Total	$ 35,630,575	$ 36,292,772	$ 38,327,876	5.61	$ 38,410,652

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 7,948,360	$ 8,301,317	$ 8,440,911	1.68	$ 8,695,299
Services & Supplies	20,429,250	20,096,737	22,740,984	13.16	22,569,372
Other Charges	3,145,172	7,925,718	7,176,981	(9.45)	7,176,981
Expenditure Transfer & Reimbursements	(31,000)	(31,000)	(31,000)	0.00	(31,000)
Total	$ 35,630,575	$ 36,292,772	$ 38,327,876	5.61	$ 38,410,652

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ —	$ —	$ 150,000	—	$ —
Intergovernmental Revenues	36,072,964	35,139,251	36,949,355	5.15	37,182,131
Charges For Current Services	50,000	50,000	50,000	0.00	50,000
Miscellaneous Revenues	380,000	1,475,000	1,550,000	5.08	1,550,000
General Revenue Allocation	(872,389)	(371,479)	(371,479)	0.00	(371,479)
Total	$ 35,630,575	$ 36,292,772	$ 38,327,876	5.61	$ 38,410,652

Purchasing and Contracting

Department Description

The Department of Purchasing and Contracting operates as an internal service fund (ISF), purchasing all goods, materials, and services for the County of San Diego, as provided for in the County Charter. The department is also responsible for the centralized reutilization and disposal of surplus equipment and salvage materials. The department ensures the competitive process is utilized for best price and highest quality while conforming to purchasing regulations and emphasizing excellent customer service practices. An internal service fund operates on a business-like model directly billing customer departments for the cost of services. Additionally, Purchasing and Contracting 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.

2006-07 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Increased the list of emergency suppliers of commodities and services to 85 (a 13% increase) in support of County Business Continuity Planning (which addresses how the County will continue its business in the event of a major emergency or disaster). Exceeded target of 10% increase.

Required Discipline – Fiscal Stability

- Achieved cost savings of $2.5 million (meeting target) through expanded use of 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.
- Reviewed 50% of procurement card accounts (approximately 300 of 600 accounts) to ensure proper procedures are being followed. Exceeded target of 30%.
- Zero vendor protests were successful which frees the County from increased administrative costs due to potential re-solicitation of proposals. Re-solicitation would require the Request for Proposal to be reissued requiring additional time and increasing costs. Goal was met.

Required Discipline – Customer Satisfaction

- Achieved a customer service satisfaction rating of 4.4 on a scale of 1-5, with 5 being extremely satisfied, as evidence of the department's focus on quality customer service. Target was met.

Required Discipline – Information Technology

- Expanded customers' ability to view current contracts electronically by entering 30% (360) of 1,200 active contracts on Documentum, the County's enterprise content management system. Goal was met.

Required Discipline – Continuous Improvement

- Updated eight Board policies and eight Administrative Codes (100%) related to procurement, (exceeding the target of 30%) and revised 30% (13) of purchasing policies (meeting target) and posted all policies to the department's intranet site.

- Met goal of ensuring that 50% (26) of the 52 departments in the County have an approved records management retention policy which meets County and legal compliance standards for the legal disposition of records.
- Increased County staff understanding of the contracting process and their role in the process by providing training to 90 County staff in proper contracting procedures through the department's Contracts' Academy, exceeding target of 50 staff.

Required Discipline – Regional Leadership

- Received the National Purchasing Institute's "Achievement in Excellence in Procurement" award for the sixth year in a row.
- The department's e-procurement solutions were featured in *Government Technology* and *Government Procurement*, which highlighted the improved efficiencies and potential savings that are achievable through the use of electronic procurements such as reverse auctions and p-cards.

2007-09 Objectives

Required Discipline – Fiscal Stability

- Realize a cost savings to County departments of at least $2.0 million through procurement methods such as reverse auctions, cooperative agreements, blanket purchase agreements and p-card usage.

Required Discipline – Customer Satisfaction

- Achieve a customer service satisfaction rating of at least 4.4 on a scale of 1-5, with 5 being extremely satisfied, as evidence of the department's focus on quality customer service.

Required Discipline – Information Technology

- Expand customers' ability to view current contracts electronically by entering the remaining 47% of active contracts (approximately 550) into Documentum (bringing the total to 100%). Documentum is the County's enterprise content management system of record.
- Ensure that at least 50% of County departments (26 of 52) will have Documentum Records Module (DRM) installed on their desktops, that employees will be trained and will actively use this module to access and maintain their records.

Required Discipline – Continuous Improvement

- Update the remaining 70% (26) of purchasing policies and post on the department's intranet site. These policies provide best practices to be followed by customers and buyers.
- Ensure the remaining 50% of County departments (26) have approved records management retention policies by providing the departments with procedures, training and assistance bringing the total to 100%.
- Increase by 30% (approximately 25,000) the number of boxes with destruction dates that are stored at Iron Mountain. Currently over 80,000 boxes lack destruction dates. Iron Mountain is the facility where County records are stored which are not needed on-site. Records without destruction dates risk being kept beyond the legal requirement thereby costing the County unnecessary dollars and increasing legal risks.

Required Discipline – Skilled, Competent and Diverse Workforce

- Provide contract management training to at least 50 staff who work with Architectural and Engineering projects (e.g., General Services, Parks and Recreation and Public Works) to ensure proper programmatic and fiscal procedures are followed.
- Train at least 30 new users in the Oracle Requisition and Release Module which ensures proper purchasing procedures are followed by users.

Changes from 2006-07 Adopted

Staffing

Proposes an increase of 1.00 staff year. Increase of 1.00 staff year in Purchasing & Contracting Property Disposal Unit due to relocation of warehouse to a site separate from office support staff. The additional staff will provide fiscal and clerical support to the warehouse operations.

Expenditures

Proposes an increase of $1.9 million. This department has both General Fund and internal service fund components with separate budgets, combined in this presentation.

- Salaries and Benefits increase of $0.4 million due to the addition of 1.00 staff year and negotiated cost of living adjustments. Reclassifications of four existing positions to a higher salary range also contribute to the increase.
- Services and Supplies increase of $0.7 million due to increased facilities costs after relocation from County property to leased offices and warehouse and one-time expenditures for IT-related systems upgrades.
- Operating Transfers Out increase of $0.7 million is associated with the General Fund contribution to the Internal Service Fund in support of the Content/Records Services division. Fiscal Year 2007-08 is the first year of General Fund funding for that program.

Revenues

Proposes an increase of $1.9 million in direct relation to the increase in expenditures. This department has both General Fund and internal service fund components with separate budgets, combined in this presentation. The internal service fund component is required to cover all costs by charging for services.

- Charges for Current Services increase of $0.4 million is in direct relation to increase in operational costs.
- Other Finances Sources increase of $0.7 million due to receipt of Operating Transfer Out from the General Fund for funding of the Content/Records Services division of the Internal Service Fund.
- General Revenue Allocation of $0.7 million in contributions from the General Fund in support of the Content/Records Services division.
- The planned use of fund balance is for the one-time costs associated with upgrade of BuyNet II (an automated requisitioning and purchasing system which notifies businesses and allows them to respond online to relevant solicitations) and an upgrade to the Oracle Procurement-Card module.

Summary of Changes in Fiscal Year 2008-09

Proposes a net decrease of $0.4 million due to projected one-time expenditures in Fiscal Year 2007-08 which will not occur in Fiscal Year 2008-09.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Realize cost savings through use of cooperative agreements, reverse auctions, increased procurements card usage, and other sources[1]	N/A	$2.5 million	$2.5 million	$2.0 million	$2.0 million
Place 100% of active contracts (1,200) on Documentum [2]	23%	30%	30%	47%	N/A
Achieve a customer service satisfaction rating of at least 4.4 (scale 1-5)	4.5	4.4	4.4	4.4	4.5
Ensure all County departments have approved records retention policies[3] (Target 100% of 52)	N/A	50% of 52	50% of 52	50% of 52	N/A
Update Countywide contracting policies[4] (Target 100% of 16)	N/A	30%	100%	N/A	N/A
Update purchasing policies (Target 100% of 39)	N/A	30%	30%	70%	N/A
Ensure all departments are managing documents stored offsite utilizing Documentum Records module[5]	N/A	N/A	N/A	50% of 52	50% of 52

Table Notes

[1]The proposed cost savings for 2007-08 and 2008-09 has been reduced from prior years. Newly identified savings diminish in future years as use of cooperative agreements, reverse auctions, and procurement card usage is maximized.

[2]Documentum is the County's enterprise content management system of record that allows electronic viewing of current contract documents and acts as the system of record. This project will be completed in Fiscal Year 2007-08 and new contracts will be placed into Documentum on an ongoing basis.

[3]This project will be completed in Fiscal Year 2007-08 and will no longer be measured as of Fiscal Year 2008-09.

[4]In Fiscal Year 2006-07, 30% of purchasing policies were updated while 100% of Countywide policies related to contracting were updated. The Fiscal Year 2007-08 performance measure will include purchasing policies only. It is anticipated that 100% of the purchasing policies will be update by the end of Fiscal Year 2007-08 so the performance measure will be completed and no longer measured.

[5]This is a new measure effective Fiscal Year 2007-08. Managing off-site records in accordance with approved records retention schedules is essential to an effective County records management system.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Purchasing ISF and Content/ Records Services	30.00	6.00	6.00	0.00	6.00
Purchasing & Contracting Operations	45.00	49.00	50.00	2.04	50.00
Total	75.00	55.00	56.00	1.82	56.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Purchasing ISF and Content/ Records Services	$ 3,142,474	$ 783,337	$ 874,310	11.61	$ 891,928
Purchasing & Contracting Operations	6,045,975	6,602,306	7,637,475	15.68	7,477,712
General Fund Contribution	—	250,000	985,000	294.00	735,000
Total	$ 9,188,449	$ 7,635,643	$ 9,496,785	24.37	$ 9,104,640

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 6,273,820	$ 5,533,217	$ 5,934,299	7.25	$ 6,191,265
Services & Supplies	2,739,117	1,870,008	2,589,068	38.45	2,189,957
Other Charges	175,512	10,418	16,418	57.59	16,418
Expenditure Transfer & Reimbursements	—	(28,000)	(28,000)	0.00	(28,000)
Operating Transfers Out	—	250,000	985,000	294.00	735,000
Total	$ 9,188,449	$ 7,635,643	$ 9,496,785	24.37	$ 9,104,640

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ —	$ 514,660	$ 445,000	(13.54)	$ —
Revenue From Use of Money & Property	50,000	50,796	59,473	17.08	59,904
Charges For Current Services	8,976,927	6,701,323	7,139,228	6.53	7,421,452
Miscellaneous Revenues	102,144	118,864	133,084	11.96	153,284
Other Financing Sources	—	250,000	985,000	294.00	735,000
General Revenue Allocation	—	—	735,000	—	735,000
Total	$ 9,188,449	$ 7,635,643	$ 9,496,785	24.37	$ 9,104,640

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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 Area and the Gillespie Field Project Area, focused on the promotion of private sector investment and development. The Upper San Diego River Improvement Project Area (USDRIP) 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.

2006-07 Anticipated Accomplishments

Upper San Diego River Improvement Project

Strategic Initiative – Kids

- Issued a notice of Funding Availability (NOFA) making approximately $3 million available for funding multi-family rental housing developments within or in close proximity to the redevelopment project area. The Agency targeted housing development proposals that would meet the inclusionary housing obligation as required by California Redevelopment Law. Due to the lack of vacant land zoned for multi-family housing, the Agency did not receive affordable housing proposals from developers and was not able to meet the obligation. The Agency has made available 15 affordable units outside the project area and is required to provide an additional eight affordable units within the project area to low- and moderate-income households.

Strategic Initiative – Safe and Livable Communities

- Provided safe and decent housing opportunities to 35 low-income families participating in the Local Rental Subsidy Program by ensuring that assisted units met housing quality standards through annual recertification inspections.
- Processed one (1) Major Use Permit containing trail conditions along the San Diego River.

Gillespie Field Redevelopment Project

Strategic Initiative – Kids

- Provided airport tours for 22 Grossmont High School and home-school students. Supported annual air show, “Wings Over Gillespie”, that provided static displays and aerobatic events.

Strategic Initiative – The Environment

- Received $150,000 FAA grant for environmental assessment for acquisition of land and aviation easements to enhance the safety areas at ends of three runways on

Gillespie Field. Submitted grant application for additional funding for this environmental assessment. On target with two year goal.

- The ambrosia transplant program is part of a 70 acre redevelopment project. The project scope was revised and ambrosia will not be transplanted at this time. Development will be phased and the ambrosia will not be disturbed during the first phase of this project. Phase 2 of the project is anticipated to occur in approximately 2012, and will include transplanting the ambrosia. Ambrosia is a State and federal listed sensitive plant.
- Developed integrated management and habitat control program. Program implementation will address environmental needs and improve safety, keeping wildlife off runways and away from flight corridors, to avoid animals being hit by aircraft with potentially devastating consequences.

Strategic Initiative – Safe and Livable Communities

- Assisted 35 low-income families through the Local Rental Subsidy Program and to meet the inclusionary housing requirement.
- Improved community relations through the Voluntary Noise Abatement / Good Neighbor Program. As a result of meeting with interested parties to address their noise and safety concerns, the left aircraft traffic pattern was raised from 1,200 to 1,400 feet to reduce aircraft noise.

2007-09 Objectives

Upper San Diego River Improvement Project

Strategic Initiative – Kids

- Meet inclusionary housing obligations required by California Redevelopment Law by making eight more units available at affordable cost to low- and moderate-income households.

Strategic Initiative – Safe and Livable Communities

- Update the USDRIP 5-Year Implementation Plan by December 2007 with a new fire station as a priority and programs, if feasible, to reduce or eliminate the Transportation Impact Fee within the Project Area and to expedite permit processing times for projects in the Redevelopment Area.
- Work with various permitting agencies and landowners to implement and/or dedicate the land for various trail segments along the San Diego River as needed.
- Provide safe and decent housing opportunities to 35 low-income families participating in the Local Rental Subsidy Program by ensuring that assisted units meet housing quality standards through annual recertification inspections

Gillespie Field Redevelopment Project

Strategic Initiative – Kids

- Continue to participate in events that expose local children to aviation, including the annual Wings Over Gillespie air show.

Strategic Initiative – The Environment

- Following completion of environmental study, submit FAA grant application for acquisition of land and aviation easements to enhance the safety areas at ends of three runways on Gillespie Field.
- Implement integrated management and habitat control program. This program is a systematic method of controlling wildlife attractants, such as food sources, and habitat areas by mowing, spraying, and maintenance of drainage to remove standing. Program implementation will address environmental needs and improve safety.

Strategic Initiative – Safe and Livable Communities

- Hold bi-annual Voluntary Noise Abatement / Good Neighbor Program meetings to provide an ongoing forum for idea exchange and implementation of improvements.
- Assist 35 low-income families through the Local Rental Subsidy Program and to meet the inclusionary housing requirement.

Changes from 2006-07 Adopted

Upper San Diego River Improvement Project

Expenditures

No significant changes are proposed.

Revenues

No significant changes are proposed.

Gillespie Field Redevelopment Project

Expenditures

Proposes a net increase of $0.1 million.

- Decrease of $1.5 million in Services and Supplies due to realigning appropriations to Operating Transfers Out.
- Increase of $0.1 million in Other Charges due to increased debt service interest payment and increased payments to housing and school districts.
- Increase of $1.5 million in Operating Transfers Out due to realigning appropriations from Services and Supplies.

Revenues

Proposes a net increase of $0.1 million.

- Increase of $0.2 million in Taxes Other Than Current Secured due to increased tax increment revenue.
- Increase of $0.1 million in Revenue from Use of Money & Property due to increased interest.
- Decrease of $1.4 million in Miscellaneous Revenues due to realigning appropriations to an Operating Transfer In.
- Increase of $1.4 million in Other Financing Sources due to realigning appropriations from Miscellaneous Revenues account.
- Decrease of $0.3 million in Fund Balance. The use of Fund Balance covers budgeted expenditures over the projected 20% gross tax increment revenue and funds administrative costs, pass-throughs to school districts, and operating transfer to the Housing Fund.

Summary of Changes in Fiscal Year 2008-09

Upper San Diego River Improvement Project

No significant changes are proposed.

Gillespie Field Redevelopment Project

Proposes a net decrease of $0.1 million due to reduced debt service requirement on 2005 bond issue.

Upper San Diego River Improvement Project

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Estimated property tax increment [1]	$0	$0	$0	$0	$0
Percent of tax increment utilized for project administration	0%	0%	0%	0%	0%

Table Notes

[1] The Project Area does not have sufficient debt to receive tax increment revenues. Following community input and Board direction that affirm the future of the Project Area, a new 5-Year Implementation Plan is being prepared. As a result, no new measures are being added at this time.

Gillespie Field Redevelopment Project

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Estimated property tax increment	$ 2,084,861	$1,774,338	$1,961,673	$1,992,447	$2,023,836
Percent of tax increment utilized for project administration	8%	5%	6%	6%	6%
Contracts Managed	109	112	109	117	116
Newly developed land leases executed (in net acres) [1]	0.0	27.5	0.5	25.0	21.5

Table Notes

[1] Fiscal Year 2006-07 - 25 acres atWeld Blvd. not yet developed - currently under negotiation.

Fiscal Year 2007-08 - 25 acreWeld Blvd.site.

Fiscal Year 2008-09 - 21.5 acre Cajon Air Center site – Phase I.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Total	0.00	0.00	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Upper San Diego River Redevelopment Project Area	$ 799,399	$ 298,340	$ 271,286	(9.07)	$ 271,286
Gillespie Field Redevelopment Project Area	5,915,740	5,209,462	5,310,872	1.95	5,209,777
Total	$ 6,715,139	$ 5,507,802	$ 5,582,158	1.35	$ 5,481,063

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Services & Supplies	$ 3,409,914	$ 1,716,734	$ 236,276	(86.24)	$ 239,201
Other Charges	2,573,672	2,242,071	2,338,739	4.31	2,280,963
Operating Transfers Out	731,553	1,548,997	3,007,143	94.13	2,960,899
Total	$ 6,715,139	$ 5,507,802	$ 5,582,158	1.35	$ 5,481,063

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 190,934	$ 707,780	$ 393,765	(44.37)	$ 367,525
Taxes Other Than Current Secured	4,700,322	1,774,338	1,992,447	12.29	2,023,836
Revenue From Use of Money & Property	83,463	44,620	188,803	323.14	188,803
Miscellaneous Revenues	1,146,330	1,432,067	—	(100.00)	—
Other Financing Sources	594,090	1,548,997	3,007,143	94.13	2,900,899
General Revenue Allocation	—	—	—	0.00	—
Total	$ 6,715,139	$ 5,507,802	$ 5,582,158	1.35	$ 5,481,063

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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 Registrar of Voters is also responsible for providing access to the information needed to utilize the initiative, referendum, and recall petition processes.

Mission Statement

Conduct voter registration and voting processes with the highest level of professional election standards, accountability, security, and integrity, thereby earning and maintaining public confidence in the electoral process.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids

- Recruited and utilized 1,539 high school students under the Student Poll Worker Program for the November 2006 Statewide General Election, a 30% increase over the previous General Election and far exceeding the target of a 5% increase due to increased outreach efforts with schools.
- Supported voter registration for eligible high school students by providing registration forms to 100% of the county's 98 high schools.
- Promoted both child adoption and foster parenting in informational "filler" pages printed in the Sample Ballot and Voter Information Pamphlet mailed to all 1,381,835 registered voters for the November 2006 Statewide General Election in support of the County's initiative on healthy children and families.

Strategic Initiative – The Environment

- Distributed information on countywide environmental issues, including the County's Household Hazardous Waste Program and the recreational opportunities offered by the County's Parks and Recreation Department, through the informational "filler" pages contained in the Sample Ballot and Information Pamphlet mailed to 1,381,835 registered voters for the November 2006 Statewide General Election.
- Recycled 100% of obsolete printed elections materials.

Strategic Initiative – Safe and Livable Communities

- Conducted special elections for the City of Solana Beach, Rainbow Municipal Water District 1, City of Vista and the November 2006 Statewide General Election.
- Maintained the accuracy and integrity of the voter registration file by identifying and removing or updating nearly 610,662 voter registration records in accordance with State and federal law.

Required Discipline – Customer Service

- Achieved the goal of maintaining a customer satisfaction rating of 4.77 (on a scale of 1 to 5) while transitioning to full implementation of electronic voting for the November 2006 Statewide General Election.

Required Discipline – Continuous Improvement

- Processed and tallied 94.7% of the 323,464 absentee ballots received for the November General Election by Monday after Election Day to ensure timely reporting of election results.
- Recruited 100% of Precinct Inspectors by 22 days prior to the November 2006 General Election, to ensure polls were sufficiently staffed on Election Day.
- Recruited 90% of Touch Screen Inspectors by 20 days prior to the November 2006 General Election, to ensure polls were sufficiently staffed on Election Day.

2007-09 Objectives

Strategic Initiative – Kids

- Increase participation in the Student Poll Worker Program for high school students by 179% (538 to 1,500) for the February 2008 Presidential Primary; by 25% (136 to 170) for the June 2008 Statewide Primary; and by 5% (1,539 to 1,616) for the November 2008 Statewide General Election. These targets are based on student availability and anticipated outreach activities.
- Continue to support voter registration programs for eligible high school students by providing registration forms to 100% of the region's 98 high schools.

Strategic Initiative – The Environment

- Distribute information on county environmental issues to educate citizens about conservation efforts or to reduce environmental risks by using "filler" pages printed in the Sample Ballot and Information Pamphlet mailed to all registered voters for the February, June, and November 2008 Statewide Elections.
- Recycle 100% of obsolete printed elections materials.

Strategic Initiative – Safe and Livable Communities

- Conduct the February, June, and November 2008 Statewide Elections.
- Maintain the accuracy and integrity of the voter registration file by identifying, researching, and removing or updating voter registration records in accordance with State and federal law.

Required Discipline – Customer Service

- Achieve 4.8 or better customer satisfaction rating (on a scale of 1 to 5).

Required Discipline – Continuous Improvement

- Process 100% of valid voter registrations received at the close of registration (15 days prior to Election Day) within seven days of receipt to ensure eligible registrants have the opportunity to vote in the February, June, and November 2008 Statewide Elections.
- Process 97% of absentee ballots received by Monday after Election Day for the February, June, and November 2008 Statewide Elections.
- Recruit 100% of Precinct Inspectors by 21 days prior to Election Day for the June 2008 Primary and 23 days prior to the February and November 2008 Statewide Elections.
- Recruit 90% of Touch Screen Inspectors by 19 days prior to Election Day for the June 2008 Primary and 21 days prior to the February and November 2008 Statewide Elections.
- Recruit 100% of bilingual poll workers by 9 days prior to Election Day for the June 2008 Primary and 11 days prior to the February and November 2008 Statewide Elections.
- Implement a web based poll worker training component in advance of the February 2008 Presidential Primary Election to determine comprehension of training materials by poll workers and provide them with performance feedback.

Changes from 2006-07 Adopted

Staffing

Proposes an increase of 3.0 staff years to support the following:

- Election related accounting activities including SB90, *State Mandate Reimbursement*, claims for mandated activities, election billings to cities and districts, and election related grants and claims.
- Enhanced front counter service to assist voters and the general public with voter registration and elections related information and public records requests.
- Enhanced poll worker training including support of online poll worker training component.

Expenditures

Proposes a net increase of $9.7 million.

- Increase of $1.8 million in Salaries and Benefits due to additional staff years, negotiated cost of living adjustments, and the additional temporary election workers needed to conduct the Primary Election.
- Increase of $3.4 million in Services and Supplies due to increasing costs of elections, including costs to translate, assemble, and print sample ballots in multiple languages, and software to provide on-line poll worker training and an asset management system to more effectively track the touch screen voting units and auxiliary equipment which support the voting system.
- Increase of $5.4 million in Capital Assets Equipment to purchase the additional touch screen units required for two Presidential elections in 2008, in addition to a statewide June 2008 Primary, offset by anticipated grant revenues from the Help America Vote Act (HAVA).
- Decrease of $0.9 million in Reserve/Designation augmentation because of the low revenue year associated with the Primary Election in Fiscal Year 07-08.

Revenues

Proposes a net increase of $9.7 million.

- Net increase of $3.8 million in Intergovernmental Revenues due to anticipated grant revenues from HAVA, offset by a decrease in revenues due to the change made by the State to fund SB90 claims for mandated activities in arrears rather than in the year costs are incurred.
- Decrease of $0.3 million in Charges for Current Services due to the fewer billable jurisdictions that participate in the Primary Election as compared to the General Election.
- Decrease of $0.1 million in Miscellaneous Revenues due to decrease in Recovered Expenditures related to State Ballot Pamphlet mailings.
- Increase of $1.2 million in Reserve/Designation usage to provide funding for the low revenue year associated with the Primary Election.
- Increase of $3.1 million in Fund Balance for one-time IT costs, to offset election costs because of fewer billable jurisdictions participating in the Primary Election as compared to the General Election, and to backfill for the proposed timing change in State reimbursement for mandated activities. The State proposes to change from making estimated payment to payment in arrears, resulting in no anticipated payment in Fiscal Year 2007-08.
- Increase of $1.9 million in General Revenue Allocation to provide funding for negotiated cost of living adjustments and overall increases in the cost of elections.

Summary of Changes in Fiscal Year 2008-09

Net decrease of $4.8 million due primarily to the funding of State mandated activities in Fiscal Year 2008-09 that were not funded in Fiscal Year 2007-08, and increased Election Services Revenues due to a greater number of billable jurisdictions that participate in the November 2008 General Election as compared to the June 2008 Primary.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Cost per Contest per Registered Voter[1]	$0.18	$0.18	$0.19	N/A	N/A
Overall Customer Satisfaction Rating[2]	4.66	4.70	4.77	4.8	4.8
Fixed points of distribution for voter registration forms and information[3]	400	500	500	N/A	N/A
Process 100% of valid voter registrations received at close of Registration[4]	N/A	N/A	100% of 10,593	100% of 15,000	100% of 55,000
% of Precincts tallied by 11:30 p.m. Election Night[5]	33% of 1,646	73% of 1,650	18% of 1,650	25% of 1,650	30% of 1,650
% of Total Absentee Ballots received that are tallied by the Monday after Election Day[6]	96.1% of 229,905	82% of 345,000	94.7% of 323,464	97% of 333,000	97% of 408,500
Number of days prior to Election Day that 100% of Precinct Inspectors are recruited[7]	N/A	N/A	22 days	21 days	23 days
Number of days prior to Election Day that 90% of Touch Screen Inspectors are recruited[7]	N/A	N/A	20 days	19 days	21 days
Number of days prior to Election Day that 100% of bilingual Poll Workers are recruited[7]	N/A	N/A	7 days	9 days	11 days

Table Notes

[1] Cost per contest per registered voter is no longer a useful measure due to the greater number of jurisdictions that participate in a General Election as compared to a Primary Election, and is therefore discontinued.

[2] Scale of 1-5, with 5 being "excellent."

[3] This measure is being discontinued effective Fiscal Year 2007-08 as the department continues to develop more outcome oriented measures.

[4]This is a new measure effective Fiscal Year 2007-08 to track the number of valid registrations that are processed at the close of registration, just 15 days prior to major elections, to ensure eligible registrants have the opportunity to vote on Election Day. The projected number of voter registrations received is higher in Fiscal Year 08-09 due to the Presidential General Election, which has the highest activity level of the four year election cycle.

[5] Percentage tallied is lower due to the first full scale implementation of touch screen units with voter verifiable paper trail and backup ballots at the polls, which require more time for poll workers to print summary reports and count paper ballots at closing. Proposed percentage tallied is slightly higher as poll workers gain experience with closing procedures.

[6] Actual percentage processed for Fiscal year 2006-07 is higher than Adopted due to significant re-engineering efforts and process improvements that resulted in a greater percentage of absentee ballots processed and tallied by Monday following Election Day. The projected number of absentee ballots received is higher in Fiscal Year 2008-09 due to the Presidential General Election, which has the highest activity level of the four year election cycle.

[7] New measures effective Fiscal Year 2007-08 to track the timely recruitment of poll workers prior to major elections, including Precinct Inspectors, Touch Screen 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.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Registrar of Voters	53.00	60.00	63.00	5.00	63.00
Total	53.00	60.00	63.00	5.00	63.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Registrar of Voters	$ 14,013,054	$ 15,530,775	$ 25,266,455	62.69	$ 20,428,764
Total	$ 14,013,054	$ 15,530,775	$ 25,266,455	62.69	$ 20,428,764

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 6,467,875	$ 6,735,698	$ 8,567,183	27.19	$ 9,076,975
Services & Supplies	7,505,179	7,847,200	11,240,347	43.24	11,351,789
Capital Assets Equipment	40,000	25,000	5,458,925	21,735.70	—
Reserve/Designation Increase	—	922,877	—	(100.00)	—
Total	$ 14,013,054	$ 15,530,775	$ 25,266,455	62.69	$ 20,428,764

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Reserve/Designation Decreases	$ 451,965	$ —	$ 1,200,000	—	$ —
Fund Balance	633,490	—	3,152,529	—	616,764
Intergovernmental Revenues	1,747,442	2,479,775	6,280,926	153.29	1,240,000
Charges For Current Services	1,423,500	2,825,000	2,550,000	(9.73)	6,370,000
Miscellaneous Revenues	225,000	226,000	150,000	(33.63)	150,000
General Revenue Allocation	9,531,657	10,000,000	11,933,000	19.33	12,052,000
Total	$ 14,013,054	$ 15,530,775	$ 25,266,455	62.69	$ 20,428,764

County of San Diego

Finance and General Government Group

Finance and General Government Group Summary & Executive Office

Board of Supervisors

Assessor / Recorder / County Clerk

Treasurer - Tax Collector

Chief Administrative Office

Auditor and Controller

County Technology Office

Civil Service Commission

Clerk of the Board of Supervisors

County Counsel

Grand Jury

Human Resources

Media and Public Relations

CAC Major Maintenance

Finance and General Government Group & Executive Office

Group Description

The Finance and General Government Group provides a variety of services to employees and the public. A primary function of the Finance and General Government Group is to provide essential support services and infrastructure to the organization that enables the County to achieve the goals laid out in the Strategic Plan and to adhere to the General Management System. 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 to ensure that employees are informed of laws and regulations;
- Genuine respect for our fiduciary responsibilities as stewards of taxpayer resources;
- Maintenance of a robust and capable workforce focused on employee development;
- Use of enabling technologies to improve business processes and operational excellence; and
- Commitment to demonstrating the value of the services provided to County departments and the public, through performance monitoring and management.

Departments in the Finance and General Government Group include:

- 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
- Human Resources
- Media & Public Relations
- Grand Jury
- County Administration Center Major Maintenance

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.

2006-07 Anticipated Accomplishments

The Finance and General Government Group has continued to provide superior financial, human resources, legal, legislative, audit and other services for the County of San Diego that have ensured financial integrity, promoted accountability in government, and maintained the public trust.

Under the leadership of the Chief Financial Officer/Auditor and Controller, the Finance and General Government Group remains committed to developing a structurally-balanced budget, limiting the use of one-time funding for one-time projects, maintaining prudent reserves, investing in preventative maintenance, and managing long-term debt. Strong fiscal and management practices enable the County to maintain among the highest underlying credit ratings AA (Standard & Poor's) Aa2 (Moody's) and to receive distinguished recognition for the County's budget and annual financial reports from the Government Finance Officers Association.

In addition, the Assessor/Recorder/County Clerk's assessment and recording of property and vital records and the Treasurer-Tax Collector's collection of property taxes

and oversight of the Treasurer's Investment Pool have significantly contributed to the County and local public entities' ability to provide essential services to the residents of the region.

Throughout Fiscal Year 2006-07 the Finance and General Government Group has accomplished a great deal in support of the County's Strategic Plan. Specifically:

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

- Delivered the highest quality legal services in an efficient and economical manner to facilitate the achievement of County government's goal to better serve the residents of San Diego County. The Office of County Counsel anticipates prevailing in court in over 90% of all lawsuits filed against the County (estimated at over 70 lawsuits).

Strategic Initiative – Safe and Livable Communities

- Created and maintained County official records and fair and uniform assessments of all properties in San Diego County to ensure that all citizens and customers benefited from these services.

Required Discipline – Fiscal Stability

- Successfully implemented a Fund Balance Reserve Policy to help protect the fiscal health and stability of the County.
- Used available one-time funds to cash finance the County's highest priority capital project, construction of a new Medical Examiner/County Veterinarian joint facility to replace the current outdated building.
- Effectively managed the Treasurers' Investment Pool for the County and other local public entities and maintained the Standard and Poor's AAA rating for the Pooled Money Fund.

Required Discipline – Regional Leadership

- Earned both the Distinguished Budget Presentation Award for Fiscal Year 2006-07 and the Certificate of Achievement for Excellence in Financial Reporting for the County's Comprehensive Annual Financial Report for Fiscal Year 2005-06 from the Government Finance Officers Association.

Required Discipline – Skilled, Competent and Diverse Workforce

- Safeguarded public resources by continuing to ensure 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.
- Improved efficiency in the recruitment and hiring of highly-qualified employees through business process reengineering and implementation of an online employment application system.

Required Discipline – Accountability/Transparency

- Added to the County's existing strong practices for complying with financial reporting laws by formally establishing a Disclosure Working Group to continue ensuring accountability and transparency to investors, the financial market and the public.

Required Discipline – Continuous Improvement

- Established a Risk Oversight Committee to identify, review, monitor and mitigate significant risks involving legal, financial, contractual and operational matters to increase the County's ability to meet emerging public needs while maximizing value for taxpayers.

Required Discipline – Information Technology

- Provided information technology support for County departments to enhance services to residents, including the ongoing implementation of the Integrated Property Tax System which will significantly improve assessment,

collection and apportionment activities in the region. This new system will replace approximately 40 individual applications that are as old as 25 years.

- Continued efforts to reengineer business processes using information technology solutions to reduce paper files, share data, improve performance and harvest operational efficiencies.

2007-09 Objectives

The Finance and General Government Group will continue to provide the critical financial, human resources, legal, legislative, technology and general government support necessary to carry out the County's Strategic Plan using the strength of the General Management System. The Group will be ever vigilant in the planning and analysis of emergent issues. The appropriate level of reserves and internal controls will be maintained to ensure the fiscal stability necessary to effectively manage these issues. Additionally, the Group will remain committed to operational excellence in the areas of:

Required Discipline – Fiscal Stability

- Align the County's long-term financial obligations and capital needs to ensure that public dollars are used as efficiently and effectively as possible.
- Continued development and implementation of the County's strategy to manage the reporting requirements and costs associated with Other Post Employment Benefits (OPEBs) to ensure the long-term financial strength of the organization and accountability to taxpayers.
- Aggressively pursue opportunities to reduce general fund costs associated with the County's existing debt portfolio through strategies such as refunding and/or restructuring debt, and the early repayment of high interest rate debt.

Required Discipline – Skilled, Competent and Diverse Workforce

- Ensure the long-term ability of the County to meet growing service needs of the public by active succession planning and employee development using information technology enhancements such as the Learning Management System.
- Increase available distance learning courses to increase convenience, avoid travel time and costs, and avoid instructor costs.

Required Discipline – Accountability/Transparency

- Lead efforts to engage County departments in measuring performance outcomes to provide an accurate reporting to the taxpayer of the results achieved by the expenditure of public funds.

Required Discipline – Information Technology

- Replace obsolete legacy property tax systems with a state-of-the-art Integrated Property Tax System and related reengineering of business processes to achieve improvements in efficiency, performance and service to the public.
- Begin activities to upgrade the County's core financial and human resource software applications to improve operational efficiency and maximize value to taxpayers.
- Transformation of the County's IT operating environment to include application server consolidation and network consolidation, both of which will improve efficiencies and service levels.

Executive Office Changes from 2006-07 Adopted

Staffing

Total staffing is proposed to be reduced by 2.00 staff years due to position transfers to the Auditor and Controller's office to reflect a change in reporting structure.

Expenditures

Total expenditures are proposed to decrease by $1.5 million due to:

- A proposed decrease of $0.8 million in Salaries and Benefits due to the staffing changes described above and other personnel cost adjustments.
- A proposed net decrease of $2.9 million in Services and Supplies primarily due to the transfer of Enterprise Resource Planning (ERP) application sustaining costs to the Auditor and Controller's Office ($4.0 million), increased funding for anticipated one-time costs associated with the ERP application upgrade planning activities ($0.8 million), and increases in information technology costs ($0.3 million).
- A proposed increase of $2.2 million in Management Reserves to address unanticipated needs and costs associated with the ERP application upgrade.

Revenues

Total revenues are proposed to decrease by $1.5 million due to:

- A proposed decrease of $2.2 million in the E10k Complex Equipment Reserve Designation due to the depletion of the funding used to support maintenance and support costs of enterprise server hardware.
- A proposed decrease of $1.0 million in General Fund Fund Balance associated with maintenance and support of enterprise server hardware.
- A proposed increase of $2.9 million in Finance & General Government Group Fund balance to offset one-time costs associated with the ERP application upgrade planning activities and management reserve increase described above.
- A proposed net decrease of $1.2 million in General Revenue Allocation to fund maintenance and support costs of enterprise server hardware and expenditures decreases described above.

Summary of Changes in Fiscal Year 2008-09

A proposed expenditure decrease of $0.7 million to reflect the anticipated completion of one-time costs associated with the ERP application upgrade planning activities.

Staffing by Department

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Finance & Genl Govt Exec Office	21.00	11.00	9.00	(18.18)	9.00
Board of Supervisors	59.00	59.00	59.00	0.00	59.00
Assessor / Recorder / County Clerk	462.00	462.00	462.00	0.00	462.00
Treasurer - Tax Collector	123.00	123.00	123.00	0.00	123.00
Chief Administrative Office	15.50	16.00	16.00	0.00	16.00
Auditor and Controller	252.00	264.00	267.00	1.14	267.00
County Technology Office	15.00	15.00	16.00	6.67	16.00
Civil Service Commission	4.00	4.00	4.00	0.00	4.00
Clerk of the Board of Supervisors	37.00	37.00	37.00	0.00	37.00
County Counsel	138.00	139.00	141.00	1.44	141.00
Grand Jury	1.00	1.00	1.00	0.00	1.00
Human Resources	118.00	118.00	122.00	3.39	122.00
Media and Public Relations	22.00	22.00	22.00	0.00	22.00
Total	1,267.50	1,271.00	1,279.00	0.63	1,279.00

Expenditures by Department

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Finance & Genl Govt Exec Office	$ 16,389,307	$ 13,445,483	$ 11,898,945	(11.50)	$ 11,208,157
Board of Supervisors	6,072,107	6,802,626	7,597,440	11.68	7,603,870
Assessor / Recorder / County Clerk	46,214,380	48,529,001	55,649,281	14.67	52,849,369
Treasurer - Tax Collector	15,307,637	16,489,196	17,098,592	3.70	17,226,907
Chief Administrative Office	4,311,912	4,464,678	4,702,831	5.33	4,738,076
Auditor and Controller	28,015,277	29,955,318	36,239,139	20.98	35,634,426
County Technology Office	122,593,014	128,684,088	124,446,810	(3.29)	116,315,064
Civil Service Commission	563,318	619,976	624,424	0.72	605,396
Clerk of the Board of Supervisors	6,446,254	6,549,254	6,791,027	3.69	6,703,725
County Counsel	19,691,493	21,247,231	22,454,457	5.68	22,492,841
Grand Jury	570,283	583,462	733,362	25.69	711,495
Human Resources	19,527,623	21,859,300	22,508,736	2.97	21,904,000
Media and Public Relations	2,602,205	2,776,594	3,000,256	8.06	2,896,567
CAC Major Maintenance	834,949	1,595,000	1,643,000	3.01	1,643,000
Total	$ 289,139,759	$ 303,601,207	$ 315,388,300	3.88	$ 302,532,893

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Executive Office	21.00	11.00	9.00	(18.18)	9.00
Total	21.00	11.00	9.00	(18.18)	9.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Executive Office	$ 16,389,307	$ 13,445,483	$ 11,898,945	(11.50)	$ 11,208,157
Total	$ 16,389,307	$ 13,445,483	$ 11,898,945	(11.50)	$ 11,208,157

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 3,670,971	$ 2,276,655	$ 1,460,492	(35.85)	$ 1,380,233
Services & Supplies	10,918,336	8,368,828	5,438,453	(35.02)	4,827,924
Management Reserves	1,800,000	2,800,000	5,000,000	78.57	5,000,000
Total	$ 16,389,307	$ 13,445,483	$ 11,898,945	(11.50)	$ 11,208,157

Budget by Categories of Revenue

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Reserve/Designation Decreases	$ 3,238,200	$ 2,201,400	$ —	(100.00)	$ —
Fund Balance	2,000,000	3,836,800	5,750,000	49.86	5,000,000
General Revenue Allocation	11,151,107	7,407,283	6,148,945	(16.99)	6,208,157
Total	$ 16,389,307	$ 13,445,483	$ 11,898,945	(11.50)	$ 11,208,157

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SAN DIEGO
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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. (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 the 642,685 residents of the First Supervisorial District on the San Diego County Board of Supervisors. The First District extends from the Pacific Ocean in the west to the Otay and San Miguel mountains in the east and from Crown Point on Mission Bay in the north to the U.S./Mexico international border. At the heart of the district lies San Diego Bay, a 23-square mile resource for commerce, ecology and recreation. The First Supervisorial District includes the incorporated cities of Coronado, Imperial Beach, Chula Vista, National City, and communities within the City of San Diego, including Barrio Logan, Chollas View, Crown Point, Grant Hill, La Playa, Lincoln Park, Logan Heights, Loma Portal, Memorial, Midway, Mission Beach, Mount Hope, Mountain View, Nestor, Ocean Beach, Otay, Palm City, Point Loma, San Ysidro, Shelltown, Sherman Heights, Southcrest, Stockton, Sunset Cliffs, and part of Downtown San Diego. The district also includes the unincorporated communities of Bonita, Sunnyside, Lincoln Acres, and East Otay Mesa.

Supervisor Cox directs a highly experienced professional staff whose fundamental mission is to make County government work for citizens by being effective and accountable to taxpayers while ensuring its accessibility and responsiveness to residents. Supervisor Cox's staff assists him in policy development, research, and review of the County budget and operations. The District 1 budget reflects the appropriate professional staffing level for policy analysis and constituent services.

Since joining the Board of Supervisors, Supervisor Cox has brought about an evolution in County government to better serve residents by increasing coordination among public safety resources to better protect residents and fight child and elder abuse; bringing innovation and reform to the County's welfare system; actively promoting the well-being of children, youth, and families by creating more opportunities to succeed through projects like the San Pasqual Academy and the Bonita-Sunnyside Library; ensuring the long-term environmental health of the region's beaches and bays through Project Clean Water; and preserving open space while providing recreational opportunities through the creation of the Otay Valley Regional Park, and the expansion of the Sweetwater River Regional Park, and the Tijuana River Valley Regional Park. Supervisor Cox currently serves as the President of the U.S./Mexico Border Counties Coalition and the Immediate Past President of the California State Association of Counties.

District 2

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

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

District 3

Supervisor Pam Slater-Price represents approximately 650,000 residents in a district encompassing an expansive area that includes large parts of coastal and inland North County and most of suburban San Diego, as well as vital institutions such as the University of California San Diego (UCSD), Marine Corps Air Station Miramar, and the technology/medical/scientific hub that has grown up around it in Sorrento Valley, Mira Mesa, and La Jolla.

The Supervisor represents diverse communities and constituencies in Escondido and Mira Mesa, respectively; the eclectic community of Pacific Beach; semi-rural areas in Encinitas and Escondido; distinct beach communities along Highway 101; as well as Scripps Ranch, Mira Mesa, Tierrasanta, and Sabre Springs; older San Diego neighborhoods like Navajo and San Carlos; and La Jolla.

The rich and diverse Third District offers a unique blend of urban, suburban, semi-rural, and open space areas. The Supervisor is actively engaged in issues relating to growth, traffic, economic development, public protection, and habitat preservation. This includes participation in numerous boards, commissions, and Joint Powers Agreements (JPAs) charged with managing open space areas. Supervisor Slater-Price has also been actively working within her district to resolve issues relating to traffic and beach erosion. Finally, as the representative of communities directly threatened by wildfires, she has a strong interest in public safety and environmental issues dealing with fire abatement and service response.

The Supervisor has funded various non-profit public safety, health, pro-business and tourism, community, and service organizations that provide vital services to constituents in her district and to residents throughout the county.

By following the principles set forth in the County's General Management System, which focuses on kids, the environment, and safe and livable communities, Supervisor Slater-Price will continue to advance a sound, balanced fiscal approach to county governance for area taxpayers.

Supervisor Slater-Price is committed to making San Diego County America's top destination to live, work, and play.

District 4

Supervisor Ron Roberts represents the Fourth Supervisorial District, considered the most ethnically diverse district in San Diego County. Currently, 606,895 people reside in the district, which encompasses a majority of the City of San Diego. Since his election to the Board of Supervisors in 1994, Supervisor Roberts has focused his energy on a wide variety of issues - from improving the plight of foster children and preserving public safety, to making sure that the County of San Diego remains one of the best managed counties in America. Because most of the Fourth Supervisorial District is located within the City of San Diego, the bulk of municipal services, like street improvements, trash collection, and tree trimming fall under the jurisdiction of the San Diego City Council. In general, the Board of Supervisors is responsible for issues that are more regional in nature, such as public health, air quality, water quality, probation, and operation of the jail system. The County's Fourth Supervisorial District spans

almost 70 square miles, extending north to University City, west to Old Town, east to the College Area, and south to Paradise Hills. The district also includes the neighborhoods of Bay Park, Chollas View, City Heights, part of Downtown San Diego, Encanto, Hillcrest, Golden Hill, Kearny Mesa, Kensington, Linda Vista, Little Italy, Mission Hills, Mission Valley, Montgomery Field, Morena, Normal Heights, North Park, Oak Park, Old Town, Serra Mesa, Skyline, South Park, Talmadge Park, and University Heights. Points of interest within the district include Old Town State Historic Park, Balboa Park, and the world-famous San Diego Zoo.

District 5

Supervisor Bill Horn has represented the Fifth District since his election to the Board of Supervisors in 1994. The district covers the northern most area of San Diego County and stretches from the wave-swept sands of the Oceanside coast, to the pine-topped hills of the Palomar Mountain Range and beyond to the expanses of the Borrego Desert. The district, with nearly 1,800 square miles, is a vast resource of nature, industry, resorts, golf courses, fine restaurants, and agriculture. Currently, 627,458 people reside in the Fifth District. Efficient and friendly service is a top priority for Supervisor Horn. His staff assists with research, development, and analysis of the County budget, operations, and policies in addition to responding to the needs of constituents and supporting Supervisor Horn in his contact with the public. Supervisor Horn is proud of the district's improved health care, public safety, and strong relationships with faith-based groups.

Within the Fifth District are the cities of Oceanside, Carlsbad, Vista, and San Marcos, as well as Marine Corps Base Camp Pendleton. The district includes the unincorporated communities of Agua Caliente, Bear Valley, Birch Hill, Bonsall, Borrego Springs, Buena, DeLuz, Del Dios, Eagles Nest, Eden Valley, Elfin Forest, Fairbanks Ranch, Fallbrook, Gopher Canyon, Harmony Grove, Hidden Meadows, Jesmond Dene, La Costa, La Jolla Amago, Lake Henshaw, Lake San Marcos, Lake Sutherland, Lake Wohlford, Lilac, Morettis, Live Oak Park, Oak Grove, Ocotillo Wells, Pala, Palomar Mountain, Pauma Valley, Rainbow, Ranchita, Rancho Monserate, Rancho Santa Fe, Rancho Santa Margarita, Rock Springs, San Felipe, San Ignacio, San Luis Rey, Sunshine Summit, Twin Oaks Valley, Valley Center, Vista Acres, Warner Springs, and Winterwarm. The district is also home to the Indian Reservations of La Jolla, Los Coyotes, Mesa Grande, Pala, Pauma/Yuima, Rincon, and San Pasqual. Also within the district boundaries are vast areas of National Forest, State Park lands, and the United States Naval Weapons Station at Fallbrook. Supervisor Horn is an avocado rancher, so agriculture remains close to his heart. Agriculture is a major industry (the fourth most important in the county) in the Fifth District, with many hills and valleys covered with groves of avocado and citrus trees. Decorative flowers, grown commercially, paint the hills of Carlsbad each year with a rainbow of colors. Elsewhere, cattlemen tend their herds in the oak-studded, inland valleys and farmers plant and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the Borrego desert.

Tourism and 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. Supervisor Horn is committed to property rights, public safety, balanced growth, traffic relief, and properly using our natural resources.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Board of Supervisors District 1	10.00	10.00	10.00	0.00	10.00
Board of Supervisors District 2	11.00	11.00	11.00	0.00	11.00
Board of Supervisors District 3	11.00	11.00	11.00	0.00	11.00
Board of Supervisors District 4	12.00	12.00	12.00	0.00	12.00
Board of Supervisors District 5	13.00	13.00	13.00	0.00	13.00
Board of Supervisors General Offices	2.00	2.00	2.00	0.00	2.00
Total	59.00	59.00	59.00	0.00	59.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Board of Supervisors District 1	$ 1,027,346	$ 1,149,611	$ 1,264,572	10.00	$ 1,264,572
Board of Supervisors District 2	1,054,121	1,159,533	1,345,058	16.00	1,345,058
Board of Supervisors District 3	1,015,560	1,117,116	1,228,827	10.00	1,228,827
Board of Supervisors District 4	1,027,346	1,078,713	1,175,797	9.00	1,175,797
Board of Supervisors District 5	1,114,642	1,226,106	1,360,977	11.00	1,360,977
Board of Supervisors General Offices	833,092	1,071,547	1,222,209	14.06	1,228,639
Total	$ 6,072,107	$ 6,802,626	$ 7,597,440	11.68	$ 7,603,870

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 5,281,455	$ 5,779,711	$ 6,435,663	11.35	$ 6,442,092
Services & Supplies	790,652	1,022,915	1,161,777	13.58	1,161,778
Total	$ 6,072,107	$ 6,802,626	$ 7,597,440	11.68	$ 7,603,870

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
General Revenue Allocation	$ 6,072,107	$ 6,802,626	$ 7,597,440	11.68	$ 7,603,870
Total	$ 6,072,107	$ 6,802,626	$ 7,597,440	11.68	$ 7,603,870

Assessor/Recorder/County Clerk

Department Description

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

Mission Statement

To have fair and uniform assessments of all property, to obey and fully implement all property tax laws, and to provide prompt and courteous service to the public. To provide for the orderly and expeditious recordation, archiving and retrieval of all records submitted to provide for the efficient distribution of vital records to the public.

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids, The Environment, and 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 were 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 enabling the public and businesses to establish identity in order to conduct their affairs.

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 could fulfill their legally mandated responsibilities.

Required Discipline – Customer Satisfaction

- Provided the public with the services that are of value to them in a competent and professional manner.

2007-09 Objectives

Strategic Initiative – Kids, The Environment, and 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.

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.

Required Discipline - Customer Satisfaction

- Provide the public with the services that are of value to them in a competent and professional manner.

Changes from 2006-07 Adopted

Staffing

No staffing changes are proposed.

Expenditures

Proposes an increase of $7.1 million.

- Increase in Salaries and Benefits of $2.4 million due to an increase in negotiated cost of living adjustments.
- Increase in Services and Supplies of $4.3 million is proposed due to an increase in IT costs ($0.4 million) and funding for one-time projects including electronic recording; image enhancement and scanning to enhance public access to information and provide clear and readable documents; facility asbestos abatement and space reconfiguration to alleviate public and employee health and safety issues; and aerial photography ($3.9 million).
- Increase of $0.1 million in Capital Asset Equipment due to anticipated equipment needs associated with the one-time projects described above.
- Increase in Management Reserves of $0.3 million to address unanticipated expenses.

Revenues

Proposes an increase of $7.1 million.

- Net increase of $5.1 million in Charges for Current Services is due to:
  - Increase of $3.3 million in AB 2890, *Supplemental Tax Administrative Reimbursement and Recorded Document Fees*, revenue to realign the budget to reflect actual projected revenue.
  - Increase of $1.4 million in Property Tax Administration Revenue to partially offset the one-time services and supplies expenditures described above.
  - Increase of $2.0 million in Recording Modernization Revenue to partially offset the one-time services and supplies expenditures described above.
  - Decrease of $2.0 million in Recording Document Revenue due to housing and refinancing slowdown.
  - A proposed net increase of $0.4 million in various revenue categories to partially offset the one-time services and supplies expenditures described above.
- Increase of $0.3 million in Fund Balance for Management Reserves.
- Increase of $1.6 million in General Revenue Allocation to offset increases in operational costs described above.

Summary of Changes in Fiscal Year 2008-09

Proposes a net decrease of $2.8 million due to completion of prior year one-time projects.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
% of ownership records indexed within two business days [1]	100%	96%	98%	98%	99%
% of 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]	100%	96%	97%	98%	98%
Satisfactory customer service rating[4]	N/A	94%	94%	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. 100% of assessments must be completed for roll to close as the first step in the County's ability to assess and bill annual property tax.

[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. New measure began in Fiscal Year 2006-07.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Property Valuation ID	294.50	294.50	294.50	0.00	294.50
Recorder / County Clerk	131.00	131.00	131.00	0.00	131.00
Public Information Services	19.50	19.50	19.50	0.00	19.50
Management Support	17.00	17.00	17.00	0.00	17.00
Total	462.00	462.00	462.00	0.00	462.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Property Valuation ID	$ 28,716,095	$ 29,117,454	$ 33,089,696	13.64	$ 32,215,734
Recorder / County Clerk	12,295,561	15,462,156	18,134,713	17.28	16,867,312
Public Information Services	1,559,655	1,226,272	1,264,873	3.15	1,325,967
Management Support	3,643,069	2,723,119	3,159,999	16.04	2,440,356
Total	$ 46,214,380	$ 48,529,001	$ 55,649,281	14.67	$ 52,849,369

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 35,147,596	$ 36,222,828	$ 38,648,048	6.70	$ 40,113,136
Services & Supplies	10,866,784	12,306,173	16,626,233	35.10	12,736,233
Capital Assets Equipment	—	—	75,000	—	—
Management Reserves	200,000	—	300,000	—	—
Total	$ 46,214,380	$ 48,529,001	$ 55,649,281	14.67	$ 52,849,369

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 200,000	$ —	$ 300,000	—	$ —
Licenses Permits & Franchises	440,000	440,000	469,345	6.67	469,345
Revenue From Use of Money & Property	140,000	140,000	198,987	42.13	198,987
Charges For Current Services	40,707,137	34,489,392	39,622,401	14.88	35,657,402
Miscellaneous Revenues	30,000	30,000	30,000	0.00	30,000
General Revenue Allocation	4,697,243	13,429,609	15,028,548	11.91	16,493,635
Total	$ 46,214,380	$ 48,529,001	$ 55,649,281	14.67	$ 52,849,369

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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 $4.0 billion in public funds; the billing and collection of nearly $4.0 billion in secured and 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.

2006-07 Anticipated Accomplishments

Required Discipline – Fiscal Stability

Treasury

- In order to safeguard public funds and maintain public trust, the Treasury Division continued to provide accurate recording of funds on deposit and facilitated daily reconciliations for over $28 billion in receipts and disbursements. Posting banking Policies and Procedures to the Treasurer-Tax Collector website assists with the customer service provided to the Government Entities and County departments and agencies.
- In an effort to achieve the investment goals of maximizing return while balancing safety of principle and liquidity in order to fund the delivery of superior services throughout the San Diego County region, the Investment Unit has maintained 'AAAf/S1' rating from Standard & Poor's rating service. This rating reflects the extremely strong protection the Pool's $4 billion portfolio investments provide against losses from credit defaults. The "S1" volatility rating signifies that the Pool possesses low-sensitivity to changing market conditions, given its low-risk profile and conservative investment policies.
- To reaffirm the Treasurer-Tax Collector's vision and commitment to quality service, the Treasurer's Office provided broad-based financial and consulting services to public agencies within the San Diego County region so they can make informed decisions that minimize taxpayer cost when issuing debt. In addition, public agencies are able to ensure correct and timely payments to bond holders. The Treasurer's Office also hosted Debt Financing and Investment Seminars to expand and improve education, information, and services for the local agencies.
- To ensure the County receives the best overall value for the procurement of services, the Treasurer's Office opened a competitive bid process for custodial bank services and awarded the contract to the strongest provider with enhanced technology and value-added services in the maintenance of investment records and settlement of investment securities. Conversion to the

new custodial bank, Bank of New York, included the improved month end reports and system of record of investments. In addition, Bank of New York automated the reconciliation between the investment Portfolio Order Management System and the custodian to reduce the staff hours required of a manual reconciliation.

- The Investment Unit seeks to add value by implementing a new benchmark investment portfolio strategy. The short-term and long-term investment positions are managed to a duration that reflects appropriate risk with optimal reward to the pool. This strategy allows movement away or toward the benchmark weights in order to pursue return on investment and ensure appropriate risk levels are maintained.
- Continued to provide clarity and useful statistical financial data that included trend information about the net assets ($4.0 billion) and changes in net assets (reduction of $127.1 million) of the San Diego County Treasury California Comprehensive Annual Financial Report (CAFR) by implementing the new Governmental Accounting Standards Board (GASB) Statement No. 44, "Economic Condition Reporting: The Statistical Section".
- Enhanced the process and format of the Quarterly Financial Treasury Assets Report to the Board of Supervisors. The improved process and format mirror the San Diego County Treasury CAFR. This has also improved the efficiency of the year-end process for the preparation of the San Diego County Treasury CAFR for total assets of $5.8 billion. The San Diego Treasury CAFR is intended to provide complete and reliable information as a basis for making management decisions, as a means of determining compliance with legal provisions, and determining responsible stewardship of the funds in the Treasury.
- Developed and implemented a new format for presenting both the Investment Pool ($4 billion) and the Combined Dedicated Portfolios ($1.8 billion). The new format provides full disclosure of complete and reliable information within the San Diego Treasury CAFR described above.
- To strengthen internal controls that increased efficiency in processing and safeguarding cash, the Treasury Division coordinated two Cash Handling Workshops conducted by the Public Institute of Treasurers with 135 participants from the government entities and County departments in attendance. To improve efficiency, a larger facility was requested in order to condense the six workshops down to two.
- The Treasurer-Tax Collector continued the process of training and certifying cash handlers of government entities and County departments by developing a Cash Handling User Manual and Training Syllabus to address cash handling at over 50 countywide cash collection sites. The Treasurer-Tax Collector's Departmental Cash Policies and Procedures can be used as a model for other organizations.
- To achieve Countywide consistency and optimize investment opportunities, completed the conversion of credit card payment processing to Wells Fargo bank processing with two County departments for over $80,000 in volume transactions.

Tax Collection

- Prepared and mailed over one million bills and notices to San Diego County taxpayers in order to collect property tax revenues necessary to pay for publicly funded services.
- Received and processed tax payments in a timely and efficient manner in order to deposit funds quickly and optimize investment opportunities on behalf of San

Diego taxpayers. Utilized a new automated reconciliation program to more efficiently handle exception payments.

- Collected over $879 million via Electronic Funds Transfer (EFT) from large volume/high dollar tax service agencies in order to maximize efficiency and investment of funds.
- Increased accuracy and accountability of collection operations by retraining staff on best practice cash handling procedures; standardizing vault security procedures for all Treasurer-Tax Collector branches; and utilizing new cash counting machines with high-volume counting and counterfeit-detection capabilities.

Deferred Compensation

- Presented three Investment & Retirement Symposiums for over 800 County employees and retirees to increase retirement planning awareness.
- Hosted the first ever "Retirement Dreaming Fair" to increase retirement planning awareness with over 600 employees attending.
- Provided 64 Countywide educational seminars with over 2,200 employees attending to educate employees about their Deferred Compensation investment plans.

Required Discipline – Regional Leadership

- Achieved the one-year target level of the Local Banking Initiative Program which placed $46.7 million of public funds to local and regional banks. The initiative demonstrated exemplary leadership and serves as a model that any local agency can achieve its primary goals while contributing to the financial well-being of its local economy.
- Provided valuable financial resource to the City of Lemon Grove by managing $5 million of its public funds in a Dedicated Portfolio supporting the City of Lemon Grove goal of improving its earnings with the long-term portfolio managed by the County Treasury.
- Served as a strong financial resource for the Leucadia Wastewater District which voluntarily invested $500,000 of its public funds in the Pooled Money Fund.

Required Discipline – Information Technology

- Continued the Countywide Integrated Electronic Payment system to streamline payment processing and conserve natural resources. The project is 50% completed and is expected to be completed by 2009.
- Participated in development of an Integrated Property Tax System with the Assessor/Recorder/Clerk, Auditor & Controller, and Chief Technology Office.
- Participated in the Oracle Financials process improvement for Accounts Payable, Accounts Receivable, and General Ledger under the leadership of the Business Process Improvement Team. Reduced the number of Blanket Purchase Agreements valued at less than $2,500 from thirteen releases to zero. This project is a Countywide effort to reduce staff hours across all departments and therefore, reduce the cost of processing payments.
- Collaborated with the Enterprise Resource Planning and Business Process Improvement Teams to develop a plan for automation of the Treasurer's Accountability Ledger in Oracle Financials.
- Improved IT infrastructure by transitioning to new County IT service provider, Northrup-Grumman, and collaborating in mainframe and server moves from California to Texas and Oklahoma.

Required Discipline – Continuous Improvement

- To maximize investment earnings, continued to support a "paperless" environment which optimizes the efficiency at which the securities are processed and settled. It decreases the settlement risk and allows for greater integration with other internal and external systems.

Required Discipline – Customer Satisfaction

- Conducted Wire Administration and Request Portal Training for two governmental entities for a total of eight participants to improve efficiency in the wire request process.

2007-09 Objectives

Required Discipline – Fiscal Stability

Treasury

- To safeguard public funds and maintain public trust, we will manage the provisions of banking services for public entities and County departments. We 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, we will invest public monies held in the Treasury and maximize cash resources, without sacrificing the safety of principle or liquidity.
- To assist public agencies in making informed decisions that minimize taxpayer cost when issuing debt and ensuring correct and timely payments to bond holders, we will provide broad-based financial and consulting services to public agencies within the San Diego County region and host educational seminars to local agencies.

Tax Collection

- Prepare and mail bills and notices in a timely and efficient manner in order to collect all local property tax revenues used to pay for publicly funded services.
- Receive and process 98% of secured property tax and 99% of unsecured property tax payments in a timely and efficient manner in order to deposit funds quickly and optimize investment opportunities on behalf of San Diego taxpayers.

Required Discipline – Customer Satisfaction

Treasury

- Provide a learning platform and forum to address current issues on debt financing and investing public funds by facilitating two Debt Financing and Investment Seminars for local agencies.

Tax Collection

- Provide superior customer satisfaction by improving the TTC automated telephone system with a new service provider and enhanced telephone services.

Deferred Compensation

- Increase enrollment in the 457 Deferred Compensation Program by 3% (330 additional participants) by June 2008 and by an additional 5% (550 additional participants) by June 2009.
- Increase the average participant contribution in the 457 Deferred Compensation Program by $5 through June 2008 and by $15 through June 2009.
- Increase employee awareness and understanding of the Terminal Pay Plan by training payroll staff on techniques to advise employees.
- Educate employees on the Deferred Compensation Program by presenting two Investment & Retirement Symposiums by June 2008 and two additional Investment & Retirement Symposiums by June 2009.

Required Discipline – Regional Leadership

- Increase local lending resources and ultimately contribute to the health of our local economy by spearheading the Local Banking Initiative to allow local community banks to raise funds at an acceptable cost. This is achieved while maintaining the safety and liquidity of the County's pooled money funds and earning a respectable rate of return.

Required Discipline – Information Technology

- Streamline payment processing by implementing the Countywide Integrated Electronic Payment system. The project is 50% complete and is expected to be completed by 2009.
- Participate in the development of the Integrated Property Tax System with the Assessor/Recorder/Clerk, Auditor & Controller, and Chief Technology Office.

Required Discipline – Continuous Improvement

- Improve efficiency by implementing a Tax Payment Processing Agreement with a reputable vendor that is Payment Card Industry compliant and Visa Tax Payment Pilot approved, by June 2008. This will allow the Treasurer-Tax Collector to process tax payments via credit card, debit card, and electronic checks over the Internet, through the automated telephone system, and over the counter. Acquisition of this capability will improve customer satisfaction, enhance efficiency of payment processing, and reduce staff time.
- Increase internal controls and processing efficiency by updating the General Obligation Bond policies and procedures to include business work flow, contacts, reconciliation, and vendors in coordination with the Auditor and Controller, by June 2009.

Required Discipline – Skilled, Competent and Diverse Workforce

- Increase the number of certified Cash Handlers by 70 people in 2007-08 and 70 people in 2008-09. The Treasury hosts an Association of Public Treasurers Certified Cash Handling Workshop wherein 90 County employees and 45 government entity employees were trained in 2006-07. There are a total of 700 people who require certification in Cash Handling. This certification will strengthen internal controls and increase efficiency in processing and safeguarding cash.
- Develop skilled and competent supervisors by ensuring that 100% of Treasurer-Tax Collector supervisors (24 total supervisors) attend two supervisory training courses by June 2008.

Changes from 2006-07 Adopted

Staffing

No staff changes are proposed.

Expenditures

Proposes an increase of $0.6 million.

- Increase of $0.5 million in Salaries and Benefits due to negotiated cost of living adjustments.
- Increase of $0.1 million in Services and Supplies primarily due to professional services related to financial advisory services for Treasury Investments; establishment of a special department expense for the facilitation of debt financing and investment seminars, and anticipated increases in information technology costs due to planned projects.

Revenues

Proposes a net increase of $0.6 million.

- Increase of $1.3 million in Charges for Current Services due to:
  - An increase of $0.6 million in AB 2890, *Supplemental Tax Administrative Reimbursement and Recorded Document Fees*, due to supplemental bill payments as a result of economic growth experience in 2004 – 2006.
  - An increase of $0.5 million in Property Tax System Administration Fees is anticipated as a result of sustained economic growth impacting property tax services.

- An increase of $0.1 million in Banking Services Pooled Money revenue is anticipated to recover costs for financial advisory services and the facilitation of debt financing and investment seminars as described in expenditures above.

- Budgeted Fund Balance of $0.2 million will be used to fund Management Reserves.
- Decrease of $0.7 million in General Revenue Allocation due to increased revenues noted above.

Summary of Changes in Fiscal Year 2008-09

No significant changes are proposed.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Secured Taxes Collected (% of total)	98%	98%	98%[1]	98%	98%
Unsecured Taxes Collected (% of total)	99%	99%	99%	99%	99%
Rate of Return on Investment Pool (%)	3.47%	3.75%	4.75%[2]	4.25%[3]	4.00%[3]
On-time and accurate payments to bond holders[4]	100%(184 total payments)	100%(188 total payments)	100% (188 total payments)	N/A	N/A
Customer Satisfaction Ratings (1-5, 5 being highest)	4.64	4.80	4.74[5]	4.70	4.70
Deferred Compensation Plan Asset Growth	15.2%	15%	16.03%[6]	14%[6]	14%
Deferred Compensation average deferral amount per employee per pay period	$195	$205	$209[7]	$214[7]	$225[7]
Deferred Compensation percentage of eligible County employees participating in the 457 plan (currently 65%).[8]	N/A	N/A	N/A	68%	73%
Number of newly Certified Cash Handlers for the County and other government entities.[8]	N/A	N/A	N/A	70	70

Table Notes

[1] With a county the size of San Diego, we can anticipate that a small percentage of taxpayers will not pay their taxes. Over the past five years, we have maintained a slightly higher than 98% (98.003% in 2005-06) collection rate.

[2] The Rate of Return on Investment Pool is estimated to be 4.75% in 2006-07 because the interest rates stayed higher and longer than we estimated back in 2005 for the 2006-07 estimate. The yield curve also remained inverted (short rates higher than long term rates) for most of 2006.

[3] Going forward we expect the Federal Reserve to lower the Fed Funds from 5.25% (current) to 4.50% during 2008. This will lower the rates that the Pool reinvests the securities that had a 5% rate. As the older investments mature, proceeds from maturities and new money will be reinvested at lower rates.

[4] Effective Fiscal Year 2007-08, this performance measure will not be reported in future Operational plans.

[5] The Treasurer-Tax Collector mails more than 1 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 not exceptional because they believe the taxes are too high. Due to economic slowing, it is estimated that the actual Customer Satisfaction Rating will be less than the proposed rating and will remain under 4.8 through 2009.

[6] The Deferred Compensation Plan is anticipated to perform well through 2006-07 because of the healthy condition of the economy. Although we anticipate an increase in participation in the Deferred Compensation Plan we also anticipate a slight decrease in the rate of asset growth due to economic slowing.

[7] Increased plan awareness will lead to increase in Deferred Compensation average deferral amount per employee per pay period.

[8] These measures are new as of Fiscal Year 2007-08 to better reflect outcome-based performance.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Treasury	30.00	29.00	29.00	0.00	29.00
Tax Collection	82.00	83.00	83.00	0.00	83.00
Administration - Treasurer / Tax Collector	11.00	11.00	11.00	0.00	11.00
Total	123.00	123.00	123.00	0.00	123.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Treasury	$ 5,506,160	$ 5,576,169	$ 5,875,910	5.38	$ 6,015,364
Tax Collection	8,247,275	9,186,182	9,403,763	2.37	9,463,390
Administration - Treasurer / Tax Collector	1,554,202	1,726,845	1,818,919	5.33	1,748,153
Total	$ 15,307,637	$ 16,489,196	$ 17,098,592	3.70	$ 17,226,907

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 9,328,326	$ 9,907,955	$ 10,390,698	4.87	$ 10,719,014
Services & Supplies	5,779,311	6,381,241	6,507,894	1.98	6,507,893
Management Reserves	200,000	200,000	200,000	0.00	—
Total	$ 15,307,637	$ 16,489,196	$ 17,098,592	3.70	$ 17,226,907

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 200,000	$ 200,000	$ 200,000	0.00	$ —
Fines, Forfeitures & Penalties	799,000	915,000	942,450	3.00	942,450
Charges For Current Services	8,707,620	9,363,221	10,623,636	13.46	10,623,636
Miscellaneous Revenues	100,700	100,700	103,721	3.00	103,721
General Revenue Allocation	5,500,317	5,910,275	5,228,785	(11.53)	5,557,100
Total	$ 15,307,637	$ 16,489,196	$ 17,098,592	3.70	$ 17,226,907

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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.

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 and efficiently managing the day-to-day operations and functions of County government.

2006-07 Anticipated Accomplishments

Strategic Initiatives & Required Disciplines:

The Chief Administrative Office continued to manage County operations using the fiscal disciplines outlined in the County's General Management System and focused on improving business processes to provide more and better services to the public, while efficiently, effectively implementing policy decisions made by the Board of Supervisors.

During Fiscal Year 2006-07, the CAO successfully managed enterprise-wide issues, initiating the transition of contracted information technology (IT) services from the Pennant Alliance to Northrop Grumman, working toward completion and implementation of the County's new Integrated Property Tax System and completing labor negotiations with 24 bargaining units.

The Chief Administrative Officer worked with health care professionals and policy makers to establish a strategy to meet the health care needs of the region and expanded County and regional public safety programs.

The Chief Administrative Office also worked with the Board of Supervisors to plan for, construct and maintain a variety of public facilities throughout the region, which provide vital services and improve the quality of life for County residents. During Fiscal Year 2006-07, the County began work to design and construct a new regional Medical Examiner facility and continued construction of a new Skilled Nursing Facility. Additionally, several fire-damaged County parks were re-opened, additional open space for the region's Multiple Species Conservation Program was acquired, two new libraries were built and one opened, and the County's Emergency Operations Center was significantly upgraded.

Also during Fiscal Year 2006-07, the Chief Administrative Office worked aggressively to reduce risk to County residents and taxpayers in various ways - from expanding existing financial and legal reporting procedures to strengthening the Continuity of Operations Plans in each department, ensuring that the County is prepared to respond to and recover from natural disasters, disease outbreaks, or other emergencies.

Additional specific accomplishments relating to the County's three Strategic Initiatives and the Required Disciplines are summarized under each County department that reports to the CAO through the County's five business groups.

2007-09 Objectives

Strategic Initiatives & Required Disciplines:

- Continue to manage County operations using the disciplines outlined in the County's General Management System, with particular emphasis given to maintenance of the County's strong credit rating, extinguishment of long-term debt, maintenance of prudent reserves and careful management of position growth.
- Strengthen recruitment and training initiatives to ensure that the County attracts and maintains a workforce with the skills to meet current and future needs of the region's population.
- Work with representatives of the health care industry and community partners to implement a comprehensive health care strategy for the San Diego region.
- Work with the Sheriff, District Attorney and other public safety officials to strengthen and improve County of San Diego public safety programs.
- Using the Capital Improvement Needs Assessment (CINA) plan, work with the Board of Supervisors to ensure that the County is a responsible steward of the public's facilities by identifying and prioritizing new facility needs, commensurate with the region's growth, as well as ensuring that plans are in place to maintain existing facilities.
- Continue to aggressively identify and reduce financial and legal risks throughout the organization to ensure that County operations meet the highest legal and ethical standards, and to protect the public's tax dollars.
- Ensure that the interests of County residents are actively communicated to State and federal officials and agencies.
- Additional specific goals relating to the County's three Strategic Initiatives and the Required Disciplines are summarized under each County Department that reports to the CAO through the County's five business groups.

Changes from 2006-07 Adopted

The changes outlined in this section are limited to the budget area assigned specifically to capture revenues and expenditures related to the immediate staff within the CAO's Department. They are not reflective of the overall County budget changes.

Staffing

No staffing changes are proposed.

Expenditures

Proposes a net increase of $0.2 million.

- Proposes an increase of $0.1 million in Salaries and Benefits due to negotiated cost of living adjustments.
- Proposes an increase of $0.1 million in Services and Supplies associated with increased costs for the County's outside audit and legislative advocacy contracts, increased information technology costs, and memberships.

Revenues

Proposes an increase of $0.2 million in General Revenue Allocation to fund the increases noted above.

Summary of Changes in Fiscal Year 2008-09

No significant changes are proposed.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Executive Office	7.50	7.00	7.00	0.00	7.00
Office of Intergovernmental Affairs	4.00	5.00	5.00	0.00	5.00
Internal Affairs	4.00	4.00	4.00	0.00	4.00
Total	15.50	16.00	16.00	0.00	16.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Executive Office	$ 1,655,227	$ 1,720,996	$ 1,900,973	10.46	$ 1,877,446
Office of Intergovernmental Affairs	1,433,240	1,533,456	1,666,991	8.71	1,705,470
County Memberships and Audit	661,201	653,201	540,855	(17.20)	540,855
Internal Affairs	562,244	557,025	594,012	6.64	614,305
Total	$ 4,311,912	$ 4,464,678	$ 4,702,831	5.33	$ 4,738,076

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 2,377,284	$ 2,520,560	$ 2,640,987	4.78	$ 2,696,233
Services & Supplies	1,914,628	1,924,118	2,041,844	6.12	2,041,843
Management Reserves	20,000	20,000	20,000	0.00	—
Total	$ 4,311,912	$ 4,464,678	$ 4,702,831	5.33	$ 4,738,076

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 20,000	$ 20,000	$ 20,000	0.00	$ —
Charges For Current Services	57,023	65,615	65,615	0.00	65,615
General Revenue Allocation	4,234,889	4,379,063	4,617,216	5.44	4,672,461
Total	$ 4,311,912	$ 4,464,678	$ 4,702,831	5.33	$ 4,738,076

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Auditor and Controller

Department Description

The Auditor and Controller (A&C) Department has four primary responsibilities. First, in accordance with the County Charter and generally accepted accounting principles, the department provides an integrated system of financial support services for all County departments, agencies, and special districts including: accounting; cash management; payroll; accounts payable; cost accounting; and property tax services. Also, the department performs independent operational, financial, and performance audits, and oversees contracts for audit services. In addition, the department is responsible for the development, preparation, and monitoring of the County's Operational Plan and provides financial advisory support to the Board of Supervisors and the Chief Administrative Officer, advancing the goals and vision of the Board through use of the General Management System (GMS) and the County's Strategic Plan. Finally, the department provides cost effective and professional collection and accounts receivable management services to maximize recovery of funds due to the County.

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.

2006-07 Anticipated Accomplishments

Required Discipline - Regional Leadership

- The Auditor and Controller's Office of Financial Planning received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the Fiscal Years 2006-07 & 2007-08 Operational Plan.
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the Comprehensive Annual Financial Report (CAFR) and the State Controller's Award for Achieving Excellence in Financial Reporting for the Fiscal Year Ended June 30, 2005.

Required Discipline - Fiscal Stability

- Completed the County's CAFR for the Fiscal Year ending June 30, 2006.
- Identified current and future revenue, as well as cost and cash flow trends, in order to facilitate the allocation of limited resources to San Diego County groups and departments to achieve the most effective use of taxpayer dollars.
- Facilitated quarterly fund balance projections throughout the year, demonstrating one of the County's strong fiscal management practices. The County's Unreserved, Undesignated General Fund balance at June 30, 2006 was $435 million, a 65% increase over the prior year.
- Distributed over $1.7 billion in property taxes to school districts and taxing agencies and over $210 million of tax increment revenue to redevelopment agencies.

- Provided timely and accurate accounting, payment, and collection services for County departments and external agencies that are compliant with County policies, procedures, laws, and regulations.
- Processed 100% of County payments within 5 business days after receipt of invoice by Accounts Payable, exceeding the target of 92%.
- Through prudent fiscal management and adherence to the General Management System (GMS) principles, continued to maintain the County's strong underlying credit ratings of AA (S&P) and Aa2 (Moody's).

Required Discipline - Accountability /Transparency

- Provided timely federal, State, and local financial reports and annual financial statements that complied with regulations and reporting standards for County departments, outside government agencies, investors, and taxpayers to ensure accountability and transparency of financial transactions. Completed and submitted 99% of all financial reports/disclosures on time.
- Completed all testing of the Procurement Card module of the Continuous Auditing Software, and anticipate final testing of the Procure-to-Pay module by year end. The Continuous Auditing Software is used to perform continuous monitoring and review of the County's financial systems.
- Provided audit services, including State mandated and operational/performance audits that ensured the integrity of management control systems, consistent performance across the enterprise, and a better use of resources.

Required Discipline – Skilled, Competent and Diverse Workforce

- Developed and updated the annual employee development plans. These individual plans outline the core competency training and development objectives for each employee for the fiscal year. Completed 80% of the identified curriculum in the employee development plans.

Required Discipline –Continuous Improvement

- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector, and the County Technology Office, continued the implementation of the new Integrated Property Tax System which will significantly improve assessment, collection, and apportionment activities in the County.

2007-09 Objectives

Required Discipline - Continuous Improvement

- In coordination with the Assessor/Recorder/County Clerk, Treasurer/Tax Collector and the County Technology Office, continue the implementation of the new Integrated Property Tax System which will significantly improve assessment, collection and apportionment activities in the County.
- Upgrade the Oracle financial and Kronos timekeeping systems to most current versions while identifying opportunities to reengineer business process to achieve the most efficient use of these applications.

Required Discipline - Fiscal Stability

- Maintain the County's strong issuer credit ratings of AA (S&P) and Aa2 (Moody's) to ensure the County's ability to issue long-term debt at a low interest cost.
- Provide timely and accurate accounting, payment and collection services for County departments and external agencies that are in compliance with County policies, procedures, laws, and regulations.
- Identify current and future revenue, as well as cost and cash flow trends, in order to facilitate the allocation of limited resources to San Diego County groups and departments to achieve the most effective use of taxpayer dollars.

Required Discipline - Accountability /Transparency

- 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 audit services, including State mandated and operational/performance audits that ensure the integrity of management control systems, consistent performance across the enterprise, and a better use of resources.

Changes from 2006-07 Adopted

Staffing

Proposes a net increase of 3.00 staff years.

- Transfer of 1.00 staff year from the Finance and General Government Group to Central Project and Accounting Services to manage Oracle Capital Projects.
- Transfer of 1.00 staff year from the Finance and General Government Group to Information Technology Management Services to manage Oracle sustaining efforts.
- Increase of 1.00 staff year to the Office of Financial Planning for the Community Enhancement/ Community Projects programs to enhance administration and accounting of Community Enhancement/Community Project grants.

In addition to the net increases described above, the department proposes to transfer 6.00 staff years from the Accounting and Fiscal Controller Division and 4.00 staff years from Administration to Information Technology Management Services. All information technology support services for Oracle, Kronos, and departmental financial applications have been consolidated into Information Technology Management Services. Consolidation of information technology staff will improve communication and support for all internal financial and ERP applications.

Expenditures

Proposes a net increase of $6.3 million.

- Increase of $1.1 million in Salaries and Benefits for negotiated cost of living adjustments and additional staff.
- Increase of $4.3 million in Services and Supplies. $3.9 million is due to the transfer of Enterprise Resource Planning System sustaining activities from the Finance and General Government Group to the Auditor and Controller. The proposed additional $0.5 million will fund various information technology improvements, such as multi-platform reporting via WebFOCUS, maintenance for QBIS financial statement reporting software, maintenance on ACL Continuous Auditing Software, and annual support for the Inter-Active Voice response system in Revenue and Recovery.
- Management Reserves are proposed to increase by $0.8 million to a total of $1.0 million to fund potential system requirements for Oracle and Kronos that are not specifically covered by maintenance.

Revenues

Proposes a net increase of $6.3 million.

- Net decrease of $0.1 million in Charges for Current Services primarily related to a reduction in accounting services provided to the Road Fund, which has been assumed by its staff, and a reduced allocation of Property Tax System Administration Fees to the Auditor and Controller and an anticipated increase in Superior Court Reimbursement.
- Increase of $0.5 million to a total of $1.0 million in Fund Balance to be used for potential system changes and repairs for Oracle and Kronos that are not specifically covered by maintenance.

- Increase of $5.9 million in General Revenue Allocation to fund expenditures noted above, primarily to fund Enterprise Resource Planning System ongoing costs and to offset general operating expenses as described above.

Summary of Changes in Fiscal Year 2008-09

Proposes a net decrease of $0.6 million due to decrease in revenue of $0.6 million in A-87 Cost Reimbursements from Superior Court. In Fiscal Year 2008-09, Superior Court is scheduled to reduce the number of services provided by the A&C. Superior Court will only require payroll services from the A&C in Fiscal Year 2008-09.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Planning – Project General Purpose Revenue[1] accurately – projection variance should be within no greater than 2.5% of the actual received	13%[2]	2.5%	1.78%	2.5%	2.5%
Planning – Project General Fund Cash Flows[3] within 2% of Arbitrage[4] limits	2%	1%	1%	1%	1%
Processing – Percent of County payments processed within 5 days of receipt of invoice in Accounts Payable	90% (245,525)	92%	100% (187,466)[5]	92%	92%
Reporting – Percent of financial reports/ disclosures in the Auditor and Controller that are submitted on or before their respective due date / total number of reports & disclosures	99% of (351)	100%	99% of 439	100% of 439	100% of 439
Auditing –Percent of current year scheduled audit recommendations[6] contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS) for audits performed that are implemented	90% (452)	92%	90% (220)[7]	92%	92%

Table Notes

[1] General Purpose Revenue (GPR) represented approximately 27.6% of the General Fund financing sources in Fiscal Year 2006-07. This revenue comes from property taxes, property tax in lieu of vehicle license fees (VLF), sales taxes (and property tax in lieu of sales tax), real property transfer tax (RPTT), and miscellaneous other sources. GPR is an integral component of the County's overall budget. Therefore, it is essential to maintain accurate forecasts of this revenue.

[2] Actual General Purpose Revenues for Fiscal Year 2005-06 exceeded budget by 13%. This was attributable to increased property tax revenues and property tax in lieu of vehicle license fees that exceeded projections due to a continued strong real estate market. These factors have been included in the General Purpose Revenue projections for Fiscal Years 2006-07 and 2007-08.

[3] This performance measure relates to the accuracy of cash flow projections used in determining cash borrowing needs each year as part of the Tax and Revenue Anticipation Notes (TRANs) borrowing program. Structured properly, the proceeds of the notes can be invested to take advantage of the differential between tax-exempt and taxable interest rates. To earn and keep this arbitrage, the County must keep the note issue small enough to satisfy the federal tax rules relating to "yield restriction" and "rebate". For the County, the note issue is small enough if, within six months of the date the notes are issued, all of the note proceeds are spent (or deemed spent). The General Fund cash flow projections must be accurate to meet the arbitrage limit or the County could incur penalties by paying back interest earned.

[4] Arbitrage is a type of tactical investment meant to capture slight differences in price. When there is a difference in the price of securities on two different markets the arbitrageur simultaneously buys at the lower price and sells at the higher price.

[5] The decline in the number of payments processed was due to the fact that the Sheriff's Department started processing some of their own checks in July 2006. This reduced the volume for the Auditor and Controller's Accounts Payable division.

[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 serves as a significant measure as it helps to quantify the impact and quality of OAAS audit recommendations towards improving County operations in accordance with the objectives of the GMS. More specifically, while all audit recommendations are viewed as important, the OAAS uses a recommendation ranking system to establish implementation deadlines. Audit recommendations are ranked according to the probability of occurrence and dollar amount of exposure to the County.

[7] The 452 recommendations implemented in Fiscal Year 2005-06 are significantly higher than the estimated 220 recommendations for Fiscal Year 2006-07 because outstanding recommendations from multiple prior years, including 77 from fiscal years prior to 2001-02 and 175 recommendations from 2002-03, were specifically addressed and resolved during that year.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Audits	15.00	17.00	17.00	0.00	17.00
Office of Financial Planning	12.00	12.00	13.00	8.33	13.00
Controller Division	97.00	105.00	100.00	(4.76)	100.00
Revenue and Recovery	105.50	105.50	105.50	0.00	105.50
Administration	22.50	24.50	20.50	(16.33)	20.50
Information Technology Mgmt Services	—	—	11.00	—	11.00
Total	252.00	264.00	267.00	1.14	267.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Audits	$ 2,079,815	$ 2,529,040	$ 2,690,750	6.39	$ 2,379,336
Office of Financial Planning	1,982,158	2,330,624	2,226,735	(4.46)	2,313,478
Controller Division	9,155,670	11,486,255	10,977,325	(4.43)	11,419,257
Revenue and Recovery	10,369,703	9,746,791	9,832,874	0.88	10,231,332
Administration	4,427,931	3,862,608	4,619,893	19.61	3,486,937
Information Technology Mgmt Services	—	—	5,891,562	—	5,804,086
Total	$ 28,015,277	$ 29,955,318	$ 36,239,139	20.98	$ 35,634,426

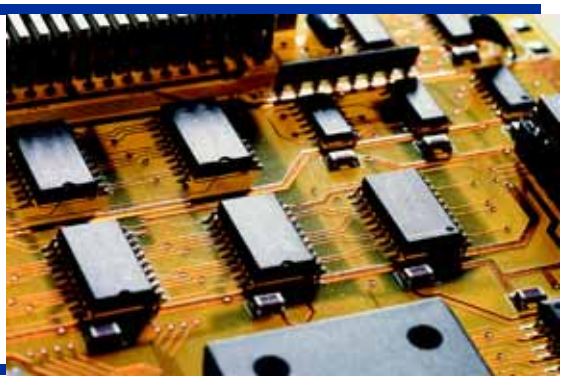
Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 19,774,873	$ 22,085,054	$ 23,229,721	5.18	$ 24,025,620
Services & Supplies	8,020,404	7,660,264	12,009,418	56.78	11,608,806
Capital Assets Equipment	20,000	10,000	—	(100.00)	—
Management Reserves	200,000	200,000	1,000,000	400.00	—
Total	$ 28,015,277	$ 29,955,318	$ 36,239,139	20.98	$ 35,634,426

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 900,000	$ 500,000	$ 1,000,000	100.00	$ —
Intergovernmental Revenues	—	—	41,730	—	41,730
Charges For Current Services	6,236,205	5,941,187	5,855,161	(1.45)	5,296,839
Miscellaneous Revenues	335,500	555,500	530,500	(4.50)	530,500
General Revenue Allocation	20,543,572	22,958,631	28,811,748	25.49	29,765,357
Total	$ 28,015,277	$ 29,955,318	$ 36,239,139	20.98	$ 35,634,426

County Technology Office



Department Description

The County Technology Office (CTO) ensures the County's Information Technology (IT) and telecommunications needs are met by overseeing the outsourcing contract with Northrop Grumman and provides strategic direction and planning, development and operational guidelines, and contractual support to end-user County departments.

Mission Statement

To provide Information Technology support to County departments so that they may continue to provide superior services to the residents of San Diego County.

2006-07 Anticipated Accomplishments

Required Discipline - Information Technology

- Successfully provided technology management services that enabled the County to transition all Information Technology and Telecommunications (IT) services to the new Outsourcing provider.
- Provided oversight and management of the development of the new Integrated Property Tax System (IPTS). This new system will replace approximately 40 individual applications that are as old as 25 years and running on inefficient processing platforms.

Required Discipline - Essential Infrastructure

- Provided technology management tools and processes that facilitated County departments' management of IT projects to ensure delivery on time and on budget.

Required Discipline - Customer Satisfaction

- Provided IT support that allowed County departments to deliver uninterrupted services to their customers while achieving a 95% positive customer satisfaction rating.

Required Discipline - Fiscal Stability

- Provided IT planning support to ensure application investments target higher business value and lower IT costs. This was accomplished by replacing old applications that had reached an age where maintenance costs were prohibitively high with lower cost and internet accessible applications.
- Provided management of the outsourcing contract to ensure fair, responsible use of taxpayer resources and to attain the best value for the County's investment. Established pricing for IT services that extend out seven years to ensure IT cost stability and predictability.

Required Discipline – Continuous Improvement

- Provided IT support in the form of technical solutions to business problems as members of the individual departments' Business Process Reengineering (BPR) initiatives.

Required Discipline – Regional Leadership

- Participated in numerous National IT panels. Provided speakers on topics ranging from outsourcing strategies to IT Governance, and IT Guiding Principles at major conferences attended by other agencies, private sector partners and other professional groups.

2007-09 Objectives

Required Discipline - Information Technology

- Recently, the County transitioned all IT Services to the new providers who will be providing services for the next 7 to 12 years. This year we will move to transform our environment to achieve additional efficiencies that will include application server consolidation and network consolidation, both of which will improve efficiencies and improve service levels.
- Undertake a major redesign of the County's public facing Internet site. The new site will be more citizen friendly, provide more dynamic information and reduce maintenance costs by 20-25%.
- Develop a method for sharing data processing that will enable multiple department needs to be met by shared physical resources. This is anticipated to reduce processing costs by 15-20% over the next two years.

Required Discipline - Essential Infrastructure

- Provide consistently high quality services such as e-mail, phones, Internet, Intranet, and application development support to County departments. The services will be benchmarked against industry standards.

Required Discipline - Customer Satisfaction

- Provide IT services that meet the needs and expectations of both County employees' and residents. Customer satisfaction surveys will be maintained at a 95% satisfaction rating or higher.

Required Discipline - Fiscal Stability

- IT costs for services will be held to the rates established in the contract for the seven year period of the contract. New services will be benchmarked and analyzed for best value to the County and for fair and reasonable pricing.

Required Discipline – Continuous Improvement

- Provide technical solutions that enable the business units to achieve additional efficiencies. These Business Process Reengineering efforts will include such things as making field workers mobile to allow more clients to be served with fewer resources. It will also include making additional services Internet accessible to provide services faster, better and at a reduced cost.

Required Discipline – Regional Leadership

- Continue to speak at National Conferences on IT related topics.

Changes from 2006-07 Adopted

Staffing

Proposes an increase of 1.00 staff year due to the transfer from the Land Use and Environment Group to reflect the County's new reporting structure for County website development.

Expenditures

Proposes a net decrease of $4.2 million due to a $0.5 million decrease in the CTO's operating budget and a $3.7 million decrease in the IT Internal Service Fund (ISF). These decreases are primarily due to:

- Increase of $0.1 million in Salaries and Benefits in the CTO's operating budget due to negotiated cost of living adjustments.
- A net decrease of $4.5 million in Services and Supplies consisting of a decrease of $0.8 million in the CTO's operating budget due to completion of one-time IT related projects and a net decrease of $3.7 million in the IT ISF due to a decrease of one-time expenditures of $12.5 million associated with transition activities and an increase of $8.8 million due to changes in service levels requested by various County departments.

- Increase of $0.2 million in Management Reserves to address unanticipated needs in the CTO's operating budget.

Revenues

Proposes a net decrease of $4.2 million due to $0.5 million decrease in the CTO's operating budget and a $3.7 million decrease in the IT ISF. These decreases are primarily due to:

- A net decrease of $4.6 million in Charges for Current Services consisting of a decrease of $0.1 million in the CTO's operating budget due to decline in A-87 revenues and a net decrease of $4.5 million in the IT ISF primarily due to the services and supplies expenditure changes described above.
- Increase of $0.8 million in Other Financing Sources for software maintenance.
- A net decrease of $0.1 million in Fund Balance in the CTO's operating budget due to proposed decrease of $1.3 million of General Fund Fund Balance which funded a one-time information technology project (enterprise-wide server consolidation) in Fiscal Year 2006-07. The project will begin in Fiscal Year 2007-08. This project is proposed to be funded by an increase of $1.2 million in Finance and General Government Group fund balance. The remaining budgeted Fund Balance of $2.3 million will be used to fund the increase in management reserves described above and rebudgeted one-time costs associated with implementation of the Integrated Property Tax System and County Website Redesign project.
- Decrease of $0.4 million in General Revenue Allocation associated with the expenditure changes in the CTO's operating budget described above.

Summary of Changes in Fiscal Year 2008-09

Proposes a net decrease of $8.1 million due to a reduction of $2.5 million in Fund Balance in the CTO's operating budget due to the anticipated completion of one-time IT projects during Fiscal Year 2007-08, and a decrease of $5.6 million in the IT ISF due to changes in service levels requested by various County departments.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Number of County departments receiving IT Planning Support Services[4]	23	25	36	N/A	N/A
% of projects implemented on time and within budget/ total number of projects [3]	N/A	95%	87% of 15	95% of 100	95% of 100
% of customers who report satisfaction with Contactor Support Services[1]	94.6%	95%	92.8%	95%	95%
Ensure forecasted annual IT Outsourcing costs are not exceeded. Target: Meet forecast - 100%[2, 4]	N/A	100%	100%	N/A	N/A
% Accuracy of Contractor billing for IT Outsourcing services, with a minimum 95% accuracy rate	N/A	N/A	N/A	96%	99%
IT initiatives resulting from CTO-driven advanced planning	N/A	N/A	N/A	3	5
Making existing County services available and accessible on the Internet for county residents	N/A	N/A	N/A	2	3
Number of presentations and communications regarding outsourcing strategies and lessons learned[2, 4]	N/A	4	40[5]	N/A	N/A

Table Notes

[1] Satisfaction with Contractor Support Services is measured by a customer satisfaction survey of County employees on a scale from 1 (unsatisfied) to 5 (very satisfied), where 3 is considered "satisfactory".

[2] Measure is new as of Fiscal Year 2006-07 to better reflect outcome-based performance.

[3] This percentage was developed from a population of fifteen projects that were completed over the year. Of the fifteen projects thirteen met the requirements. The term "project" refers to IT-related events conducted by County employees as part of County operations.

[4] These Performance Measurements are discontinued as of the end of Fiscal Year 2006-2007.

[5] Estimated actual is higher than expected due to greater demand than anticipated.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
CTO Office	15.00	15.00	16.00	6.67	16.00
Total	15.00	15.00	16.00	6.67	16.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
CTO Office	$ 8,645,060	$ 9,870,949	$ 9,339,747	(5.38)	$ 6,860,020
Information Technology Internal Service Fund	113,947,954	118,813,139	115,107,063	(3.12)	109,455,044
Total	$ 122,593,014	$ 128,684,088	$ 124,446,810	(3.29)	$ 116,315,064

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 2,522,866	$ 2,600,956	$ 2,652,172	1.97	$ 2,702,446
Services & Supplies	119,570,148	125,883,132	121,394,638	(3.57)	113,612,618
Management Reserves	500,000	200,000	400,000	100.00	—
Total	$ 122,593,014	$ 128,684,088	$ 124,446,810	(3.29)	$ 116,315,064

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 3,900,000	$ 3,624,956	$ 3,530,000	(2.62)	$ 1,000,000
Intergovernmental Revenues	10,562,000	2,710,000	2,710,000	0.00	2,710,000
Charges For Current Services	93,296,848	115,915,039	111,310,274	(3.97)	105,658,255
Miscellaneous Revenues	4,000	500	500	0.00	500
Other Financing Sources	10,638,000	845,000	1,670,670	97.71	1,670,670
General Revenue Allocation	4,192,166	5,588,593	5,225,366	(6.50)	5,275,639
Total	$ 122,593,014	$ 128,684,088	$ 124,446,810	(3.29)	$ 116,315,064

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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.

2006-07 Anticipated Accomplishments

Required Discipline – Customer Satisfaction

- Achieved a positive customer satisfaction rating of 95%.
- Provided our customers with hearings that were fair, impartial, and efficient, resulting in legally sound decisions.
- Ensured proper referral of inquiries by departments, employees, employee representatives and organizations, and the public relating to personnel matters.
- Provided a neutral environment that facilitated open discussion of issues for departments, employees, and employee representatives.

Required Discipline – Continuous Improvement

- Expanded the Commission's website to include most recent meeting minutes and updated forms that will allow for more efficient processing of certain types of personnel appeals.

Required Discipline – Accountability/Transparency

- Ensured all decisions made by the Commission took into consideration fairness, due process, and County liability. The decisions were thoroughly reviewed by Commissioners, staff, and County Counsel.
- Met with Department of Human Resources and County Counsel to evaluate and better understand management of parties' personnel records.
- Disseminated 100% (>20) of Commission decisions within 48 hours of Commission approval, exceeding target of 85% due to staff efficiency.

Required Discipline – Skilled, Competent and Diverse Workforce

- Increased the number of personnel disputes resolved without the need for a full evidentiary hearing by 5% (total of 36), meeting the target set for this year.
- Continued staff training in areas of human resources, computer technology and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.

2007-09 Objectives

Required Discipline – Customer Satisfaction

- Maintain a positive customer satisfaction rating of 95% or above.
- Provide our customers with hearings that are fair, impartial, and efficient, resulting in legally sound decisions.
- Ensure proper referral of inquiries by departments, employees, employee representatives and organizations, and the public relating to personnel matters.
- Provide a neutral environment that facilitates open discussion of issues for departments, employees, and employee representatives.

Required Discipline – Continuous Improvement

- Expand the Commission's website to potentially include audio recordings of public meetings and new user-friendly forms.
- Fully implement new digital audio recording system at Commission hearings and public meetings.

Required Discipline – Accountability/Transparency

- Ensure all decisions made by the Commission will take into consideration fairness, due process, and County liability. The decisions will be thoroughly reviewed by Commissioners, staff, and County Counsel.
- Disseminate at least 90% of Commission decisions within 48 hours of Commission approval.

Required Discipline – Skilled, Competent and Diverse Workforce

- Resolve 55% of personnel disputes without the need for a full evidentiary hearing.
- Provide ongoing staff training in areas of human resources, computer technology and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.

Changes from 2006-07 Adopted

Staffing

Proposes no changes in staffing.

Expenditures

No significant changes are proposed.

Revenues

No significant changes are proposed.

Summary of Changes in Fiscal Year 2008-09

No significant changes are proposed.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Positive Customer Satisfaction Rating	100%	95%	95%	95%	95%
% Increase in Number of Personnel Disputes Resolved without Need of Evidentiary Hearing[1] / total number of Personnel Disputes Resolved without Need of Evidentiary Hearing	5% /34	5% / 36	5% /36	N/A	N/A
% of Personnel Disputes Resolved without Need of an Evidentiary Hearing[1]	N/A	N/A	N/A	55%	55%
% Commission Decisions Disseminated within 48 Hours of Commission Approval / total number of Commission Decisions	N/A	85%	100% / (>20)	90%	95%

Table Notes

[1] Effective Fiscal Year 2007-08, the "% Increase in Number of Personnel Disputes Resolved without Need of Evidentiary Hearing" measure is being replaced by "% of Personnel Disputes Resolved without Need of an Evidentiary Hearing", to better reflect outcome-based performance.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Civil Service Commission	4.00	4.00	4.00	0.00	4.00
Total	4.00	4.00	4.00	0.00	4.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Civil Service Commission	$ 563,318	$ 619,976	$ 624,424	0.72	$ 605,396
Total	$ 563,318	$ 619,976	$ 624,424	0.72	$ 605,396

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 439,898	$ 462,081	$ 477,083	3.25	$ 488,056
Services & Supplies	113,420	113,895	117,341	3.03	117,340
Management Reserves	10,000	44,000	30,000	(31.82)	—
Total	$ 563,318	$ 619,976	$ 624,424	0.72	$ 605,396

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 10,000	$ 44,000	$ 30,000	(31.82)	$ —
Charges For Current Services	38,929	50,165	44,894	(10.51)	44,894
General Revenue Allocation	514,389	525,811	549,530	4.51	560,502
Total	$ 563,318	$ 619,976	$ 624,424	0.72	$ 605,396

Clerk of the Board of Supervisors

Department Description

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

Mission Statement

To provide consistently excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner.

2006-07 Anticipated Accomplishments

Required Discipline – Customer Satisfaction

- Installed into the Board of Supervisors chambers a replacement state-of-the-art touch-screen voting system which provided the public with clearer and more detailed display of voting at the Board of Supervisors meetings.
- Replaced the use of outdated cassette tape recording of the Board of Supervisors meetings with new digital recording equipment. This allowed placement of audio files of Board of Supervisors meetings to be placed on the County website for easy access by customers.
- Each program within the department developed and conducted training sessions on elements of customer service, Frequently Asked Questions (FAQ), and mission critical tasks to improve knowledge and skills of the team.

Required Discipline – Fiscal Stability

- The department was unable to decrease water consumption in landscaping at the CAC due to issues regarding how the irrigation system is connected to the water meter. Changes will be made so that this goal may be considered next fiscal year based on recommendations from the San Diego Water Authority survey.
- Reduced planned expenditures by 3% for gardening equipment and infestation control by developing and implementing gardening equipment preventive maintenance, developing and utilizing a year-round plan and schedule for seasonal plantings and insect control. Containment of expenditures contributes to overall departmental budget management.

- Pursued opportunities for energy conservation through modification and or modernization of existing equipment. For example, as equipment motors wore out, they were replaced with energy efficient models. This will have a positive long-term impact on energy use.

Required Discipline – Continuous Improvement

- Began revision of the Boards, Committees & Commissions process through the analysis of business needs and identification of new technology that may improve these processes. The investigation of available technology was not completed during this fiscal year and efforts will continue during the next period.
- Prepared for the replacement of the outdated document management system in an effort to make documents readily accessible to departments and the public. Produced a statement of work for this project which was then used as a basis for vendor bids. This document allowed for bids to be consistent as to form and more accurately evaluated.

2007-09 Objectives

Required Discipline – Customer Satisfaction

- Create a Board of Supervisors Handbook to assist newly elected Supervisors and new staff with questions regarding the County's mission, services, office operational finances, structure, business processes, and organizational culture.

Required Discipline – Fiscal Stability

- Reduce landscape water use by 10% during Fiscal Year 2007-08, following recommendations from a recent San Diego Water Authority survey.

Required Discipline – Continuous Improvement

- Ensure that Board of Supervisors meeting items, which have only hard copy related back-up materials, are scanned and placed on the Clerk of the Board Internet site for more complete customer access to local government records.
- Current document management system software that allows customers to access records of Board of Supervisors meetings is so outdated that it is no longer supported by the manufacturer. In order to ensure continued customer access to these records, the old system will be replaced with new County standard Documentum software.

Changes from 2006-07 Adopted

Staffing

No changes in staffing are proposed.

Expenditures

Proposes an increase of $0.2 million.

- An increase of $0.2 million in Salaries and Benefits due to negotiated cost of living adjustments.
- An increase of $0.05 million in Service and Supplies reflects an allowance for projected postage and IT adjustments.

Revenues

Proposes a net increase of $0.2 million.

- A $0.3 million increase in General Revenue Allocation to support expenditure changes described above offset by a minor decrease in Charges for Current Services.

Summary of Changes in Fiscal Year 2008-09

No significant changes are proposed.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Average score on internal customer surveys[1]	4.8	4.9	4.9	4.9	4.9
Percent of draft Board of Supervisors Statement of Proceedings approved within 24 hours of each Board Meeting[2]	100%	100%	100%	N/A	N/A
Percent of property tax assessment appeal applications quality reviewed and entered into the computer system within 7 days of receipt during the filing period to increase efficiency of the appeal process[3]	92%	90%	90%	92%	95%
Percent of County Administration Center Facilities Services preventive maintenance work orders completed as scheduled	91%	92%	92%	95%	98%
Percent of record requests responded to within 10 days of receipt[2]	100%	100%	100%	N/A	N/A
Ensure that all audio recordings of Board of Supervisors meetings are added to Clerk of the Board Internet site within 5 days of the related meeting[4]	N/A	N/A	N/A	100%	100%
Decrease landscape water consumption at the County Administration Center[5]	N/A	N/A	N/A	10%	12%

Table Notes

[1] Scale of 1-5, with 5 being "Excellent".

[2] Goal is being deleted as department has consistently achieved it the past few years.

[3] During Fiscal Year 2006-07, total applications received were 2,827. Target varies with volume: 1-5,000 received - 92%, 5,001 – 10,000 received - 90%, 10,001 or more received - 80%.

[4] This is a new measure effective Fiscal Year 2007-08 to improve customer access to local government records. No audio was placed on the Internet in prior years.

[5] Baseline to be established first half of Fiscal Year 2007-08. Percentage is of total water consumption.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Legislative Services	11.00	11.00	11.00	0.00	11.00
CAC Facilities Services	10.00	10.00	10.00	0.00	10.00
Public Services	11.00	11.00	11.00	0.00	11.00
Executive Office	5.00	5.00	5.00	0.00	5.00
Total	37.00	37.00	37.00	0.00	37.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Legislative Services	$ 932,279	$ 948,858	$ 1,027,512	8.29	$ 1,006,518
CAC Facilities Services	3,686,418	3,720,848	3,730,602	0.26	3,785,213
Public Services	861,740	882,599	905,056	2.54	953,029
Executive Office	965,817	996,949	1,127,857	13.13	958,965
Total	$ 6,446,254	$ 6,549,254	$ 6,791,027	3.69	$ 6,703,725

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 2,841,243	$ 2,922,691	$ 3,084,581	5.54	$ 3,197,280
Services & Supplies	3,430,011	3,451,563	3,506,446	1.59	3,506,445
Expenditure Transfer & Reimbursements	(25,000)	(25,000)	—	(100.00)	—
Management Reserves	200,000	200,000	200,000	0.00	—
Total	$ 6,446,254	$ 6,549,254	$ 6,791,027	3.69	$ 6,703,725

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 200,000	$ 200,000	$ 200,000	0.00	$ —
Revenue From Use of Money & Property	20,000	20,000	20,000	0.00	20,000
Charges For Current Services	345,750	345,750	325,750	(5.78)	325,750
Miscellaneous Revenues	40,170	40,170	40,170	0.00	40,170
General Revenue Allocation	5,840,334	5,943,334	6,205,107	4.40	6,317,805
Total	$ 6,446,254	$ 6,549,254	$ 6,791,027	3.69	$ 6,703,725

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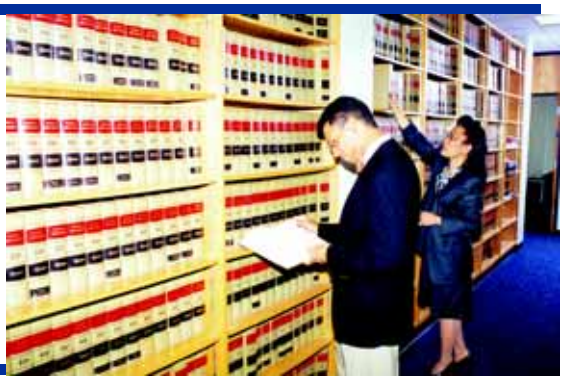
County Counsel



Department Description

The San Diego County Charter provides that the County Counsel serves as the civil legal advisor for the County and represents the County in all civil actions by and against the County, its officers, boards, commissions, and employees. County Counsel serves as the attorney for the County through the Board of Supervisors, County officers, employees, departments, boards, and commissions. The legal services provided to the County include the County Counsel's representation of the County Health and Human Services Agency (HHSA) in juvenile dependency matters in Juvenile Court. County Counsel also, on a case-by-case basis provides legal services to certain school districts and special districts, which are provided on a fee basis. The County Counsel also oversees the County's Claims Division, which administers claims filed against the County by members of the public, as well as employee lost property claims.

Mission Statement

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

2006-07 Anticipated Accomplishments

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

County Counsel provided quality, accurate, effective, and timely legal advice to all County departments so they could fulfill their mission and objectives in accordance with the law, reduce the risk of liability, and use taxpayer dollars efficiently and effectively.

- County Counsel projects that we will have accomplished the following by year-end in furtherance of this objective:
  - Complete 100% of advisory assignments (estimating that by year's end we will have handled over 40 assignments) for the Board of Supervisors and CAO by the agreed upon due date.
  - Completed over 95% of all advisory assignments (estimating that by year's end we will have handled over 1,700 assignments) for all County departments by the agreed upon due date.
  - Complete100% of all draft Environmental Impact Report (EIR) reviews (estimating that by year's end we will have handled approximately five EIRs) within 30 days.

County Counsel aggressively represented the County in litigation in order to protect the County from liability, as well as advance the overall interests of the County of San Diego and the public it serves.

- County Counsel projects that by year end we will have accomplished the following in furtherance of this objective:
  - Take to court over 70% of all cases filed against the County (estimating that by year's end over 400 cases will have been filed against the County) to fight these lawsuits, as opposed to making settlement payments to plaintiffs.

- Prevail in court in over 90% of all lawsuits filed against the County (estimating that by year's end we will have resolved over 70 lawsuits).
- Obtain 75% court ordered pre-trial dismissals of all resolved cases (estimating that by year's end we will have resolved over 70 lawsuits) won by the County through an aggressive pre-trial motion practice to dismiss lawsuits in the early stages of the litigation to avoid the high cost of attorney time, expert witnesses, discovery, trial costs, and other litigation costs. (The target percentage was inadvertently inflated in last year's Operational Plan. Based on historical data, 75% is the more realistic target).
- Handle 100% of the defense of all lawsuits filed against the County (estimating that by year's end over 400 cases will have been filed against the County), unless a conflict of interest requires outside counsel to handle a case.
- Review 100% of all juvenile dependency petitions prior to filing by HHSA in Juvenile Court (estimating that by year's end we will have filed over 2,000 petitions) to identify legal issues associated with factors that place children at risk.
- Represent HHSA Child Welfare Services in 100% of all Juvenile Dependency Court proceedings (estimating that by year's end we will have filed over 2,000 Juvenile Court Dependency petitions) to support HHSA goal of protecting children and preserving families.
- Prevail in court in over 95% of all juvenile dependency petitions (estimating that by year's end we will have filed over 2,000 petitions) in contested jurisdictional trials.
- Represent HHSA Child Welfare Services in 100% of all juvenile dependency appeals/writs (estimating that by year's end we will have handled over 300 appeals/writs) filed in the Court of Appeal.
- Prevail in over 90% of all juvenile dependency appeals/writs (estimating that by year's end we will have handled over 300 appeals/writs) filed in the Court of Appeal.

County Counsel will provide education and risk mitigation training to County officers and employees so that they may enhance the quality of their job performance, reduce the risks of liability, and ensure that they are performing their responsibilities in accordance with the law.

- County Counsel projects that by year end we will have accomplished the following in furtherance of this objective:
  - Provide over 150 education/training programs to the County on selected legal subjects.
  - Provide over 40 specialized training sessions, risk roundtables, settlement committee discussions, and post-litigation debriefings to specifically address risk management issues.
  - Issue 12 or more County Counsel Special Bulletins to inform County officials of new developments involving court rulings and new legislation.

Required Discipline – Regional Leadership

County Counsel has accomplished the following objectives thereby taking a leadership role in the region and in the State of California:

- Served as the County Counsels' Association representative to the California State Association of Counties (CSAC) Board of Directors and Executive Committee.
- Served as a member on the following committees of the County Counsels' Association: Litigation Overview Committee, Cost Shift Committee, and Opinion Overview Committee.
- Established and took a leadership role in a working group dedicated to election issues.

- Served as the Chair of the County Counsel's Association Health and Welfare Study Section.
- Served on the California Government Committee on Health Information Technology, which is chaired by the State Chief Information Officer.
- Served as members on the following committees of the County Counsels' Association: Conflict of Interests Committee, Court Facilities Committee, Electronic Communications Committee, Native American Tribal Lands Committee, and Statewide Tax Liaison Committee.
- County Counsel attorneys participated as presenters in 12 Mandatory Continuing Legal Education training sessions provided to members of legal professional organizations, such as the County Counsels' Association of California.
- Continued to serve as a member of the City/County Attorneys Association of San Diego County, which includes cooperative and collaborative activities among the city attorneys' staff and County Counsel staff.
- County Counsel attorneys were involved in activities of the San Diego County Bar Association.

2007-09 Objectives

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

County Counsel will provide quality, accurate, effective, and timely legal advice to all County departments so that they may fulfill their mission and objectives in accordance with the law, reduce the risk of liability, and use taxpayer dollars efficiently and effectively.

- County Counsel will strive to accomplish the following in furtherance of this objective:
  - Complete 100% of all advisory assignments for the Board of Supervisors and CAO by the agreed upon due date.
  - Complete over 98% of all advisory assignments for all County departments by the agreed upon due date..
  - Complete 100% of all draft Environmental Impact Reports within the time requirements of Board Policy I-119.

County Counsel will aggressively represent the County in litigation in order to protect the County from liability, as well as advance the overall interests of the County of San Diego and the public it serves.

- County Counsel will strive to accomplish the following in furtherance of this objective:
  - Contest in court over 70% of all cases filed against the County, as opposed to making settlement payments to plaintiffs.
  - Prevail in court in over 90% of all lawsuits filed against the County.
  - Obtain over 75% court ordered pre-trial dismissals of all resolved cases won by the County through an aggressive pre-trial motion practice to dismiss lawsuits in the early stages of the litigation to avoid the high cost of attorney time, expert witnesses, discovery, trial costs, and other litigation costs.
  - County will prevail in at least 90% of all Court of Appeal decisions in cases against the County that are resolved.
  - 90% of the County cases against other parties that are resolved in 2007-08 will result in a Court decision in favor of the County or a financial recovery by the County through settlement.
  - Handle 100% of the defense of all lawsuits filed against the County, unless a conflict of interest requires outside counsel to handle a case.
  - Review 100% of all juvenile dependency petitions prior to filing by HHSA in Juvenile Court to identify legal issues associated with factors that place children at risk.

- Represent HHSA Child Welfare Services in 100% of all Juvenile Dependency Court proceedings to support HHSA goal of protecting children and preserving families.
- Prevail in court in over 95% of all juvenile dependency petitions in contested jurisdictional trials.
- Represent HHSA Child Welfare Services in 100% of all appeals/writs filed in the Court of Appeal.
- Prevail in over 90% of all juvenile dependency appeals/writs filed in the Court of Appeal.

County Counsel will provide education and risk mitigation training to County officers and employees so that they may enhance the quality of their job performance, reduce the risks of liability, and ensure that they are performing their responsibilities in accordance with the law.

- County Counsel will strive to accomplish the following in furtherance of this objective:
  - Provide over 150 education/training programs in Fiscal Year 2007-08 to the County on selected legal subjects.
  - Provide over 40 specialized training sessions, risk roundtables, settlement committee discussions, and post-litigation debriefings during Fiscal Year 2007-08 to specifically address risk management issues.
  - Issue 12 or more County Counsel Special Bulletins during Fiscal Year 2007-08 to inform County officials of new developments involving court rulings and new legislation.

Required Discipline – Regional Leadership

County Counsel will strive to accomplish the following objectives by taking a leadership role in the region:

- County Counsel will serve as the County Counsels' Association representative to the CSAC Board of Directors and Executive Committee.
- County Counsel also will serve as a member on the following committees of the County Counsels' Association: Litigation Overview Committee, Cost Shift Committee, and Opinion Overview Committee.
- County Counsel attorneys will serve as members on the following committees of the County Counsels' Association: Conflict of Interests Committee, Court Facilities Committee, Electronic Communications Committee, Native American Tribal Lands Committee, and Statewide Tax Liaison Committee.
- County Counsel attorneys will participate as presenters in 12 Mandatory Continuing Legal Education training sessions provided to members of legal professional organizations, such as the County Counsels' Association of California.
- County Counsel staff will maintain a significant involvement in the activities of the statewide Public Agency Risk Managers Association (PARMA), Child Abuse Prevention Foundation (CAPF), San Diego County City Attorneys' Association and San Diego County Bar Association.

Changes from 2006-07 Adopted

Staffing

Proposes an increase of 2.00 staff years to provide additional investigative support to the Public Liability litigation and advisory legal staff in order to continue to enhance risk mitigation; and to provide additional administrative support to respond to increased accounting responsibilities.

Expenditures

Proposes a net increase of $1.2 million.

- Increase of $1.5 million in Salaries and Benefits due to negotiated cost of living increases and additional staff as described above.
- Increase of $0.1 million in Services and Supplies to fund increased information technology costs.

- Increase of $0.5 million in Expenditure Transfers and Reimbursements due to increased reimbursements to offset expenses related to staff providing exclusive legal services to the Department of Environmental Health and the Health and Human Services Agency. Since this is a reimbursement, it has the effect of a $0.5 million decrease in expenditures.

Revenues

Proposes a net increase of $1.2 million.

- Increase of $0.4 million in Charges for Current Services due to anticipated increases in cost recovery.
- Decrease of $0.3 million in Miscellaneous Revenues primarily due to the re-categorization of revenues to cost applied as described above.
- Fund Balance of $0.8 million will support management reserves ($0.2 million) and rebudgeted one-time costs associated with the implementation of Documentum ($0.6 million).
- Increase of $1.1 million in General Revenue Allocation to fund increased expenditures noted above.

Summary of Changes in Fiscal Year 2008-09

No significant changes are proposed.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Percent of resolved court cases filed against the County in which County will prevail	94% (83 cases resolved in court	90%	90%	90%	90%
Percent of resolved cases that will be decided by court decision or dismissal without settlement	78% (106 cases resolved)	70%	70%	70%	70%
Percent of advisory assignments for Board of Supervisors to be completed by the due date	100% (22 assignments completed)	100%	100%	100%	100%
Percentage of advisory assignments for all departments to be completed by the due date	99% (1,925 assignments completed)	95%	95%	98%	98%
Percentage of all draft Environmental Impact Reports (EIRs) to be reviewed within 30 days	100% (7 EIR's reviewed)	100%	100%	100%	100%
Percent of Juvenile Dependency petitions in which County Counsel will prevail	99% (2,081 Petitions)	95%	95%	95%	95%

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
County Counsel	138.00	139.00	141.00	1.44	141.00
Total	138.00	139.00	141.00	1.44	141.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
County Counsel	$ 19,691,493	$ 21,247,231	$ 22,454,457	5.68	$ 22,492,841
Total	$ 19,691,493	$ 21,247,231	$ 22,454,457	5.68	$ 22,492,841

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 18,543,162	$ 19,176,957	$ 20,715,849	8.02	$ 21,529,576
Services & Supplies	1,278,796	1,462,988	1,594,151	8.97	1,641,753
Expenditure Transfer & Reimbursements	(330,465)	(192,714)	(655,543)	240.16	(678,487)
Management Reserves	200,000	800,000	800,000	0.00	—
Total	$ 19,691,493	$ 21,247,231	$ 22,454,457	5.68	$ 22,492,841

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 200,000	$ 800,000	$ 800,000	0.00	$ —
Charges For Current Services	7,982,286	8,386,658	8,765,549	4.52	9,025,699
Miscellaneous Revenues	339,796	276,664	25,000	(90.96)	25,750
General Revenue Allocation	11,169,411	11,783,909	12,863,908	9.17	13,441,392
Total	$ 19,691,493	$ 21,247,231	$ 22,454,457	5.68	$ 22,492,841

San Diego County Grand Jury

Department Description

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

Mission Statement

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

2006-07 Anticipated Accomplishments

Strategic Initiative – Kids, Environment and Safe and Livable Communities

- Assembled a well-qualified and widely representative civil panel to ensure that all significant complaints, issues, and other matters of public concern were brought before the Grand Jury.
- Submitted a final report of findings and recommendations that pertained to County government matters to the Presiding Judge of the Superior Court, the Board of Supervisors, and/or other responsible agencies, when applicable, as required by law (Penal Code §933). Each affected agency had 60-90 days to respond to the Grand Jury's recommendations.
- Reviewed and investigated 80 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 75 criminal indictments, and prepared other reports and declarations as mandated by law (Penal Code §939.8, et seq.).

2007-09 Objectives

Strategic Initiative – Kids, Environment and 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.

Changes from 2006-07 Adopted

Staffing

No staffing changes are proposed.

Expenditures

Proposes an increase of $0.1 million in Services and Supplies to fund additional Grand Juries to be impaneled for the Public Integrity Unit.

Revenues

Proposes an increase of $0.1 million in General Revenue Allocation to fund expenditures noted above.

Summary of Changes in Fiscal Year 2008-09

No significant changes are proposed.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Grand Jury	1.00	1.00	1.00	0.00	1.00
Total	1.00	1.00	1.00	0.00	1.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Grand Jury	$ 570,283	$ 583,462	$ 733,362	25.69	$ 711,495
Total	$ 570,283	$ 583,462	$ 733,362	25.69	$ 711,495

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 127,336	$ 131,620	$ 135,711	3.11	$ 133,845
Services & Supplies	422,947	431,842	577,651	33.76	577,650
Management Reserves	20,000	20,000	20,000	0.00	—
Total	$ 570,283	$ 583,462	$ 733,362	25.69	$ 711,495

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 20,000	$ 20,000	$ 20,000	0.00	$ —
General Revenue Allocation	550,283	563,462	713,362	26.60	711,495
Total	$ 570,283	$ 583,462	$ 733,362	25.69	$ 711,495

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

Mission Statement

Provide and retain a skilled and competent workforce for County of San Diego departments so that they may deliver superior services to residents and visitors.

2006-07 Anticipated Accomplishments

Required Discipline – Skilled, Competent and Diverse Workforce

- Increased the number of qualified applicants (on employment lists), by 9% (2,016) over the previous fiscal year (22,842) for a total qualified applicant pool of 24,858. This is out of a total of 49,312 applications received for Fiscal Year 2006-07. This increase has resulted in a larger qualified applicant pool so that departments can build a workforce capable of delivering superior services to residents of San Diego County.
- Advertised in a variety of ethnic publications and websites and attended job fairs that were targeted at ethnic populations, resulting in an increase of 5% (1,134) over the previous fiscal year (22,685), bringing the total of all applicants being from diverse backgrounds as of June 2007 to 23,819.
- Provided executives, managers, and professional staff with the requisite knowledge for interpreting and implementing successor labor agreements for 24 different bargaining units through nine presentations with supplemental handouts to supervisors, executives, department personnel officers, and payroll personnel.
- Provided professional development opportunities to County employees by offering 80 classes and nine academies to 9,500 attendees, which helped them to excel in their current jobs and continue to deliver quality services to residents of San Diego County.
- Delivered six career planning classes to 192 employees and 84 career counseling sessions, through one-on-one consultations, which contributed to the promotion of 10% (27 of 276) of the participants.

Required Discipline – Fiscal Stability

- Negotiated fiscally prudent successor labor agreements with 24 bargaining units, meeting target.

Required Discipline – Information Technology

- Provided County departments with electronic access to Human Resources job application data through enhancement to the Documentum computer system.

This resulted in faster customer service and a cost savings from reduced office equipment maintenance and printing and postage expenses.

- Reviewed existing business processes, developed technical requirements document and held vendor demonstrations in order to implement an online application review program. Implementation of this program is expected to reduce departmental staff time and expense and improve customer service. Cost estimates for this program are anticipated to be received in fall 2007.
- Improved employee benefits open enrollment activities through work flow process improvements, utilization of support staff, communication efforts, and capitalizing on data in our information technology system, resulting in 94% (16,400 of 17,500) of employees successfully completing the open enrollment process. These improvements resulted in employee benefit changes being processed in a timely fashion.
- Developed the scope of work for an automated open enrollment system, received bids, and selected a vendor, targeting a fall 2007 implementation plan.
- Identified and input Human Resources performance measures using the Performance Based (PB) Views software application, a tracking tool to measure quarterly progress in meeting established goals.

2007-09 Objectives

Required Discipline – Skilled, Competent and Diverse Workforce

- Conduct one Discipline Case Advocacy Institute training session by June 2009, to increase departmental personnel officers' ability to represent the County effectively in disciplinary hearings.
- Expand the contents of the quarterly Discipline Case Record periodical by including articles related to the Labor Relations field for Fiscal Years 2007-08 and 2008-09, to broaden departmental personnel officers' knowledge.
- Offer quarterly training classes on Family Medical Leave and Pregnancy Disability Leave through the DHR Training Catalog, in order to provide consistent information on the County policy and legal requirements.
- Develop and implement four distance learning courses, two each fiscal year, and offer the training to County employees through the Learning Management System. This Countywide system will manage and support employee development by tracking training courses, job certification requirements, and licenses. Courses to be developed emphasize career marketing and customer service skills which will help employees compete for internal job opportunities and to better serve the public. Distance learning courses enable employees to complete training from their desktops, reducing travel time and mileage reimbursement.
- Increase the number of qualified applicants by 5% of an identified applicant base of 24,858, over Fiscal Year 2006-07, in order to provide a larger qualified applicant pool. This will enable departments to build a workforce that can deliver superior services to the residents of San Diego County.
- Market County employment opportunities by advertising in a variety of ethnic publications and websites, and attending job fairs that are targeted at ethnic populations, in order to maintain a 60% ratio of diverse applicants of the overall applicant pool.

- Develop on-campus relationships with student and faculty organizations to market County employment opportunities and enhance college recruitments, by participating in six recruitment events at colleges and universities by December 2007.
- Complete 94% of classification activity requests (reclassification requests, salary studies, position maintenance studies, etc.) within prescribed goal dates each fiscal year.

Required Discipline – Fiscal Stability

- Negotiate fiscally prudent successor labor agreements with 24 bargaining units by June 2009.
- Reduce costs associated with injuries by 5%, ($920,671) as compared to Fiscal Year 2006-07 costs of $18,413,412, by conducting 24 training sessions for departments, by June 2008, in support of the Work Safe Stay Healthy program.

Required Discipline – Information Technology

- Implement automated benefit system for the processing of benefits for open enrollment, new hires, and family status changes by fall 2007. This system will provide a convenient, user-friendly, web based enrollment process for employees and is anticipated to reduce administration costs.
- Train 17,500 (100%) employees by fall 2007 on the centralized Learning Management System which will provide electronic access to enroll in, manage, and facilitate trainings. Both web based and classroom based training will be delivered to employees.
- Reduce costs associated with document storage by 15%, ($1,500) as compared to Fiscal Year 2006-07 costs of $8,000, through upgrades to the Workers' Compensation claim system and utilization of Document Imaging module, by June 2008.

Required Discipline – Continuous Improvement

- Competitively procure two dental maintenance organization (DMO) employee benefit contracts for improved dental provider networks, dental services, and pricing, by May 2008.

Changes from 2006-07 Adopted

Staffing

Proposes an increase of 4.00 staff years.

- Increase of 2.00 staff years in the Employee Development and Training Division due to the mid-year transfer of the Countywide customer service program from the Land Use and Environment Group.
- Increase of 1.00 staff year in the Employee Development and Training Division to focus on providing Countywide distance learning and Enterprise Resource Planning (ERP) training programs and career development academies.
- Increase of 1.00 staff year in the Administration Division to focus on enterprise wide special projects and committees.

Expenditures

Proposes a net increase of $0.6 million.

- Increase of $0.7 million in Salaries and Benefits due to the addition of four staff years and negotiated cost of living adjustments.
- Net decrease of $0.2 million in Services and Supplies due to:
  - Decrease of $1.1 million in one-time contracted services for information technology (IT) projects.
  - Decrease of $0.2 million in helicopter insurance premiums.
  - Increase of $0.5 million to support general fund activities previously funded by the Workers' Compensation Employee Benefits Internal Service Fund.

- Increase of $0.4 million for the implementation of the automated benefit system.
- Net increase of $0.3 million for on-going IT costs.

- Increase of $0.1 million in Management Reserves to address unanticipated expenses.

Revenues

Proposes a net increase of $0.6 million.

- Increase of $0.1 million in Charges for Current Services due to an increase in A-87 revenues.
- Increase of $0.3 million in Miscellaneous Revenues for the automated benefit system and the administration of COBRA and Cal-COBRA benefits.
- Net decrease of $1.0 million in Fund Balance due to the completion of one-time projects. The $0.6 million budgeted Fund Balance is to support the Workforce Academy for Youth (WAY) program ($0.3 million) and Management Reserves ($0.3 million).
- Increase of $1.3 million in General Revenue Allocation to fund operational cost increases described above.

Summary of Changes in Fiscal Year 2008-09

Proposes a net decrease of $0.6 million due to an increase in negotiated cost of living adjustments, offset by a reduction in services and supplies due to completion of one-time funded projects.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
% of classification activity requests completed within prescribed timeframe	92%	85% of 580	95% of 580	92% of 580	94% of 580
Overall satisfaction rating with training programs offered by Employee Development Division (Scale of 1-5 with 5 being extremely satisfied)	4.57	4.50	4.70	4.50 [1]	4.56
% of grievances filed for arbitration that are resolved without going to hearing[2]	80%	80%	100%	N/A	N/A
% of grievances won in arbitration	N/A	N/A	N/A	80% [3]	80% [3]
% of recruitment plan/service agreements/timelines are met	95%	89% of 548	94% of 548	89% of 548	94% of 548
Overall satisfaction rating with employment lists (Scale of 1-5)	4	4	4.3	N/A [2]	N/A [2]
% of key users who have been trained on reports/queries	100%	100%	N/A[2]	N/A [2]	N/A [2]
% reduction on Countywide Workers' Compensation costs compared to prior year	(12.06%)	(5%)	0.87% [4]	0% [5]	0% [5]

Table Notes

[1] The average rating for the last three years has been 4.5. Additionally, existing courses are revised to address course attendee feedback.

[2] This measure is being deleted as of Fiscal Year 2007-08 as the department continues to develop measures that are outcome oriented.

[3] This measure is new as of Fiscal Year 2007-08 to better reflect outcome-based performance.

[4] Two large workers compensation claims will be settled by June 2007 and the outcome of a court proceeding will result in a large payment.

[5] Workers Compensation medical costs continue to increase industry wide. The workers compensation medical and managed care contracts are in the process of renegotiation with an anticipated 8% and 15% respective cost increase. These contracts will be effective July 2007. Total WorkersCompensation costs include: claim costs, contract costs, Department of Human Resources and Auditor & Controller administration costs; and County Counsel costs.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Department of Human Resources	118.00	118.00	122.00	3.39	122.00
Total	118.00	118.00	122.00	3.39	122.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Department of Human Resources	$ 19,527,623	$ 21,859,300	$ 22,508,736	2.97	$ 21,904,000
Total	$ 19,527,623	$ 21,859,300	$ 22,508,736	2.97	$ 21,904,000

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 11,034,208	$ 11,650,666	$ 12,370,035	6.17	$ 12,618,925
Services & Supplies	8,293,415	10,008,634	9,838,701	(1.70)	9,285,075
Management Reserves	200,000	200,000	300,000	50.00	—
Total	$ 19,527,623	$ 21,859,300	$ 22,508,736	2.97	$ 21,904,000

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 200,000	$ 1,566,000	$ 575,000	(63.28)	$ —
Charges For Current Services	1,063,460	930,642	1,033,303	11.03	977,926
Miscellaneous Revenues	5,885,476	6,180,254	6,466,388	4.63	6,178,488
General Revenue Allocation	12,378,687	13,182,404	14,434,045	9.49	14,747,586
Total	$ 19,527,623	$ 21,859,300	$ 22,508,736	2.97	$ 21,904,000

Media and Public Relations

Department Description

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

Mission Statement

To build taxpayer confidence in San Diego County government by providing clear, timely, and accurate communication on the County's performance.

2006-07 Anticipated Accomplishments

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

- Educated San Diego County residents, decision-makers, and media on the scope, role, and benefits of County government so they may get the most out of government services and improve the overall quality of life in San Diego County.
  - Produced and aired 105 programs, segments, or Public Service Announcements (PSA's) highlighting County Strategic Initiative programs and services, exceeding the target of 90.
- Provided timely, accurate, and appropriate information to the media and internal customers so that a relationship of trust and cooperation can be maintained to ensure the questions and concerns of the public are addressed.
  - Provided nine media trainings to County departments, enabling departments to enhance the quality of their job performance and ensure that information provided to the public and media is accurate and appropriate, meeting the target.
- Enabled taxpayers, the public, and County employees to understand, make use of, and trust County government by collecting and promoting County performance stories.
  - Placed 210 stories about the County's Strategic Initiatives or performance stories through the media, exceeding the target of 200.
- Provided multiple means of connecting experts to the media, to ensure that the public has the information it needs to take appropriate action in order to minimize loss, accelerate recovery, and maintain confidence in County government through their computers, television, radio, or newspaper. In the event of a major natural or man-made disaster, provide accurate and timely emergency response and recovery information to the public and media.
  - Met 90% of DMPR benchmarks for each emergency response drill, meeting the target.

2007-09 Objectives

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

- Educate San Diego County residents, decision-makers, and media on the scope, role, and benefits of County government so they may get the most out of government services and improve the overall quality of life in San Diego County.
  - Produce 95 programs, segments, or Public Service Announcements (PSAs) highlighting County Strategic Initiative programs and services in each of the Fiscal Years 2007-08 and 2008-09.
- Provide timely, accurate, and appropriate information to the media and internal customers so that a relationship of trust and cooperation can be maintained to ensure the questions and concerns of the public are addressed.
  - Provide at least 14 media trainings to County departments in Fiscal Years 2007-08 and 20 in fiscal years 2008-09, so that departments may enhance the quality of their job performance and ensure that information provided to the public and media is accurate and appropriate.
- Enable taxpayers, the public and County employees to understand, make use of, and trust County government by collecting and promoting County performance stories.
  - Place at least 200 stories about the County's Strategic Initiatives or performance stories through the media in each of the Fiscal Years 2007-08 and 2008-09.
- Provide multiple means of connecting experts to the media, to ensure that the public has the information it needs to take appropriate action in order to minimize loss, accelerate recovery, and maintain confidence in County government through their computers, television, radio, or newspaper. In the event of a major natural or man-made disaster, provide accurate and timely emergency response and recovery information to the public and media.
  - Meet at least 90% of DMPR benchmarks for each emergency response drill in Fiscal Years 2007-08 and 2008-09.

Changes from 2006-07 Adopted

Staffing

No changes in staffing are proposed.

Expenditures

Proposes an increase of $0.2 million in Salaries and Benefits due to negotiated cost of living adjustments and minor increases in associated Services and Supplies.

Revenues

Proposes an increase of $0.2 million of Fund Balance to address unanticipated operational needs. Remaining budgeted Fund Balance is for one-time Documentum project and Management Reserves.

Summary of Changes in Fiscal Year 2008-09

No significant changes are proposed.

Performance Measures	2005-06 Actual	2006-07 Adopted	2006-07 Estimated Actual	2007-08 Proposed	2008-09 Proposed
Number of media trainings conducted by DMPR staff for other departments.[1]	13	9	9	14	20
Number of new programs, segments, and PSAs produced by CTN highlighting one or more Strategic Plan Initiative or performance stories.	99	90	105	95	95
Media placements coordinated by DMPR staff.	200	200	210	200	200
Benchmarks met for each emergency drill or training.[2]	85%	90%	90%	90%	90%

Table Notes

[1] DMPR is increasing its number of media trainings for Fiscal Years 2007-08 and 2008-09 to include one-on-one trainings along with group trainings.

[2] DMPR uses 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.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Media and Public Relations	22.00	22.00	22.00	0.00	22.00
Total	22.00	22.00	22.00	0.00	22.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Media and Public Relations	$ 2,602,205	$ 2,776,594	$ 3,000,256	8.06	$ 2,896,567
Total	$ 2,602,205	$ 2,776,594	$ 3,000,256	8.06	$ 2,896,567

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 2,099,603	$ 2,171,177	$ 2,360,268	8.71	$ 2,456,579
Services & Supplies	452,602	405,417	439,988	8.53	439,988
Management Reserves	—	200,000	200,000	0.00	—
Total	$ 2,602,205	$ 2,776,594	$ 3,000,256	8.06	$ 2,896,567

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 110,000	$ 326,594	$ 550,256	68.48	$ 446,567
Licenses Permits & Franchises	2,347,205	2,300,000	2,300,000	0.00	2,300,000
Charges For Current Services	145,000	150,000	150,000	0.00	150,000
General Revenue Allocation	—	—	—	0.00	—
Total	$ 2,602,205	$ 2,776,594	$ 3,000,256	8.06	$ 2,896,567

County Administration Center Major Maintenance

Department Description

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

Mission Statement

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

2006-07 Anticipated Accomplishments

Required Discipline – Essential Infrastructure

- Replaced roof on southeast wing of the building.
- Replaced exterior metal railings around the building.
- Replaced outdated air conditioning unit for computer room on the south side of second floor.
- Cleaned and refinished metal door and window trim at east, north, and west entrances.
- Refurbished and tiled the west plaza fountain.
- Completed American with Disabilities Act (ADA) upgrade and renovation of the South Board Chamber.

2007-09 Objectives

Required Discipline – Essential Infrastructure

- Complete two roofing projects prescribed by the 10-year Major Maintenance Reserve study to renovate balcony-like projections on the fifth and sixth floors.
- Renovate Heating, Ventilation, and Air Conditioning (HVAC) serving the County Television Network control room.
- Replace all janitor closet sinks, connecting plumbing and faucet sets.
- Renovate Conference Room 306.
- Renovate abandoned computer room 051 into a new information technology training room.

Changes from 2006-07 Adopted

Expenditures

No significant changes are proposed.

Revenues

No significant changes are proposed. Fund Balance of $1.6 million will be used to fund one-time major maintenance projects.

Summary of Changes in Fiscal Year 2008-09

No significant changes are proposed.

Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Total	0.00	0.00	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
CAC Major Maintenance	$ 834,949	$ 1,595,000	$ 1,643,000	3.01	$ 1,643,000
Total	$ 834,949	$ 1,595,000	$ 1,643,000	3.01	$ 1,643,000

Budget by Categories of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Services & Supplies	$ 834,949	$ 1,595,000	$ 1,643,000	3.01	$ 1,643,000
Total	$ 834,949	$ 1,595,000	$ 1,643,000	3.01	$ 1,643,000

Budget by Categories of Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Fund Balance	$ 820,000	$ 1,580,051	$ 1,628,051	3.04	$ 1,628,051
Revenue From Use of Money & Property	14,949	14,949	14,949	0.00	14,949
General Revenue Allocation	—	—	—	0.00	—
Total	$ 834,949	$ 1,595,000	$ 1,643,000	3.01	$ 1,643,000

Capital Program

Capital Program

Capital Program

2007-08 Proposed Capital Appropriations

Operating Impact of Capital Program

Major Project Highlights

Capital Program Summary

Capital Outlay Fund

Justice Facility Construction Fund

Edgemoor Development Fund

Lease Payments

Outstanding Capital Projects By Group/Agency

Capital Program

Capital Program Introduction

To provide direction 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 comprised of the following major funds:

- County Health Complex Fund contains budgeted amounts for capital projects related to the Rosecrans Health Complex.
- Justice Facility Construction Fund contains budgeted amounts for capital projects related to the County's detention facilities, Sheriff stations, crime laboratories, and other criminal justice facilities.
- Library Project Fund was established in Fiscal Year 1999-2000 and contains budgeted amounts for the acquisition and construction of libraries throughout San Diego County.
- Capital Outlay Fund includes land acquisitions and capital projects that do not fall into the previous three program categories.

In 1979, the Board of Supervisors approved Board Policy F-38, which provides guidelines for the use, development and disposition of the County's 326 acres of property located in Santee, California, 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. Due to the cost of replacing the Edgemoor Skilled Nursing Facility, Certificates of Participation (COPs) were issued in January 2005 and December 2006. The Edgemoor Development Fund will provide the funding to repay the COPs and approximately $4.78 million of the funds will be used to complete the construction of the Edgemoor Skilled Nursing Facility.

The 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- 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 expenses will not 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 which do not relate directly to the implementation of a project.
- Furnishings or equipment not considered a permanent component of the facility.

The Board of Supervisors may appropriate from any legal source of funding available to the Capital Program Funds for projects or to the Capital Program Funds reserves for 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 Section 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. Procedures for timely closure of projects and the return of unexpended

project funds to the original funding source have been established by the Auditor and Controller and are outlined in County Administrative Manual, Item 0030-23.

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. Thus, DGS coordinates the implementation of this policy, which includes a schedule, process, and evaluation criteria for establishing a Capital Improvements Needs Assessment (CINA).

In accordance with Board of Supervisors Policy B-37, a 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 through the Capital Program Funds. The CINA includes a comprehensive list of all current and anticipated capital projects and public works projects over a five-year period. Priorities are given to projects that are funded, partially funded, and unfunded. 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 0050-01-6, as those "projects which improve or enhance an existing facility or space within it. It includes projects that increase the value or extend the useful life of a structure, including remodel projects, as well as new construction, and development of park land."
- The Facilities Planning Board, which consists of the Assistant Chief Financial Officer/Auditor and Controller, the five Group Finance Directors, and the Deputy Director of DGS, reviews the projects and makes priorities. In order to plan effectively for the County's overall capital needs and to make efficient use of scarce 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 for their consideration who then review and approve projects for inclusion in the CINA.
- The CINA is presented to the Chief Administrative Officer (CAO) for preliminary review and approval, and then is presented to the Board of Supervisors for their acceptance and referral to the CAO to determine timing and funding mechanisms to implement the plan.

Projects are recommended for consideration as part of the annual budget process. Each organizational Group is responsible for identifying funding sources. 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. Fully funded capital projects are budgeted in the Two-Year Operational Plan capital program in the year they are initiated.

Capital projects are considered during the annual budget process unless the Board of Supervisors or the CAO recommends mid-year adjustments to the budget as circumstances warrant to meet emergency requirements or

to benefit from unusual 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 additional space and funding for space related costs.

Any amounts remaining in the capital project at the end of the fiscal year are encumbered and automatically rolled over into the next fiscal year until the project is completed. In accordance with Board of Supervisors Policy B-65, the Chief Financial Officer periodically reports unspent capital project funds to the Board.

The tables beginning on page 421 provide information for the Capital Program Funds and for Lease Payments[1], followed by a list of the County's current outstanding Capital Projects.

[1] Lease Payments that were previously budgeted in the Capital Program funds are now being budgeted in the General Fund in Finance-Other. In order to consolidate all Capital activity, Lease Payments are displayed at the end of the Capital Program section for informational purposes.

2007-08 Proposed Capital Appropriations

The Fiscal Year 2007-09 CAO Proposed Operational Plan includes $31.2 million in new appropriations for various capital projects and equipment. The following section briefly describes the amount and purpose of each proposed capital item.

Multiple Species Conservation Program (MSCP)

The Multiple Species Conservation Program preserves San Diego's unique, native habitats and wildlife for future generations by targeting 172,000 acres of natural areas for conservation. The proposed funding of $5.0 million will allow for the continued effort of this conservation program.

Rancho San Diego Sheriff's Station

The proposed funding of $3.0 million will be added to existing appropriations to acquire a site and construct a new Sheriff's station to serve the unincorporated areas of Rancho San Diego, Spring Valley, and surrounding areas. The new station will be 30,000 square feet on approximately 4.5 acres. It will relocate unincorporated staff from the Lemon Grove station and provide space to accommodate a larger service area and projected population growth for the area.

Otay Valley Regional Park Trails

The proposed funding of $3.0 million will be used for the design and construction of multi-use trails to include connections to adjacent trail systems, in addition to development/construction of staging areas and environmental mitigation areas.

County Administration Center (CAC) Waterfront Park

The CAC Waterfront Park will integrate with the North Embarcadero project to create a park environment similar to the design envisioned for the CAC more than 60 years ago. Funds have been previously appropriated to allow for the planning process, design work, and construction documents. The proposed funding of $3.0 million will allow the continuance of this project.

Fallbrook Library

The proposed funding of $3.0 million will be used for a replacement Fallbrook Library. The new library is expected to be 16,500 square feet, more than twice the size of the current 8,100 square foot facility. This larger facility will allow the County Library to more effectively accommodate the needs of the growing Fallbrook area.

Lakeside Sportspark Phase II

The proposed funding of $3.0 million will be used for the construction of a ballfield complex in Lakeside and will include lighted tournament play fields, artificial turf, a concession and restroom building, a multi-use trail, signage, and other related improvements.

Ranger Housing Improvements

The proposed funding of $2.5 million will provide for the construction of various improvements to several County-owned ranger residences to reduce energy consumption, decrease annual maintenance costs, and modernize the residences.

Sweetwater Campground

Sweetwater Summit Regional Park is a 539-acre park located in Bonita. The proposed funding of $2.0 million will be used to construct approximately 90 - 100 recreational vehicle campsites with restrooms, landscaping, parking, and associated infrastructure.

Open Space Land Acquisitions

The Department of Parks and Recreation acquires land for active parks and open space for the enjoyment of the public. The proposed funding of $1.3 million will be used for the acquisition of additional parcels of land to be identified at a future date.

Ramona Sheriff's Station Land Acquisition

The proposed funding of $1.0 million will be used to acquire a three- to five-acre site to construct a future station in Ramona for the Northern/Rural Command area. The

station was identified as a future need in the Law Enforcement Master Plan to accommodate population growth in the northeastern unincorporated area of the county. The current Ramona substation is in a shared County facility.

Felicita Wedding Area Improvements

The Felicita Wedding Area is located in Felicita County Park, a 53-acre park located in Escondido. The proposed funding of $1.0 million will be used for the construction of a restroom building with brideroom, resurfacing of the reception area, a larger ADA-compliant parking area, new walkways/ramps, electric and water service connections, and landscaping.

San Elijo Nature Center

The San Elijo Lagoon Ecological Reserve is located on the coast of San Diego near Encinitas and is one of the few remaining wetlands in San Diego. The proposed funding of $735,000 will be added to existing appropriations for the replacement of the existing facility with a larger, two-story structure with modern exhibits and displays, showcasing the unique ecology and history of the lagoon environment, including upgrades to the existing parking lot and entrance.

Lakeside Soccer Fields Acquisition

The proposed funding of $500,000 is being set aside for the future acquisition and stewardship costs associated with the purchase of land to be used for soccer fields in Lakeside.

Sweetwater Loop Trail Construction

The proposed funding of $500,000 will provide the construction documents for the northern segment of Sweetwater Regional Multi-Purpose Loop Trail and Bonita Golf Course Trail.

Tijuana River Valley Regional Park (TJRV) Trails/Habitat

TJRV is a 1,800-acre park located in the southern end of San Diego. The recently approved Environmental Impact Report (EIR) identifies 60 acres for habitat restoration as part of the larger TJRV Trails and Habitat Restoration project. The proposed funding of $470,000 will allow for the preparation of construction documents and implementation plans for the TJRV Trails and Habitat Restoration project.

Felicita Park Improvements

Felicita Park is a 53-acre park located in Escondido. The proposed funding of $400,000 will be used for playground upgrades, including ADA-compliant access, new playing surfaces, a drinking fountain, landscaping, and signage. The planned improvements also include creek restoration (including plant removal and planting of native trees and plants), picnic facility upgrades, entry booth improvements, electrical upgrades, and museum facility improvements.

Agua Caliente Pavilion Replacement

Agua Caliente County Park is located off of County Route S-2, 111 miles from San Diego. The proposed funding of $275,000 will provide for the demolition of an existing deteriorated pavilion located at the park and construction of a new pavilion.

Stowe Trail Acquisition

The proposed funding of $150,000 will be used for required pre-acquisition costs for the 230-acre trail between Goodan Ranch Sycamore Canyon Preserve and Mission Trails Regional Park. Costs include environmental documentation and boundary survey work.

North County Animal Shelter Equipment

The proposed funding of $125,000 will be used primarily for capital equipment for the recently completed North County Animal Shelter in Carlsbad. The equipment will implement advanced technology for radiology, anesthesia, and blood chemistry analysis.

Whaley Compound ADA Improvements

The Whaley House is a California State Historic Landmark located in Old Town San Diego. The proposed funding of $100,000 will improve pathways and walkways throughout the complex for complete ADA-compliant access.

Los Penasquitos Adobe/Barn ADA Access

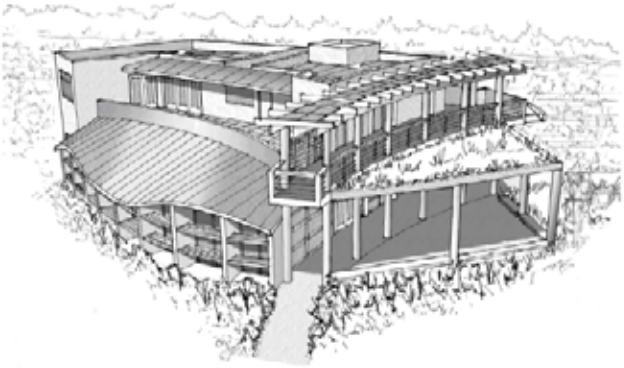
Los Penasquitos Ranch House is a National Register Historic and Archaeological District located in San Diego. The proposed funding of $100,000 will be used for the construction of ADA-compliant parking and a pathway from the parking area to the ranch house and barn.

Spring Valley Community Center Improvements

The Spring Valley Community Center is located in Spring Valley County Park. The proposed additional funding of $90,000 will be used to remodel the restrooms with new internal plumbing, toilets, sinks, stalls, exterior paint, improved Americans with Disabilities Act (ADA)-compliant access, and other aesthetic improvements.

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 2007-09, and may therefore have some type of impact on the Fiscal Year 2007-09 Operational Plan.



San Elijo Lagoon Nature Center

The Department of Parks and Recreation has started the process of designing a new Nature Center building to replace the existing facility at the San Elijo Lagoon Ecological Reserve in Cardiff By The Sea. This new building will be two stories tall and will include an exhibit room, ranger office, multi-purpose room, assembly and observation areas, public restrooms, and storage. Exhibits will generally educate the public about this wonderful lagoon, including its rich plant and animal communities, its fascinating history, and the various natural and human influences that affect this sensitive ecosystem.

This “green building” will also include many energy conserving and environmentally friendly components, including solar panels, recycled content construction materials, highly efficient heating and cooling systems, water conserving restrooms, and irrigation.

Completion of design and environmental work is expected in the fall of 2007, with completion of construction anticipated by the end of 2008. The new facility will require one additional Park Ranger position and one additional Seasonal position, as well as funding for utilities, maintenance, and landscaping. The annual operating impact of the new facility is estimated to be $175,000.

Edgemoor Skilled Nursing Facility

A new skilled nursing facility is being built to replace the current Edgemoor facility in the East County city of Santee. The County-owned and operated two-story, 180,300 square foot complex is being constructed on approximately 12.5 acres of the County's 326-acre Edgemoor property and is expected to accommodate 192 beds. Construction began in February 2005 and the facility is expected to be ready for occupancy in late 2008.

The total capital cost of the project is approximately $118.8 million. Of the total cost, $109.0 million is financed through certificates of participation (COPs). The County also expects to receive partial reimbursement from the State of California under Section 14105.26 of the California Welfare and Institutions Code, which is designed through Senate Bill 1128 to provide reimbursement for payments related to the construction of certain facilities that serve

Medicaid patients. The County has amortized the project's COP repayment schedule through Fiscal Year 2029-30 at an annual cost of approximately $9.3 million. When comparing total operating costs to the old facility, the County estimates that the new facility will save 24% per patient due to improvements in energy efficiency and design.

Major Project Highlights

In addition to the major capital projects that will be completed in Fiscal Years 2007-09, the following major capital projects are either slated to begin or to significantly progress during the same time period.

Multiple Species Conservation Program Land Acquisition

The County of San Diego Department of Parks and Recreation acquires land for active parks and open space for the enjoyment of the public. An important aspect of its acquisition program includes implementation of the County of San Diego Multiple Species Conservation Program (MSCP), adopted by the Board of Supervisors in 1997. The MSCP is the result of six years of intense planning and review by a diverse group of private conservationists and property owners as well as a number of public agencies, including the United States Fish and Wildlife Service and the California Department of Fish and Game (Wildlife Agencies). The County of San Diego entered into an Implementing Agreement with the Wildlife Agencies for the MSCP on March 17, 1998.

The goals of the MSCP are to maintain and enhance biological diversity in the region, to maintain viable populations of endangered, threatened, and key sensitive species and their habitats, and to promote regional economic viability through streamlining the land use permit process - a significant benefit to landowners. The County is preparing two other Habitat Conservation Plans, the North County and East County MSCPs, to meet the same goals. The Department of Parks and Recreation purchases land within each of these three areas for preservation.

The first properties acquired under the County-approved portion of the MSCP were the Ham and Yunis properties in the Lakeside Archipelago area in January 1999. The two properties totaled nearly 60 acres. More than 11,000 acres have been acquired throughout the County for the present or future MSCPs. Since 1997, $22 million from the General Fund has been spent on MSCP and Open Space acquisition, which leveraged $46 million in federal and State grants. The Fiscal Year 2007-08 Capital Program includes $6.3 million for potential land acquisitions.

Medical Examiner/County Veterinarian Facility

The Medical Examiner Department and the Office of the County Veterinarian are currently located in separate facilities of 17,222 and 3,500 square feet, respectively, at the County Operations Center. Medical Examiner and County Veterinarian staff provide forensic death investigations and perform autopsies and necropsies (respectively), pathology and toxicology analyses, and laboratory diagnostics. Their current facilities are inadequate in size and functionality, and both departments will benefit from the joint use of a new, modern 75,000 to 85,000 square foot facility, which will include, where feasible and allowed by professional standards of practice and legal requirements, shared laboratories, offices, storage, and equipment. The planning and design for a single new facility began in Fiscal Year 2004-05. Funding in the amount of $80.0 million for construction of the new facility, also at the County Operations Center, was adopted for Fiscal Year 2006-07.

Financing for the facility comes from General Purpose Revenues in the General Fund. The estimated completion date is Spring 2009. Upon completion, the new joint facility will cost an estimated $850,000 in annual maintenance and $450,000 in utilities. This facility will allow the Medical Examiner to respond to the requirements of a growing County population for the next 30 years. In preparation for the increased volume of work allowed by the new facility, the County Veterinarian staff is expected to add five permanent positions when the new facility opens in 2009.

The following tables include expenditure and funding details spanning a four-year period for the County's capital program.

Capital Program Summary

Budget by Fund

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Capital Outlay Fund	$ 4,177,000	$ 19,566,185	$ 27,245,000	39.25	$ 5,000,000
Justice Facility Construction	—	80,000,000	4,000,000	(95.00)	100,000,000
Edgemoor Development	2,860,000	2,860,000	822,000	(71.26)	822,000
Total	$ 7,037,000	$ 102,426,185	$ 32,067,000	(68.69)	$ 105,822,000

Budget by Category of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Services & Supplies	$ 2,860,000	$ 2,860,000	$ 822,000	(71.26)	$ 822,000
Capital Assets/Land Acquisition	4,177,000	99,566,185	31,245,000	(68.62)	105,000,000
Total	$ 7,037,000	$ 102,426,185	$ 32,067,000	(68.69)	$ 105,822,000

Budget by Category of Revenue

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Revenue From Use of Money & Property	$ 419,000	$ 469,000	$ 555,000	18.34	$ 555,000
Intergovernmental Revenues	1,027,000	566,185	3,000,000	429.86	—
Other Financing Sources	3,354,000	99,703,000	5,267,000	(94.72)	105,267,000
Fund Balance	2,237,000	1,688,000	23,245,000	1,277.07	—
Total	$ 7,037,000	$ 102,426,185	$ 32,067,000	(68.69)	$ 105,822,000

Revenue Detail

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Interest On Deposits & Investments	$ 150,000	$ 200,000	$ 555,000	177.50	$ 555,000
Rents & Concessions	269,000	269,000	267,000	(0.74)	267,000
Fed. Aid HUD CDBG	1,027,000	495,435	—	(100.00)	—
Prop 172	—	—	3,000,000	—	—
Federal Other Federal Grants	—	70,750	—	(100.00)	—
Operating Transfer From General Fund	3,150,000	98,800,000	5,000,000	(94.94)	105,000,000
Operating Transfer From Parkland Dedication	—	200,000	—	(100.00)	—
Sale Of Fixed Assets	204,000	703,000	—	(100.00)	—
Fund Balance - All Other Funds	2,237,000	1,688,000	23,245,000	1,277.07	—
Total	$ 7,037,000	$ 102,426,185	$ 32,067,000	(68.69)	$ 105,822,000

Capital Outlay Fund

Capital Outlay Fund

Budget by Category of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Capital Assets/Land Acquisition	$ 4,177,000	$ 19,566,185	$ 27,245,000	39.25	$ 5,000,000
Total	$ 4,177,000	$ 19,566,185	$ 27,245,000	39.25	$ 5,000,000

Capital Projects Detail

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Capital Assets/Land Acquisition					
KA9500 Multi-Species Conservation Prog. *	$ 2,800,000	$ 5,000,000	$ 5,000,000	—	$ 5,000,000
KN1886 Julian Memorial Park Improvements *	50,000	—	—	—	—
KN1979 Fallbrook Sport Park *	30,000	—	—	—	—
KN5493 Felic Pk ADA Ramp	50,000	—	—	—	—
KN6313 Live Oak Park Pavilion	110,000	—	—	—	—
KN6314 Lindo Lake Park Restroom	235,000	—	—	—	—
KN6315 Linda Lake Park Plygrnd Fence	16,000	—	—	—	—
KN6316 Lincoln Acres Park Tot Lot	68,000	—	—	—	—
KN6317 Collier Park ADA Walkways	85,000	—	—	—	—
KN6318 Spring Vlly Prk Picnic-Access	153,000	—	—	—	—
KN6319 Julian Jess Martin Prkng-Access	190,000	—	—	—	—
KN6323 J Mar II Ball Improv	40,000	—	—	—	—
KK6327 Fire and Safety Helicopter Base	40,000	—	—	—	—
KK6328 SHF Modular Bldg at Fallbrk Comm	310,000	—	—	—	—
KA0551 Escondido Creek Acquisition	—	1,800,000	—	(100.00)	—
KA5325 S Luis Rey River Park Acq	—	3,000,000	—	(100.00)	—

Capital Projects Detail

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Clemmens Lane Park Acquisition CDBG	—	200,000	—	(100.00)	—
KN1976 San Elijo Park ADA Imp.	—	175,000	—	(100.00)	—
KN3412 Lakeside Sports Park II	—	3,000,000	3,000,000	—	—
KN3419 Sweetwater Bikeway Trails Const	—	1,000,000	500,000	(50.00)	—
KK3421 CAC Waterfront Park	—	3,000,000	3,000,000	—	—
KN5491Flbrk Ctr Int Rmdl	—	270,435	—	(100.00)	—
Otay Valley Regional Park Trail	—	2,000,000	3,000,000	50.00	—
Estrella Park Improvements	—	50,000	—	(100.00)	—
Lakeside Linkage Habitat Enhancement	—	70,750	—	(100.00)	—
Lakeside Soccer Fields Land Acq	—	—	500,000	—	—
Spring Valley Comm Cntr Impvmts	—	—	90,000	—	—
Agua Caliente Pavilion Replacement	—	—	275,000	—	—
Stowe Trail Acquisition	—	—	150,000	—	—
Sweetwater Campground	—	—	2,000,000	—	—
Whaley Compound ADA Impvmts	—	—	100,000	—	—
Los Penasquitos Adobe/Barn ADA Access	—	—	100,000	—	—
TJRV Trails/Habitat Const	—	—	470,000	—	—
Ranger Housing Improvements	—	—	2,500,000	—	—
Felicita Wedding Area Impvmts	—	—	1,000,000	—	—
North County Animal Shelter	—	—	125,000	—	—
San Elijo Nature Center	—	—	735,000	—	—
Felicita Park Improvements	—	—	400,000	—	—
Fallbrook Library	—	—	3,000,000	—	—
Open Space Land Acquisition	—	—	1,300,000	—	—
Total - Capital Assets/Land Acquisition	$ 4,177,000	$ 19,566,185	$ 27,245,000	39.25	$ 5,000,000

Funding Source

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
General Fund					
KA0551 Escondido Creek Acquisition	$ —	$ 1,800,000	$ —	(100.00)	$ —
KA5325 S Luis Rey River Park Acq	—	3,000,000	—	(100.00)	—
KA9500 Multi-Species Conservation Prog. *	2,800,000	5,000,000	5,000,000	—	5,000,000
KK3421 CAC Waterfront Park	—	3,000,000	3,000,000	—	—
KK6327 Fire and Safety Helicopter Base	40,000	—	—	—	—
KK6328 SHF Modular Bldg at Fallbrk Comm	310,000	—	—	—	—
KN3412 Lakeside Sports Park II	—	3,000,000	3,000,000	—	—
KN3419 Sweetwater Bikeway Trails	—	1,000,000	500,000	(50.00)	—
Otay Valley Park Trail	—	2,000,000	3,000,000	50.00	—
Lakeside Soccer Fields Land Acq	—	—	500,000	—	—
Spring Valley Comm Cntr Impvmts	—	—	90,000	—	—
Agua Caliente Pavilion Replacement	—	—	275,000	—	—
Stowe Trail Acquisition	—	—	150,000	—	—
Sweetwater Campground	—	—	2,000,000	—	—
Whaley Compound ADA Impvmts	—	—	100,000	—	—
Los Penasquitos Adobe/Barn ADA Access	—	—	100,000	—	—
TJRV Trails/Habitat Const	—	—	470,000	—	—
Ranger Housing Improvements	—	—	2,500,000	—	—
Felicita Wedding Area Impvmts	—	—	1,000,000	—	—
North County Animal Shelter	—	—	125,000	—	—
San Elijo Visitor Center	—	—	735,000	—	—
Felicita Park	—	—	400,000	—	—
Fallbrook Library	—	—	3,000,000	—	—
Open Space Land Acquisition	—	—	1,300,000	—	—
Total - General Fund	$ 3,150,000	$ 18,800,000	$ 27,245,000	44.92	$ 5,000,000

Funding Source

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Parkland Dedication Fund					
Clemmens Lane Park Acqu.	$ —	$ 100,000	$ —	(100.00)	$ —
KN5491Flbrk Ctr Int Rmdl	—	100,000	—	(100.00)	—
Total - Parkland Dedication Fund	$ —	$ 200,000	$ —	(100.00)	$ —
Community Development Block Grants					
Clemmens Lane Park Acqu.	$ —	$ 100,000	$ —	(100.00)	$ —
Estrella Park Improvements	—	50,000	—	(100.00)	—
KN1886 Julian Memorial Park Improvements *	50,000	—	—	—	—
KN1976 San Elijo Park ADA Imp.	—	175,000	—	(100.00)	—
KN1979 Fallbrook Sport Park *	30,000	—	—	—	—
KN5491 Flbrk Ctr Int Rmdl	—	170,435	—	(100.00)	—
KN5493 Felicita Park ADA Ramp	50,000	—	—	—	—
KN6313 Live Oak Park Pavilion	110,000	—	—	—	—
KN6314 Lindo Lake Park Restroom	235,000	—	—	—	—
KN6315 Lindo Lake Park Playground Fencing	16,000	—	—	—	—
KN6316 Lincoln Acres Park Tot Lot	68,000	—	—	—	—
KN6317 Collier Park ADA Walkways	85,000	—	—	—	—
KN6318 Spring Valley Park Picnic/ Access	153,000	—	—	—	—
KN6319 Julian Jess Martin Parking/ Access	190,000	—	—	—	—

Funding Source

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
KN6323 J Mar II Ball Improv	40,000	—	—	—	—
Total - Community Development Block Grants	$ 1,027,000	$ 495,435	$ —	(100.00)	$ —
Other Federal Grants					
Lakeside Linkage Habitat Enhancement	$ —	$ 70,750	$ —	(100.00)	$ —
Total - Other Federal Grants	$ —	$ 70,750	$ —	(100.00)	$ —
Total Capital Outlay Funding Sources	$ 4,177,000	$ 19,566,185	$ 27,245,000	39.25	$ 5,000,000
** Multiple funding sources*					

Justice Facility Construction Fund

Justice Facility Construction Fund

Budget by Category of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Capital Assets/Land Acquisition	$ —	$ 80,000,000	$ 4,000,000	(95.00)	$ —
Total	$ —	$ 80,000,000	$ 4,000,000	(95.00)	$ —

Capital Projects Detail

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Capital Assets/Land Acquisition					
KK5497 Medical Exam Bldg	$ —	$ 80,000,000	—	(100.00)	$ —
Ramona Station Land Acq	—	—	1,000,000	—	—
Rancho San Diego Station	—	—	3,000,000	—	—
Total - Capital Assets/Land Acquisition	$ —	$ 80,000,000	$ 4,000,000	(95.00)	$ —

Funding Source

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
General Fund					
KK5497 Medical Exam Bldg	$ —	$ 80,000,000	$ 1,000,000	(98.75)	$ —
Total - General Fund	$ —	$ 80,000,000	$ 1,000,000	(98.75)	$ —
Proposition 172 Fund					
Rancho San Diego Station	$ —	$ —	$ 3,000,000	—	$ —
Total - Proposition 172 Fund	$ —	$ —	$ 3,000,000	—	$ —
Total Justice Facility Construction Funding Sources	$ —	$ 80,000,000	$ 4,000,000	(95.00)	$ —

Edgemoor Development Fund

Edgemoor Development Fund

Budget by Category of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Services & Supplies	$ 2,860,000	$ 2,860,000	$ 822,000	(71.26)	$ 822,000
Total	$ 2,860,000	$ 2,860,000	$ 822,000	(71.26)	$ 822,000

Expenditure Detail

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Routine Maintenance of Structures	$ 15,000	$ 15,000	$ —	(100.00)	$ —
Professional & Specialized Services	2,725,000	2,725,000	522,000	(80.84)	522,000
Interdepartmental Costs	—	—	5,000	—	5,000
Consultant Contracts	—	—	100,000	—	100,000
Out-Of-County Travel & Transp - Lodging	2,500	2,500	—	(100.00)	—
Purchasing ISF - Non Merchandise	7,500	7,500	7,500	—	7,500
Fac. Mgt. Real Property ISF Costs	110,000	110,000	157,500	43.18	157,500
Major Maintenance - ISF	—	—	30,000	—	30,000
Total	$ 2,860,000	$ 2,860,000	$ 822,000	(71.26)	$ 822,000

Funding Source

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Interest On Deposits & Investments	$ 150,000	$ 200,000	$ 555,000	177.50	$ 555,000
Rents & Concessions	269,000	269,000	267,000	(0.74)	267,000
Sale Of Fixed Assets	204,000	703,000	—	(100.00)	—
Fund Balance - All Other Funds	2,237,000	1,688,000	—	(100.00)	—
Total	$ 2,860,000	$ 2,860,000	$ 822,000	(71.26)	$ 822,000

Lease Payments

Lease Payments

Budget by Category of Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Lease Payments	$ 46,577,150	$ 43,456,832	$ 38,773,719	(10.78)	$ 34,304,101
Total	$ 46,577,150	$ 43,456,832	$ 38,773,719	(10.78)	$ 34,304,101

Lease Payments Detail

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
1993 Master Refunding - South County	$ 3,826,147	$ 3,836,049	$ 2,977,804	(22.37)	$ 1,871,941
1993 Master Refunding - East County	5,089,503	5,102,677	3,960,677	(22.38)	2,489,192
1993 Master Refunding - Topaz	471,760	472,969	368,133	(22.17)	233,050
2001 MTS Tower	3,079,704	2,728,736	3,052,774	11.88	3,082,746
2002 Motorola	3,486,135	3,488,182	3,489,835	0.05	3,487,815
1993 Master Refunding – Health Complex	2,562,703	2,569,324	1,995,415	(22.34)	1,255,924
1993 Master Refunding - East Mesa	741,366	743,269	578,328	(22.19)	365,798
1993 Master Refunding – Juvenile Hall	438,295	439,412	342,542	(22.05)	217,772
1993 Master Refunding – Clairemont Hospital	1,844,304	1,849,065	1,436,399	(22.32)	904,672
1993 Master Refunding – East Mesa Land	2,407,482	2,413,702	1,874,544	(22.34)	1,179,830

Lease Payments Detail

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
1993 Master Refunding – SD Muni Building	767,685	769,656	598,803	(22.20)	378,656
1993 Master Refunding – Housing	411,181	412,247	319,894	(22.40)	200,895
1996 North & East County Regional Center Project	2,788,223	—	—	—	—
1996 Ohio Street Lease Purchase	170,094	169,709	174,541	2.85	10,000
1997 Central Jail	5,379,193	5,356,140	5,260,411	(1.79)	5,509,930
1998 Hall of Justice	5,516,197	5,510,729	5,092,016	(7.60)	5,515,598
1999 East Mesa Refunding	1,851,066	1,867,487	1,819,228	(2.58)	1,872,419
2005 Regional Communications System	5,746,112	2,994,638	2,988,588	(0.20)	2,995,888
2005 North & East County Just Fac Ref	—	2,732,840	2,443,788	(10.58)	2,731,975
Total	$ 46,577,150	$ 43,456,832	$ 38,773,719	(10.78)	$ 34,304,101

Revenue Detail

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
AB189	$ 3,415,980	$ 3,419,068	$ 3,151,345	(7.83)	$ 2,806,429
Aid from Redevelopment Agency	800,000	800,000	800,000	—	800,000
Rent	1,274,186	899,051	1,233,356	37.18	1,238,803
General Revenue Allocation	40,052,848	37,177,807	32,589,057	(12.34)	28,577,889
Charges in Other Funds	622,955	691,547	622,955	(9.92)	622,955
Miscellaneous Revenue	—	57,112	57,112	—	57,130
Use of Reserve Designation	411,181	412,248	319,894	(22.40)	200,895
Total	$ 46,577,150	$ 43,456,832	$ 38,773,719	(10.78)	$ 34,304,101

Funding Source

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
General Fund					
1993 Master Refunding – South County	$ 3,826,147	$ 3,836,049	$ 2,977,804	(22.37)	$ 1,871,941
1993 Master Refunding – East County	5,089,503	5,085,453	3,960,677	(22.12)	2,489,192
1993 Master Refunding – Topaz	471,760	472,969	368,133	(22.17)	233,050
2001 MTS Tower	2,409,092	2,431,948	2,444,879	0.53	2,478,786
2002 Motorola	2,863,180	2,796,638	2,866,880	2.51	2,864,860
1993 Master Refunding – Health Complex	2,562,703	2,569,324	1,995,415	(22.34)	1,255,924
1993 Master Refunding – East Mesa	741,366	743,269	578,328	(22.19)	365,798
1993 Master Refunding – Clairemont Hospital	1,844,304	1,849,065	1,436,399	(22.32)	904,672
1993 Master Refunding – East Mesa Land	2,407,482	2,413,702	1,874,544	(22.34)	1,179,830
1993 Master Refunding – Housing	411,181	—	—	—	—
1996 North & East County Regional Center Project	2,788,223	—	—	—	—
1996 Ohio Street Lease Purchase	170,094	169,709	174,541	2.85	10,000
1997 Central Jail	5,379,193	5,356,140	5,260,411	(1.79)	5,509,930
1998 Hall of Justice	1,902,623	1,881,691	1,456,555	(22.59)	1,870,755
1999 East Mesa Refunding	1,851,066	1,844,374	1,796,116	(2.62)	1,849,306
2005 Regional Communications System	5,746,112	2,994,638	2,971,812	(0.76)	2,979,112
2005 North & East County Justice Facility Ref	—	2,732,838	2,426,564	(11.21)	2,714,733
Total - General Fund	$ 40,464,029	$ 37,177,807	$ 32,589,057	(12.34)	$ 28,577,889
Charges to Other Districts					
2002 Motorola	$ 622,955	$ 691,547	$ 622,955	(9.92)	$ 622,955
Total - Charges to Other Districts	$ 622,955	$ 691,547	$ 622,955	(9.92)	$ 622,955

Funding Source

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Rent Received					
1998 Hall of Justice	$ 603,575	$ 619,038	$ 625,461	1.04	$ 634,843
2001 MTS Tower	670,612	280,013	607,894	117.10	603,960
Total - Rent Received	$ 1,274,187	$ 899,051	$ 1,233,355	37.18	$ 1,238,803
Assembly Bill 189					
1993 Master Refunding – Juvenile Hall	$ 438,295	$ 439,412	$ 342,542	(22.05)	$ 217,772
1993 Master Refunding – SD Muni Building	767,685	769,656	598,803	(22.20)	378,656
1998 Hall of Justice	2,210,000	2,210,000	2,210,000	—	2,210,000
Total - Assembly Bill 189	$ 3,415,980	$ 3,419,068	$ 3,151,345	(7.83)	$ 2,806,429
Aid from Redevelopment					
1998 Hall of Justice	$ 800,000	$ 800,000	$ 800,000	—	$ 800,000
Total - Aid from Redevelopment	$ 800,000	$ 800,000	$ 800,000	—	$ 800,000
Miscellaneous Revenue					
1999 East Mesa	$ —	$ 23,113	$ 23,113	—	$ 23,113
Pine Valley	—	17,224	17,224	—	17,242
Julian	—	16,776	16,776	—	16,776
Total Miscellaneous Revenue	$ —	$ 57,112	$ 57,113	—	$ 57,130
Use of Reserves/Designations					
1993 Master Refunding – Housing	$ —	$ 412,247	$ 319,894	(22.40)	$ 200,895
Total Use of Reserves/ Designations	$ —	$ 412,247	$ 319,894	(22.40)	$ 200,895
Total Lease Payment Funding Sources	$ 46,577,151	$ 43,456,832	$ 38,773,719	(10.78)	$ 34,304,101

Outstanding Capital Projects By Group/Agency

Outstanding Capital Projects By Group/Agency

Public Safety Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 2/28/07
San Diego Downtown Courthouse Remodel	KK4901 - 4651	93/94	$ 2,158,514	$ 63,025
East Mesa Regional Firearms Training Facility	KK6116 - 4647	95/96	6,213,614	8,514
Las Colinas Womens Detention Facility	KK8032 - 4832	97/98	1,600,000	390,913
Descanso Detention Facility Restoration	KK9017 - 4917	98/99	1,171,151	74,065
Pine Valley Substation (Buckman Springs Area)	KK0687 - 4687	99/00	1,200,000	1,175,112
East Mesa Juvenile Detention Facility	KK0781 - 4781	99/00	52,093,748	870,967
East Mesa Detention Facility Access Road	KK1717 - 4717	00/01	2,330,189	79,197
Sheriff Crime Lab Remodel	KK2994 - 4994	01/02	2,596,618	8,160
Vista Detention Facility Control Panels	KK3439 - 4439	02/03	2,647,483	44,117
Rancho San Diego Sheriff Station Land Acquisition	KA5485 - 4485	04/05	2,000,000	1,980,607
Alpine Station	KK5302 - 4302	04/05	6,000,000	5,928,902
Rancho San Diego Station	KK5485 - 4301	04/05	6,000,000	6,000,000
Medical Examiner Building	KK5497 - 4497	04/05	85,400,000	83,463,131
Sheriff Modular Building @ Fallbrook Airpark	KK6328 - 4328	05/06	310,000	69,717
Total - Public Safety Group			$ 171,721,317	$ 100,156,426

Health and Human Services Agency

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 2/28/07
Edgemoor Skilled Nursing Facility	KK0866 - 4866	99/00	$ 118,785,556	$ 67,164,588
San Pasqual Academy South Dormitory	KK2993 - 4993	01/02	2,025,000	1,197,858
Polinsky Children's Center Nursery	KK3422 - 4422	02/03	2,420,334	21,371
HHSA Office Parking Structure	KK4463 - 4463	03/04	1,300,000	53,225
Public Health Lab Remodel And HVAC Replacement	KK4459 - 4459	04/05	4,300,000	1,532,429
Total - Health And Human Services Agency			$ 128,830,890	$ 69,969,472

Land Use & Environment Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 2/28/07
Heritage Park Carousel	KN6019 - 4619	95/96	$ 715,000	$ 620,095
Otay Lakes Park Restoration	KN7022 - 4741	96/97	2,486,774	130,446
Rancho Guajome Adobe Restoration	KN7915 - 4790	96/97	1,889,085	14,001
Waste Site Land Acquisitions	KA8950 - 4540	97/98	8,238,400	6,250,786
Jess Martin Park Development	KN8013 - 4813	97/98	70,150	1,357
Guajome Reg Park Comm Sportsfields And Visitor Ctr	KN8015 - 4815	97/98	265,000	211,198
Oakoasis Log House Restoration	KN8045 - 4845	97/98	100,000	30,913
Multiple Species Conservation Plan Acquisitions	KA9500 - 4545	98/99	28,361,753	12,397,792
Ramona Boys And Girls Club Gymnasium	KN9032 - 4932	98/99	490,000	375,356
Volcan Mountain Preserve Phase VI Acquisition	KA0549 - 4549	99/00	744,081	196,923
Otay Valley Regional Park Phase II Acquisition	KA0550 - 4550	99/00	9,592,198	188,237
Escondido Creek Acquisitions	KA0551 - 4551	99/00	4,240,000	1,969,508
Spring Valley Gymnasium	KK0865 - 4865	99/00	2,520,392	1,697,233
Spring Valley Teen Center	KK0880 - 4880	99/00	1,151,309	594,561
Agua Caliente Park Restroom	KN0867 - 4867	99/00	447,577	17,813
Tijuana River Valley Sportspark/Ballfields Construction	KN0873 - 4873	99/00	2,536,950	316,603
William Heise Park Trail Improvements	KN0878 - 4878	99/00	20,705	866
Lakeside Teen Center	KN0884 - 4884	99/00	571,000	14,338
Bancroft Park Acquisition	KA1557 - 4557	00/01	473,000	471,718
North County Open Space Acquisitions	KA1562 - 4562	00/01	606,856	4,357
San Elijo Acquisitions	KA1971 - 4971	00/01	2,450,000	503,682
Julian Jess Martin Community Center	KN1561 - 4561	00/01	121,682	1,227
Julian Memorial Park Improvements	KN1886 - 4886	00/01	100,000	12,772
Dos Picos Park Playground/Picnic Area Improvements	KN1954 - 4954	00/01	625,801	9,533
San Elijo ADA Parking Lot And Trail Improvements	KN1976 - 4976	00/01	339,453	129,463
Fallbrook Sports Park Improvements	KN1979 - 4964	00/01	785,442	21,015
Trail Easement Acquisitions	KA2973 - 4973	01/02	62,611	43,583
Tijuana River Valley Regional Park Fencing	KN2630 - 4588	01/02	150,000	34,896

Land Use & Environment Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 2/28/07
Sweetwater Regional Park Equestrian Center Phase I	KN2669 - 4669	01/02	120,000	117,556
Sweetwater Regional Park Pond Restoration	KN2680 - 4680	01/02	50,000	7,344
Otay Valley Regional Park Fencing/Trees	KN2752 - 4752	01/02	131,000	57,622
Agua Caliente Campground Improvements	KN2955 - 4955	01/02	1,287,000	1,163,331
Cactus Park Sports Fields	KN2968 - 4968	01/02	490,150	244,609
Tijuana River Valley Regional Park Trail Crossing	KN2996 - 4996	01/02	450,000	357,645
Bonsall Park River Site Acquisition	KA3420 - 4420	02/03	333,859	316,929
Volcan Mountain West Acquisition	KA3438 - 4438	02/03	2,200,000	2,200,000
Santa Maria Creek Acquisition Phase I	KA3442 - 4442	02/03	525,000	34,887
Santa Maria Creek Acquisition Phase II	KA3443 - 4444	02/03	1,008,079	27,160
Sweetwater Summit Campground And Local Park Imprv	KN3106 - 4872	02/03	2,488,433	369,072
Jess Martin Park Sportsfield	KN3401 - 4401	02/03	100,000	99,856
Sweetwater Park State Route 125 Mitigation	KN3406 - 4406	02/03	410,000	52,781
Lindo Lake Well	KN3407 - 4407	02/03	34,730	33,604
Los Penasquitos Trail Restoration	KN3408 - 4408	02/03	75,000	58,254
Potrero Park Playground Improvements	KN3409 - 4409	02/03	378,696	25,800
Lakeside Sports Park Phase II Development	KN3412 - 4412	02/03	5,558,500	5,240,862
Felicita Park Improvements	KN3414 - 4414	02/03	887,613	233
Guajome Park Playground/Restroom/Dock Improvements	KN3415 - 4415	02/03	662,101	105,622
Nancy Jane Park Swings	KN3416 - 4416	02/03	256,666	234,555
San Dieguito Upper Picnic Improvements/ Playgrounds	KN3417 - 4417	02/03	575,000	399.95
Sweetwater Trails/Bikeways Construction	KN3419 - 4419	02/03	2,086,105	2,055,332
San Luis Rey River Park Planning And Development	KN3432 - 4432	02/03	1,581,179	762,987
Tijuana River Valley Habitat/Trail Restoration	KN3441 - 4441	02/03	1,175,000	176,900
Santa Maria Creek Restoration	KN3442 - 4443	02/03	1,050,000	180,777
Santa Maria Creek Restoration And Trail Development	KN3443 - 4445	02/03	40,000	40,000
Fallbrook B Burnsite Land Purchase	KA4453 - 4453	03/04	90,000	90,000

Land Use & Environment Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 2/28/07
Jacumba II Burnsite Land Purchase	KA4456 - 4456	03/04	50,000	50,000
Descanso Burnsite Land Purchase	KA4457 - 4457	03/04	30,000	30,000
Valley Park Acquisition	KA4478 - 4478	03/04	500,000	493,773
I-122 Loss Allotment - Supervisorial District 5 Acquisitions	KA4480 - 4480	03/04	789,600	789,600
Lakeside Teen Center Phase II	KN4450 - 4450	03/04	335,000	12,650
Felicita Parking Lot Restoration	KN4451 - 4451	03/04	100,000	100,000
Simon Preserve/Trail Construction	KN4452 - 4452	03/04	75,000	75,000
San Elijo Lagoon Nature Center Expansion	KN4464 - 4464	03/04	5,025,000	4,744,431
San Dieguito Park Recycled Water Retrofit Improvements	KN4481 - 4481	03/04	94,880	68,394
Lakeside Sports Park	KN4484 - 4484	03/04	1,448,646	1,448,646
Stowe Trail Acquisition	KA5321 - 4321	04/05	415,000	390,929
I-122 Loss Allotment - Supervisorial District 3 Acquisitions	KA5495 - 4495	04/05	300,450	300,450
Pine Valley Ballfield Improvements	KN5303 - 4303	04/05	450,000	446,108
Fallbrook Community Center Interior Remodel Design	KN5491 - 4491	04/05	330,435	260,035
Lincoln Acres Park Playground Improvements	KN5492 - 4492	04/05	114,000	849
Jess Martin Well Improvements	KN5496 - 4496	04/05	330,000	330,000
Spring Valley Community Center Expansion	KN5498 - 4498	04/05	1,007,000	935,522
Lakeside/Ramona Open Space Restoration	KN5499 - 4499	04/05	115,000	97,001
Lakeside Sports Park Acquisition	KA5324 - 4324	05/06	3,545,000	674,784
San Luis Rey River Park Acquisition	KA5325 - 4325	05/06	8,180,000	4,939,499
Live Oak Park Pavilion	KN6313 - 4313	05/06	110,000	27,177
Lindo Lake Park Restroom	KN6314 - 4314	05/06	255,000	28,141
Spring Valley Park Picnic Area/Access Improvements	KN6318 - 4318	05/06	153,000	51,020
Jess Martin Park Phase II Ballfield/Sportsfield Imprv	KN6323 - 4323	05/06	73,000	69,067
Goodan Ranch Compound Improvements	KN6329 - 4329	05/06	1,700,000	1,365,165
Americans With Disabilities Act Ballfield	1008292 - 54749	05/06	1,205,000	1,015,538
East County Trail Acquisition	1008954 - 54057	05/06	180,000	173,404

Land Use & Environment Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 2/28/07
Felicita Trail Improvements	1008290 - 54747	05/06	98,445	81,993
Ildica Street Acquisition	1008750 - 54055	05/06	241,000	213,265
Lakeside Soccer Fields Acquisition	1009548 - 54059	05/06	300,000	300,000
Lindo Lake Boathouse Restoration	1009269 - 54767	05/06	150,000	148,650
Lake Morena Pacific Crest Trail Staging/ Camping Area	1008289 - 54746	05/06	164,000	157,272
Mountain Empire Community Center Playground	1008291 - 54748	05/06	90,000	90,000
Otay Valley Regional Park Trail Improvements	1009268 - 54766	05/06	5,600,001	5,501,928
Estrella Park Improvements	1010183 - 54768	06/07	50,000	49,260
Clemmens Lane Park Acquisition	1010185 - 54058	06/07	200,000	190,867
Lakeside Linkage Habitat Enhancement	1010184 - 54769	06/07	70,750	70,750
Agua Caliente Ranger Housing	1010299 - 54770	06/07	350,000	349,766
Hilton Head Park Phase II Improvements	1010406 - 54776	06/07	1,200,000	1,200,000
Guajome Regional Park Restrooms	1010407 - 54777	06/07	375,000	375,000
Heritage Park Victorian Home Improvements	1010429 - 54780	06/07	4,000,000	4,000,000
Otay Valley Regional Park Staging Area	1010431 - 54778	06/07	218,214	217,474
Otay Valley Regional Park Active Recreation Area	1010432 - 54779	06/07	440,000	440,000
Stelzer Well Replacement	1010592 - 54785	06/07	250,000	250,000
Heise Well Replacement	1010593 - 54786	06/07	250,000	250,000
Lakeside Community Center Improvements	1010594 - 54787	06/07	150,000	150,000
Total - Land Use And Environment Group			$ 135,307,751	$ 73,267,798

Community Services Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 2/28/07
Underground Fuel Storage Tank Replacement	KK6100 - 4869	95/96	$ 3,161,848	$ 17,362
Spring Valley Branch Library	KL7020 - 4882	96/97	3,458,970	1,466
Cardiff Branch Library Land Acquisition	KA9542 - 4851	98/99	989,000	5,691
Rancho San Diego Branch Library	KL9022 - 4922	98/99	5,154,800	19,073
Valley Center Branch Library	KL9023 - 4923	98/99	4,421,280	14,755
Bonita Branch Library	KL9540 - 4753	98/99	4,490,950	24,935
Cardiff Branch Library	KL9542 - 4778	98/99	2,091,077	5,260
Encinitas Branch Library	KL9543 - 4756	98/99	250,000	250,000
North County Animal Shelter	KK1709 - 4709	00/01	6,685,339	99,504
Valley Center Museum	KK1953 - 4953	00/01	255,000	10,642
Campo-Morena Village Library	KL1600 - 4567	00/01	989,783	1,805
Fallbrook Branch Library	KL1974 - 4974	00/01	463,000	200,091
Alpine Branch Library Land Acquisition	KA2983 - 4435	01/02	34,867	10,067
Ramona Senior Center Predevelopment/ Acquisition	KA2987 - 4987	01/02	2,905,000	20,121
Julian Shared Use Library	KL2981 - 4981	01/02	3,085,516	63,544
Alpine Branch Library	KL2983 - 4983	01/02	881,585	657,526
Ramona Branch Library	KL2987 - 4465	01/02	476,036	409,087
Bonita History Museum	KK3458 - 4458	02/03	1,275,000	477
Descanso Branch Library Expansion	KL3460 - 4460	02/03	176,000	129
Fallbrook Branch Library Land Acquisition	KA4479 - 4479	03/04	191,000	95,999
Total - Community Services Group			$ 41,436,051	$ 1,907,535

Finance & General Government Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 2/28/07
ARCC/LUEG Buildings San Marcos	KK1662 - 4662	00/01	$ 9,244,118	$ 38,099
County Administration Center Waterfront Park	KK3421 - 4421	02/03	5,900,000	3,358,339
County Administration Center Elevator Upgrade	KK3436 - 4436	02/03	600,000	19,301
Total - Finance And General Government Group			$ 15,744,118	$ 3,415,740

Total Outstanding Capital Projects

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 2/28/07
Total - Outstanding Capital Projects			$ 493,040,127	$ 248,716,970

County of San Diego

Finance-Other

Finance-Other

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 following provides a brief description of these programs:

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 its cash flow 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). The anticipated TRANs level for Fiscal Year 2007-08 is $220.0 million.

Community Enhancement

The Community Enhancement program funds grants 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 for Community Enhancement approximately equals the amount of Transient Occupancy Tax (TOT) revenues estimated to be collected each year. Applications for funding are submitted to the Board of Supervisors by March 1, preceding the new fiscal year, with approval of projects given through the budget adoption process. The Community Enhancement Program funding level for Fiscal Year 2007-08 is proposed to be $3.2 million, $0.2 million higher than Fiscal Year 2006-07. The additional $0.2 million is a one-time adjustment based on actual TOT revenues exceeding budgeted levels in past years.

Community Projects

The Community Projects program provides grants to community organizations for furtherance of public purposes at the regional and community levels throughout San Diego County. The funding level is reviewed each year by the Chief Administrative Officer and is contingent on the availability of fund balance. The funding level for each of the two years of this Operational Plan is $10.0 million. Recommendations for grant awards are made throughout the year by individual Board members subject to approval by the Board as a whole.

Contributions to the County Library System

These General Fund appropriations are provided to augment the County Library Fund. The augmentation amounts are proposed to increase from $3.6 million in Fiscal Year 2006-07 to $5.1 million and $4.8 million for Fiscal Years 2007-08 and 2008-09, respectively. These higher appropriation levels represent support for the operation of new libraries in 4S Ranch and Encinitas as well as $0.4 million in one-time support in Fiscal Year 2007-08 for enhancements to various other branch libraries.

Contingency Reserve-General Fund

A Contingency Reserve of $20.0 million is proposed for Fiscal Years 2007-08 and 2008-09. The amounts proposed are the same as for the Fiscal Year 2006-07 Adopted budget.

These appropriations are a source of funding for unanticipated needs, events, or for various uncertainties that may occur during the fiscal year. Examples of potential needs include emergency repairs, one-time projects, or Countywide appropriation and revenue shortfalls. At $20.0 million, the Contingency Reserve equates to 2.1% of proposed Fiscal Year 2007-08 General Purpose Revenues, exceeding the 2% target set by Board Policy B-71, Fund Balance and Reserves. The $20.0 million proposed for Fiscal Year 2008-09 would be just under the 2% target and will be reviewed for adjustment during the development of the Fiscal Years 2008-09 and 2009-10 Operational Plan.

Contributions to Capital Outlay Fund

These appropriations represent the General Fund cost for capital development or land acquisition projects. For Fiscal Year 2007-08, appropriations are included for land acquisition for the Multiple Species Conservation Program (MSCP), Lakeside soccer fields, Stowe Trail, Ramona Sheriff's station, and for open space, and for the following development projects: Spring Valley Community Center improvements, Agua Caliente Pavilion replacement, Sweetwater campground improvements, Sweetwater Loop Trail construction, Tijuana River Valley Trails and Habitat Restoration, Rancho San Diego Sheriff's station construction, Felicita Park wedding area and other improvements, Whaley Compound Americans with Disabilities Act (ADA) improvements, Los Penasquitos Adobe ADA access, Otay Valley Regional Park (OVRP) Trails development, North County Animal Shelter enhancements, San Elijo Visitor Center enhancements, County Administration Center (CAC) Waterfront Park development, Fallbrook Library development, Lakeside Sportspark construction, and various Ranger Housing improvements. In Fiscal Year 2008-09, appropriations are proposed for MSCP land acquisition. See the Capital Program for more information on these projects as well as a list of open capital projects.

Lease Payments-Certificates of Participation - Capital Projects

The appropriations for this program are related to the annual lease payments due to the San Diego County Capital Asset Leasing Corporation (SANCAL) on the County's outstanding Certificates of Participation (COPs) for various capital projects. Lease purchase payments show a net decrease in Fiscal Years 2007-08 and 2008-09 due to the scheduled completion of payments. See the Capital Program for the detail on the lease purchase payments.

Lease Payments-Certificates of Participation - Enterprise Resource Planning System

The appropriations for this program are used to make the annual payments to SANCAL for the COPs issued in May, 2000 to finance the County's new Enterprise Resource Planning System. The final payment will be made in Fiscal Year 2009-10.

Contribution to Capital/Debt Reduction

Appropriations in Fiscal Years 2007-08 are proposed for the General Fund contribution to the early pay off of the Public Income Notes (PINES) portion of the debt on the County's 2002 taxable Pension Obligation Bonds (POBs). See the Pension Obligation Bond discussion below. Appropriations in Fiscal Year 2008-09 are anticipated to be earmarked for pending capital projects and debt reduction opportunities. Candidates include various projects identified via the capital improvement needs assessment process. The relative merits of these opportunities will be weighed and specific recommendations will be brought to the Board for action.

Contribution to the General Reserve

In Fiscal Year 1998-99, the County established a $50.0 million long term reserve for fiscal stability. The reserve has been augmented twice since then and currently sits at $55.5 million. This reserve is currently shown as a fund balance designation in the County's general ledger and in the County's Comprehensive Annual Financial Report (CAFR).

It is proposed that these funds be reclassified to a General Reserve in accordance with Government Code §29085-29086, which allows the creation of a general reserve and restricts increasing or decreasing the amount to the time of budget adoption. Once the budget is adopted, the General Reserve may only be used for legally declared emergencies as defined in Government Code §29127. The proposed $55.5 million General Reserve would equate to 5.8% of Fiscal Year 2007-08 budgeted general purpose revenues and would therefore exceed the 5% target established by Board Policy B-71, Fund Balance and Reserves. No additional contributions to the General Reserve are proposed for Fiscal Year 2008-09 because the reserve would still be in excess of the 5% target.

Countywide General Expenses

The primary objective of these appropriations is to fund Countywide projects and other Countywide needs. The major components of the Countywide General Expenses are:

- Reserve for program needs and periods of recession and fiscal uncertainty,
- Contribution to the Information Technology (IT) Internal Service Fund to support the Countywide component of the IT outsourcing contract, and
- Contribution to the Employee Benefits Internal Service Fund to support workers' compensation costs based on the transfer settlement between the County and the State for pre-calendar year 2000 workers' compensation cases for Court employees.

Countywide Shared Major Maintenance

In Fiscal Years 2007-08 and 2008-09, appropriations totaling $2.0 million are proposed for major maintenance projects at County facilities that are shared by departments from multiple groups. Appropriations for major maintenance projects are otherwise budgeted by the department/group that directly benefits from the improvements.

Employee Benefits Internal Service Fund (ISF)

In Fiscal Year 1994-1995, the County established an Employee Benefits Internal Service Fund (ISF) to report all of its employee-risk management activities. The appropriations for this fund support claim payments and administrative costs of the County's self-insured Workers' Compensation program, Unemployment Expenses, and Medical and Dental benefit reserves.

The rates charged to individual departments for workers' compensation costs are based 80% on the last ten years' actual claims experience and 20% based on risk factors determined by the Workers' Compensation Insurance Rating Bureau (WCIRB) of California. An annual actuarial assessment is done to estimate the liability and to ensure that the County is maintaining sufficient reserves for current and future claims. As of July 1, 2006, the estimated liability was $91.3 million, with a cash balance in the fund of $56.7 million. For each of the two years of this Operational Plan, $4.0 million is proposed to be appropriated for contingency reserves. The fund's cash balance is expected to improve if the contingency reserve is not required to be spent during the year. As a result of the County's Work Safe, Stay Healthy program, claims expenses have somewhat declined, enabling the County to redirect resources to building a prudent reserve as required of a self-insured program and determined by an actuarial analysis.

Unemployment insurance rates are determined based on historical costs and apportioned based on departmental staff hours. The Medical and Dental reserves are held as required of a self-insured program.

The proposed amounts reflect the County's ability to contain Workers Compensation costs and anticipated lower expenses compared to those budgeted for Fiscal Year 2006-07 for Unemployment Insurance claims.

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 Section 56381). LAFCo is an independent government agency with countywide authority. LAFCo performs studies and renders jurisdictional decisions affecting the boundaries and government structure of cities and special districts. Through Fiscal Year 2000-01, LAFCo was funded exclusively by the County and user fees. Beginning with Fiscal Year 2001-02, funding for LAFCo is shared by the County, the 18 cities, and 65 independent special districts in San Diego County.

Public Liability Internal Service Fund (ISF)

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 of insurance to General Fund departments, other funds, and special districts is distributed based on a weighted risk factor: 70% allocated based on the last ten years' loss experience, and 30% 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. As of July 1, 2006, the estimated liability was $31.0 million, with a cash balance in the fund of $30.1 million. County staff met with the actuary to refine the risk versus estimated payout levels and based on updated data, the estimated liability for June 30, 2007 has been reduced to $16.5 million. Departments are projected to collectively pay $7.0 million in both Fiscal Years 2007-08 and 2008-09 to cover anticipated costs in the fund. The remainder of the budgeted costs will be offset by fund balance in the fund should expenses above the $7.0 million be necessary.

Pension Obligation Bonds

The proposed appropriations for this debt service fund for Fiscal Year 2007-08 will accomplish the following three objectives: 1) make the principal and interest payments and pay the administrative expenses for the 2002 and the 2004 taxable Pension Obligation Bonds (POBs); 2) make the final payment on the 1994 POBs; and 3) pay off the $100.0 million Public Income Notes (PINES) portion of the debt on the 2002 POBs. The funding sources for paying off the PINES are a contribution from the General Fund of $95.0 million and available fund balance in the POB fund of $5.0 million. Paying off the PINES will save the County $6.125 million in annual debt service payments and shed the highest cost bonded debt from the County's portfolio. The proposed budget for Fiscal Year 2008-09 reflects the scheduled principal and interest payments and administrative expenses for the remaining 2002 POBs and the 2004 POBs. See the Long- and Short-Term Financial Obligations section of this Proposed Operational Plan 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. The debt will be paid off in January 2012. The cost is offset by a special assessment on property located within the service area.

Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Cash Borrowing Program	$ 12,700,000	$ 12,700,000	$ 12,700,000	—	$ 12,700,000
Community Enhancement	3,000,000	3,000,000	3,200,000	6.67	3,000,000
Community Projects	10,000,000	10,000,000	10,000,000	—	10,000,000
Contribution to County Library	3,550,000	3,550,000	5,077,000	43.01	4,750,000
Contingency Reserve General Fund	15,600,000	20,000,000	20,000,000	—	20,000,000
Contributions to Capital Outlay Funds	3,561,181	98,800,000	28,245,000	(71.41)	5,000,000
Lease Payments - Certificates of Participation - Capital	46,165,969	43,456,832	38,773,718	(10.78)	34,304,101
Lease Payments - Certificates of Participation - ERPs	6,700,000	6,700,000	6,700,000	—	6,700,000
Contribution to Capital/Debt Reduction	3,672,952	20,613,976	95,000,000	360.85	100,000,000
Contribution to General Reserve	—	—	55,500,000	—	—
Countywide General Expense	36,454,886	47,860,217	58,085,957	21.37	81,709,026
Countywide Shared Major Maintenance	2,000,000	2,000,000	2,000,000	—	2,000,000
Employee Benefits Fund (ISF)	35,650,654	35,158,308	33,322,822	(5.22)	34,532,356
Local Agency Formation Commission Administration	243,000	294,000	341,986	16.32	359,085
Public Liability (ISF)	11,000,000	15,722,000	13,274,140	(15.57)	13,834,867
Pension Obligation Bonds	110,514,605	125,607,789	216,451,889	72.32	110,997,779
Debt Service Local Boards	31,375	27,750	26,750	(3.60)	25,750
Total	$ 300,844,622	$ 445,490,872	$ 598,699,262	34.39	$ 439,912,964

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Appendices

Appendix A: Budget by Group/Agency

Appendix B: Budget Summary of All Funds

Appendix C: General Fund Budget Summary

Appendix D: Health & Human Services - Regional Operations

Appendix E: Glossary of Operational Plan Terms

Appendix A: Budget by Group/Agency

Public Safety Group

Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 700,071,324	$ 743,575,538	$ 788,778,195	6.08	$ 815,843,815
Services & Supplies	174,247,640	211,427,627	221,878,128	4.94	209,719,135
Other Charges	118,408,107	99,187,256	99,799,616	0.62	94,592,759
Capital Assets Equipment	2,256,714	3,868,441	1,555,126	(59.80)	1,269,426
Expenditure Transfer & Reimbursements	(16,659,891)	(16,694,629)	(17,724,566)	6.17	(18,416,971)
Operating Transfers Out	223,999,395	242,881,285	260,331,853	7.18	262,239,089
Management Reserves	1,569,393	20,294,139	9,500,000	(53.19)	4,000,000
Total	$1,203,892,682	$1,304,539,657	$1,364,118,352	4.57	$1,369,247,253

Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Licenses Permits & Franchises	$ 362,347	$ 363,601	$ 363,601	—	$ 363,601
Fines, Forfeitures & Penalties	29,016,583	25,592,343	22,543,983	(11.91)	21,904,981
Revenue From Use of Money & Property	9,335,122	10,217,245	9,262,549	(9.34)	9,262,549
Intergovernmental Revenues	398,142,359	427,474,074	443,090,207	3.65	440,095,301
Charges For Current Services	119,386,213	123,889,063	128,492,510	3.72	128,513,706
Miscellaneous Revenues	5,735,200	7,235,605	7,390,982	2.15	7,401,582
Other Financing Sources	229,524,837	242,881,285	257,235,853	5.91	262,249,063
Fund Balance	13,921,804	27,417,441	28,554,667	4.15	11,072,470
General Revenue Allocation	398,468,217	439,469,000	467,184,000	6.31	488,384,000
Total	$1,203,892,682	$1,304,539,657	$1,364,118,352	4.57	$1,369,247,253

Staffing - Staff Years

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Staff Years	7,478.50	7,487.00	7,473.50	(0.18)	7,465.50

Health and Human Services Agency

Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 414,638,428	$ 428,517,505	$ 451,962,730	5.47	$ 457,718,373
Services & Supplies	658,709,019	742,784,120	811,006,623	9.18	831,986,529
Other Charges	415,207,971	399,225,394	398,591,769	(0.16)	397,091,769
Capital Assets Equipment	796,508	679,206	7,209,206	961.42	559,206
Expenditure Transfer & Reimbursements	(354,135)	(408,385)	(493,665)	20.88	(731,315)
Operating Transfers Out	327,218,798	37,999,180	37,999,180	—	37,999,180
Management Reserves	5,000,000	5,000,000	5,000,000	—	5,000,000
Total	$1,821,216,589	$1,613,797,020	$1,711,275,843	6.04	$1,729,623,742

Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Taxes Current Property	$ 1,103,156	$ 1,357,307	$ 1,490,250	9.79	$ 1,490,250
Taxes Other Than Current Secured	29,080	33,616	42,390	26.10	42,390
Licenses Permits & Franchises	858,323	1,008,189	1,016,795	0.85	1,036,619
Fines, Forfeitures & Penalties	4,658,704	4,510,767	4,475,984	(0.77)	4,470,010
Revenue From Use of Money & Property	924,238	841,644	899,644	6.89	899,644
Intergovernmental Revenues	1,358,013,208	1,420,207,071	1,497,385,970	5.43	1,532,702,290
Charges For Current Services	39,650,457	42,141,196	45,158,278	7.16	44,675,451
Miscellaneous Revenues	10,818,496	10,522,230	10,495,532	(0.25)	10,192,088
Other Financing Sources	308,109,411	24,200,000	24,296,000	0.40	24,200,000
Fund Balance	36,927,410	41,000,000	48,600,000	18.54	32,500,000
General Revenue Allocation	60,124,106	67,975,000	77,415,000	13.89	77,415,000
Total	$1,821,216,589	$1,613,797,020	$1,711,275,843	6.04	$1,729,623,742

Staffing - Staff Years

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Staff Years	5,549.92	5,552.92	5,663.00	1.98	5,663.00

Land Use and Environment Group

Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 139,096,490	$ 148,681,294	$ 158,573,244	6.65	$ 165,572,685
Services & Supplies	156,472,795	170,414,746	164,448,235	(3.50)	150,717,919
Other Charges	4,808,275	5,996,945	16,995,031	183.39	16,707,078
Capital Assets/Land Acquisition	14,146,210	6,911,950	11,322,000	63.80	4,718,525
Capital Assets Equipment	3,247,306	5,875,985	6,864,986	16.83	4,988,500
Expenditure Transfer & Reimbursements	—	(100,000)	(100,000)	—	(100,000)
Reserve/Designation Increase	877,700	1,426,200	2,404,464	68.59	718,119
Operating Transfers Out	6,288,530	7,114,621	10,497,923	47.55	6,983,583
Management Reserves	3,341,609	3,417,802	1,057,802	(69.05)	1,057,802
Total	$ 328,278,915	$ 349,739,543	$ 372,063,685	6.38	$ 351,364,211

Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Taxes Current Property	$ 4,912,755	$ 5,364,714	$ 6,581,573	22.68	$ 6,060,708
Taxes Other Than Current Secured	9,786,500	11,223,675	17,469,627	55.65	17,188,336
Licenses Permits & Franchises	32,114,718	34,447,546	35,955,054	4.38	37,596,452
Fines, Forfeitures & Penalties	1,740,762	1,584,217	1,809,583	14.23	1,924,174
Revenue From Use of Money & Property	15,973,779	16,289,131	19,693,359	20.90	18,936,639
Intergovernmental Revenues	98,333,444	100,445,857	105,822,230	5.35	97,133,884
Charges For Current Services	73,376,969	79,678,678	80,892,670	1.52	83,116,281
Miscellaneous Revenues	16,733,030	13,339,610	16,513,076	23.79	14,477,655
Other Financing Sources	7,771,225	7,256,621	10,557,923	45.49	7,043,584
Reserve/Designation Decreases	1,560,500	1,605,080	569,845	(64.50)	1,586,935
Fund Balance	31,530,914	32,746,414	24,160,745	(26.22)	13,309,563
General Revenue Allocation	34,444,319	45,758,000	52,038,000	13.72	52,990,000
Total	$ 328,278,915	$ 349,739,543	$ 372,063,685	6.38	$ 351,364,211

Staffing - Staff Years

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Staff Years	1,497.00	1,559.00	1,602.00	2.76	1,601.00

Community Services Group

Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 76,627,395	$ 78,558,867	$ 85,295,622	8.58	$ 89,126,325
Services & Supplies	123,228,387	138,573,221	160,952,505	16.15	158,534,456
Other Charges	15,751,602	20,002,858	19,007,774	(4.97)	19,204,777
Capital Assets Equipment	9,586,000	9,270,000	15,001,275	61.83	9,828,252
Expenditure Transfer & Reimbursements	(31,000)	(59,000)	(59,000)	—	(59,000)
Reserves	100,000	100,000	100,000	—	100,000
Reserve/Designation Increase	—	1,200,000	—	(100.00)	0
Operating Transfers Out	7,370,346	4,353,997	7,319,143	68.10	7,022,899
Management Reserves	3,849,603	3,250,000	3,250,000	—	3,250,000
Total	$ 236,482,333	$ 255,249,943	$ 290,867,319	13.95	$ 287,007,709

Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Taxes Current Property	$ 22,856,304	$ 25,225,903	$ 26,558,655	5.28	$ 27,997,265
Taxes Other Than Current Secured	5,409,044	2,965,013	3,197,870	7.85	3,277,576
Licenses Permits & Franchises	2,121,900	2,121,900	2,303,714	8.57	2,303,714
Fines, Forfeitures & Penalties	13,000	(5,835)	13,000	(322.79)	13,000
Revenue From Use of Money & Property	1,292,907	1,897,194	2,772,385	46.13	2,832,021
Intergovernmental Revenues	39,273,574	38,768,545	44,481,663	14.74	39,687,564
Charges For Current Services	126,452,122	134,742,263	153,824,032	14.16	162,619,903
Miscellaneous Revenues	3,380,642	4,170,860	3,065,518	(26.50)	3,106,984
Other Financing Sources	7,144,090	8,403,997	12,456,513	48.22	12,113,282
Reserve/Designation Decreases	451,965	—	1,200,000	—	—
Fund Balance	13,678,559	21,194,103	21,508,969	1.49	13,296,400
General Revenue Allocation	14,408,226	15,766,000	19,485,000	23.59	19,760,000
Total	$ 236,482,333	$ 255,249,943	$ 290,867,319	13.95	$ 287,007,709

Staffing - Staff Years

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Staff Years	979.00	974.00	1,009.00	3.59	1,009.00

Finance and General Government Group

Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 113,188,821	$ 117,908,911	$ 124,601,308	5.68	$ 128,503,035
Services & Supplies	172,686,403	181,016,010	182,897,535	1.04	169,708,346
Capital Assets Equipment	70,000	10,000	75,000	650.00	—
Expenditure Transfer & Reimbursements	(355,465)	(217,714)	(655,543)	201.10	(678,487)
Management Reserves	3,550,000	4,884,000	8,470,000	73.42	5,000,000
Total	$ 289,139,759	$ 303,601,207	$ 315,388,300	3.88	$ 302,532,894

Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Licenses Permits & Franchises	$ 2,787,205	$ 2,740,000	$ 2,769,345	1.07	$ 2,769,345
Fines, Forfeitures & Penalties	799,000	915,000	942,450	3.00	942,450
Revenue From Use of Money & Property	174,949	174,949	233,936	33.72	233,936
Intergovernmental Revenues	10,562,000	2,710,000	2,751,730	1.54	2,751,730
Charges For Current Services	158,580,258	175,637,669	177,796,583	1.23	167,826,016
Miscellaneous Revenues	6,735,642	7,183,788	7,196,279	0.17	6,909,129
Other Financing Sources	10,638,000	845,000	1,670,670	97.71	1,670,670
Reserve/Designation Decreases	3,238,200	2,201,400	—	(100.00)	—
Fund Balance	8,780,000	12,718,401	14,603,307	14.82	8,074,618
General Revenue Allocation	86,844,505	98,475,000	107,424,000	9.09	111,355,000
Total	$ 289,139,759	$ 303,601,207	$ 315,388,300	3.88	$ 302,532,894

Staffing - Staff Years

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Staff Years	1,267.50	1,271.00	1,279.00	0.63	1,279.00

Capital Program

Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Services & Supplies	$ 2,860,000	$ 2,860,000	$ 822,000	(71.26)	$ 822,000
Capital Assets/Land Acquisition	4,177,000	99,566,185	31,245,000	(68.62)	5,000,000
Total	$ 7,037,000	$ 102,426,185	$ 32,067,000	(68.69)	$ 5,822,000

Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Revenue From Use of Money & Property	$ 419,000	$ 469,000	$ 822,000	75.27	$ 822,000
Intergovernmental Revenues	1,027,000	566,185	—	(100.00)	—
Other Financing Sources	3,354,000	99,703,000	31,245,000	(68.66)	5,000,000
Fund Balance	2,237,000	1,688,000	—	(100.00)	—
General Revenue Allocation	—	—	—	—	—
Total	$ 7,037,000	$ 102,426,185	$ 32,067,000	(68.69)	$ 5,822,000

Finance-Other

Expenditures

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Salaries & Benefits	$ 24,200,000	$ 22,400,000	$ —	(100.00)	$ —
Services & Supplies	51,535,009	72,741,657	78,566,674	8.01	98,912,127
Other Charges	197,468,988	222,128,545	310,879,918	39.95	305,380,167
Reserves	15,600,000	24,000,000	24,000,000	—	24,000,000
Reserve/Designation Increase	3,402,625	—	55,500,000	—	—
Operating Transfers Out	8,638,000	104,220,670	129,752,670	24.50	11,620,670
Total	$ 300,844,622	$ 445,490,872	$ 598,699,262	34.39	$ 439,912,964

Revenues

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Taxes Current Property	$ 31,375	$ 27,250	$ 26,250	(3.67)	$ 25,250
Fines, Forfeitures & Penalties	3,415,980	3,419,068	3,151,346	(7.83)	2,806,429
Revenue From Use of Money & Property	1,274,186	1,149,051	2,483,355	116.12	2,488,803
Intergovernmental Revenues	6,642,100	6,844,117	6,938,690	1.38	7,464,591
Charges For Current Services	100,644,417	104,643,230	106,597,153	1.87	113,467,867
Miscellaneous Revenues	17,778,492	23,850,103	29,230,163	22.56	29,230,180
Other Financing Sources	300,000	200,000	95,200,000	47,500.00	200,000
Reserve/Designation Decreases	—	412,747	55,820,394	13,424.12	201,396
Fund Balance	44,018,403	66,049,306	59,197,911	(10.37)	19,232,448
General Revenue Allocation	126,739,669	238,896,000	240,054,000	0.48	264,796,000
Total	$ 300,844,622	$ 445,490,872	$ 598,699,262	34.39	$ 439,912,964

Appendix B: Budget Summary of All Funds

Appropriations by Fund Type

County Funds by Type

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
General Fund	$2,943,885,514	$3,289,473,361	$3,499,848,064	6.40	$3,447,654,108
Special Revenue Funds	727,868,348	545,840,315	523,252,265	(4.14)	494,381,918
Debt Service County Family	110,514,605	125,607,789	216,451,889	72.32	110,997,779
County Proprietary Enterprise Funds	20,723,284	17,762,219	24,666,532	38.87	15,375,327
County Proprietary Internal Service Funds	302,618,235	319,594,254	333,308,586	4.29	333,863,237
Air Pollution Control District	23,673,245	24,091,063	31,349,309	30.13	30,985,912
County Service Areas	10,841,146	12,140,058	13,031,990	7.35	12,494,990
Miscellaneous Special Districts	9,371,263	8,927,781	9,743,108	9.13	8,330,998
Permanent Road Divisions	6,613,294	4,925,495	6,899,051	40.07	6,899,051
Sanitation Districts	24,036,452	20,946,540	20,320,059	(2.99)	19,020,640
Miscellaneous Local Agencies	6,746,514	5,535,552	5,608,908	1.33	5,506,813
Total	$4,186,891,900	$4,374,844,427	$4,684,479,761	7.08	$4,485,510,773

Appropriations by Group and Fund

Public Safety Group

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Public Safety Group General Fund	$ 972,204,717	$1,053,617,715	$1,094,644,918	3.89	$1,098,929,008
Sheriff Asset Forfeiture Program	1,100,000	1,100,000	1,100,000	—	1,100,000
District Atty Asset Forfeiture Program Fed	327,500	350,241	263,000	(24.91)	200,000
District Atty Asset Forfeiture State	200,000	200,000	200,000	—	200,000
Probation Asset Forfeiture Program	50,000	50,000	50,000	—	50,000
Sheriffs Inmate Welfare	4,559,081	4,705,845	4,701,337	(0.10)	4,701,912
Probation Inmate Welfare	225,000	225,000	225,000	—	225,000
Public Safety Prop 172 Spec. Rev	220,517,932	239,157,604	257,379,247	7.62	258,286,483
CSA 135 Regional 800 MHZ Radio System	622,954	632,954	632,954	—	632,954
CSA 135 Del Mar 800 MHZ Zone B	57,049	57,049	60,000	5.17	60,000
CSA 135 Poway 800 MHZ Zone F	140,000	145,000	150,000	3.45	150,000
CSA 135 Solana Beach 800 MHZ Zone H	38,449	38,449	38,449	—	38,449
Jail Stores Internal Service Fund	3,850,000	4,259,800	4,673,447	9.71	4,673,447
Total	$1,203,892,682	$1,304,539,657	$1,364,118,352	4.57	$1,369,247,253

Health and Human Services Agency

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Health and Human Services Agency General Fund	$1,481,762,546	$1,581,046,822	$1,676,495,503	6.04	$1,694,843,402
Tobacco Securitization Special Revenue	27,300,000	25,500,000	27,500,000	7.84	27,500,000
Social Services Realignment	117,681,440	—	—	—	—
Mental Health Realignment	89,720,336	—	—	—	—
Health Realignment	98,478,707	—	—	—	—
CSA 17 San Dieguito Ambulance	2,189,911	2,635,402	2,551,200	(3.20)	2,551,200
CSA 69 Heartland Paramedic	4,083,649	4,614,796	4,729,140	2.48	4,729,140
Total	$1,821,216,589	$1,613,797,020	$1,711,275,843	6.04	$1,729,623,742

Land Use & Environment Group

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Land Use & Environment Group General Fund	$ 130,556,913	$ 154,858,653	$ 136,804,045	(11.66)	$ 129,909,241
Road Fund	85,993,769	91,534,801	112,324,047	22.71	113,491,663
Air Pollution Control Dist Operations	18,975,975	19,044,594	20,915,248	9.82	20,396,384
APCD Air Quality Improvement Trust	4,697,270	4,926,469	5,867,227	19.10	6,022,694
Air Quality State Moyer Program	—	—	4,566,834	—	4,566,834
Air Quality Power Genl Mitigation	—	120,000	—	(100.00)	—
San Diego Co Lighting Maint Dist 1	1,537,115	1,500,115	1,593,762	6.24	1,593,762
Inactive Waste Site Management	14,257,927	12,688,687	13,247,543	4.40	12,714,271
Hillsborough Landfill Maintenance	330,165	302,220	251,326	(16.84)	302,220
Duck Pond Landfill Cleanup	17,000	15,000	15,000	—	15,000
Parkland Ded Area 4 Lincoln Acres	1,000	1,000	3,000	200.00	3,000
Parkland Ded Area 15 Sweetwater	5,000	5,000	5,000	—	5,000
Parkland Ded Area 16 Otay	500	500	2,000	300.00	2,000
Parkland Ded Area 19 Jamul	1,000	1,000	3,000	200.00	3,000
Parkland Ded Area 20 Spring Valley	4,000	4,000	2,000	(50.00)	2,000
Parkland Ded Area 25 Lakeside	5,000	5,000	3,000	(40.00)	3,000
Parkland Ded Area 26 Crest	3,000	3,000	3,000	—	3,000
Parkland Ded Area 27 Alpine	4,000	4,000	5,000	25.00	5,000
Parkland Ded Area 28 Ramona	5,000	5,000	5,000	—	5,000
Parkland Ded Area 29 Escondido	3,000	3,000	3,000	—	3,000
Parkland Ded Area 30 San Marcos	1,000	1,000	1,000	—	1,000
Parkland Ded Area 31 San Dieguito	3,500	3,500	5,000	42.86	5,000
Parkland Ded Area 32 Carlsbad	1,000	1,000	1,000	—	1,000
Parkland Ded Area 35 Fallbrook	4,000	204,000	5,000	(97.55)	5,000
Parkland Ded Area 36 Bonsall	2,000	2,000	3,000	50.00	3,000
Parkland Ded Area 37 Vista	1,000	1,000	1,000	—	1,000
Parkland Ded Area 38 Valley Center	8,000	8,000	5,000	(37.50)	5,000
Parkland Ded Area 39 Pauma Valley	1,000	1,000	5,000	400.00	5,000
Parkland Ded Area 40 Palomar Julian	3,000	3,000	2,000	(33.33)	2,000

Land Use & Environment Group

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Parkland Ded Area 41 Mountain Empire	3,000	3,000	3,000	—	3,000
Parkland Ded Area 42 Anza Borrego	2,000	2,000	1,000	(50.00)	1,000
Parkland Ded Area 43 Central Mountain	2,000	2,000	3,000	50.00	3,000
Parkland Ded Area 44 Oceanside	1,000	1,000	1,000	—	1,000
Parkland Ded Area 45 Valle de Oro	3,000	3,000	1,500	(50.00)	1,500
PRD 6 Pauma Valley	197,032	229,371	258,554	12.72	258,554
PRD 8 Magee Road Pala	222,443	89,081	247,863	178.24	247,863
PRD 9 Santa Fe Zone B	89,529	53,772	70,134	30.43	70,134
PRD 10 Davis Drive	16,647	20,972	25,176	20.05	25,176
PRD 11 Bernardo Road Zone A	30,519	25,212	38,378	52.22	38,378
PRD 11 Bernardo Road Zone C	38,410	36,526	37,249	1.98	37,249
PRD 11 Bernardo Road Zone D	20,897	18,707	22,739	21.55	22,739
PRD 12 Lomair	165,665	94,915	184,685	94.58	184,685
PRD 13 Pala Mesa Zone A	236,907	155,157	235,701	51.91	235,701
PRD 13 Stewart Canyon Zone B	66,097	58,213	58,658	0.76	58,658
PRD 14 Rancho Diego	8,616	12,172	3,783	(68.92)	3,783
PRD 16 Wynola	101,670	52,147	142,287	172.86	142,287
PRD 18 Harrison Park	223,465	121,620	181,221	49.01	181,221
PRD 20 Daily Road	335,011	287,636	359,166	24.87	359,166
PRD 21 Pauma Heights	143,416	97,171	167,722	72.60	167,722
PRD 22 West Dougherty St	18,181	19,898	18,380	(7.63)	18,380
PRD 23 Rock Terrace Road	7,476	5,760	6,579	14.22	6,579
PRD 24 Mt Whitney Road	43,041	54,184	21,511	(60.30)	21,511
CSA 26 Rancho San Diego	230,500	233,500	233,500	—	233,500
CSA 26 Cottonwood Village Zone A	175,345	168,335	247,241	46.87	247,241
CSA 26 Monte Vista Zone B	449,162	261,798	360,668	37.77	360,668
SD Landscape Maintenance Zone 1	—	—	125,000	—	125,000
PRD 30 Royal Oaks Carroll	35,486	34,850	39,315	12.81	39,315
PRD 38 Gay Rio Terrace	43,261	34,653	48,797	40.82	48,797
PRD 39 Sunbeam Lane	9,366	9,366	12,069	28.86	12,069

Land Use & Environment Group

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
PRD 45 Rincon Springs Rd	138,256	138,256	168,021	21.53	168,021
PRD 46 Rocoso Road	26,934	19,375	27,791	43.44	27,791
PRD 49 Sunset Knolls Road	25,911	22,634	24,186	6.86	24,186
PRD 50 Knoll Park Lane	85,657	48,302	95,532	97.78	95,532
PRD 53 Knoll Park Lane Extension	170,676	93,503	165,616	77.12	165,616
PRD 54 Mount Helix	54,770	60,386	61,182	1.32	61,182
PRD 55 Rainbow Crest Rd	306,845	178,193	376,400	111.23	376,400
PRD 60 River Drive	45,466	30,604	50,907	66.34	50,907
PRD 61 Green Meadow Way	166,328	88,436	166,648	88.44	166,648
PRD 63 Hillview Road	397,284	206,228	271,650	31.72	271,650
PRD 64 Lila Lane	9,508	5,243	10,945	108.75	10,945
PRD 70 El Camino Corto	35,572	25,795	30,082	16.62	30,082
PRD 75 Gay Rio Dr Zone A	151,432	75,711	172,738	128.15	172,738
PRD 75 Gay Rio Dr Zone B	228,453	122,896	266,718	117.03	266,718
PRD 76 Kingsford Court	20,918	17,426	17,989	3.23	17,989
PRD 77 Montiel Truck Trail	121,684	74,913	145,566	94.31	145,566
PRD 78 Gardena Way	105,349	55,201	112,421	103.66	112,421
PRD 80 Harris Truck Trail	143,405	88,795	186,548	110.09	186,548
CSA 81 Fallbrook Local Park	177,785	177,785	177,785	0.00	177,785
CSA 83 San Dieguito Local Park	445,745	451,324	560,000	24.08	560,000
CSA 83A Zone A4S Ranch Park 95155	266,000	266,000	803,000	201.88	266,000
CSA 86 Watson Place	1,277	1,277	—	(100.00)	—
PRD 88 East Fifth St	46,212	39,144	54,310	38.74	54,310
PRD 90 South Cordoba	47,204	40,940	53,093	29.68	53,093
PRD 94 Roble Grande Road	343,689	189,055	397,616	110.32	397,616
PRD 95 Valle Del Sol	177,239	99,317	229,161	130.74	229,161
PRD 99 Via Allondra Via Del Corvo	44,600	29,895	35,444	18.56	35,444
PRD 100 Viejas Lane View	20,356	16,454	18,263	10.99	18,263
PRD 101 Johnson Lake Rd	103,248	58,104	55,330	(4.77)	55,330
PRD 101 Hi Ridge Rd Zone A	29,635	25,492	26,055	2.21	26,055
PRD 102 Mountain Meadow	160,611	82,926	182,741	120.37	182,741
PRD 103 Alto Drive	132,400	96,319	134,016	39.14	134,016

Land Use & Environment Group

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
PRD 104 Artesian Rd	92,272	51,213	119,167	132.69	119,167
PRD 105 Alta Loma Dr	45,660	17,181	27,918	62.49	27,918
PRD 105 Alta Loma Dr Zone A	44,750	20,937	31,297	49.48	31,297
PRD 106 Garrison Way Et Al	52,449	62,212	47,646	(23.41)	47,646
CSA 107 Elfin Forest Fire District	277,465	328,157	316,787	(3.46)	316,787
CSA 107 Elfin Forest Fire Mitigation Fee	7,653	19,536	4,407	(77.44)	4,407
CSA 109 Mt Laguna Fire Medical	42,601	48,552	45,127	(7.05)	45,127
CSA 109 Mt Laguna Fire Mitigation Fee	—	735	1,593	116.73	1,593
CSA 110 Mount Palomar Fire Medical	179,372	121,969	162,437	33.18	162,437
CSA 110 Mt Palomar Fire Mitigation Fee	7,763	9,027	15,128	67.59	15,128
CSA 111 Boulevard Fire District	58,588	116,063	64,705	(44.25)	64,705
CSA 111 Boulevard Fire Mitigation Fee	19,084	57,979	11,614	(79.97)	11,614
CSA 112 Campo Fire District	55,792	156,670	185,128	18.16	185,128
CSA 112 Campo Fire Mitigation Fee	29,091	110,043	144,065	30.92	144,065
CSA 113 San Pasqual Fire District	96,193	127,745	101,053	(20.89)	101,053
CSA 113 San Pasqual Fire Mitigation Fee	8,584	17,402	8,657	(50.25)	8,657
CSA 115 Pepper Drive Fire District	253,244	383,661	364,269	(5.05)	364,269
PRD 117 Legend Rock	63,955	42,307	26,463	(37.45)	26,463
CSA 122 Otay Mesa East	50,537	75,185	50,745	(32.51)	50,745
PRD 123 Mizpah Lane	16,847	19,198	28,529	48.60	28,529
PRD 125 Wrightwood Road	39,244	41,353	57,885	39.98	57,885
PRD 126 Sandhurst Way	25,630	23,194	28,780	24.08	28,780
PRD 127 Singing Trails Drive	24,859	24,012	32,743	36.36	32,743
CSA 128 San Miguel Park Dist	788,350	798,978	798,978	—	798,978
PRD 130 Wilkes Road	98,521	69,042	110,811	60.50	110,811
PRD 133 Ranch Creek Road	42,790	39,981	25,717	(35.68)	25,717
PRD 134 Kenora Lane	40,502	49,895	35,063	(29.73)	35,063

Land Use & Environment Group

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
CSA 136 Sundance Detention Basin	89,003	84,687	88,360	4.34	88,360
San Diego Co Flood Control Dist	5,825,817	4,943,817	5,760,880	16.53	4,660,880
Stormwater Maint ZN349781	8,628	8,628	7,628	(11.59)	7,628
PRD 1002 Sunny Acres	6,945	7,361	7,252	(1.48)	7,252
PRD 1003 Alamo Way	15,070	7,347	4,400	(40.11)	4,400
PRD 1004 Butterfly Lane	10,692	14,161	12,951	(8.54)	12,951
PRD 1005 Eden Valley Lane	22,253	21,208	33,729	59.04	33,729
PRD 1007 Tumble Creek	26,449	800	200	(75.00)	200
PRD 1008 Canter	38,968	17,485	22,476	28.54	22,476
PRD 1009 Golf Drive	7,598	2,200	2,200	—	2,200
PRD 1010 Alpine High	280,741	262,657	152,476	(41.95)	152,476
PRD 1011 La Cuesta	57,303	38,512	15,547	(59.63)	15,547
PRD 1012 Millar Road	123,152	104,483	69,756	(33.24)	69,756
PRD 1013 Singing Trails	43,867	64,965	91,692	41.14	91,692
PRD 1014 Lavender Point Lane	—	141,373	25,149	(82.21)	25,149
PRD 1015 Landavo Drive	—	241,492	119,060	(50.70)	119,060
PRD 1016 El Sereno Way	—	—	53,208	—	53,208
Survey Monument Preservation Fund	100,000	100,000	90,000	(10.00)	90,000
Special Aviation	178,300	205,563	1,313,162	538.81	54,500
Special Aviation Debt Service	339,168	341,449	343,034	0.46	343,919
Co Fish and Game Propogation	47,000	47,000	47,000	—	47,000
Airport Enterprise Fund	15,313,785	12,282,382	16,317,924	32.86	9,570,702
Liquid Waste Enterprise Fund	5,409,499	5,479,837	8,348,608	52.35	5,804,625
Wintergardens Sewer Maintenance Dist	1,248,630	1,439,750	1,286,709	(10.63)	1,131,429
East Otay Mesa Sewer Maint Dist	105,000	105,000	—	(100.00)	—
Campo Hills Water Treatment System	362,280	—	393,000	—	393,000
Campo Water and Sewer Service Area	283,793	930,471	701,129	(24.65)	544,299
Alpine Sanitation Maint and Oper	1,466,860	1,629,865	1,344,181	(17.53)	1,559,063
Julian Sanitation Maint and Oper	234,132	237,267	380,387	60.32	238,266

Land Use & Environment Group

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Lakeside Sanitation Maint and Oper	8,377,650	6,459,800	5,852,955	(9.39)	6,441,655
Pine Valley Sanitation Maint and Oper	100,550	100,550	183,881	82.88	74,176
DPW Equipment Internal Svc Fund	3,577,566	3,640,708	3,926,664	7.85	3,926,664
DPW ISF Equipment Acq Road Fund	4,049,333	4,651,670	4,946,740	6.34	4,946,740
DPW ISF Equipment Acq Inactive Waste	95,705	38,832	50,082	28.97	50,082
DPW ISF Equipment Acq Airport Ent	122,751	173,614	210,144	21.04	210,144
DPW ISF Equipment Acq Genl Fund	3,834	—	—	—	—
DPW ISF Equipment Acq Liquid Waste	415,812	204,840	575,092	180.75	246,092
Spring Valley Sanitation Maint and Oper	13,857,260	12,519,058	12,558,655	0.32	10,707,480
Total	$ 328,278,915	$ 349,739,543	$ 372,063,685	6.38	$ 351,364,211

Community Services Group

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Community Services Group General Fund	$ 43,123,750	$ 48,963,672	$ 58,998,956	20.50	$ 53,268,962
HCD Special Revenue Fund	25,720,350	26,267,648	28,286,666	7.69	28,286,666
County Library	31,018,468	37,579,478	40,777,147	8.51	37,983,217
05 Redev Gill FIELD - Special Revenue DS	2,387,767	2,079,995	2,135,736	2.68	2,146,948
Co Redev Agy Gillespie Fld Tax Alloc DS	426,118	—	—	—	—
Co Redev Agy Gillespie Fld Reserve DS	15,000	—	—	—	—
Co Redev Agy Gillespie Fld Principal DS	150,000	—	—	—	—
Co Redev Agy Gillespie Fld Interest DS	276,118	—	—	—	—
Co Redev Agy 05 Gillespie Redev Debt Service Fd	—	1,197,400	1,204,830	0.62	1,147,214
Co Redev Agy 05 Gillespie Redev - Interest	—	837,400	884,830	5.66	812,214
Co Redev Agy 05 Gillespie Redev - Principal	—	360,000	320,000	(11.11)	335,000
Co Redev Agy 05 Gillespie Redev DS Reserve	—	—	60,000	—	60,000
Co Redev Gill Field Cap Admin Fund	2,168,584	234,667	205,476	(12.44)	208,401
Co Redev Agy Upper SD River Capital	675,600	175,000	90,000	(48.57)	90,000
Co Redev Agy Gillespie Housing Capital	492,153	500,000	500,000	—	500,000

Community Services Group

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Co Redev Agy Upper SD River Housg Cap	123,799	123,340	181,286	46.98	181,286
Purchasing ISF-Document Services	9,188,449	7,385,643	8,511,785	15.25	8,369,640
Fleet Services Internal Service Fund	8,599,066	8,661,439	6,260,491	(27.72)	6,499,299
Fleet ISF Equipment Acq General	18,044,942	18,210,783	18,854,290	3.53	19,176,679
Fleet ISF Materials Supply Inventory	9,543,107	11,888,797	13,730,755	15.49	14,479,384
Fleet ISF Accident Repair	155,680	159,172	166,614	4.68	171,611
Fleet ISF Accidents Sheriff	243,161	224,744	225,199	0.20	231,955
Facilities Management Internal Svc Fund	69,130,221	71,978,550	77,419,236	7.56	81,005,211
Major Maintenance Internal Svc Fund	15,000,000	18,422,215	32,054,022	74.00	32,054,022
Total	$ 236,482,333	$ 255,249,943	$ 290,867,319	13.95	$ 287,007,709

Finance and General Government Group

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Finance & General Government Group General Fund	$ 172,589,600	$ 182,011,474	$ 197,280,981	8.39	$ 190,181,283
CATV Cable TV Media Public Relations	2,602,205	2,776,594	3,000,256	8.06	2,896,567
Information Technology Internal Svc Fund	113,947,954	118,813,139	115,107,063	(3.12)	109,455,044
Total	$ 289,139,759	$ 303,601,207	$ 315,388,300	3.88	$ 302,532,894

Capital

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Capital Outlay Fund	$ 4,177,000	$ 19,566,185	$ 27,245,000	39.25	$ 5,000,000
Justice Facility Const COF	—	80,000,000	4,000,000	(95.00)	—
Edgemoor Development Fund	2,860,000	2,860,000	822,000	(71.26)	822,000
Total	$ 7,037,000	$ 102,426,185	$ 32,067,000	(68.69)	$ 5,822,000

Finance Other

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Finance Other General Fund	$ 143,647,988	$ 268,975,025	$ 335,623,661	24.78	$ 280,522,212
Pension Obligation Bonds	110,514,605	125,607,789	216,451,889	72.32	110,997,779
Employee Benefits Internal Svc Fund	35,650,654	35,158,308	33,322,822	(5.22)	34,532,356
Public Liability ISF	11,000,000	15,722,000	13,274,140	(15.57)	13,834,867
Majestic Pines County Service District Debt	31,375	27,750	26,750	(3.60)	25,750
Total	$ 300,844,622	$ 445,490,872	$ 598,699,262	34.39	$ 439,912,964

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Appendix C: General Fund Budget Summary

Expenditures and Financing Sources

Expenditures by Department

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Public Safety Group					
Executive Office	$ 7,006,948	$ 22,967,122	$ 14,018,574	(38.96)	$ 12,771,336
District Attorney	109,254,899	118,390,160	138,218,374	16.75	137,504,208
Sheriff	480,412,670	529,482,151	553,255,698	4.49	563,944,213
Alternate Public Defender	13,636,708	15,101,253	16,140,133	6.88	16,564,982
Child Support Services	56,505,214	53,171,929	52,314,448	(1.61)	50,804,490
Citizens' Law Enforcement Review Board	497,922	523,047	560,194	7.10	579,027
Office of Emergency Services	24,442,981	14,927,519	9,077,639	(39.19)	1,976,986
Medical Examiner	7,037,130	7,638,378	8,116,092	6.25	8,170,637
Probation Department	143,476,182	156,372,400	165,049,147	5.55	167,182,706
Public Defender	46,432,574	50,787,795	54,381,777	7.08	56,396,056
Contribution for Trial Courts	74,302,049	74,979,599	74,139,424	(1.12)	74,139,424
Defense Attorney / Contract Administration	9,199,440	9,276,362	9,373,418	1.05	8,894,943
Total - Public Safety Group	$ 972,204,717	$1,053,617,715	$1,094,644,918	3.89	$1,098,929,008
Health and Human Services Agency					
Regional Operations	$ 467,085,888	$ 450,510,438	$ 460,434,318	2.20	$ 462,795,336
Strategic Planning & Operational Support	95,868,144	127,867,804	149,916,426	17.24	150,508,563
Aging and Independence Services	240,150,858	255,034,506	280,320,071	9.91	302,920,585
Behavioral Health Services	288,049,078	333,910,301	372,698,911	11.62	377,407,869
Child Welfare Services	236,972,740	254,000,216	256,143,446	0.84	257,775,138
Public Health Services	74,618,654	72,972,317	77,285,768	5.91	77,093,893
Public Administrator / Public Guardian	3,684,636	4,215,022	4,345,064	3.09	4,345,064
Administrative Support	75,332,548	82,536,218	75,351,499	(8.70)	61,996,954
Total - Health and Human Services Agency	$1,481,762,546	$1,581,046,822	$1,676,495,503	6.04	$1,694,843,402

Expenditures by Department

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Land Use and Environment Group					
Executive Office	$ 6,833,373	$ 7,113,333	$ 5,489,524	(22.83)	$ 4,739,439
San Diego Geographic Information Source (SanGIS)	720,142	992,558	1,054,525	6.24	1,090,506
Agriculture, Weights and Measures	13,636,969	15,537,919	17,728,655	14.10	18,343,899
Environmental Health	31,948,228	34,381,614	37,957,702	10.40	39,036,248
Farm and Home Advisor	992,979	708,088	767,801	8.43	784,745
Parks and Recreation	22,218,191	28,544,624	31,102,687	8.96	23,786,833
Planning and Land Use	30,341,308	60,163,920	33,973,353	(43.53)	34,508,863
Public Works	23,865,723	7,416,597	8,729,798	17.71	7,618,708
Total - Land Use and Environment Group	$ 130,556,913	$ 154,858,653	$ 136,804,045	(11.66)	$ 129,909,241
Community Services Group					
Executive Office	$ 6,893,390	$ 9,893,928	$ 8,265,002	(16.46)	$ 7,345,002
Animal Services	11,057,081	11,958,845	13,114,289	9.66	13,309,210
General Services	1,250,000	1,305,000	1,327,000	1.69	1,327,000
Housing & Community Development	9,910,225	10,025,124	10,041,210	0.16	10,123,986
Purchasing and Contracting	—	250,000	985,000	294.00	735,000
Registrar of Voters	14,013,054	15,530,775	25,266,455	62.69	20,428,764
Total - Community Services Group	$ 43,123,750	$ 48,963,672	$ 58,998,956	20.50	$ 53,268,962
Finance and General Government Group					
Executive Office	$ 16,389,307	$ 13,445,483	$ 11,898,945	(11.50)	$ 11,208,157
Board of Supervisors	6,072,107	6,802,626	7,597,440	11.68	7,603,870
Assessor / Recorder / County Clerk	46,214,380	48,529,001	55,649,281	14.67	52,849,369
Treasurer - Tax Collector	15,307,637	16,489,196	17,098,592	3.70	17,226,907
Chief Administrative Office	4,311,912	4,464,678	4,702,831	5.33	4,738,076
Auditor and Controller	28,015,277	29,955,318	36,239,139	20.98	35,634,426

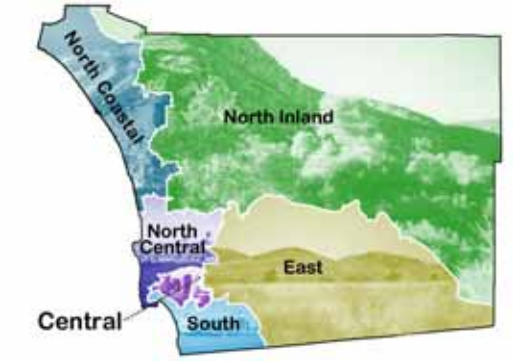
Expenditures by Department

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
County Technology Office	8,645,060	9,870,949	9,339,747	(5.38)	6,860,020
Civil Service Commission	563,318	619,976	624,424	0.72	605,396
Clerk of the Board of Supervisors	6,446,254	6,549,254	6,791,027	3.69	6,703,725
County Counsel	19,691,493	21,247,231	22,454,457	5.68	22,492,842
Grand Jury	570,283	583,462	733,362	25.69	711,495
Human Resources	19,527,623	21,859,300	22,508,736	2.97	21,904,000
CAC Major Maintenance	834,949	1,595,000	1,643,000	3.01	1,643,000
Total - Finance and General Government Group	$ 172,589,600	$ 182,011,474	$ 197,280,981	8.39	$ 190,181,283
Finance-Other					
Cash Borrowing Program	$ 12,700,000	$ 12,700,000	$ 12,700,000	—	$ 12,700,000
Community Enhancement	3,000,000	3,000,000	3,200,000	6.67	3,000,000
Community Projects	10,000,000	10,000,000	10,000,000	—	10,000,000
Contribution to County Library	3,550,000	3,550,000	5,077,000	43.01	4,750,000
Contingency Reserve General Fund	15,600,000	20,000,000	20,000,000	—	20,000,000
Contributions to Capital Outlay Funds	53,400,102	142,256,832	67,018,718	(52.89)	39,304,101
Countywide General Expense	45,154,886	77,174,193	217,285,957	181.55	190,409,026
Local Agency Formation Commission Administration	243,000	294,000	341,986	16.32	359,085
Total - Finance-Other	$ 143,647,988	$ 268,975,025	$ 335,623,661	24.78	$ 280,522,212
Total - All Groups/Agencies	$2,943,885,514	$3,289,473,361	$3,499,848,064	6.40	$3,447,654,108

Financing Sources By Category

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Taxes Current Property	400,483,230	499,278,406	511,393,382	2.43	539,669,121
Taxes Other Than Current Secured	272,986,635	357,481,537	390,776,238	9.31	410,322,446
Licenses Permits & Franchises	32,080,936	34,360,886	35,992,658	4.75	37,306,207
Fines, Forfeitures & Penalties	52,236,253	49,942,113	50,230,056	0.58	50,353,585
Revenue From Use of Money & Property	25,779,786	25,724,869	33,065,093	28.53	35,070,541
Intergovernmental Revenues	1,285,347,691	1,662,838,366	1,730,305,683	4.06	1,750,092,435
Charges For Current Services	254,049,599	261,306,919	277,328,425	6.13	277,417,570
Miscellaneous Revenues	21,748,168	23,023,675	25,121,624	9.11	22,818,512
Other Financing Sources	538,986,643	267,058,285	281,158,853	5.28	286,076,063
Total Revenues	2,883,698,941	3,181,015,056	3,335,372,012	4.85	3,409,126,480
Fund Balance & Reserve/Designation Decreases	60,186,573	108,458,305	164,476,052	51.65	38,527,628
Total Financing Sources	2,943,885,514	3,289,473,361	3,499,848,064	6.40	3,447,654,108

Appendix D: Health & Human Services - Regional Operations



Health & Human Services - Regional Operations

This appendix provides a different view of the same information found in the Regional Operations section of the Health and Human Services Agency Operational Plan. Arriving at the same totals, these charts summarize the staffing and budget for the Regional Operations programs based on the type of program or administrative service rather than by location of services.

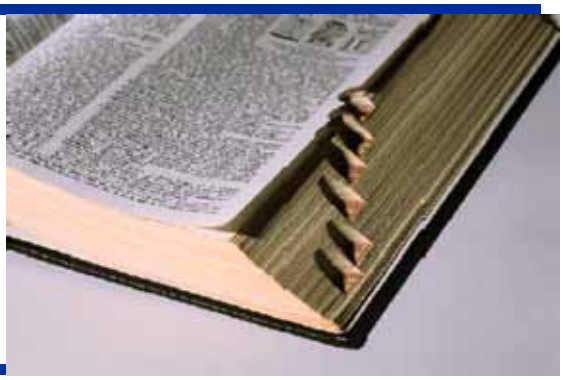
Staffing by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Regional Administration	49.00	48.00	50.00	4.17	50.00
Public Health Services	180.00	180.00	171.00	(5.00)	171.00
Family Resource Centers/Assistance Payments	1,453.00	1,402.00	1,389.00	(0.93)	1389.00
Child Welfare Services	610.00	598.50	673.50	12.53	673.50
Welfare to Work/Employment Administration	109.00	97.00	101.00	4.12	101.00
California Children Services (North Central Region)	151.75	154.75	154.75	—	154.75
Child Care (East Region)	103.00	103.00	102.00	(0.97)	102.00
Community Action Partnership (Central)	14.00	13.00	13.00	—	13.00
Office of Violence Prevention (South)	4.00	4.00	4.00	—	4.00
Total	2,673.75	2,600.25	2,658.25	2.23	2658.25

Budget by Program

	Fiscal Year 2005-06 Adopted Budget	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Proposed Budget	% Change	Fiscal Year 2008-09 Proposed Budget
Regional Administration	$ 6,011,380	$ 6,044,824	$ 6,463,687	6.93	$ 6,581,821
Public Health Services	17,451,046	18,087,587	18,848,494	4.21	19,394,773
Family Resource Centers/Assistance Payments	294,599,681	283,605,345	278,732,887	(1.72)	281,391,154
Child Welfare Services	53,359,959	55,477,218	63,612,425	14.66	63,657,694
Welfare to Work/Employment Administration	24,317,805	14,587,555	15,253,649	4.57	15,293,975
California Children Services (North Central Region)	16,585,750	18,156,856	21,043,226	15.90	20,129,426
Child Care (East Region)	44,446,509	44,127,779	45,871,902	3.95	45,871,902
Community Action Partnership (Central)	8,308,058	8,441,699	8,476,022	0.41	8,407,676
Office of Violence Prevention (South)	2,005,700	1,981,575	2,132,026	7.59	2,066,915
Total	$ 467,085,888	$ 450,510,438	$ 460,434,318	2.20	$ 462,795,336

Appendix E: Glossary of Operational Plan Terms



ACAO: Assistant Chief Administrative Officer of the County. See description of CAO, Chief Administrative Officer

Account: A separate financial reporting unit for budgeting or accounting purposes. All budgetary transactions, whether revenue or expenditure related, are recorded in accounts. Also called Object in the online Budgeting, Reporting, Analysis, Support System (BRASS).

Activity: A departmental effort that contributes to the accomplishment of specific, identified program objectives.

Actuarial Accrued Liability: Computed differently under different funding methods, the actuarial accrued liability generally represents the portion of the present value of fully projected benefits attributable to service credit that has been earned (or accrued) as of the valuation date.

Actuary: A person professionally trained in the technical aspects of pensions, insurance and related fields. The actuary estimates how much money must be contributed to an insurance or pension fund in order to provide future benefits.

ADA: Americans with Disabilities Act.

Adopted Budget: An annual spending plan that is adopted by the Board of Supervisors, pursuant to Government Code, that balances revenues and expenditures.

Adopted Operational Plan: The version of the Operational Plan that is formally approved and implemented by the Board of Supervisors after the proposed Operational Plan has gone through a process of public hearings, Change Letters for adjustments, and deliberations.

Affordability Covenant: A property title agreement that places resale or rental restrictions on a housing unit.

Agency/Groups: The Agency/Groups represent the five highest organizational units to which all County departments report. They include the Community Services Group (CSG), Finance and General Government Group (FG3), Health and Human Services Agency (HHSA), Land Use and Environment Group (LUEG), and Public Safety Group (PSG).

Americans with Disabilities Act (ADA): A federal law that, among other provisions, requires modification of public buildings to ensure access for people with disabilities.

APCD: Air Pollution Control District. A department within the Land Use and Environment Group.

Appropriation: Legal authorization to make expenditures or enter into new obligations for specific purposes; money set aside for a specific purpose.

Assessed Valuation: The value of real estate for tax purposes. In San Diego, the assessed valuation of real estate is 100% of its full market value.

Asset: A resource owned or held by a government which has monetary value.

Balance Sheet: The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with generally accepted accounting principles (GAAP).

Balanced Scorecard (BSC): Performance Measurement method based on linked financial and non-financial measurements in four perspectives: customer service, internal process, learning and growth (employee), and financial.

Balanced Operational Plan: An Operational Plan budget in which current revenues equal current expenditures. A balanced annual budget is required by the State of California per Government Code Section 29000, et al.

Board of Supervisors (BOS): The five-member, elected governing body of the County.

Bond: A written promise to pay a specified sum of money, called the face value or principal amount, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate. Sometimes,

however, all or a substantial portion of the interest is included in the face value of the bond. The sale of bonds is one mechanism used to obtain long-term financing.

BOS: See Board of Supervisors.

BPR: See Business Process Reengineering.

Budget: A plan of financial activity for a specified period of time indicating all planned revenues and expenses for the budget period.

Business Process Reengineering (BPR): An approach for transforming the County into a customer-oriented, quality-focused, technology-enabled, and efficient service provider. The purpose is to implement new and more effective processes rather than re-implementing the same processes using new tools. One goal is to generate budgetary savings to permit reinvestment in higher priority needs and services.

CAC: County Administration Center. The County facility located at 1600 Pacific Highway, San Diego.

CAFR: See Comprehensive Annual Financial Report.

California State Association of Counties (CSAC): An organization that represents county government before the California Legislature, administrative agencies and the federal government.

CalWORKs: California Work Opportunities and Responsibilities to Kids Program. A welfare program that gives cash aid and services to eligible needy California families.

CAO: Chief Administrative Officer of the County. Lines of authority flow from the Board of Supervisors to the CAO and Assistant CAO (ACAO) and then to the Deputy CAO of each Group, who is referred to as the Group General Manager. These senior managers appoint Department Heads from whom authority flows down to the line staff in the departments. The CAO, ACAO, General Managers, and Department Heads form the Executive Team who provide policy based program and financial decision-making support to the Board and oversee the operation of 40 departments that provide a myriad of services to the region from health and human services to criminal justice programs, land use planning, public works, parks, libraries, animal control and voter registration services. They also manage the allocation of personnel, capital and budgetary resources within the County organization.

Capital Assets Equipment: Equipment includes movable personal property of a relatively permanent nature (useful life of one year or longer) and of significant value, such as furniture, machines, tools, weapons, and vehicles. An item costing $5,000 or more is budgeted in the appropriate capital asset account and capitalized. When an individual item costs less than $5,000 (including weapons and modular equipment) it is budgeted in the minor equipment account.

Capital Assets/Land Acquisition: These accounts include expenditures for the acquisition of land and buildings and improvements. Structures and improvements represent physical property of a permanent nature. Structures, improvement, and betterments of $50,000 or more are budgeted in the appropriate capital asset account and capitalized. Those expenses under $50,000 are not capitalized and are budgeted in the appropriate Services and Supplies account.

Capital Budget: A spending plan for improvements to or acquisition of land, facilities, and infrastructure. The capital budget balances revenues and expenditures, specifies the sources of revenues, and lists each project or acquisition.

Capital Improvement Needs Assessment (CINA): An annually updated five-year list of requested capital projects, developed by the Department of General Services in compliance with Board of Supervisors Policies G-16 and B-37.

Capital Improvements Plan (CIP): An annually updated five-year list of approved and funded capital projects.

Capital Outlay Fund (COF): This fund is used exclusively to finance the acquisition, construction and completion of permanent public improvements including public buildings and for the costs of acquiring land and permanent improvements. Revenues are obtained from the sale of fixed assets, from lease or rental of County-owned facilities, and from other funds such as grants and contributions when allocated by the Board of Supervisors to the fund.

Cash Flow: The analysis and reporting of net cash balance projections. The Auditor and Controller prepares cash flow reports that project the inflow, outflow, and net balance of cash on a monthly, quarterly, and annual basis.

CDBG: See Community Development Block Grant.

CFO: Chief Financial Officer of the County.

Charges For Current Services: These accounts include assessment and tax collection fees, special assessments, auditing and accounting fees, communications services, election services, legal services, personnel services, planning and engineering services, purchasing fees, agricultural services, civil process fees, estate fees, humane services, law enforcement services, recording fees, road and street services, health fees, mental health services, sanitation services, adoption fees, institutional care and services, educational services, library services, park and recreation fees, services and interfund revenue.

CINA: See Capital Improvement Needs Assessment.

CIP: See Capital Improvement Plan.

Civil Service Commission: A department in the Finance and General Government Group, whose mission is to protect the merit basis of the personnel system.

CLERB: Citizens' Law Enforcement Review Board. A department within the Public Safety Group that was established by Charter amendment for the purpose of receiving and investigating complaints of misconduct by peace officers and custodial officers employed by the County in the Sheriff's and Probation Departments. The Review Board is also able to investigate, without complaint, the death of any person while in the custody of the Sheriff's and Probation Departments.

COF: See Capital Outlay Fund.

COLA: See Cost of Living Adjustment.

Community Development Block Grant: A federal grant administered by the County for housing and development activities that: (1) benefit lower income persons; (2) prevent/eliminate slums and blight; or (3) meet urgent community development needs.

Comprehensive Annual Financial Report (CAFR): Represents the annual audited financial statements of the County, including governmental and proprietary type activities. The CAFR has three major sections: introductory, financial, and statistical. The introductory section furnishes the general information on the government structure, services, and environment. The financial section contains all basic financial statements and footnotes, and the statistical section provides trend data and nonfinancial data useful in interpreting the basic financial statements.

Contingency Reserve: Appropriations set aside to meet unforeseen economic and operational circumstances.

Cost of Living Adjustment: An annual adjustment in wages to offset a change (usually a loss) in consumer purchasing power.

Credit Rating: A rating determined by a rating agency that indicates the agency's opinion of the likelihood that a borrower such as the County will be able to repay its debt. The rating agencies include Standard & Poor's, Fitch, and Moody's.

CSAC: See California State Association of Counties.

CSC: See Civil Service Commission.

CTN: County Television Network - the County's television station, which broadcasts Board meetings and programs of community interest.

Current Assets: Assets which are available or can be made readily available to finance current operations or to pay current liabilities.

Current Liabilities: Liabilities that are expected to be liquidated with current financial resources.

CWS: Child Welfare Services. The CWS Program in the Health and Human Services Agency provides services to protect children and preserve families. In addition to child protective services, CWS administers a temporary emergency shelter for children, a residential education campus for foster children, foster care programs, and adoptions program.

DA: District Attorney. An elected official in the Public Safety Group. The Office of the District Attorney is defined by Government Code 26500 as the public prosecutor whose responsibility it is to attend the courts and conduct all prosecutions for public offenses on behalf of the People.

DCAO: Deputy Chief Administrative Officer or Group General Manager. See CAO, Chief Administrative Officer for a description.

Debt Service: Annual principal and interest payments that local government owes on borrowed money.

Debt Service Fund: Fund established to account for the accumulation of resources for, and the payment of, principal and interest on general long-term debt.

Debt Service Fund Requirements: The resources which must be provided for a Debt Service Fund so that all principal and interest payments can be made in full and on schedule.

Debt Service Requirements: The amount of money required to pay interest on outstanding debt, serial maturities of principal for serial bonds and required contributions to accumulate monies for future retirement of term bonds.

Department: The basic organizational unit of government which is functionally unique in its delivery of services.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence.

DIBBS: See Do It Better By Suggestion.

Do It Better By Suggestion: DIBBS is administered through the Department of Human Resources. The program recognizes and rewards employees by providing cash awards and certificates of appreciation for submitting suggestions for reducing costs, increasing revenues and improving operations through tangible savings, productivity savings and/or intangible benefits to the County.

DPW: Department of Public Works. A department in the Land Use and Environment Group that is responsible for maintenance and improvement of County maintained roads; traffic engineering; land development engineering and review; construction inspection and materials testing; design engineering and construction project management; surveying and map processing; mapping and cartographic services; watershed quality and flood protection activities; environmental support; airport operations, maintenance, and lease management; transportation studies; recycling and solid waste planning; inactive landfill maintenance and engineering; wastewater operations and maintenance services; and management of special districts.

Employee Benefits: The portion of an employee compensation package that is in addition to wages. Included are the employer's share of costs for Social Security and the various pension, medical, and life insurance plans.

Encumbrance: The commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a specified future expenditure.

Enterprise Fund: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises. It includes not only services financed primarily by user charges but also any

activity which has significant potential for user-charge financing and which the governing body decides should be treated as a commercial enterprise.

Enterprise Resource Planning (ERP)/Enterprise Systems (ES): New applications to replace, enhance, and integrate existing Financial and Human Resources systems.

Entitlement Program: A program in which funding is allocated according to eligibility criteria; all persons or governments that meet the criteria specified by federal or State laws may receive the benefit.

EPA: Environmental Protection Agency.

ERP: See Enterprise Resource Planning.

Estimated Revenue: The amount of revenue expected to accrue or to be collected during a fiscal year.

Expenditure: Decreases in net financial resources. Expenditures include current operating expenses that require the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlements and shared revenues.

Expenditure Transfers & Reimbursements: These accounts, which are shown as decreases in expenditures, are transfers of costs between budget units in the same governmental type fund. For example, one general fund department provides a service to another general fund department. The receiving department has revenue that is not available to the providing department to offset the cost. The cost of the service is transferred to the revenue earning department with an equal reduction in cost to the department providing the service.

Fines, Forfeitures & Penalties: These accounts include vehicle code fines, other court fines, forfeitures and penalties, and penalties and costs on delinquent taxes.

Firestorm 2003: A devastating wildfire that occurred in San Diego County in October 2003 that financially affected every department and has resulted in continued programs and services to either recover from the damage or implement plans to avert another fire-related disaster.

Fiscal Year (FY): A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The County of San Diego's fiscal year is July 1 through June 30.

Fund: A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: The difference between fund assets and fund liabilities of governmental and similar trust funds. Fund Balance amounts expected at year end may be used in the budget by Group or department for the upcoming year as a funding source for one-time projects/services. Expected fund balance is most often used for projects not completed and rebudgeted in the new year.

FY: See Fiscal Year (July 1 - June 30).

GAAP: See Generally Accepted Accounting Principles.

GASB: See Governmental Accounting Standards Board.

General Fund: The fund used to account for all financial resources, except those required to be accounted for in another fund. The general fund is the County's primary operating fund.

General Management System (GMS): The County's complete guide for planning, implementing, monitoring, and rewarding all functions and processes that affect the delivery of services to our customers. It links planning, execution, value management, goal attainment, and compensation.

General Manager: A Deputy Chief Administrative Officer responsible for oversight of an Agency or Group. See CAO, Chief Administrative Officer for additional description.

General Obligation Bonds: Bonds backed by the full faith and credit of government.

General Purpose Revenues: Locally generated revenues derived from property taxes, sales taxes, vehicle license fees, court fines, real property transfer tax, and miscellaneous other sources. Since they are locally generated, General Purpose Revenues are also affected by local economic conditions. General Purpose Revenues are controlled by the Board of Supervisors and may be used for any purpose that is a legal expenditure of County funds. They generally reflect the degree of flexibility the County has to finance programs and projects.

General Revenue Allocation: Each year, based on the principles of the GMS, the CAO, in conjunction with the General Managers and Chief Financial Officer (CFO), determines how much General Purpose Revenue will be allocated to each Group/Agency for the two years of the Operational Plan. The allocations are based on decisions made relative to the five-year Strategic Plan and Financial Forecast and are subject to Board approval. (May also be referred to as Net County Cost.)

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statement of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

Geographic Information System (GIS): A regional data warehouse providing electronic geographic data and maps to County and city departments and other users.

GFOA: See Government Finance Officers Association.

GIS: See Geographic Information System.

GM: See General Manager.

GMS: See General Management System.

Governmental Accounting Standards Board (GASB): The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

Government Finance Officers Association (GFOA): A nonprofit professional association serving government finance professionals throughout North America.

Grant: Contributions or gifts of cash or other assets from another government or agency to be used or expended for a specified purpose, activity or facility.

Group: An organizational unit of the County, headed by a General Manager, incorporating several Departments. See Agency/Group for a listing of the Groups.

HCD: See Housing and Community Development.

Health and Human Services Agency: The Agency includes six regions reported in Regional Operations, Public Health Services, Aging and Independence Services, Child Welfare Services, and Behavioral Health Services which includes Children's Mental Health Services, and Adult and Older Adult Mental Health Services, and Alcohol and Other Drug Services.

HHSA: See Health and Human Services Agency.

Housing and Community Development: A department in the Community Services Group that runs service programs to improve neighborhoods by assisting low-income residents, increasing the supply of affordable, safe housing and rehabilitating both business and residential properties in San Diego County.

Housing and Urban Development, Department of (HUD): A federal department that administers grants addressing the needs of housing for low income families.

HUD: See Housing and Urban Development, Department of

IAR: Information, Assessment and Referral.

Information Technology: A term that encompasses all forms of technology used to create, store, exchange and use information in its various forms including business data, conversations, still images and multimedia presentations.

Interfund Transfers: The movement of monies between funds of the same governmental entity.

Intergovernmental Revenues: These accounts include: State revenues for aviation, highways user tax, motor vehicle in-lieu tax, other in-lieu taxes, public assistance administration, health administration, California Children's Services, cerebral palsy, mental health, tuberculosis, health, agriculture, civil defense, construction, corrections, county fairs, disaster relief, veterans' affairs. Homeowner's property tax relief, Proposition 172 Public Safety Funds, Citizens Option for Public Safety (COPS), and other amounts received from the State. Federal revenues for public assistance administration, public assistance programs, health administration, construction, disaster relief, forest reserve, grazing fees, in-lieu taxes, other governmental agencies, and other amounts received from the federal agencies.

Internal Service Fund (ISF): A fund used to account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis.

ISF: See Internal Service Fund.

IT: See Information Technology.

Joint Powers Agreement: A contractual agreement between a city, county, and/or special district in which services are agreed to be performed, or the county agrees to cooperate with or lend its powers to the other entity.

JPA: See Joint Powers Agreement.

Kids Health Assurance Network (KHAN): A community collaborative established to insure that every child in San Diego has a medical home, primary care provider and health care coverage, which is administered by the Health and Human Services Agency.

Lease: A contract granting use or occupation of property during a specified time for a specified payment.

Licenses Permits & Franchises: These accounts include animal licenses, business licenses, permits, and franchises.

Line-Item Budget: A budget format prescribed by the State Controller. The County's line-item budget shows activities grouped by organizational units, such as departments. The term line- item refers to account and sub-account detail typically provided for revenue by source (e.g., property taxes), and objects of expenditure such as Salaries and Benefits, Services and Supplies, Capital assets, etc.

Local Agencies: Groups responsible for providing services in a community.

LUEG: Land Use and Environment Group.

Managed Competition: A system in which County departments compete with private sector to deliver services that is intended to help re-direct overhead expense to front-line services.

Mandate: A requirement from the State or federal governments that the County perform a task, perform a task in a particular way, or perform a task to meet a particular standard.

Management Reserves: Management Reserves is an expenditure category unique to the County of San Diego. Management Reserves are intended to be used to handle unforeseen expenses that arise during the budget year or as a means to set aside funds for a planned future year use. The level of Management Reserves is generally dependent upon fund balance realized by a Group/Agency or department, but may be budgeted for General Fund departments based

on ongoing General Purpose Revenue allocation or comparable revenue source in the case of special funds. No expenditures can be made from Management Reserves; instead appropriations must first be transferred to a sub-account under one of the other expenditures categories (e.g. Salaries and Benefits, Services and Supplies, etc.).

Miscellaneous Revenues: These accounts include other sales, tobacco settlement, and other monetary donations from private agencies, persons, or other sources.

Mission: The general assignment of the organization. What we are striving to do over a continuous period of time. The County's mission is “to provide the residents of San Diego County with superior County services in terms of quality, timeliness, and value in order to improve the region's quality of life."

MSCP: See Multiple Species Conservation Program.

Multiple Species Conservation Program: This program will preserve a network of habitat and open space, protecting bio-diversity and enhancing the region's quality of life. The County is one of several entities participating in the MSCP.

NACo: See National Association of Counties.

National Association of Counties: An organization that represents the interests of counties across the nation on Capitol Hill and throughout the federal bureaucracy.

Objects (Line Items): A sub-classification (or roll-up account) of expenditures and revenues based on type of goods or services (Salaries and Benefits, Services and Supplies, Other Charges, Capital Assets, etc.) or by type of revenue (Fines, Forfeitures and Penalties, Taxes Current Property, Intergovernmental Revenue, etc.).

Obligor: The person responsible for paying a debt or obligation.

Operating Statement: A financial statement disclosing the financial results of operations of an entity during an accounting period in conformity with generally accepted accounting principles (GAAP).

Operating Transfers Out: Operating transfers result when one fund provides a service on behalf of another fund. The requesting fund budgets the amount required by the other fund to provide the service in the account “Operating Transfers Out”. The fund providing the service budgets the estimated expenditures for the service and the corresponding funding in one of the Other Financing Sources revenue accounts. Operating Transfers are not used when a service is to be provided by an ISF. In that case, the Department requesting the service budgets the expenditure in the Services and Supplies account corresponding to the type of ISF service requested. The ISF Department providing the service budgets the appropriate expense account.

Operational Plan Adjustment: A revision of the Adopted Operational Plan approved by the Board of Supervisors as required by State Law. A recommendation to increase appropriations requires a four-fifths vote by the Board of Supervisors. Budget modifications occur throughout the fiscal year as spending priorities and funding changes.

Operational Plan Calendar: A timetable of tasks to be completed during the financial planning cycle.

Operational Plan Document: The County's two-year financial plan commonly known as a program budget. The Operational Plan is prepared to facilitate the Board of Supervisors decision-making process, and to report the decisions made. Operational Plan documents are available to the public on the County's website.

Ordinance: A regulation, an authoritative rule, a statute.

Other Charges: These accounts include support and care of other persons (such as assistance payments), judgments and damages, contributions to non-County governmental agencies, and inter fund expenditures.

Other Financing Sources: These accounts include capital assets, long-term debt proceeds, and other financing sources not listed in the other categories. No similar category exists in business accounting.

Parkland Dedication Ordinance (PLDO): A mechanism for funding local parks.

Performance Management (PM): System that utilizes key performance indicators in the Balanced Scorecard format.

Performance Measures: Indicators of the amount of work accomplished, the efficiency with which tasks were completed, and/or the effectiveness of a program, often expressed as the extent to which objectives were accomplished. Performance measures in this Operational Plan focus primarily on outcome measures (planned results).

PLDO: See Parkland Dedication Ordinance.

PM: See Performance Management. Also Particulate Matter as referenced in Performance Measures.

Program: Group activities, operations or organizational units directed to attaining specific purposes or objectives.

Program Revenues: Revenues generated by programs and/or dedicated to offset a program's costs.

Proprietary Funds: Classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (i.e., enterprise and internal service funds).

Public Hearings: Board of Supervisors meetings open to the public that provide citizens an opportunity to express their views on the merits of the County's proposals and services.

Real Property Transfer Tax (RPTT): A tax assessed on property when ownership is transferred.

Rebudget: To include funds for a project or services budgeted in the previous year but not spent within that year.

Request for Proposal (RFP): An official request for proposals to be submitted to the County to perform specified services.

Required Disciplines: The key organizational disciplines set out in the County's Strategic Plan intended to ensure that the County maintain a high level of operational excellence in order to accomplish the Strategic Initiative goals. The required disciplines include fiscal stability; customer satisfaction; regional leadership; skilled, competent and diverse workforce; essential infrastructure; information management; accountability/transparency; continuous improvement.

Reserves: Funding for nonrecurring, unanticipated expenditures. These accounts are used for contingency reserves. Each fund may have one contingency reserve.

Reserve/Designation: Fund balance that is set aside for a particular purpose or as a general reserve. Reserves/Designations are sometimes reduced in the budget to add to available operating balance to support designated one-time expenses. While Reserve/Designation increases appear as expenditure accounts in the Operational Plan, they appear as set-asides of fund balance in the County's financial system.

Residual Equity Transfers: Nonrecurring or nonroutine transfers of equity between funds.

Revenue From Use of Money & Property: These accounts include investment income, rents and concessions, and royalties.

RFP: See Request for Proposal.

RPTT: See Real Property Transfer Tax.

Salaries and Benefits: These accounts include Salaries and Wages, Retirement, Employee Group Insurance, Worker's Compensation Insurance, and Other Benefits.

SANCAL: San Diego County Capital Asset Leasing Corporation. A non-profit corporation governed by a five-member Board of Directors which is appointed by the County Board of Supervisors. SANCAL's purpose is to finance the acquisition of County buildings and equipment.

SanGIS: San Diego Geographic Information Source. A joint powers agreement program in the Land Use & Environment Group.

SDCERA: San Diego County Employees Retirement Association.

Securitization: A process whereby the owner of the receivable sells the right to that income stream to a third party in exchange for an up-front payment.

Services and Supplies: These accounts include personal, business, office, agricultural, and information technology expenses, minor equipment, and maintenance.

Special District: An area in which a government is set up to perform a specific function, such as street lighting or waterworks. A special district might be composed of cities, townships, or counties, or any part or combination of these.

Special Revenue Fund: A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specified purposes.

Staff Year: In concept, one person working full-time for one year; the hours per year that a full-time employee is expected to work. A normal fiscal year equals 2,088 staff hours (occasionally 2,080 or 2,096 staff hours). Two workers, each working half that number of hours, together equal one staff year. County Salaries and Benefits costs are based on the number of staff years required to provide a service.

Strategic: Dealing with creation of overall plans and sets of tactics to determine how best to achieve the general goal of an entity.

Strategic Initiatives: Major Projects that move the County and partners toward achievement of part of a particular goal. The County's three initiatives are: Kids (Improve opportunities for children), The Environment (Promote natural resource management strategies that ensure environmental preservation, quality of life, and economic development), and Safe and Livable Communities (Promote safe and livable communities).

Tactics: The techniques, maneuvers, and procedures used to attain strategic goals, objectives, intents, etc.

TANF: Temporary Assistance to Needy Families.

Tax and Revenue Anticipation Notes (TRANs): Short-term, interest-bearing notes issued by the County in anticipation of tax revenues to be received at a later date. The note is retired from the tax revenues to which it is related.

Teeter Borrowing Program: Short-term obligation notes, secured by future collections of delinquent property taxes, used to provide taxing agencies the amount of their property taxes without regard to such delinquencies.

Temporary Assistance to Needy Families (TANF): The principal federal Welfare program; formerly Aid to Families with Dependent Children (AFDC). California administers TANF in the CalWORKs Program.

TOT: See Transient Occupancy Tax.

Total Appropriations and Total Revenues: The consolidation of all revenues and expenditures for all funds. The purpose is to report accurately the full amount of governmental revenues and expenditures for the Operational Plan period.

TRANs: See Tax and Revenue Anticipation Notes.

Transient Occupancy Tax (TOT): A tax levied by the County on rental receipts for temporary lodging in a hotel or other similar facility.

Trust Fund: Fund used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

Unfunded Actuarial Accrued Liability (UAAL): The excess, if any, of the actuarial accrued liability over the actuarial value of assets. In other words, the present value of benefits earned to date that are not covered by plan assets. Commonly used in pension fund discussions. See also Actuarial Accrued Liability.

Unreserved/Undesignated Fund Balance: The portion of governmental fund balance that is not committed, reserved, or designated for specific purposes such as paying existing contracts, purchase orders, debt service, or a variety of other

liabilities. May serve as a useful measure of a government's net resources available for spending at the end of a fiscal year.

Upper San Diego River Improvement Project Area: A redevelopment project covering approximately 532 acres located along both sides of the San Diego River and along Highway 67 in the Lakeside community.

USDA: United States Department of Agriculture.

USDRIP: See Upper San Diego River Improvement Project.

Vision: The image that an organization aspires to be. A picture of future desired outcomes. The County's vision is "A County government that has earned the respect and support of its residents."

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