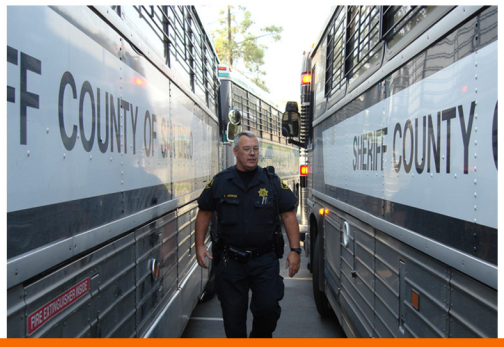
COUNTY OF SAN DIEGO

CAO Proposed Operational Plan | Fiscal Years 2009-2010 & 2010-2011



Walter F. Ekard
Chief Administrative Officer

Donald F. Steuer
Chief Financial Officer

Board of Supervisors

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

COUNTY OF SAN DIEGO - STATE OF CALIFORNIA

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

San Diego County

California

For the Fiscal Year Beginning

July 1, 2008

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, 2008.** 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

Message from the Chief Administrative Officer

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San Diego County Profile and Economic Indicators

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District Two

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Supervisor
District Three

Ron Roberts
Supervisor
District Four

Bill Horn
Supervisor
District Five

Organizational Chart

Message from the Chief Administrative Officer

Rising to the Challenge; Preparing for the Future

This Proposed Operational Plan for Fiscal Years 2009-2011 is significantly different than the plans I've presented in previous years. The recent economic downturn, which impacted all sectors of our community, coupled with the State of California's continued fiscal instability, is forcing all local governments - including us - to revisit the services we provide to the public and make difficult decisions regarding them. This is all the more challenging because this decline in revenue has been accompanied by an increase in the public's need for County services. From individuals needing food stamps or housing assistance to communities reeling from unemployment and foreclosures, County government and its workers are being tested like never before.

As an organization dedicated to real, long-term solutions rather than symbolic, short-term fixes, we have spent considerable effort analyzing the current and future financial landscape. And, while we are cautiously optimistic and have faith that San Diego County's employees, volunteers, business partners and residents will rise to meet the challenges facing us, we do not expect a quick economic rebound. The changes and challenges playing out in our financial, housing and retail sectors took years to develop and they will take time to resolve.

Because of that, it is only prudent that we consider this reality when we plan how to spend the public's dollars. Short-term thinking and band-aid solutions will only postpone - and probably make worse - the hard decisions that today's economic realities require.

This Operational Plan proposes a budget of $4.9 billion and 16,431 staff years for Fiscal Year 2009-10 and describes how these resources will be used to meet the highest priority health, safety and infrastructure needs of the region. It is structurally-balanced and one-time money is only used for one-time expenses. The $4.9 billion total is 4.7% lower than last fiscal year's budget. And it does not include "backfilling" lost state revenues. If State officials cut funding for specific programs, the County will not take funds from other programs to backfill those losses. We will have 758 fewer employees and nonessential programs will be reduced or discontinued. Greater detail on the impact of these recommendations is provided in the individual group and department sections that begin on page 85.

However, in spite of the sobering economic outlook, we have much to celebrate. During the past year, the County of San Diego built and opened a new, state-of-the-art skilled nursing facility at Edgemoor in the City of Santee to care for our region's most vulnerable residents. We expanded or replaced four community libraries, completed designs for three more and acquired 4,100 acres of new parkland, giving County residents more access to information and natural resources. We successfully conducted four elections, including a presidential election that generated record voter turnout. We improved the region's health care safety net, strengthened our region's firefighting and emergency response capabilities, negotiated fiscally-responsible labor agreements and anticipate receiving over $69.6 million in federal economic stimulus dollars for local services and projects, with aggressive efforts to obtain additional grants underway and continuing.

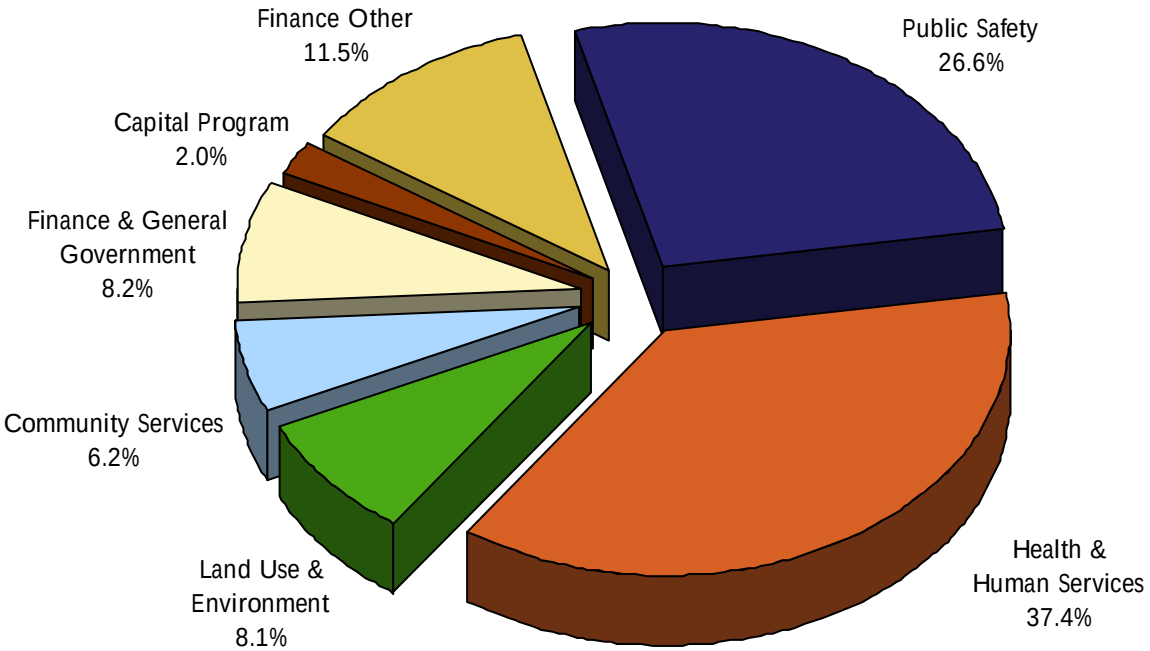
During the next two years, we will continue to offer a wide variety of services and programs that demonstrate our commitment to improve opportunities for kids, protect the environment and promote safe and livable communities. We will continue to assist at-risk and vulnerable children, seniors and disabled individuals. We will work to prevent chronic diseases and collaborate with community partners to expand health care resources. We will continue to protect public safety with effective crime prevention and vigilant emergency preparedness efforts. And we will continue to demonstrate our ongoing commitment to innovation, excellence and continuous improvement by continuing our successful business process reengineering efforts throughout the organization, while maintaining our fiscal discipline, our maintenance of the public's infrastructure and our efforts to prepare for the future.

We've worked hard during the past decade to become an organization that values fiscal discipline, holds itself accountable for performance and stresses continuous improvement and customer service at every level, in every department. Our Board of Supervisors has experience setting priorities, making difficult choices, and balancing budgets. And our employees have experience delivering quality services in new and innovative ways that stretch taxpayer dollars and respond to our community's changing needs. These strengths, guided by the mature and seasoned leadership of the Board of Supervisors, are the tools we will use to respond to the changes ahead.

Walter F. Ekard, Chief Administrative Officer

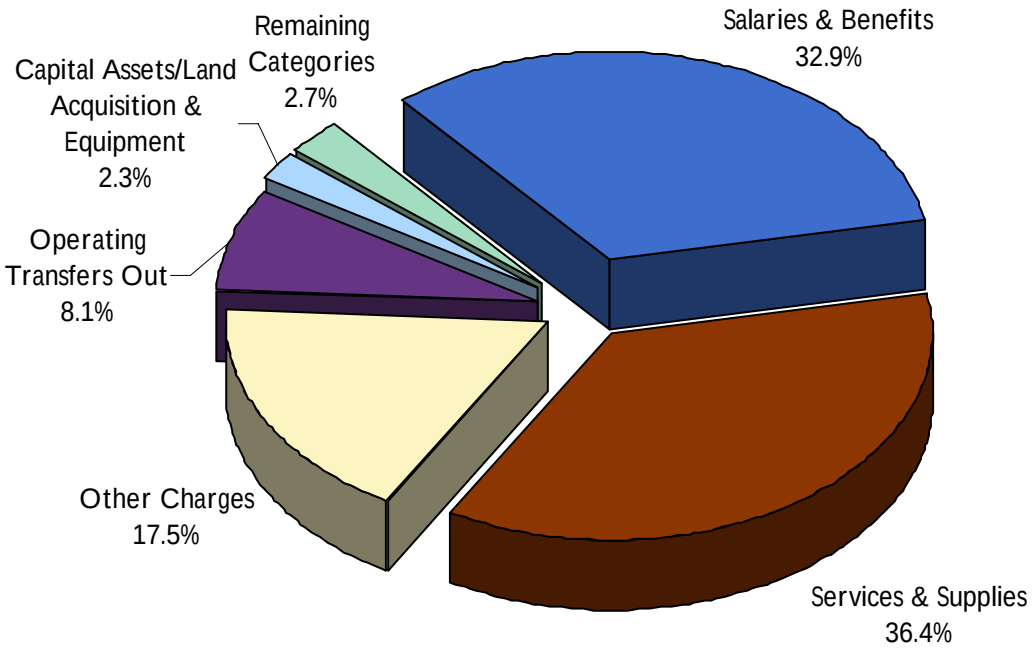
2009-10 CAO Proposed Budget at a Glance

CAO Proposed Budget by Functional Area



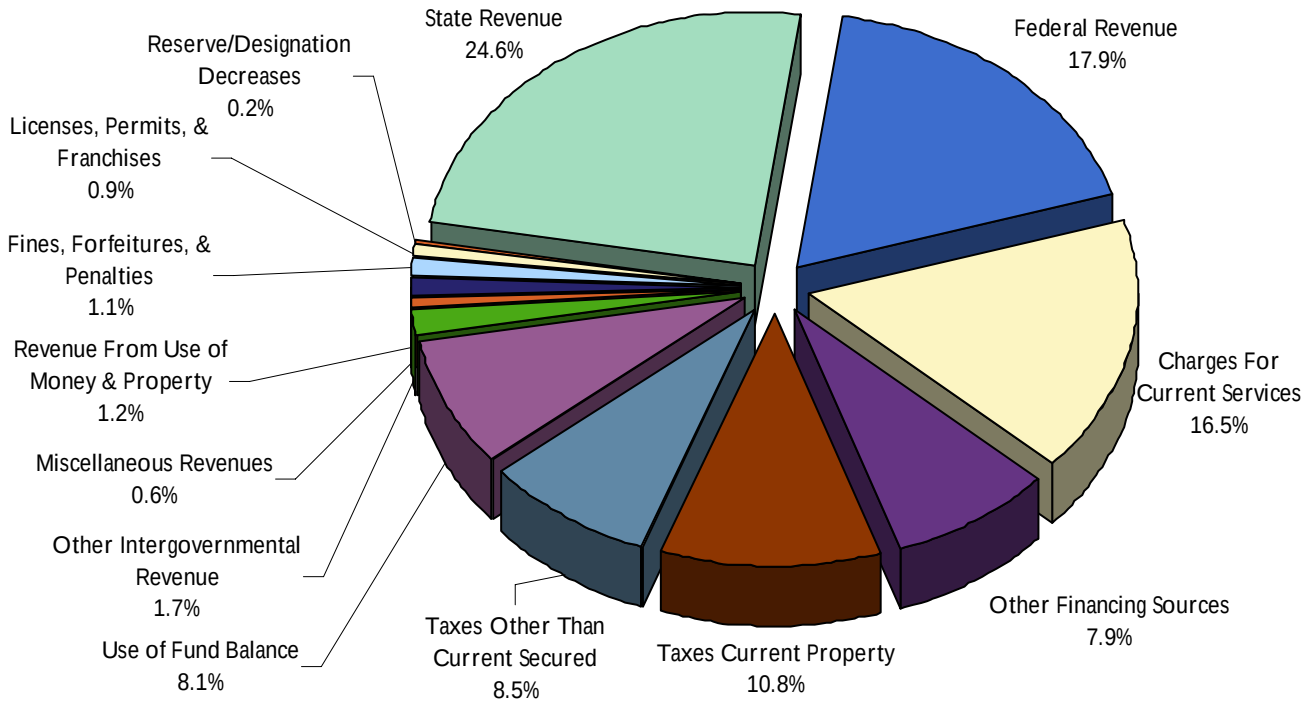
Functional Area	Budget in Millions	Percentage of Total Budget
Public Safety	$ 1,316.1	$ 26.6%
Health & Human Services	1,847.8	37.4%
Land Use & Environment	401.3	8.1%
Community Services	305.1	6.2%
Finance & General Government	407.0	8.2%
Capital Program	97.9	2.0%
Finance Other	568.2	11.5%
Total	$ 4,943.5	$ 100.0%

CAO Proposed Budget by Category of Expenditure



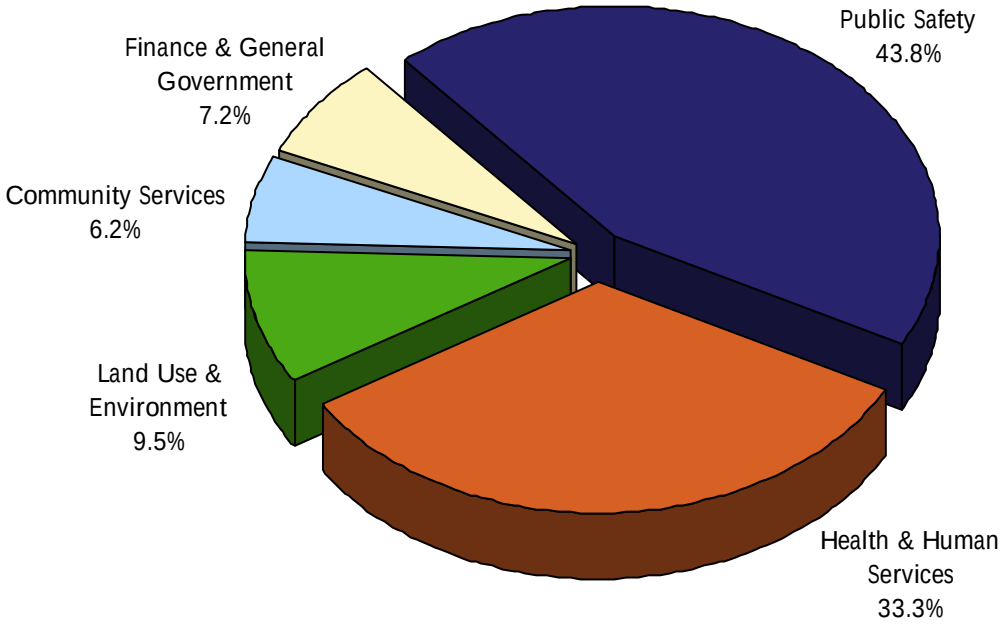
Category of Expenditure	Budget in Millions	Percentage of Total Budget
Salaries & Benefits	$ 1,628.0	$ 32.9%
Services & Supplies	1,798.2	36.4%
Other Charges	867.2	17.5%
Operating Transfers Out	402.4	8.1%
Capital Assets / Land Acquisition	94.4	1.9%
Capital Assets Equipment	21.2	0.4%
Remaining Categories:		
Reserve/Designation Increases	100.3	2.0%
Management Reserves	29.6	0.6%
Contingency Reserves	22.7	0.5%
Exp Transfer & Reimbursements	(20.4)	(0.4%)
Total	$ 4,943.5	$ 100.0%

CAO Proposed Budget by Category of Revenue



Category of Revenue	Budget in Millions	Percentage of Total Budget
State Revenue	$ 1,214.0	$ 24.6%
Federal Revenue	887.0	17.9%
Charges For Current Services	815.5	16.5%
Other Financing Sources	390.2	7.9%
Taxes Current Property	535.1	10.8%
Taxes Other Than Current Secured	419.7	8.5%
Use of Fund Balance	401.9	8.1%
Other Intergovernmental Revenue	81.7	1.7%
Revenue From Use of Money & Property	58.0	1.2%
Fines, Forfeitures, & Penalties	54.0	1.1%
Licenses, Permits, & Franchises	46.8	0.9%
Miscellaneous Revenues	31.9	0.6%
Reserve/Designation Decreases	7.8	0.2%
Total	$ 4,943.5	$ 100.0%

CAO Proposed Staffing by Group



Staffing by Group	Staff Years *	Percentage of Total Staffing
Public Safety	7,191.00	43.8%
Health & Human Services	5,477.00	33.3%
Land Use & Environment	1,562.00	9.5%
Community Services	1,019.00	6.2%
Finance & General Government	1,182.00	7.2%
Total	16,431.00	100.0%

* 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.

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 75 miles along the Pacific Coast from Mexico to Orange County and inland 75 miles to Imperial County along the international border shared with Mexico. Riverside and Orange counties form the northern border.

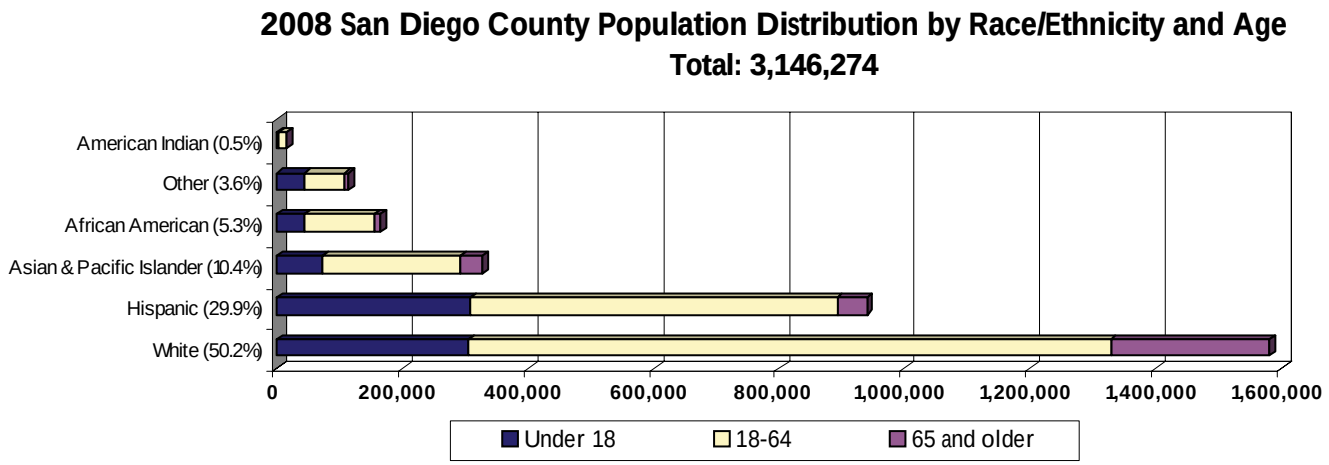
Juan Rodriguez Cabrillo discovered the region that eventually became San Diego on September 20, 1542. Although he named the area San Miguel, it was renamed 60 years later by Spaniard Don Sebastion Vizcaino. He chose the name San Diego in honor of his flagship and his favorite saint, San Diego de Alcala.

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.

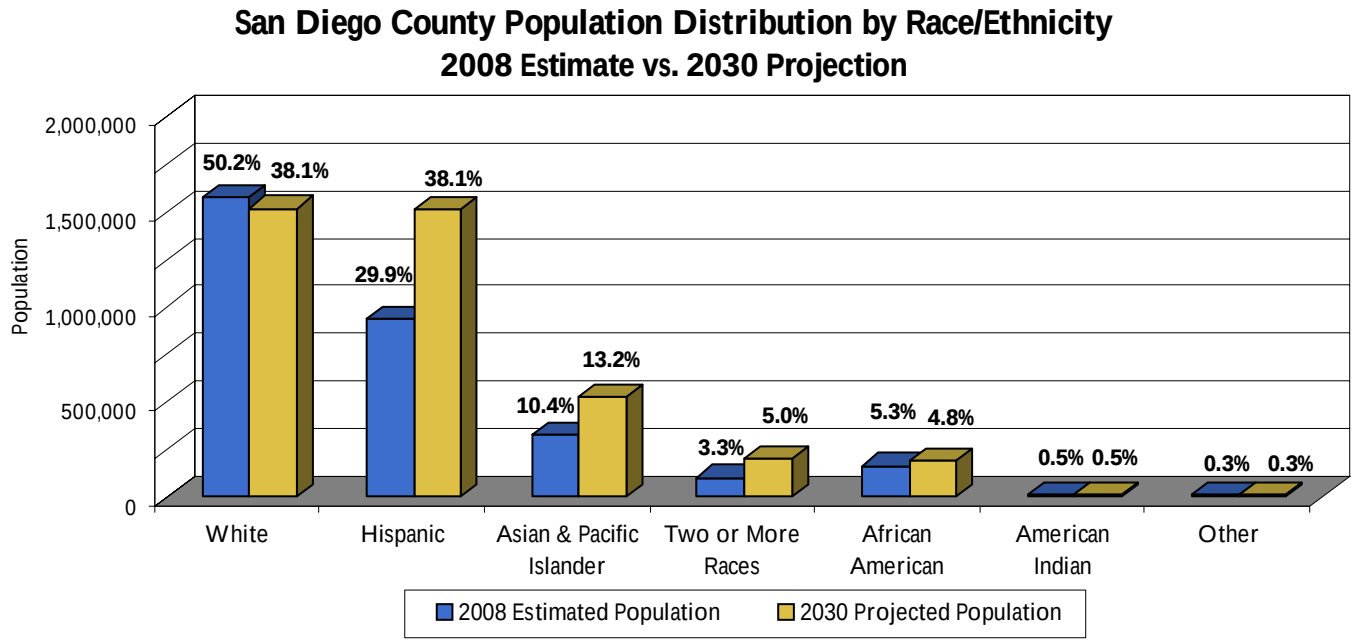
County Population

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 3,146,274 as of January 2008 (the latest date for which estimates are available), an increase of approximately 1.5% over the estimated January 2007 total of 3,098,269. The total population of the county has grown 11.8% since 2000. The County of San Diego is the second largest county by population in California and the sixth largest county by population in the country, as measured by the U.S. Census Bureau.

Population by City	2000	2008	% Change
Carlsbad	78,247	103,811	*32.7*
Chula Vista	173,556	231,305	*33.3*
Coronado	24,100	23,101	*(4.1)*
Del Mar	4,389	4,580	*4.4*
El Cajon	94,869	97,934	*3.2*
Encinitas	58,014	63,864	*10.1*
Escondido	133,559	143,389	*7.4*
Imperial Beach	26,992	28,200	*4.5*
La Mesa	54,749	56,666	*3.5*
Lemon Grove	24,918	25,611	*2.8*
National City	54,260	61,194	*12.8*
Oceanside	161,029	178,806	*11.0*
Poway	48,044	51,103	*6.4*
San Diego	1,223,400	1,336,865	*9.3*
San Marcos	54,977	82,743	*50.5*
Santee	52,975	56,068	*5.8*
Solana Beach	12,979	13,500	*4.0*
Vista	89,857	95,770	*6.6*
Unincorporated	442,919	491,764	*11.0*
Total	**2,813,833**	**3,146,274**	***11.8***
Source: California Department of Finance			

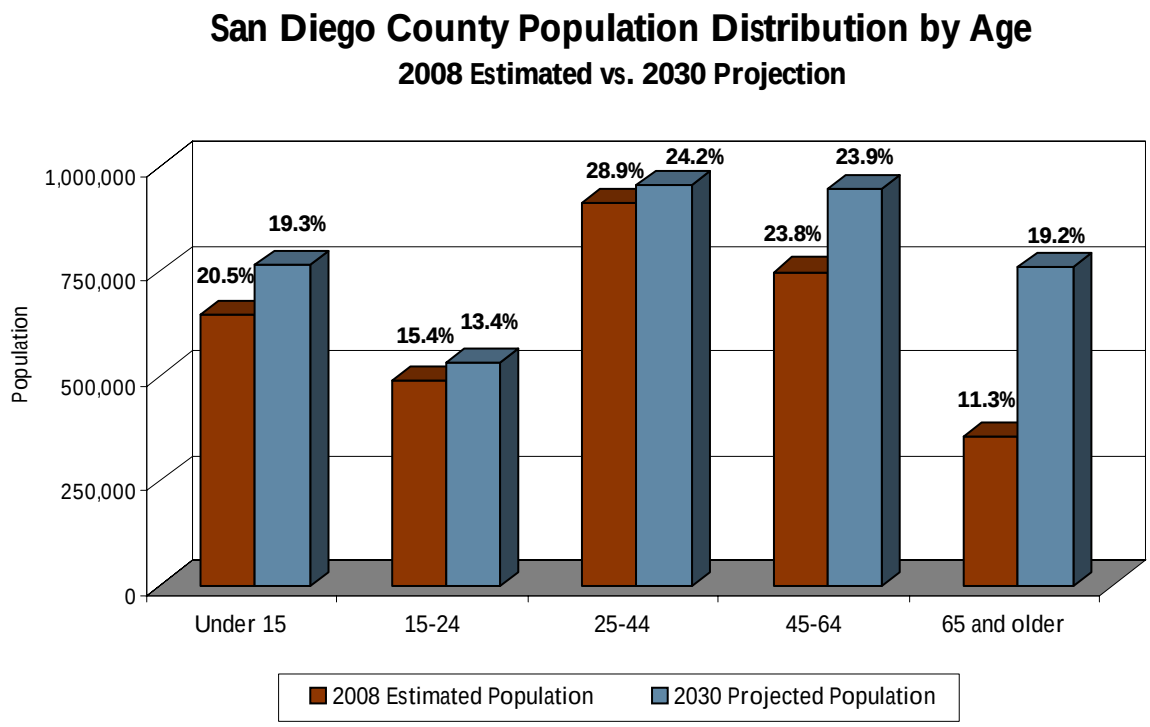


Source: San Diego Association of Governments (SANDAG).



Notes: Percentages represent the share of each group compared to the total population.
Source: San Diego Association of Governments (SANDAG)

The regional population for 2030 is forecasted to be 4.0 million according to the San Diego Association of Governments (SANDAG), a 42% increase from calendar year 2000. San Diego County's racial and ethnic composition is as diverse as its geography. In its 2030 Regional Growth Forecast Update, SANDAG projects the county will continue to see significant growth in the Hispanic population, with the share of Hispanic population approximately equaling the share of White population by 2030. While the county's racial and ethnic diversity is expected to change dramatically, SANDAG also projects a dramatic shift in the age structure of the



Notes: Percentages represent the share of each group compared to the total population.
Source: San Diego Association of Governments (SANDAG).

county. As depicted above, SANDAG is projecting that the population of residents 65 years and older will more than double by 2030.

Economic Indicators

U.S. Economy

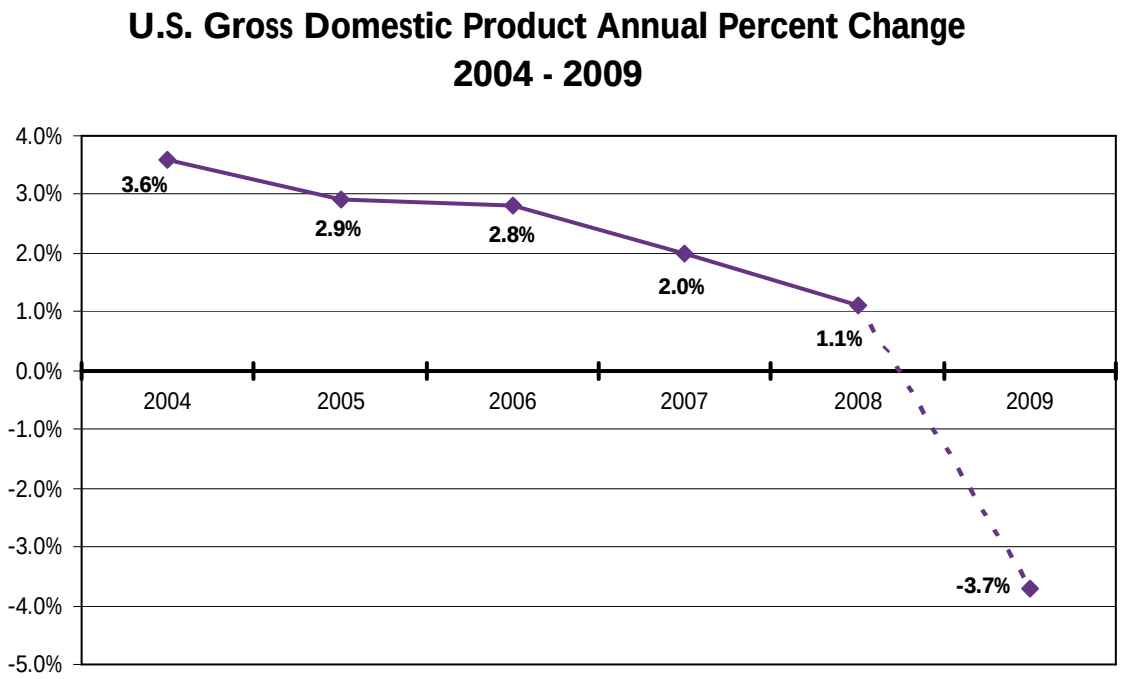
The national and global outlook continues to be extremely rough. The U.S. economy decreased at an annual rate of 6.3% in the fourth quarter of 2008, according to final estimates released by the Bureau of Economic Analysis. The decrease in real Gross Domestic Product (GDP) in the fourth quarter primarily reflected negative contributions from exports, personal consumption expenditures, equipment and software, and residential fixed investment that were partially offset by a positive contribution from federal government spending.

By the fourth quarter, the credit crisis, coupled with tumbling home and stock prices, had produced a paralyzing fear that engulfed the country.

(Warren Buffett, Berkshire Hathaway Annual Shareholder Letter, February 2009)

Real GDP is forecasted to decline further in 2009 with projected decreases of 6.8%, 4.5% and 1.7% in the first, second and third quarters, respectively. (See chart on the next page). The annualized forecast for 2009 depicts a Real GDP contraction of 3.7% from the previous year which, if reached, would make the current downturn the worst of the postwar recessions.

A series of federal fiscal and monetary policy actions have been initiated to address the credit crisis and economic volatility. The Federal Reserve has engaged in an extraordinary policy of monetary easing by expanding its balance sheet, purchasing private assets and bringing the Federal Funds rate down to near zero. In addition, the



Notes: Gross Domestic Product (GDP) percent change measured by calendar year, based on chained 2000 dollars. The annual GDP percent change is projected for calendar year 2009.
Source: Bureau of Economic Analysis, U.S. Department of Commerce; UCLA Anderson Forecast.

Treasury has $700 billion in budget authority under the Troubled Assets Relief Program (TARP) for capital infusions to banks, term securities lending facilities, auto loans, and a housing plan. Moreover, on February 17, 2009, the President signed into law the American Recovery and Reinvestment Act of 2009 designed to stimulate the nation's sputtering economy.

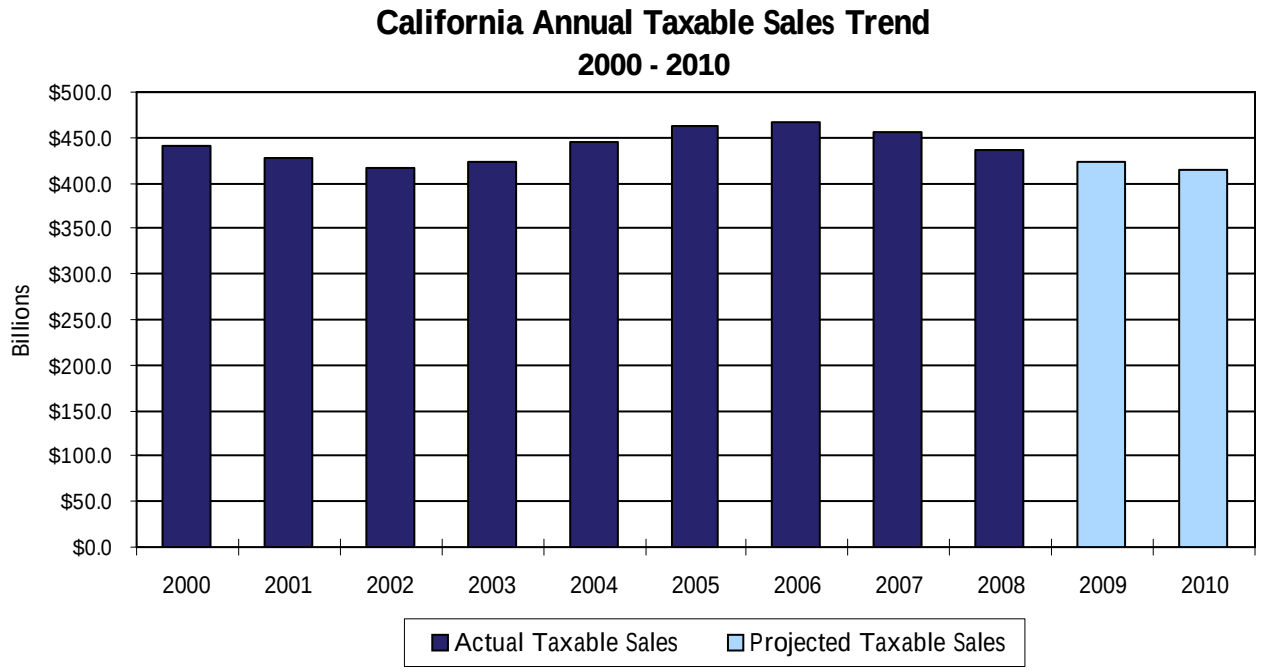
The global decline in economic activity necessitates a coordinated international response for a recovery in economic output and revival in world trade. Actions in April 2009 by the G-20 are laying the foundation for major reforms and cooperation.

Some significant risks facing the U.S. economy in 2009 include the anticipated loss of jobs and the increase in unemployment, continued decline in housing starts, consumer spending decline and deterioration of export demand (Source: U.S. Economic Outlook - March 2009). Unemployment is expected to reach 9.2% in 2009 and then peak at 10.5% in 2010. The stimulus package, financial bailout costs, and recession are expected to take the federal budget deficit to $1.9 trillion in 2009.

California Economy

Like the national outlook, California's economy is projected to experience further weakening. Consumer spending continues a downward trend. (See chart on the next page). Car sales in the fourth quarter of 2008 were almost 40 percent below levels reached a year earlier. Unemployment rates have risen rapidly, reaching 10.9% statewide in February 2009. Housing prices have continued to decline, but sales have increased, although predominantly of foreclosure homes. California's economy is expected to struggle in 2009: real personal income is expected to drop by 0.6%, employment is expected to drop 3.9% and taxable sales will continue to decline at a 3.3% rate.

The Legislative Analyst's current economic forecast projects a recovery beginning in the first quarter of 2010. Over the next five years, however, their forecast projects relatively slow growth compared to past recoveries.



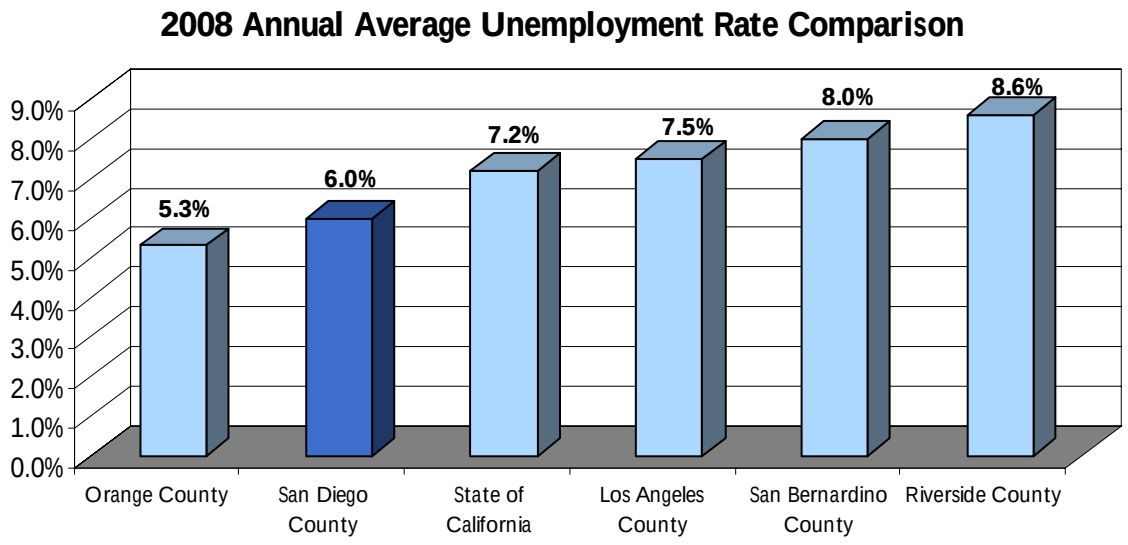
Notes: Taxable sales are stated in calendar year 2000 dollars.
Source: UCLA Anderson Forecast, March 2009

San Diego Economy

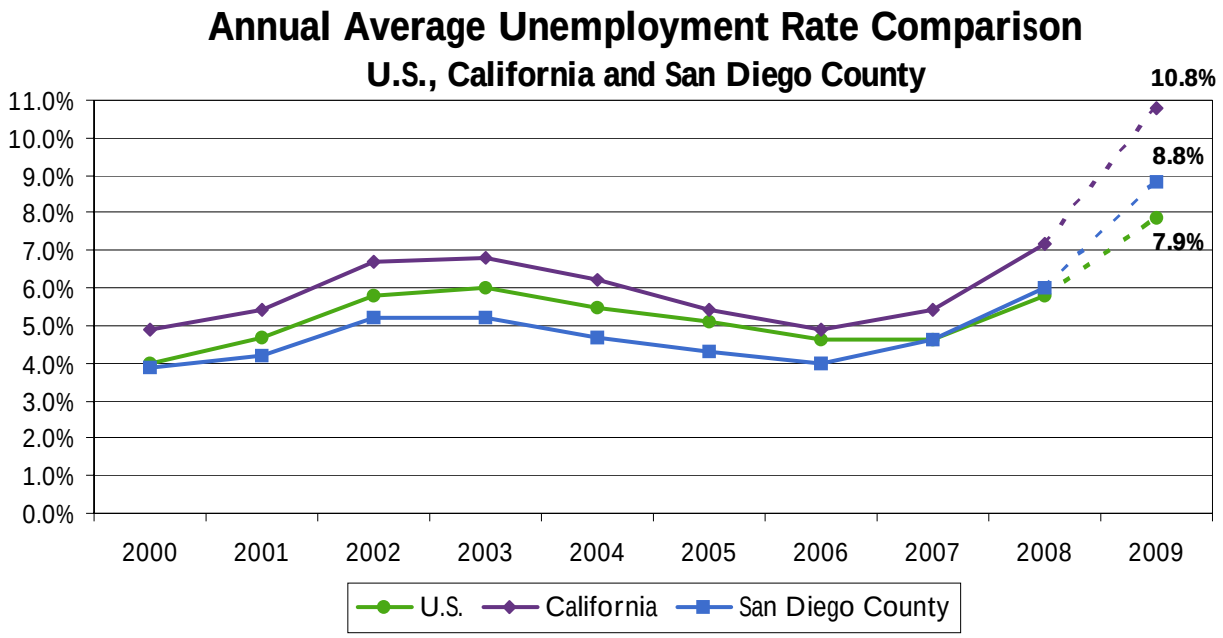
San Diego's recent relative economic stability has been based on its increasing diversification of economic activity and maturation as a hub for research and development and product manufacturing in telecommunications, biotechnology, military products, electronics, and information technology. International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

San Diego was one of the first areas in California and the nation to experience the housing price meltdown, feel the financial impacts from the credit crisis, and experience a jump in loss of jobs. Looking forward, 2009 is expected to be one of the most unsettled for our region's economy. Building permits, initial claims for unemployment insurance, consumer confidence and help wanted advertising were sharply negative in March 2009, as reported by the University of San Diego's Index of Leading Economic Indicators for San Diego, which fell 2.2% in March 2009 and marked its 35th decrease in 36 months. Unemployment in the region is likely to reach levels not seen since the early 1980s. Private funding for research and development is expected to be extremely scarce as the depressed equity markets force venture capitalists to search for a new model where by they can recoup their investments. (Source: National University System Institute for Policy Research). Residential construction is expected to remain deeply depressed in 2009, although planned construction of military housing may provide some boost.

Approximately one-half of San Diego County's population is part of the civilian labor force (1,581,000 in February 2009). The region is also home to one of the largest military complexes in the world. San Diego's employment continues to compare favorably to other Southern California counties, with only Orange County experiencing slightly lower unemployment. San Diego's unemployment rate continues to compare favorably to the State rate, and it is expected to be somewhat higher than the U.S. rate. (See charts on the following page).



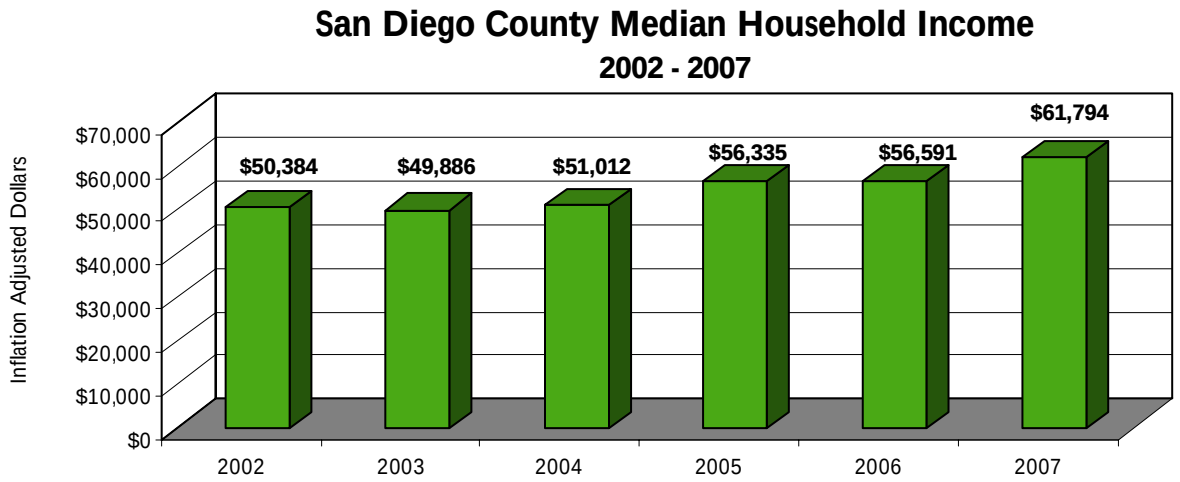
Source: California Employment Development Department.



Notes: Unemployment rates are measured by calendar year. 2009 rates are an average of January and February monthly unemployment rates. The UCLA Anderson Forecast projects a national unemployment rate of 9.2% in 2009 and 10.4% in 2010 and a State unemployment rate of 10.9% in 2009 and 11.4% in 2010.

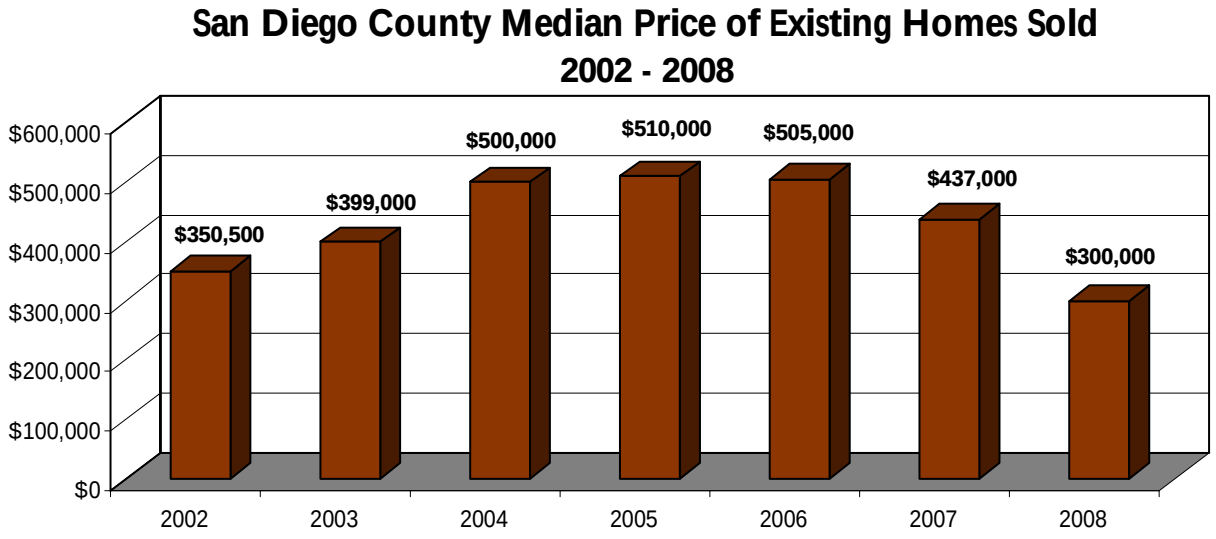
Source: California Employment Development Department; Bureau of Labor Statistics, U.S. Department of Labor.

San Diego's median household income has experienced strong annual growth in recent years, but this growth is projected to slow, as indicated by rising unemployment and decreased consumer spending.



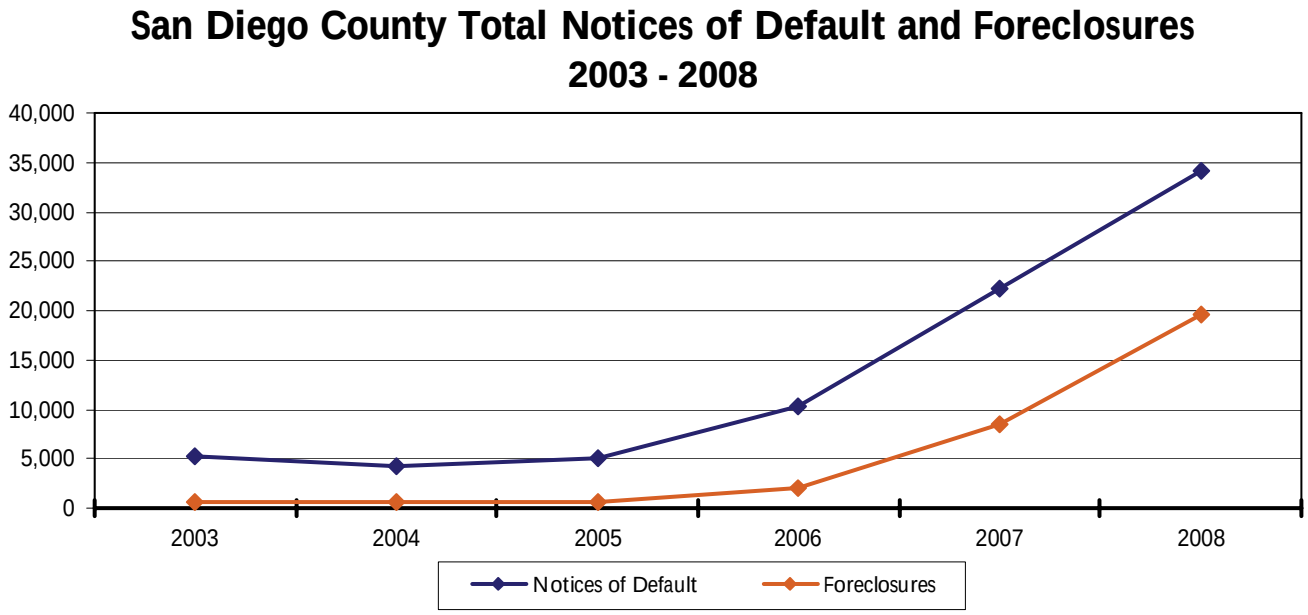
Notes: Median Household Income is measured by calendar year.
Source: U.S. Census Bureau.

An unintended consequence of the housing meltdown is the improvement in housing affordability. The California Association of Realtors index* for first-time buyers throughout California shows a continued improvement for San Diego. The percentage of households that could afford to buy an entry-level home in San Diego increased to 56% in December 2008, up from 31% in December 2007, and up from 23% in December 2006. After a significant and steady rise in home prices throughout the county in the past decade, the median home price dropped significantly by the end of 2008 to $300,000.



Notes: Median home price of all existing homes sold in December of each year.
Source: California Association of Realtors.

Note: The California Association of Realtors index is based on an adjustable rate mortgage with a 10% down payment and a first-time buyer purchase of a home equal to 85% of the prevailing median price. The improvement in the percentage of households that could afford to buy an entry-level home in San Diego was based on the market driven drop in entry-level priced homes and the corresponding adjustment to the monthly payment needed (including taxes and insurance) and an adjustment to the qualifying income level for the lower priced entry-level homes.



Notes: A Notice of Default is an official notice of payment delinquency to a borrower with property as security under a mortgage or deed of trust; it prescribes the terms that must be met in order to prevent foreclosure proceedings. Foreclosures are measured by the number of Trustee's Deeds recorded.
Source: San Diego County Assessor/Recorder/County Clerk.

Another measure of the downturn in housing is the rate of foreclosures, as well as the companion indices of foreclosures compared to notices of loan default and also compared to deeds recorded. The number of total deeds recorded has fallen significantly since 2003, indicating a contraction in the housing market overall. At the same time, more property owners than usual have had increasing difficulties in meeting their mortgage payments and retaining home ownership. In San Diego County, notices from lenders to property owners that they were in default on their mortgage loans have risen from 5,167 in 2003 to 34,069 in 2008, and foreclosures have risen from 566 in 2003 to 19,577 in 2008. Foreclosures compared to notices of loan default averaged approximately 11.6% from 2003 through 2005. However, this percentage more than doubled from 2006 to 2008, reaching 57.5% in 2008. In addition, deeds recorded have dropped from 209,892 in 2004 to 115,540 in 2008. Foreclosures compared to total deeds recorded averaged 0.3% over the three-year period of 2003, 2004 and 2005, then rose significantly beginning in 2006 and soaring to 16.9% in 2008.

Although San Diego tourism slowed in 2008 with the number of visitors declining by 1.5% compared to 2007, tourism continued to be a stimulus to the local economy. Total visitor spending of just over $7.9 billion amounted to a slight 0.2% increase from 2007 total visitor spending. The "Tourism Outlook" for San Diego County in 2009 reflects the impact of the larger national and international contraction, with an expected decline of 4.1% in total visits in 2009 and a 8.8% decline in visitor spending. The number of visitors and visitor spending are expected to slowly rebound beginning in 2010.

Impact on County Services

The state of the economy plays a significant role in the County's ability to provide core services and the mix of other services sought by the public. For example, we are seeing an increased demand for public assistance, while at the same time the State and local resources available to fund those services are shrinking. Fewer customers are seeking land development or building permit services, making it difficult to maintain core services for these fee-based programs. The real estate market slump affects the County's general purpose revenues, which

are expected to decline in Fiscal Year 2009-10 from Fiscal Year 2008-09. General Purpose Revenues are relied upon to fund local discretionary services, as well as to fund the County's share of costs for services that are provided in partnership with the State and federal government. The State of California's budget has been severely impacted by the recession and consequently has had to cut funding to local governments in many program areas, including grants for certain public safety services. More information on the challenges that the County is facing and the proposals for addressing them are described in more detail on the pages that follow.

Governmental Structure and Budget Documents

Governmental Structure

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

The Charter of San Diego County provides for:

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

The County of San Diego is governed by a five-member Board of Supervisors elected to four-year terms in district, nonpartisan elections. Each board member must reside in the district from which he or she is elected. The Board of Supervisors sets priorities for the County and oversees most County departments and programs and approves their budgets. Per California Government Code 23005, the County may exercise its powers only through the Board of Supervisors or through agents and officers acting under authority of the Board or authority conferred by law. The Board of Supervisors appoints the following officers: the Chief Administrative Officer (CAO), the County Counsel, the Probation Officer and the Clerk of the Board of Supervisors. All other appointive officers are appointed by the CAO. The CAO assists the Board of Supervisors in coordinating the function and operations of the County; is responsible for carrying out all of the Board's policy decisions that pertain to the functions assigned to that officer; and supervises the expenditures of all departments.

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

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. The County sets goals, prioritizes the use of resources, evaluates performance, ensures cooperation and rewards accomplishments in a structured and coordinated way. By doing so, the County of San Diego moves 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.

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

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

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

Monitoring and Control asks: *How is our performance?* Monitoring and Control shows whether the County is on track to achieve its goals. The County evaluates its progress at regular intervals and makes 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.

GMS 2.0

During Fiscal Year 2008-09, the County launched GMS 2.0, an enterprise-wide effort that challenges County employees to identify and address the significant changes taking place in the community, economy and world using the GMS framework. GMS 2.0 emphasizes that everyone in the County workforce shares responsibility for helping the organization adapt to change and move forward in this fast-paced world.

Employees throughout the workforce have been identifying ways their customers and operations were changing or needed to change, acting to improve their use of technology tools and expand their knowledge base, and working to make the County organization a greener, more environmentally-sustainable workplace.

In keeping with the GMS disciplines, the County will continue to look ahead and work aggressively to embrace, adapt to and use the increasingly-fast pace of change to benefit County residents.

Strategic Plan

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

The Strategic Plan is developed by the Chief Administrative Officer and the County Executive Team, based on the policies and priorities set by the Board of Supervisors and an enterprise-wide review of the issues, risks and opportunities facing the region and the County organization. The County's 2009-14 Strategic Plan is built on three broad, organization-wide goals for the future, known as Strategic Initiatives, which help prioritize specific County efforts and programs and form the basis for allocating resources. Most of what the County does supports at least one of these three **Strategic Initiatives**:

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

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

- **Fiscal Stability** - Maintain fiscal stability to ensure the County's ability to provide services its customers rely on, in good times and in bad.
- **Customer Satisfaction** - Ensure customers are satisfied with the services the County provides, as a key indicator of its operational performance.
- **Regional Leadership** - As a regional leader, forge cooperative partnerships and leverage additional resources for the residents of San Diego County.
- **Skilled, Adaptable and Diverse Workforce** - Develop a committed, skilled, adaptable and diverse workforce that turns plans and resources into achievement and success.
- **Essential Infrastructure** - Provide the essential infrastructure to ensure superior service delivery to County residents.
- **Accountability/Transparency** - Assure accountability to itself and the public by requiring that County business be conducted as openly as possible, resulting in the efficient and ethical use of public funds.
- **Continuous Improvement** - Achieve operational efficiency through continuous efforts to improve and innovate, thereby maximizing value for taxpayers.
- **Information Technology** - Optimize the use of information technology systems as a tool to improve operational efficiency, decision making and service to customers.

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

Context for Strategic and Operational Planning

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

To efficiently provide public services that build strong and sustainable communities

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

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

A county that is safe, healthy and thriving

Operational Plan

The Operational Plan provides the County's financial plan for the next two fiscal years (e.g., July 1, 2009 through June 30, 2011). 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. To demonstrate that resources are allocated to support the County's Strategic Plan goals, program objectives in the Operational Plan and department performance measures are aligned with Strategic Plan goals or the Required Disciplines.

The Groups, the Agency and their respective departments develop specific objectives as part of the preparation of the Operational Plan. Objectives are clear discussions of anticipated levels of achievement for the next two years. They communicate the entity's core services and organizational priorities. The objectives include measurable targets for accomplishing specific goals plus a discussion of the proposed resources necessary to meet those goals. 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 County services. This effort remains a priority and each department is now required to measure performance in terms of outcomes - how they affect peoples' lives - not just a count of the activities they perform. The most significant measures are reflected in this document as part of the respective narrative section of each department's budget presentation.

Budget Documents

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

The **CAO Proposed Operational Plan** is a comprehensive overview of the Chief Administrative Officer's (CAO) proposed plan for the County's operations for the next two fiscal years, 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;
- An explanation of the capital program planning process, a description of the capital projects included in the proposed Operational Plan and the operating impact of the capital projects scheduled for completion during the next two fiscal years; and
- Other supporting material including a glossary.

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 by community organizations that have applied for grant funds.

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.

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

Referrals to Budget are 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 of Supervisors for its review and for discussion with affected departments during Budget Deliberations.

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

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

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

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

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

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

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

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

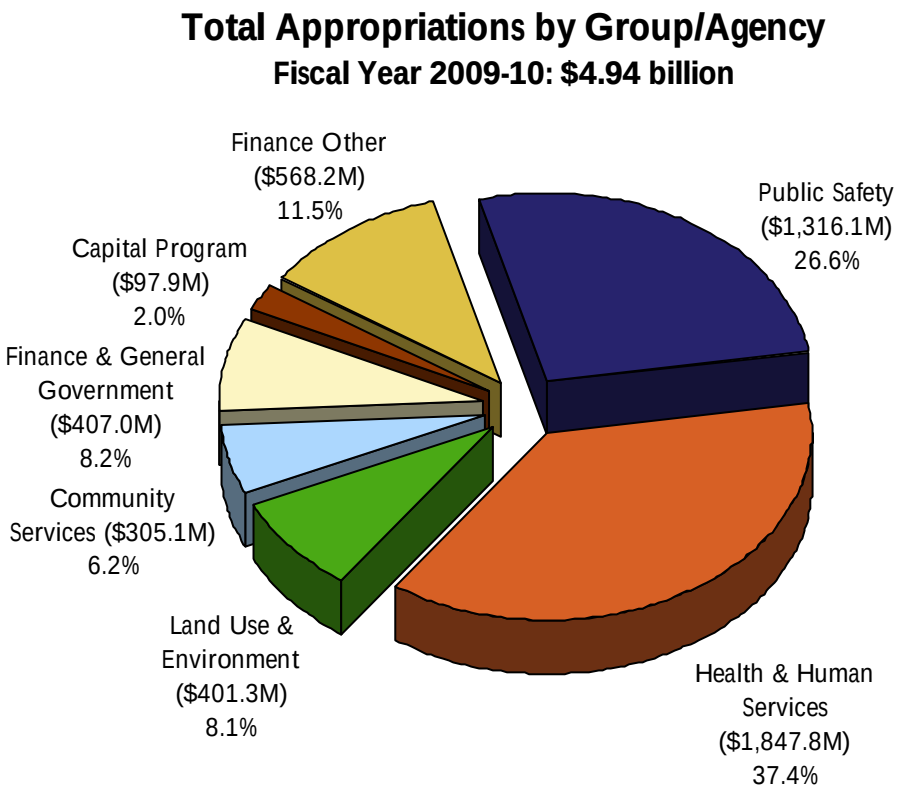
Financial Planning Calendar - 2009-10 Target Dates

Jan 23	Narrative Instructions for Operational Plan issued by Office of Financial Planning (OFP)
Feb 5	Budget Instructions for Operational Plan issued by OFP
Feb 9	Budget database opens for Operational Plan development
Mar 6	Due date for departments to submit draft Anticipated Accomplishments, Objectives and Performance Measures sections of narratives to OFP; send copy to Group Finance Director (GFD)
Mar 20	Budget database closed to departments to enable Groups to review
Mar 30	Deadline for departments to submit their changes from current year adopted budget plus their final Anticipated Accomplishments, Objectives and Performance Measures sections of narratives
Apr 3	Budget database closed to Groups
	Departments to submit copy of budget positions report with Classification Activity Request forms to Department of Human Resources
Apr 13	Deadline for Groups to have all department narratives reviewed and submitted to OFP
Apr 27	Draft copy of balanced CAO Proposed Operational Plan sent to Chief Administrative Officer (CAO), Assistant CAO, Chief Financial Officer (CFO) and General Managers
May 4	CAO Proposed Operational Plan docketed and released to the Board of Supervisors and public
May 8	Change Letter Instructions issued by OFP and budget database opens for modifications
May 12	Board of Supervisors accepts CAO Proposed Operational Plan
May 18	Budget Change Letter database closed to departments to enable final review by Groups
May 22	Department Change Letter narratives due to Group for review
	Referrals to Budget sent to Groups by OFP
May 27	Budget Change Letter database closed to Groups
Jun 1	Deadline for Groups to have all departments' Change Letter narratives reviewed and submitted to OFP
Jun 8-17	Public Hearings on Proposed Operational Plan (10 calendar days)
Jun 12	Deadline for Groups to submit responses to Referrals to Budget to OFP
Jun 17	Last day for Citizen Advisory Committees to submit statements to the Clerk of the Board
	The CFO files the CAO Change Letter with the Clerk of the Board; all other proposals from Board members or the public to increase the CAO Proposed Operational Plan are due to the Clerk of the Board
Jun 23-24	Board Budget Deliberations; approval of the 2009-11 Operational Plan and adoption of the Fiscal Year 2009-10 Budget

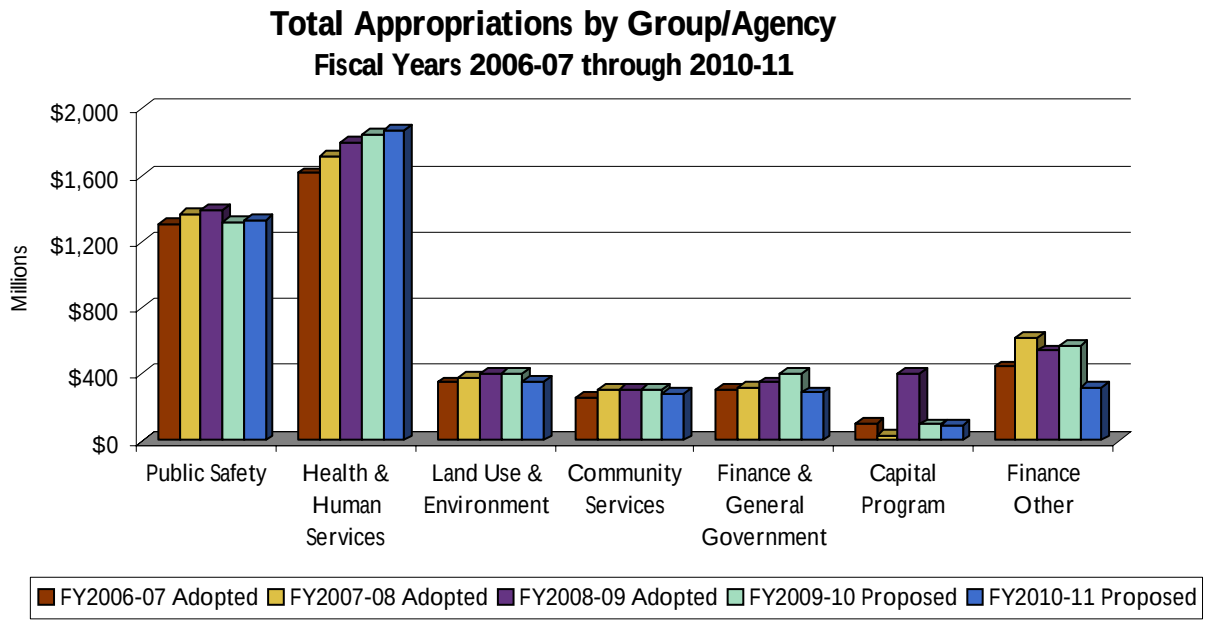
All Funds: Total Appropriations

Total Appropriations by Group/Agency

Appropriations total $4.94 billion in the Proposed Operational Plan for Fiscal Year 2009-10 and $4.54 billion for Fiscal Year 2010-11. This is a decrease of $244.7 million or 4.7% for Fiscal Year 2009-10 from the Fiscal Year 2008-09 Adopted Budget. Looking at the Operational Plan by Group/Agency, appropriations decrease in Public Safety and the Capital Program, while they are increasing in Health and Human Services, Land Use and Environment, Community Services, Finance and General Government, and Finance Other.



The pie chart above shows each Group/Agency's share of the Fiscal Year 2009-10 Proposed Budget, while the bar chart and table on the following page compare the Fiscal Years 2009-10 and 2010-11 appropriations to the three prior fiscal years. An overview of the County's Operational Plan for Fiscal Year 2009-10 is presented below by Group/Agency that highlights changes and key areas of emphasis. Appendix A: All Funds - Budget Summary provides a summary of expenditures and financing sources by account group for the entire County and for each Group and the Agency. More detail by department begins on page 85.



Total Appropriations by Group/ Agency (in millions)	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	Fiscal Year 2010-11 Proposed Budget
Public Safety	$ 1,304.5	$ 1,366.0	$ 1,388.9	$ 1,316.1	$ 1,327.4
Health & Human Services	1,613.8	1,712.1	1,797.7	1,847.8	1,869.5
Land Use & Environment	349.7	384.1	399.8	401.3	354.3
Community Services	255.2	303.3	303.7	305.1	288.0
Finance & General Government	303.6	315.6	350.6	407.0	289.1
Capital Program	102.4	34.1	406.2	97.9	87.3
Finance Other	445.5	616.6	541.2	568.2	320.9
Total	$ 4,374.8	$ 4,731.7	$ 5,188.1	$ 4,943.5	$ 4,536.6

Public Safety Group (PSG) — A proposed net decrease of 5.2% or $72.8 million from the Fiscal Year 2008-09 Adopted Budget. Resource reductions in local revenues and in State funding require changes to the method of service delivery to increase efficiency, reductions in administrative and support functions and a decrease in discretionary services available. All mandated services are maintained.

Major proposed changes include:

- The planned transfer of inmates from the Descanso Detention Facility and the closure of this non booking facility. Efficiencies in operations and cost can be achieved through the closure of this facility and inmates can be housed in the Sheriff's other facilities,
- Reduction of overtime in the Sheriff's Detention Services program by reassigning staff from the Descanso Detention Facility,
- The prosecution of felony and misdemeanor cases will remain a priority; however, the reduction in staff will impact the length of investigations, time for case

preparation and time to bring cases to completion. In addition, services to the victims of crime will be delayed and fewer contacts with them will be possible,

- A revised service model and reduced staffing for juvenile dependency defense representation services due to the requirements of the contracting agency, the State Administrative Office of the Courts,
- Reductions in services to youth at-risk of involvement in the juvenile justice system, and
- Reduced supervision of adult probation offenders assessed at a mid-level risk of re-offending.

Even with these reductions, the departments within the Public Safety Group will continue to provide core services supporting safe and livable communities for the residents of San Diego County as well as an efficient and responsive criminal justice system.

Key areas of focus in the coming year include:

- Keeping communities safe through regional leadership and partnerships in public safety and criminal justice administration,
- Continuing to strengthen the County's ability to respond to an emergency,
- Maintaining adequate Sheriff patrol staffing to achieve performance goals for response time for priority calls,
- Promoting the well-being of children and the self-sufficiency of families through the success of the child support program,
- Continuing to implement Senate Bill 81, *Juvenile Justice Realignment Act,* which requires counties to locally house and provide services to juvenile offenders, and
- Focusing on efficiency, performance results and evidence-based practices to identify the most effective public safety strategies to sustain critical public safety services with reduced resources.

Health and Human Services Agency (HHSA) — A proposed net increase of 2.8% or $50.2 million over the Fiscal Year 2008-09 Adopted Budget associated with increases in appropriations for In-Home Supportive Services provider payments, CalWORKs Assistance payments, Child Care payments and the continued expansion associated with the Mental Health Services Act (MHSA). These increases are offset by a decrease in appropriations for salaries and benefits related to a reduction in staffing levels.

In developing the Operational Plan the Agency faced over $70 million in funding challenges due to State Budget cuts, no support from the State for increases in the cost of doing business, loss of revenues with the downturn in the economy, and the community's increased need for services during these difficult times.

In order to maintain fiscal stability and live within its resources, HHSA proposes reduced staffing levels and contracted services. HHSA has worked with advisory boards and other key stakeholders in the development of the Operational Plan to ensure the continuation of core, mandated programs and services. However, these reductions will impact the level of service clients currently receive. Unfortunately, as a result there will be fewer programs and longer wait times for client services.

Key areas of focus in the coming year include:

- Assisting at-risk and vulnerable children, seniors and disabled individuals by identifying cost management options for In-Home Supportive Services and fully implementing the School Success program for foster children,
- Addressing health improvements by developing an integrated health strategy that will result in improved prevention, access, treatment and care. Examples include the implementation of chronic disease prevention strategies, the Mental Health Services Act's Prevention and Early Intervention program, and a Nutritional Security Plan, and
- Pursuing strategies that re-engineer business processes that make the Agency more efficient, maintain program integrity, and prepare for future trends.

Land Use and Environment Group (LUEG) — A proposed net expenditure increase of 0.4% or $1.5 million over the Fiscal Year 2008-09 Adopted Budget. Increases include one-time appropriations for enhancements to the County's Fire Services Program, energy efficiency and water conservation at various County parks, and to build reserves for the maintenance of closed and inactive County landfills. Significant decreases include a reduction in salaries and benefits due to a reduction in staffing levels, and a reduction in capital accounts due to completion of projects in the Sanitation Districts and the Airport Enterprise Fund that will not be repeated in Fiscal Year 2009-10.

Key areas of focus in the coming year include:

- Continuing Business Process Reengineering efforts,

- Protecting the county's $1.5 billion agricultural industry from damaging pests, noxious non-native weeds, and diseases,
- Reducing the risk of structure loss during wildfires and increasing wildland fire protection for residents living within the unincorporated areas of the county through land use policies, regulations, and improved fire protection and emergency response,
- Completing required toxic air contaminant emission health risk assessments to verify compliance of new and expanding businesses with health risk standards,
- Protecting public health and helping to prevent disease by updating the West Nile Virus Response Plan,
- Expanding and protecting park resources, improving infrastructure, and acquiring additional parkland throughout the County,
- Preserving and enhancing the quality of life for County residents by implementing habitat conservation programs such as the Multiple Species Conservation Program and the Special Area Management Plan,
- Awarding and managing construction contracts for road improvement projects in various County communities to enhance safety and improve traffic flow,
- Protecting and preserving the county's water quality and watersheds, and
- Improving land development customer service and streamlining permit processing.

Community Services Group (CSG) — A proposed net increase of 0.5% or $1.4 million over the Fiscal Year 2008-09 Adopted Budget. Significant increases in costs are related to one-time funding for the Documentum End Users License Agreement and for Housing and Community Development programs which are funded by the federal economic stimulus package. Significant decreases are due to elections-related activities and designations of fund balance for the Registrar of Voters that were budgeted in Fiscal Year 2008-09, but will not be repeated in Fiscal Year 2009-10, and cutbacks in Library books and materials and other services and supplies due to funding reductions from the overall economic downturn.

Key areas of focus in the coming year include:

- Conducting the June 2010 Gubernatorial Primary and the November 2010 Gubernatorial General Elections,
- Opening new libraries in Fallbrook, Ramona, and Lincoln Acres,
- Library information technology projects that will provide self-check stations for staff and patrons and automation of back-office work to improve customer service,
- Savings in the purchase and contracting of goods and services for all County departments through innovative procurement methods,
- Maintenance and repair of existing County facilities and construction of new facilities at the County Operations Center and the San Pasqual Academy,
- Improving animal shelters and the medical treatment of animals to make them adoptable sooner,
- Utilizing the increased funding opportunities of the American Recovery and Reinvestment Act of 2009 to help provide safe and sanitary affordable housing and for energy efficiency improvements to County facilities, and
- Implementing programs in the County Redevelopment Agency to assist with the financing of a new Lakeside fire station to support the development of the San Diego River Trail, and enhance runway safety at Gillespie Field.

Finance and General Government Group (FGG) — A proposed net increase of 16.1% or $56.4 million from the Fiscal Year 2008-09 Adopted Budget. Material changes include a reduction in salaries and benefits due to a decrease in overall staffing levels attributable to current economic conditions, and an increase in services and supplies to fund the development and implementation of an integrated property tax system and the upgrade of core financial and human resource software applications.

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 adaptable workforce,
- Maintaining a high credit rating,
- Aggressively pursuing opportunities to restructure the County's debt portfolio to maximize taxpayer savings,
- Maintaining a strong Treasurer's Investment Pool,
- Developing a new Integrated Property Tax System,
- Providing the highest quality legal services to the Board of Supervisors and County departments, and
- Maintaining the investment in modern information technology.

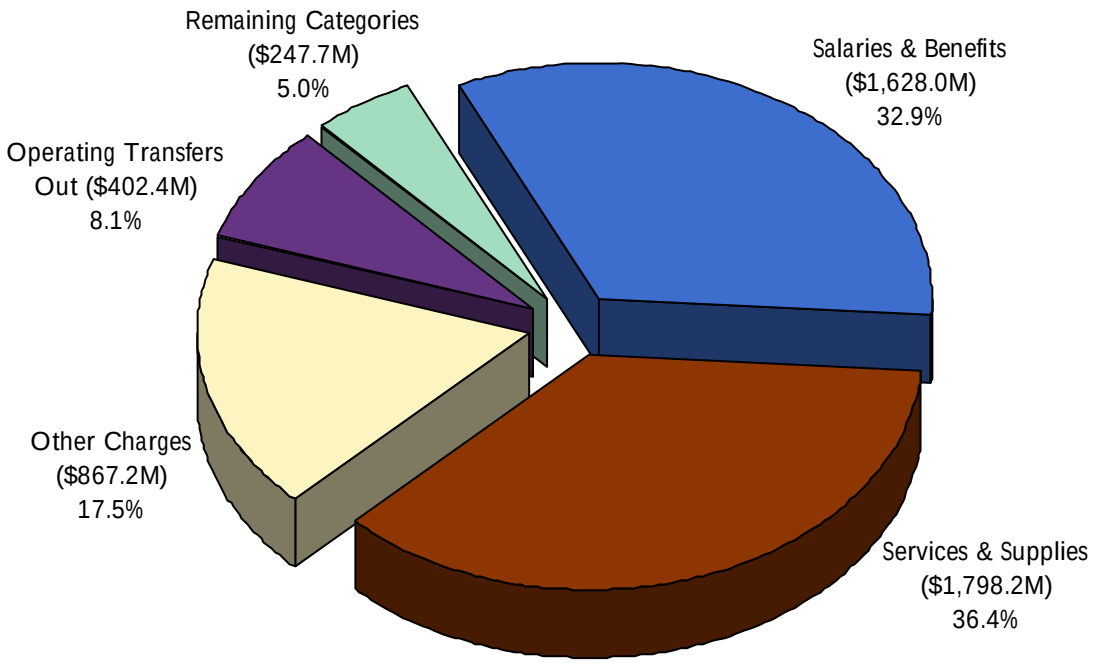
Capital Program — A proposed net decrease of $308.3 million (75.9%) from Fiscal Year 2008-09. The amount budgeted in the Capital Program can vary significantly from year to year. The decrease is mainly related to the budgeting in Fiscal Year 2008-09 for the redevelopment of the County Operations Center (COC) that will not be repeated in Fiscal Year 2009-10. The Fiscal Year 2009-10 Capital Program includes $75.0 million in seed money for a new Women's Detention Facility, as well as funds for land acquisition for the Multiple Species Conservation Program (MSCP) and the San Luis Rey River Park, and for the Jess Martin Exercise Path and Park Improvements project. Appropriations are also included in the Edgemoor Development Fund to pay debt service on the 2005 Edgemoor bonds.

Finance Other — A proposed net increase of $27.0 million or 5.0% from Fiscal Year 2008-09. Many of the appropriations in this group vary little from year to year, but some appropriations reported here are one-time and can fluctuate significantly from year to year. Significant areas of expenditure for Fiscal Year 2009-10 include an $85.0 million general fund contribution to the Capital Program for two projects, the new Women's Detention Facility ($75.0 million) and the Multiple Species Conservation Program ($10.0 million), and $100.0 million to pay-off the Series B (variable rate) portion of the County's 2008 Pension Obligation Bond refunding. Also included in this group is the creation of a $100.0 million fund balance Designation for Economic Uncertainty.

Total Appropriation by Category of Expenditure

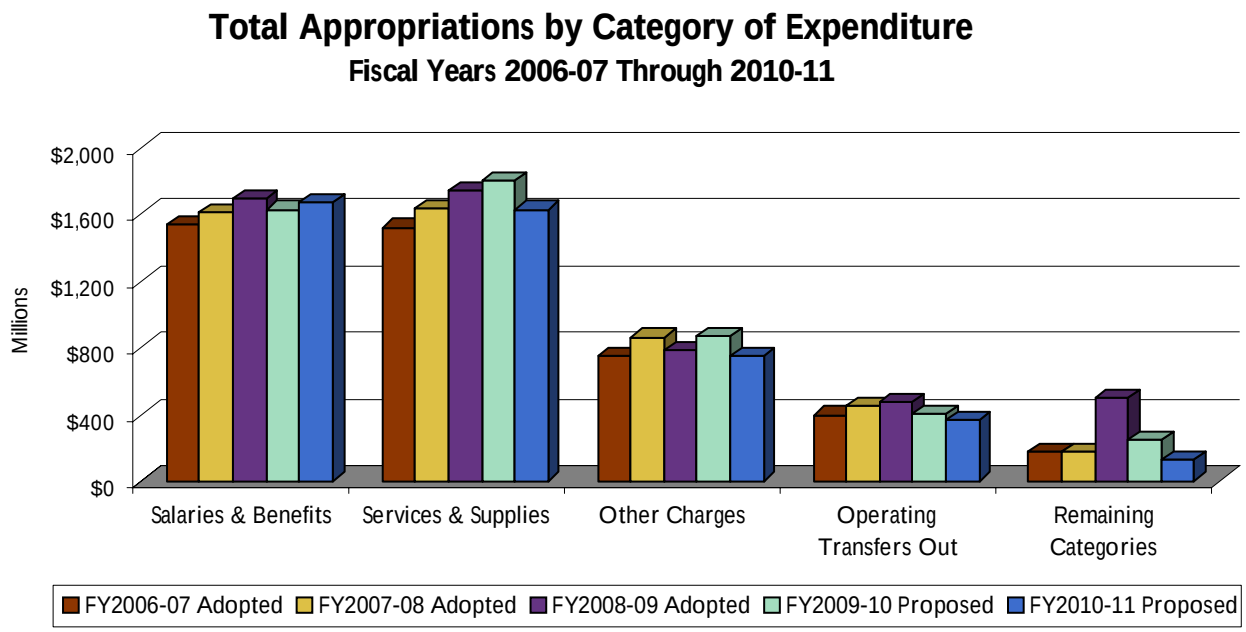
The pie chart below shows the Proposed Operational Plan broken down by category of expenditure. As noted previously, the Fiscal Year 2009-10 Operational Plan is decreasing overall by $244.7 million from the Fiscal Year 2008-09 Adopted Operational Plan and decreasing further by $406.9 million in Fiscal Year 2010-11. The pie chart below shows the share of the Fiscal Year 2009-10 Operational Plan for each category of expenditure, while the bar chart and table on the next page compare the Fiscal Years 2009-10 and 2010-11 appropriations to the three prior years.

Total Appropriations by Category of Expenditure
Fiscal Year 2009-10: $4.94 billion



Changes include:

- Salaries and Benefits are decreasing by a net of $63.6 million or 3.8%. The decrease reflects the deletion of 758.00 staff years. Significant staff reductions were necessary due to revenue shortfalls or declines in the demand for services (see various department sections for a discussion of these changes). The increase in Fiscal Year 2010-11 of $45.8 million or 2.8% reflects negotiated or anticipated increases of 2% in base pay and a 5% increase in the flexible spending account credit offset by a further decrease of 13.00 staff years. See Total Staffing on page 38 for a summary of staffing changes by functional area.
- Services and Supplies are increasing by a net of $56.4 million or 3.2%. Increases are budgeted in many accounts within Services and Supplies, most notably an increase for Enterprise Resource Planning (ERP) system upgrades to supported versions of the software. Other increases include funds for contracted services, information technology costs and public liability costs. Significant decreases include consultant services, internal service fund costs for major maintenance and other miscellaneous expenses. A decrease of 9.6% is shown for Fiscal Year 2010-11.



Total Appropriations by Category (in millions)	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	Fiscal Year 2010-11 Proposed Budget
Salaries & Employee Benefits	$ 1,539.6	$ 1,613.2	$ 1,691.6	$ 1,628.0	$ 1,673.8
Services & Supplies	1,519.8	1,636.0	1,741.7	1,798.2	1,626.1
Other Charges	746.5	863.4	785.7	867.2	745.3
Operating Transfers Out	396.6	446.2	472.7	402.4	364.1
Remaining Categories:					
Capital Assets/Land Acquisition	106.5	49.4	421.7	94.4	82.7
Capital Assets Equipment	19.7	32.1	24.9	21.2	16.9
Exp Transfer & Reimbursements	(17.5)	(19.0)	(19.7)	(20.4)	(20.6)
Reserves	24.1	24.1	24.4	22.7	23.5
Reserve/Designation Increase	2.6	57.9	4.1	100.3	0.0
Management Reserves	36.8	28.5	41.2	29.6	24.8
Total	$ 4,374.8	$ 4,731.7	$ 5,188.1	$ 4,943.5	$ 4,536.6

- Other Charges are increasing by $81.5 million or 10.4%. This category includes items such as aid payments, debt service payments, interest expense, right-of-way easement purchases and various other payments including contributions to trial courts and to Community Enhancement and Community Projects program grantees. Increases in Fiscal Year 2009-10 will allow the County to continue the prepayment of outstanding variable rate pension obligation bonds. Funds were also added for CalWORKs assistance payments and Childcare provider payments based on caseload growth. A net decrease of 14.0% is planned in Fiscal Year 2010-11.
- Capital Assets/Land Acquisition, which includes capital improvement projects and property acquisitions, is decreasing $327.3 million or 77.6% from Fiscal Year 2008-

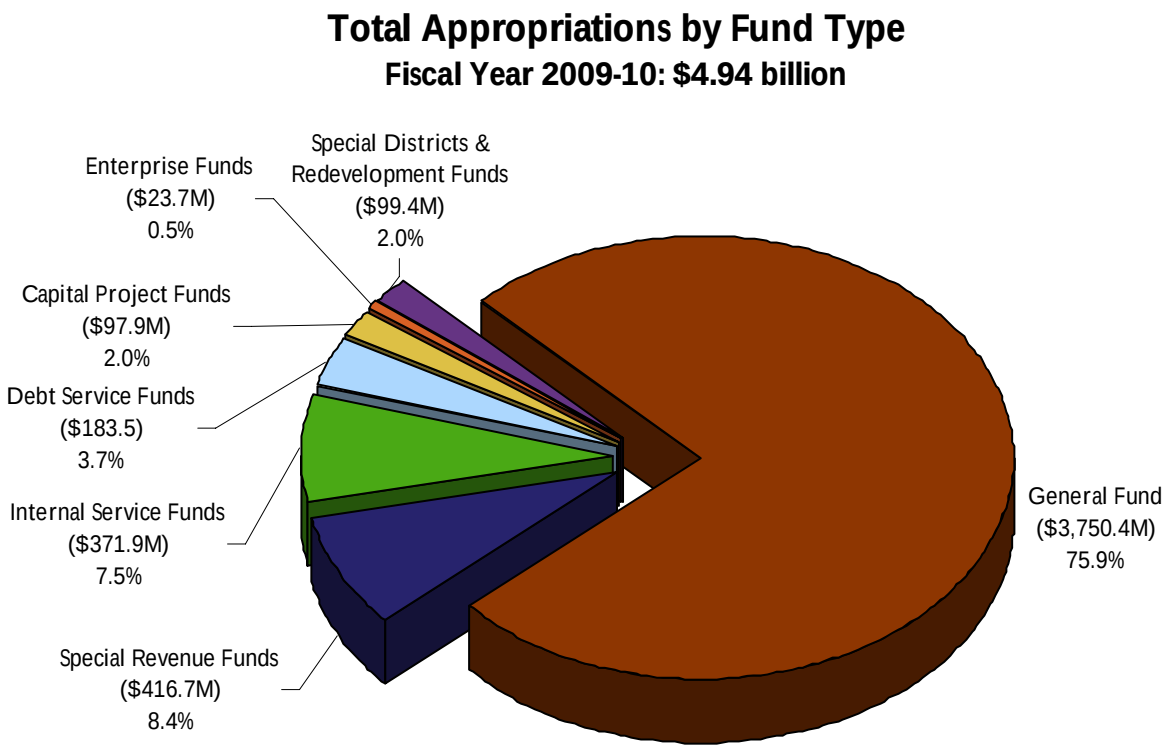
09. Appropriations vary from year to year depending upon the cost of the projects being funded. Of the $94.4 million budgeted for Fiscal Year 2009-10, $87.9 million is for projects in the Capital Program, with the remainder in the Airport Enterprise Fund, and the Alpine, Lakeside, and Spring Valley sanitation districts. The Fiscal Year 2009-10 Capital Program includes $75.0 million in seed money for a new Women's Detention Facility, as well as funds for land acquisition for the Multiple Species Conservation Program (MSCP) and the San Luis Rey River Park, and for the Jess Martin Exercise Path and Park Improvements project. Of the $82.7 million for Fiscal Year 2010-11, $75.0 million is additional seed money for the new Women's Detention Facility, and $2.5 million is for MSCP land acquisition, with the remainder for projects in the Airport Enterprise Fund, Alpine, Lakeside and Spring Valley sanitation districts.

- Capital Assets Equipment, which primarily includes routine internal service fund purchases of vehicles and heavy equipment, is decreasing by $3.7 million or 14.9% from last year. The decrease is mainly due to one-time expenditures in Fiscal Year 2008-09 related to the new Edgemoor facility and to equipment for the Registrar of Voters that will not be repeated in Fiscal Year 2009-10. A further decrease of $4.3 million is planned for Fiscal Year 2010-11 due to anticipated lower requirements for that year.
- Expenditure Transfers and Reimbursements are increasing by $0.6 million or 3.1%. Activity in this account reflects the transfer of expenses to another department within the same fund for services provided. A transfer can occur because a department's funding source requires the expenses to be recorded in that department for revenue claiming, although the actual services are being provided by another department. The Expenditure Transfers and Reimbursement accounts are negative amounts to avoid the duplication of expenditures. One significant example is the agreement between the Health and Human Services Agency (HHSA) and the District Attorney for Public Assistance Fraud investigation services. The District Attorney investigates and prosecutes suspected fraudulent public assistance cases for HHSA. The District Attorney offsets the budgeted expenses with a negative amount in the Expenditure Transfers and Reimbursements account. HHSA budgets the expense for that activity in a Services and Supplies account offset by the appropriate State/federal revenue account. An increase of $0.3 million in Fiscal Year 2010-11 is for the District Attorney's Public Assistance Fraud investigation services.
- Contingency Reserves are appropriations that are set aside for unanticipated needs during the year. In Fiscal Year 2009-10, seven funds have a contingency reserve. The General Fund contingency reserve is $20.0 million, which is a decrease of $0.3 million or 1.4% from Fiscal Year 2008-09. See the discussion of the Contingency Reserve in the Finance Other section beginning on page 428. Contingency reserves in the amount of $1.2 million were added to four Parkland Dedication funds for potential unplanned needs. The Employee Benefits Internal Service Fund has a $1.4 million contingency reserve, which is a 66.3% decrease from Fiscal Year 2008-09. The Fleet Internal Service Fund has a $0.1 million contingency reserve, and is not changing from Fiscal Year 2008-09. In Fiscal Year 2010-11, Contingency Reserves increase by $0.8 million or 3.6%.
- Reserve/Designation Increases can vary from year to year depending upon the need to set aside fund balance for specific uses. In Fiscal Year 2009-10, a $100.0 million designation is proposed to be created for Economic Uncertainty and a designation of $0.3 million is added to the Edgemoor Development Fund as a technical adjustment that corrects a prior year entry. The decrease of $100.3 million in Fiscal Year 2010-11 is primarily related to the one-time Reserve/Designations that were added in the Fiscal Year 2009-10.
- Operating Transfers Out, the accounting vehicle for transferring the resources of one fund to pay for activities in another, are decreasing by $70.3 million or 14.9%. Various transfers between funds are increasing and decreasing with the largest decrease in Fiscal Year 2009-10 being the transfer between the General Fund and the Capital Outlay Fund because of the relatively lower dollar cost of projects being funded in the new year. Also decreasing is the transfer to the General Fund of revenues from the Proposition 172, *Local Public Safety Protection and Improvement Act of 1993*, special revenue fund as a result of lower projected sales tax revenues in Fiscal Year 2009-10. An increase of $24.1 million is for the prepayment of outstanding 2008B Pension Obligation Bonds. A decrease of $38.3 million or 9.5% is planned for Fiscal Year 2010-11 and is primarily related to one-time items in Fiscal Year 2009-10 that are not repeated in the subsequent year.

- Management Reserves are decreasing by $11.7 million or 28.3%. The level of Management Reserves can vary from year to year. They are used to fund one-time projects or to serve as a prudent 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. Appendix B: Budget Summary of All Funds provides expenditure amounts for County Funds by Type of Fund and by Group/Agency. (See also "Measurement Focus and Basis of Accounting" on page 74.)



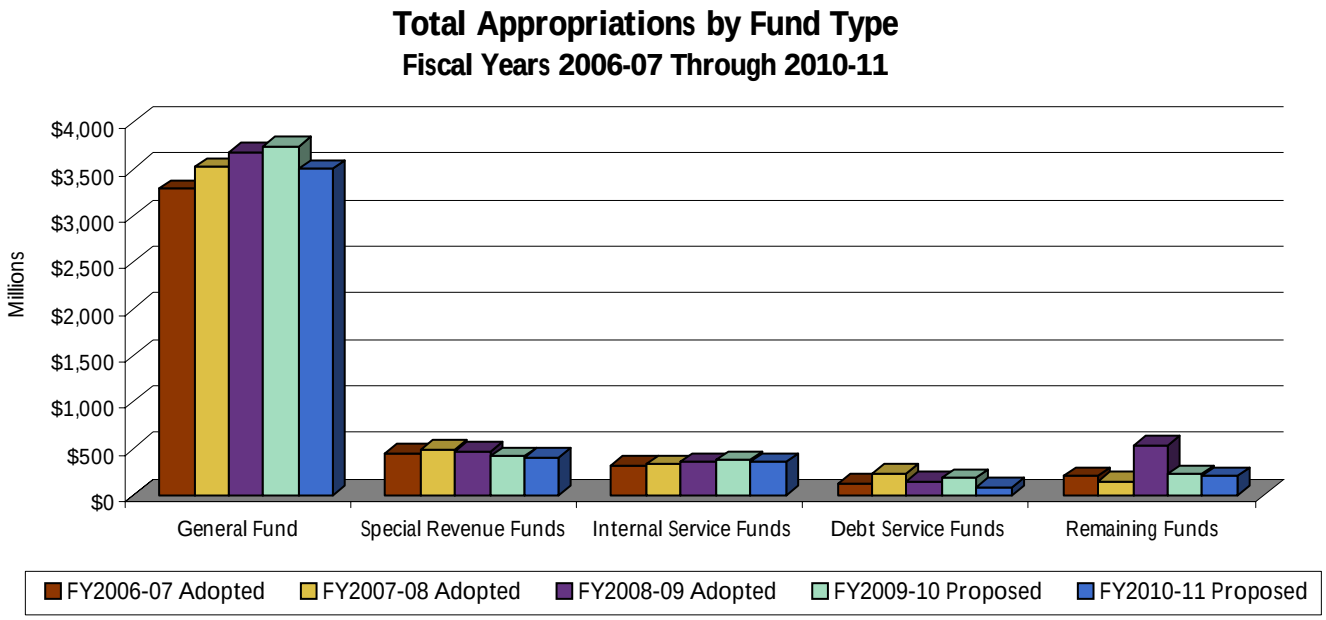
Governmental Fund Types

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 68.



Total Appropriations by Fund Type (in millions)	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budge	Fiscal Year 2009-10 Proposed Budget	Fiscal Year 2010-11 Proposed Budget
General Fund	$ 3,289.5	$ 3,520.9	$ 3,679.5	$ 3,750.4	$ 3,500.8
Special Revenue Funds	443.4	491.8	464.9	416.7	400.8
Internal Service Funds	319.6	333.5	353.9	371.9	348.9
Debt Service Funds	125.6	234.5	152.3	183.5	81.5
Capital Project Funds	102.4	34.1	406.2	97.9	87.3
Enterprise Funds	17.8	29.4	30.3	23.7	23.4
Special Districts & Redevelopment Funds	76.6	87.5	101.1	99.4	94.0
Total	$ 4,374.8	$ 4,731.7	$ 5,188.1	$ 4,943.5	$ 4,536.6

Proprietary Fund Types

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

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

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

Examples include the Airport and Sanitation District Funds.

Special Districts & Redevelopment Funds

Special Districts are separate legal entities governed by the Board of Supervisors that provide for specialized public improvements and services deemed to benefit properties and

residents financed by specific taxes and assessments. The special districts provide authorized services such as air pollution control, sanitation, flood control, road, park, lighting maintenance, fire protection or ambulance service to specific areas in the county.

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

Appropriations Limits

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

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

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

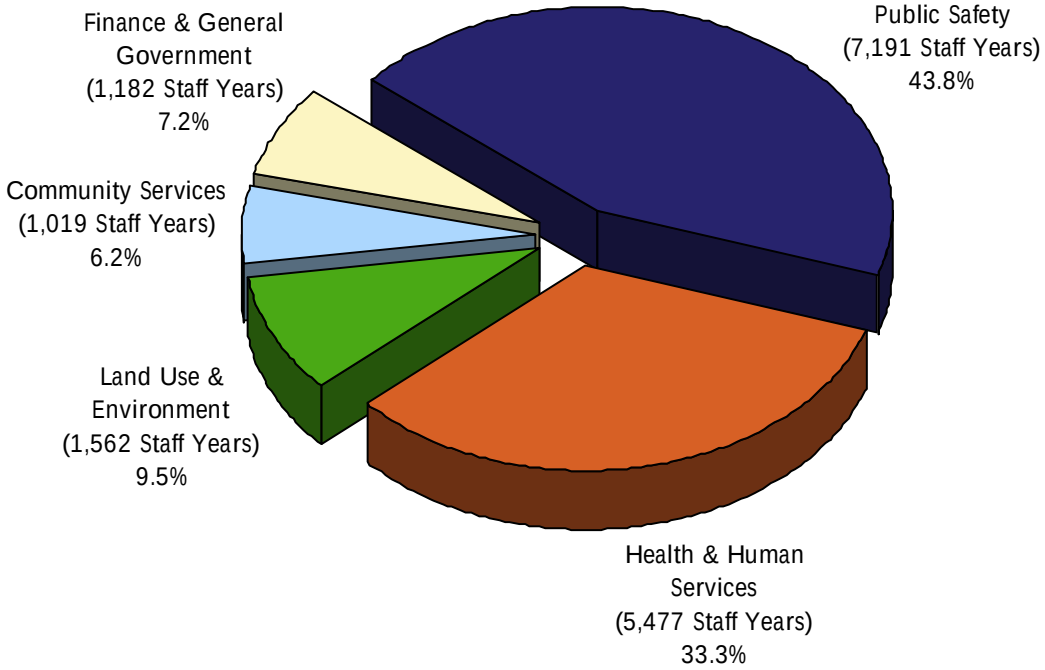
San Diego County Appropriation Limit (in millions)	Fiscal Year 2002-03	Fiscal Year 2003-04	Fiscal Year 2004-05	Fiscal Year 2005-06	Fiscal Year 2006-07	Fiscal Year 2007-08	Fiscal Year 2008-09
Gann Limit	$ 2,832	$ 2,949	$ 3,081	$ 3,300	$ 3,433	$ $3,619	$ $3,825
Appropriations subject to the limit	$ 597	$ 714	$ 717	$ 877	$ $1,002	$ $1,287	$ $1,340

All Funds: Total Staffing

All Funds: Total Staffing

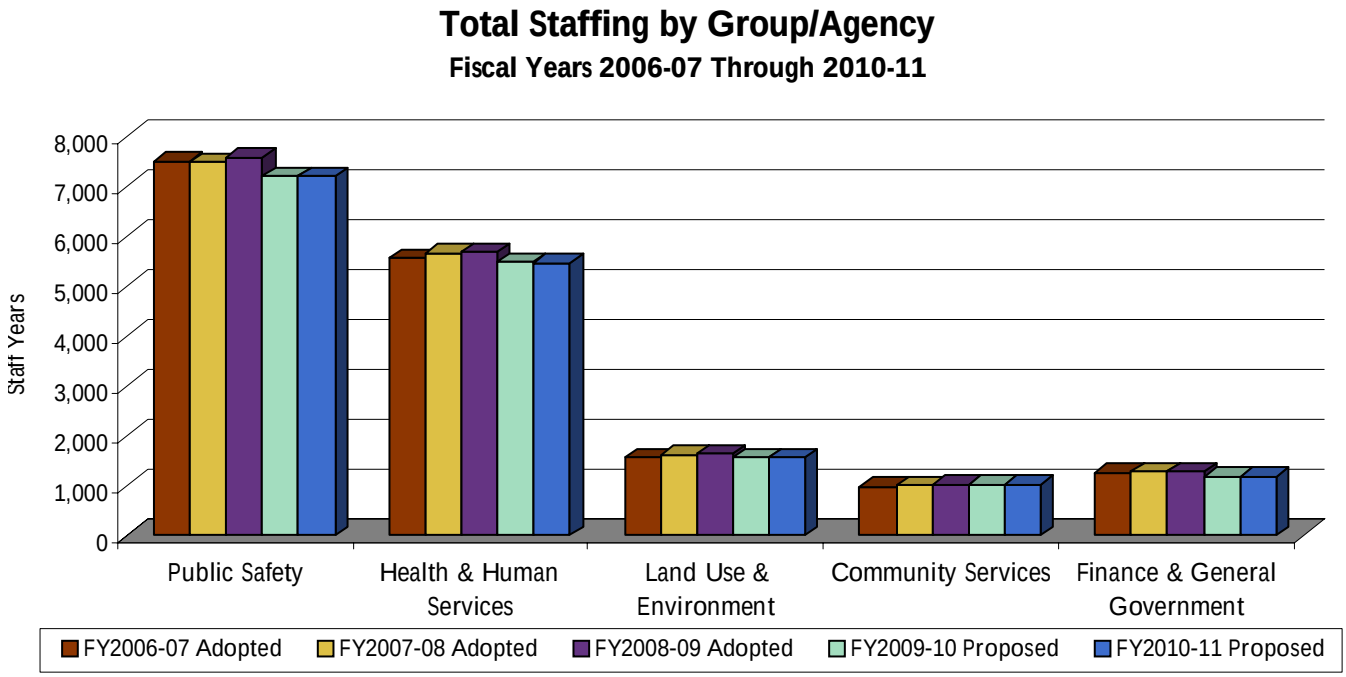
Proposed staff years[1] for Fiscal Year 2009-10 are 758.00 less than the Adopted Budget for Fiscal Year 2008-09, a decrease of 4.4% to 16,431.00 staff years. This decrease is directly attributable to the decline in the economy and the reduction in some instances of workload, but primarily of available State and local revenues. A net decrease of 13.00 staff years is expected in Fiscal Year 2010-11. The staffing changes are summarized below by Group.

Total Staffing by Group/Agency
Fiscal Year 2009-10: 16,431 Staff Years



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

The **Public Safety Group (PSG)** proposes a net decrease of 383.50 staff years or 5.1% to align staffing with available revenues. The Sheriff's department decreases by 200.50 staff years resulting from the transfer of inmates and the closure of the Descanso Detention Facility, decentralization of law enforcement operations, delayed implementation of the DNA Rapid Response Team and delayed equipment replacement. Decreases in the Public Defender of 9.00 staff years and in the Alternate Public Defender of 5.00 staff years are due to a reduction in State funding for juvenile dependency representation. Service delivery will be redesigned and aligned with available resources. These changes may result in delays in



Total Staffing by Group/Agency (staff years)	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	Fiscal Year 2010-11 Proposed Budget
Public Safety	7,487.00	7,475.50	7,574.50	7,191.00	7,191.00
Health & Human Services	5,552.92	5,663.00	5,677.50	5,477.00	5,466.00
Land Use & Environment	1,559.00	1,612.00	1,643.00	1,562.00	1,562.00
Community Services	974.00	1,009.00	1,013.00	1,019.00	1,019.00
Finance & General Government	1,271.00	1,281.00	1,281.00	1,182.00	1,180.00
Total	16,843.92	17,040.50	17,189.00	16,431.00	16,418.00

court proceedings, case preparation, and investigation. Child Support Services decreases by 11.00 staff years due to flat State funding and continues to utilize business process reengineering to streamline their organization. The Medical Examiner decreases by 5.00 staff years and changes in operations may include delays in the issuance of reports and notifications. The Office of Emergency Services decreases by 3.00 staff years and changes to operations will include delays in geospatial data systems planning, hazard mitigation planning, and public education and outreach. The Probation Department decreases by 149.00 staff years due to reductions in State funding and the decline in local resources. Changes in Adult Field Services will result in decreased supervision of probation offenders assessed to be at a mid-level risk of re-offending, reductions to the Youthful Offender Re-entry program and reductions in services to mentally ill offenders and to offenders needing substance abuse services. A reduction of staff in Institutional Services will reduce support function resources in the juvenile institutions and reduce opportunities for offenders to participate in Work Projects. Staff reductions in Juvenile Field Services will result in reduced services to mentally ill juvenile offenders, reduced participation in task forces and the removal of Probation officers from certain schools because the schools have ended their contracts for those officers. Referrals and early intervention services provided through the Community Assessment Teams and Truancy Supervision Services will be reduced. The Public Safety Group Executive Office decreases

by 1.00 staff year and will share resources for information technology with the Chief Technology Office. Although the District Attorney is not decreasing staff years, funding is removed for 50 currently vacant positions with the number of vacant positions projected to increase to 100 during the Fiscal Year 2009-10. The prosecution of felony and misdemeanor cases will remain a priority; however, changes in the District Attorney operations will impact the length of investigations, time for case preparation and time to bring cases to completion. In addition, services to the victims of crime will be delayed and fewer contacts with them will be possible.

The **Health and Human Services Agency (HHSA)** proposes a decrease of 200.50 staff years or 3.5% which is mainly due to the decline in the economy, especially with the loss of Realignment revenue (a combination of Sales Tax and Vehicle License Fees). The Agency will focus on providing mandated core services. Some of the staffing reductions will be felt by clients in the form of increased wait times or discontinued services, but in the majority of cases the reductions are mitigated through streamlining processes and reengineering work flow. Regional Operations decreases by 218.25 staff years primarily due to the transfer out of 180.75 staff years to other program areas. A decrease of 4.00 staff years is due to the elimination of the Well Child Visit program. The remaining decrease of 33.50 staff years is across multiple functions and is being accomplished through streamlining processes and reengineering workflow. Aging and Independence Services decreases by 28.00 staff years and will result in increased wait times in Adult Protective Services (APS) and in In-Home Supportive Services (IHSS), and in reducing nursing home visits to the minimum levels required by the State. Behavioral Health Services (BHS) decreases by 44.50 staff years. Decreases in Inpatient Health Services include a decrease of 23.50 staff years due to operational efficiencies achieved with the opening of the new Edgemoor facility and the transfer out of 11.00 staff years to the Department of General Services for assuming maintenance responsibilities at the new facility. Other decreases in Inpatient Health Services and in Mental Health Services are being absorbed by remaining staff through prioritization of the work and streamlining processes. Child Welfare Services increases by a net of 1.50 staff years. 19.00 staff years were transferred in from other programs, primarily from Regional Operations Child Welfare Services, to support operational needs and redeploy CWS positions to meet core CWS priorities. 2.50 staff years are being transferred to Administrative Support as part of the re-engineering of HHSA's human resources function and 15.00 staff years, associated with non-case carrying CWS positions, are being decreased due to the loss of revenue and mitigated via the streamlining of processes. Public Health Services increases by a net of 114.25 staff years primarily due to the transfer in of 146.75 staff from shifting California Children Services to Public Health and the reduction of 32.50 staff years associated with the loss of revenue. These reductions will require priorities to be shifted to primarily focus on essential and mandated public health services. It will reduce Public Health's ability to collect and maintain core public health data and will increase time to respond to community requests. Public Administrator/Public Guardian (PA/PG) decreases by 2.00 staff years, which will be absorbed through the prioritization of work and streamlining processes. Administrative Support decreases by 13.50 staff years, which is the net change after reorganizing the Agency's human resources function, implementing information technology improvements and reducing staff due to the loss of revenue. These reductions will have no impact to clients or service delivery. Staff in Administrative Support will absorb these reductions through prioritizing their work, streamlining processes, and focusing on core support services. Strategic Planning and Operational Support decreases by 10.00 staff years, which will result in no impacts to clients, but will also require administrative staff to prioritize their work and streamline processes.

In Fiscal Year 2010-11, HHSA decreases by 11.00 staff years due to additional operational efficiencies expected at the new Edgemoor facility.

The **Land Use and Environment Group (LUEG)** proposes a decrease of 81.00 staff years or 4.9%. Agriculture, Weights and Measures decreases by 16.00 staff years. Decreases are in the Veterinary Diagnostics Laboratory resulting in a reduction of necropsies and other laboratory tests, in the Pesticide Regulation Program as a result of improved efficiencies in regulatory activities, in the Plant Health and Pest Prevention Program as a result of the slow economy and the loss of revenue due to fewer issuances of phytosanitary certificates (certificates that certify that plants or plant products have been inspected and free of insects or diseases), and in the Environmental Issues Program due to operational changes and consolidation of duties. Environmental Health decreases by 8.00 staff years due to reductions in project submittals for septic, water well permits and land use projects in the Land and Water Quality Division. Farm and Home Advisor decreases by 2.00 staff years due to the consolidation of administrative functions with the Department of Agriculture, Weights and Measures. Parks and Recreation decreases by 8.00 staff years as a result of a reduction in available funding. A reduction of 5.00 staff years

in the Operations Division will affect the hours of operations of community centers and park preserves. There was also a reduction of 3.00 staff years in support services. Planning and Land Use decreases by a net of 28.00 staff years and includes a decrease of staff in the Advance Planning Division due to a reduction in workload and available funding, a decrease of staff in the Multiple Species Conservation Program (MSCP) Division that will result in delays in the development of the East and North County plans, the transfer of staff to the Department of Public Works to consolidate Watershed Protection activities, a decrease of staff in the Building Division directly related to a downturn in building permit and plan check activity, and a decrease of a staff year in the Fire Authority program as a result of a reorganization of administrative duties within the department. A net increase of 4.00 staff years in Project Planning is due to the transfer in of 11.00 staff years from Public Works for Permit Counter activities and is offset by a decrease of staff years due to a reduction in discretionary permit processing cases. The Department of Public Works decreases a net of 16.00 staff years. A decrease of 22.00 staff years in the Road Fund is due to a decreased workload and revenues for discretionary permits, decreased gas tax revenue and to the transfer out of 11.00 staff years (Permit Counter) to the Department of Planning and Land Use. Increases in the Road Fund are due to the transfer in of 1.00 staff year from the Land use and Environment Group Executive Office and the transfer in of 5.00 staff years from the Department of Planning and Land Use to consolidate Watershed Protection activities. The LUEG Executive Office decreases by 4.00 staff years due to the deletion of 1.00 staff year as a result of a reduction in available funding, and the transfer out of three staff (1.00 staff year to the Department of Planning and Land Use, 1.00 staff year to the Department of Public Works and 1.00 staff year to SanGIS) as part of a reorganization of duties and responsibilities. San Diego Information Source (SanGIS) increases by 1.00 staff year which was transferred from the LUEG Executive Office to oversee SanGIS.

The **Community Services Group (CSG)** proposes an increase of 6.00 staff years or 0.6%. The Department of General Services has a net increase of 7.00 staff years, which includes the transfer in of 11.00 staff years resulting from the shift of responsibility for the maintenance of the Edgemoor Hospital Distinct Part Skilled Nursing Facility from the Health and Human Services Agency, offset by a decrease of 4.00 staff years as a result of using contracted landscaping services. Animal Services proposes a decrease of 1.00 staff year as a cost reduction strategy in response to lower revenues due to the downturn in the overall economy.

The **Finance and General Government Group (FGG)** proposes a decrease of 99.00 staff years or 7.7% due to a reduction of available funding. The Assessor/Recorder/County Clerk decreases by 64.50 staff years resulting from the elimination of public services in two branch offices, elimination of Saturday services, a reduction of customer service hours, and elimination of Weddings on the Web. The Auditor and Controller decreases by 18.00 staff years, which will result in staff reassignments, cross-training and altered work functions. The Treasurer-Tax Collector decreases by 2.00 staff years and this will impact service levels for enforcement of collections. The department has taken action to minimize the impact of the loss of staff through business process reengineering. County Counsel decreases by 4.00 staff years primarily in advisory services. Human Resources decreases by 4.00 staff years and this will result in delays in hiring and classification reviews. The FGG Executive Office decreases by 3.00 staff years resulting in the elimination of resources available to provide administrative financial support to Finance and General Government Group departments. The Board of Supervisors decreases by 3.00 staff years and the Chief Administrative Office decreases by 0.50 staff year.

In Fiscal Year 2010-11, County Counsel decreases by an additional 2.00 staff years due to a reduction in available funding which reflects the impact of the downturn in the overall economy.

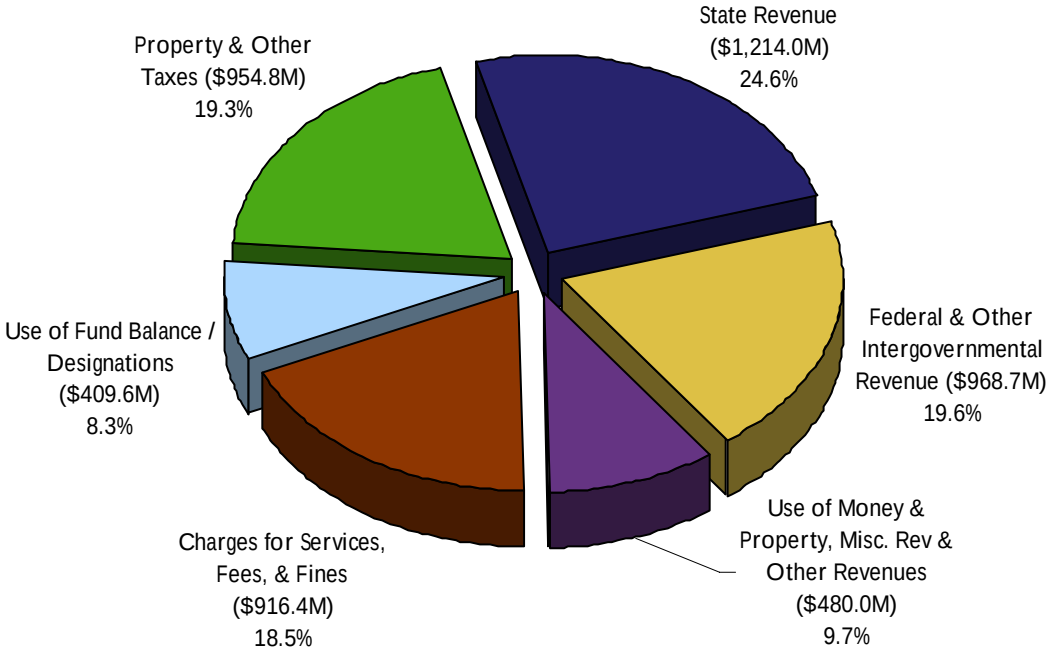
More detail on staff year changes can be found in each Group/Agency section of the Operational Plan that begins on page 85.

All Funds: Total Funding Sources

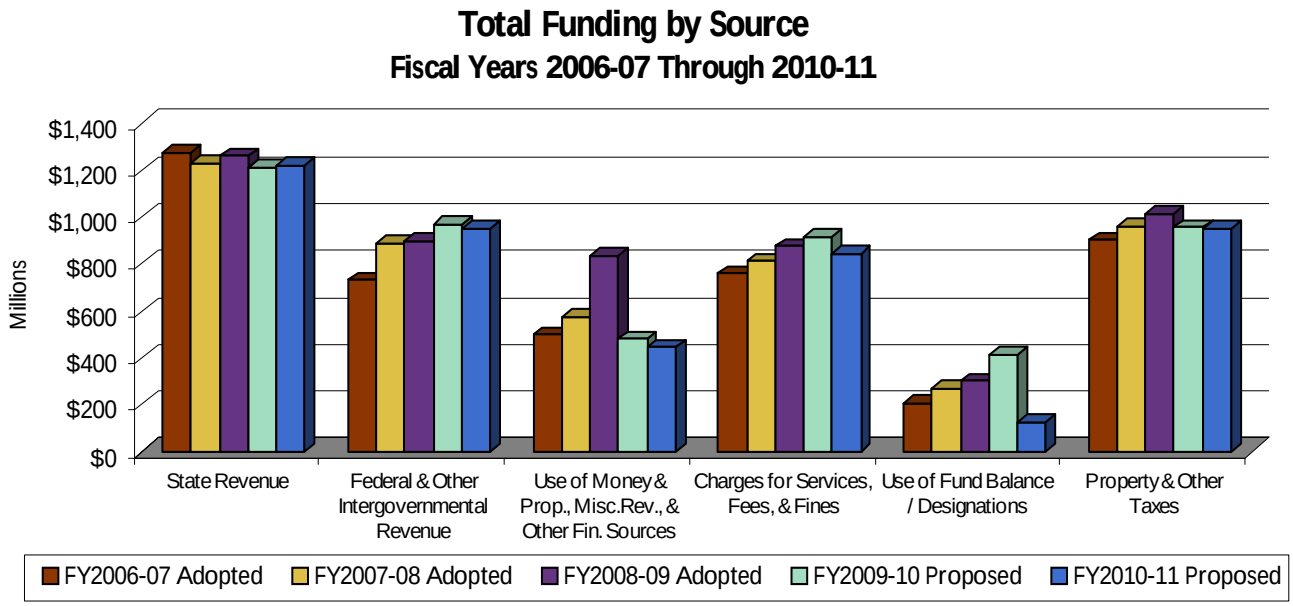
Total Funding by Source

Total resources available to support County services for Fiscal Year 2009-10 are expected to be $4.94 billion, a decrease of $244.7 million or 4.7% from the Fiscal Year 2008-09 Adopted Budget. Total resources are anticipated to decrease further by $406.9 million or 8.2% to $4.54 billion in Fiscal Year 2010-11. For Fiscal Year 2009-10, the combination of State Revenue ($1.2 billion), federal revenue ($887.0 million), and other intergovernmental revenue ($81.7 million) supplies 44.2% of the financing sources for the County's budget. Another 36.5% ($1.8 billion) comes from the combination of charges for current services, fees, and fines, use of money and property, miscellaneous revenues, interfund operating transfers, fund balance, and reserve/designation decreases.

Total Funding by Source
Fiscal Year 2009-10: $4.94 billion



Finally, locally generated, general purpose funding sources, including property tax, property tax in lieu of vehicle license fees, sales tax, real property transfer tax, transient occupancy tax, and miscellaneous other revenues, account for 19.3% ($954.8 million) of the financing sources for the County's budget.



Total Funding by Source (in millions)	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	Fiscal Year 2010-11 Proposed Budget
State Revenue	$ 1,275.4	$ 1,230.5	$ 1,262.2	$ 1,214.0	$ 1,220.6
Federal Revenue	619.9	797.5	816.2	887.0	874.7
Other Intergovernmental Revenue	112.9	91.8	81.8	81.7	79.6
Use of Money & Property, Miscellaneous Revenue, and Other Financing Sources	498.9	572.0	837.8	480.0	443.7
Charges for Services, Fees, and Fines	757.8	811.7	875.4	916.4	840.9
Property & Other Taxes	903.0	957.5	1,013.5	954.8	952.5
Reserve/Designation Decreases	4.2	57.6	2.3	7.8	20.6
Use of Fund Balance	202.8	213.1	298.8	401.9	104.0
Total	$ 4,374.8	$ 4,731.7	$ 5,188.1	$ 4,943.5	$ 4,536.6

Overall Change — The $244.7 million decrease in the Proposed Fiscal Year 2009-10 Budget is the net of increases in some funding sources and decreases in others. In the table above, Federal Revenue; Charges for Services, Fees, & Fines; Reserve/Designation Decreases and Use of Fund Balance increase a combined $220.3 million. Reductions totaling $465.0 million are in the categories of State Revenues, Property & Other Taxes, Use of Money and Property, Miscellaneous & Other Revenues, and Other Intergovernmental Revenue.

Change by Source

State Revenue is projected to decrease by $48.3 million overall in Fiscal Year 2009-10. Of this total, there are decreases in the Public Safety Group (PSG) of approximately $29.2 million, in the Health and Human Services Agency (HHSA) of $15.5 million, in the Land Use and Environment Group (LUEG) of $1.2 million, in the Community Services Group (CSG) of $3.7 million and in Finance Other of $0.2 million, partially offset by an increase in the Capital Program of $1.6 million. The decrease in PSG includes an estimated $25.0

million reduction in Proposition 172, *Local Public Safety Protection and Improvement Act,* sales tax revenues. Please see the General Fund Financing Sources by Category section for more information on Proposition 172 funding. An additional $4.2 million in reductions is related to funding reductions for grants and victims support in the District Attorney's Office and a net reduction in state funding in Probation including a decrease in Juvenile Justice Crime Prevent Act funding. HHSA's net decrease of $15.5 million is based on expected reductions in Realignment revenues of $43.8 million offset by increases of $28.3 million primarily in Behavioral Health Services with the continued expansion associated with Mental Health Services Act (MHSA) and in Aging and Independence Services related to growth in the In-Home Supportive Services program. Please see the General Fund Financing Sources by Category section for more information on Realignment funding. The $3.7 million decrease in CSG is partially due to a decrease in funding in the Registrar of Voters for Senate Bill 90, *Tax Relief Act,* reimbursements and a decrease in funding associated with multi-year projects in Housing and Community Development. Finally, the partial offset in the Capital Program is related to funding for the San Luis Rey Park acquisition project from Proposition 40, *California Clean Water, Clean Air, Safe Neighborhood Parks, and Coastal Protection Act of 2002,* State bond funds.

Federal Revenue is projected to increase by 8.7% ($70.7 million). The anticipated net increase is primarily in HHSA and it is expected to total $74.2 million, but it also includes increases in PSG of $1.5 million, an increase in the Capital Program of $4.3 million, and an increase in Finance Other of $0.4 million, as well as decreases in LUEG of $6.7 million and in CSG of $3.0 million. In HHSA, increases are in Behavioral Health Services associated with leveraging federal mental health services funds and in managed care with increased federal financial participation percentages offsetting the loss of Mental Health Realignment funding, in Aging and Independence Services related to In-Home Supportive Services provider payments and corresponding federal financial participation increases, and in Regional Operations associated with CalWORKs Assistance Payments based on caseload growth. The projected increase in PSG is in the District Attorney's Office and it is associated with grants for the Office of Violence Against Women North County Program and for the Project Safe Neighborhood Program. The increase in the Capital Program is related to federal funding towards the Edgemoor Skilled Nursing Facility debt service payment. A reduction in federal revenue occurs in LUEG in the Department of Public Works in Federal Aid Airports for completed projects and in CSG in the Department of Housing and Community Development associated with a decrease in funding for multi-year projects.

Other Intergovernmental Revenue is projected to decrease by $0.1 million overall.

Use of Money & Property, Miscellaneous Revenue, and Other Financing Sources

Revenue from Use of Money & Property is anticipated to decrease a net $7.8 million in Fiscal Year 2009-10. The decrease is primarily in Finance Other. A decrease in total interest on deposits and investments is projected for the County's discretionary General Purpose Revenue as well as for the Public Liability ISF and the Employee Benefits ISF based on anticipated interest rate declines. In HHSA, a budgeting change is being made for the Tobacco Settlement Funds in order to reflect projected interest earned from investments of $10.5 million instead of budgeting use of fund balance.

Miscellaneous Revenues are anticipated to decrease by $47.6 million. The decreases in Finance Other include a reduction from Fiscal Year 2008-09 in one-time funding of $14.5 million for the replacement of the San Pasqual residences and administrative buildings that were destroyed in Firestorm 2007 and a reduction of $22.0 million in the Pension Obligation Bond Fund with the termination of the swap agreements on July 30, 2008. Further, the Department of Public Works in LUEG had a net decrease in miscellaneous revenues as a result of a shift in the reporting of revenues in Inactive Waste Site Management Operations and in the Flood Control District by a combined $10.6 million that is being partially replaced with charges for current services.

Other Financing Sources are anticipated to decrease by a net of $302.4 million. There is an overall decrease from Fiscal Year 2008-09 in one-time funding in Operating Transfers from the General Fund for various Capital Projects and from proceeds from long-term debt related to the County Operations Center (COC) and Annex Redevelopment project. In addition, Proposition 172 revenues have experienced sustained slowing; operating transfers from Proposition 172 are expected to decrease by $25.0 million in Fiscal Year 2009-10. These anticipated decreases will be partially offset by anticipated increases in Finance Other due to a contribution from the General Fund to support the pay down of the outstanding variable rate Pension Obligation Bond debt and due to increased Edgemoor lease payments and associated funding from the Edgemoor Development fund.

Charges for Services, Fees and Fines

Charges for Current Services are estimated to increase by a net of $42.5 million. Some of the increases across the County are in Child Welfare Services from First Five Commission revenue to support the Polinsky Children's Center and respite services; in Behavioral Health Services associated with Institutional Care reimbursement due to additional bed capacity at the new Edgemoor facility and a technical adjustment transfer from miscellaneous revenues; in Public Works associated with the shifting of budgeted revenues from miscellaneous revenues to charges for current services for Inactive Waste Site Management Operations and in the Flood Control District, as well as to increases in Road Fund and Sanitation Districts related activities; in General Services for increased cost reimbursement associated with contracted services, vehicle fuel, parts, and commercial repairs; in the Information Technology Internal Service Fund due to increased charges to departments for anticipated one-time information technology initiatives including the purchase of enterprise wide licenses and the Business Case Management System; and in Finance Other in the Pension Obligation Bond Fund due to additional charges to departments related to the early pay down of variable rate POB principal and in the Public Liability Fund because of an increased share of the Public Liability costs being charged out to departments in Fiscal Year 2009-10. Some of the decreases across the County are in the Sheriff's Department associated with adjustments to contracted law enforcement services; in Contribution to Trial Court due to the decrease in document recording revenue; in the Assessor/ Recorder/County Clerk due to decreases in document recording revenue and Assembly Bill 2890, *Supplemental Tax Administrative Reimbursement and Recorded Document Fees*, recovered costs as a result of significant slowing in the real estate market; and in the Registrar of Voters as a result of fewer billable jurisdictions that participate in the Gubernatorial Primary Election as compared to the Presidential General Election.

Licenses, Permits & Franchises are estimated to decrease by $1.7 million. A portion of the decrease is in the Department of Planning and Land Use due to the loss of building construction permit revenue. The decrease in Department of Media and Public Relations (DMPR) is the result of the reclassification of the department to a General Fund organization. As part of this planned reclassification of DMPR, the cable and video license revenue previously recorded in the department will now be included in the General Purpose Revenues.

Fines, Forfeitures & Penalties are estimated to increase $0.2 million. The primary source of the increase is in Finance Other in the General Purpose Revenues associated with anticipated increases in various penalties and cost delinquency taxes and other fees and fines.

Property and Other Taxes are anticipated to decrease $58.7 million. The overall decrease is primarily in the General Fund, and it is the result of an assumed 2.5% decrease in the local assessed value for Fiscal Year 2009-10 property taxes and an anticipated decrease in current supplemental property taxes as a result of the significant decline in real estate prices. (See the section on General Purpose Revenue by Source beginning on page 53 for more information on the changes in these funding sources.)

The use of **Reserves/Designations** is proposed to increase by $5.5 million compared to Fiscal Year 2008-09. The increases in the use of Reserves/ Designations are primarily in Environmental Health and the Registrar of Voters.

Finally, the **Use of Fund Balance** is proposed to increase by $103.0 million due to normal fluctuations in one-time projects as well as the proposed use of fund balance to establish a designation for economic uncertainty of $100.0 million.

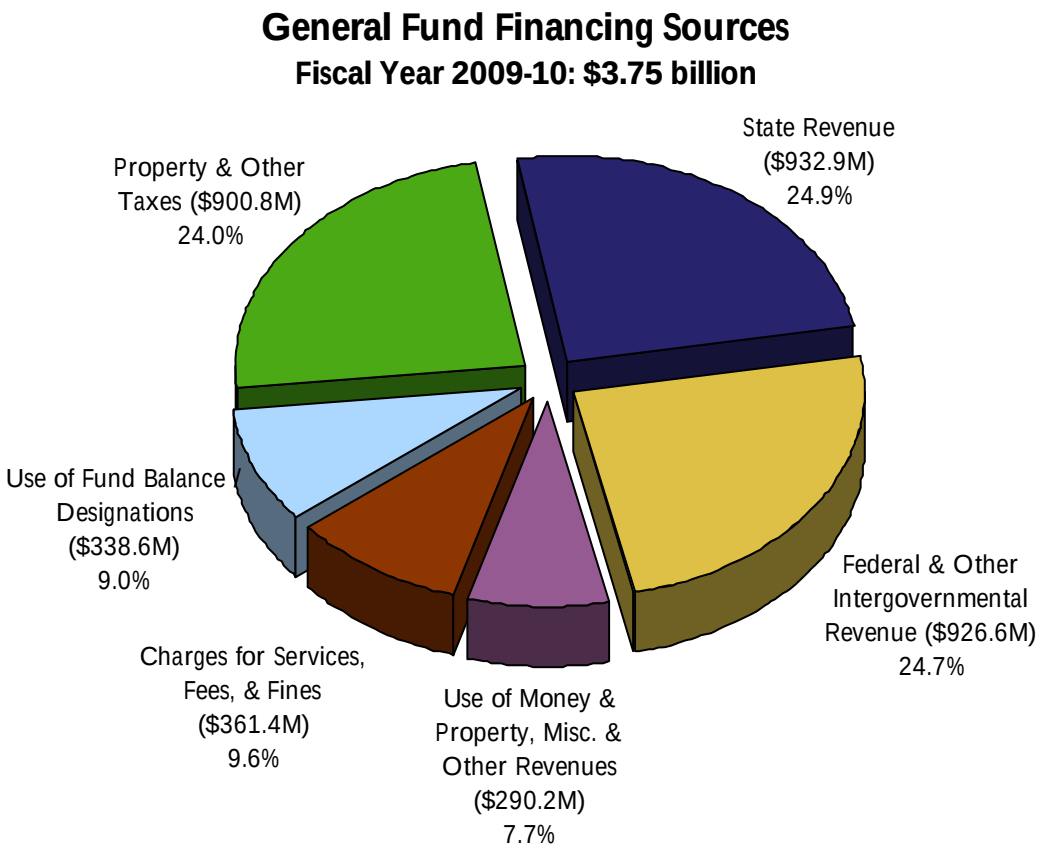
See the individual Group/Agency sections of this Operational Plan beginning on page 85 for the breakdown of financing sources by department.

The following section looks at the General Fund portion of these funding sources.

Summary of General Fund Financing Sources

Summary of General Fund Financing Sources

The General Fund is the County's largest single and primary operating fund. It is used to account for all financial resources of the County except those required to be accounted for in other funds. In this Proposed Operational Plan, General Fund Financing Sources total $3.8 billion for Fiscal Year 2009-10, a $71.0 million or 1.9% increase from Fiscal Year 2008-09. In comparison, the previous seven fiscal years saw an average annual growth rate of 5.6%. The 1.9% increase for Fiscal Year 2009-10 includes the one-time use of fund balance to establish a designation for economic uncertainty of $100.0 million. Excluding this entry, General Fund Financing Sources would actually decrease by $29.0 million or 0.7% from Fiscal Year 2008-09. This proposed budget reflects the continued constriction in the economy and estimates of available program revenues.



Further slowing is expected in Fiscal Year 2010-11. General Fund Financing Sources are expected to decrease by $249.6 million or 6.6% in Fiscal Year 2010-11. Program and general purpose revenues are expected to grow by a combined 0.5%, but a reduction in the planned use of fund balance in Fiscal Year 2010-11 results in an overall decrease in financing resources from Fiscal Year 2009-10. Proposed uses of fund balance in Fiscal Year 2010-11 are tentative and subject to revision during the next Operational Plan development cycle.

The pie chart above and the graph and table below show the same breakdown of financing sources by account group as shown in the preceding All Funds: Total Funding Sources section. Because the significant year-to-year revenue changes in the General Fund were incorporated in the discussion in the All Funds: Total Funding section, they will not be repeated here.

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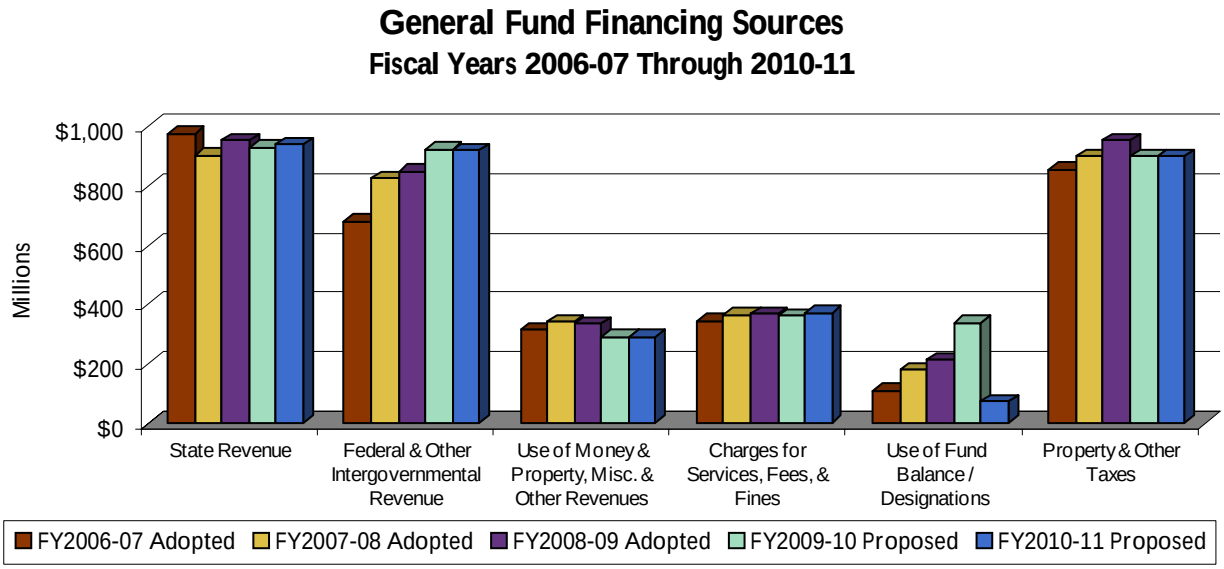
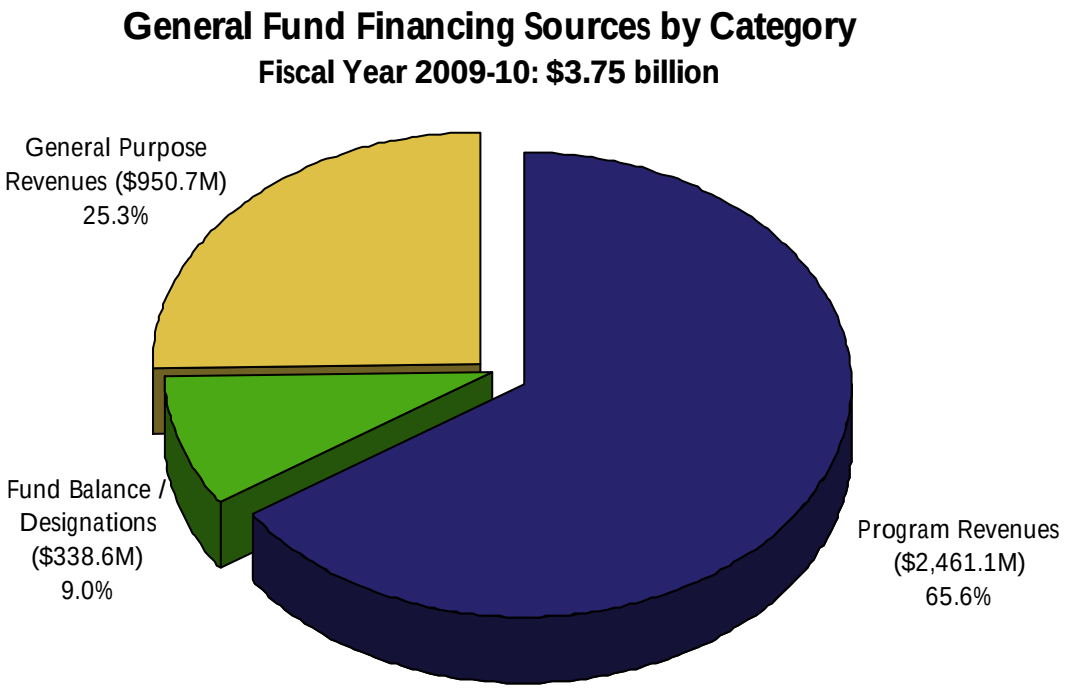


General Fund Financing Sources (in millions)	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	Fiscal Year 2010-11 Proposed Budget
State Revenue	$ 979.6	$ 903.8	$ 954.4	$ 932.9	$ 942.2
Federal & Other Intergovernmental Revenue	683.2	827.9	849.4	926.6	922.0
Use of Money & Property, Miscellaneous Revenue and Other Financing Sources	315.8	340.5	334.9	290.2	291.6
Charges for Services, Fees, & Fines	345.6	366.2	369.4	361.4	371.5
Use of Fund Balance/Reserves	108.5	180.4	214.9	338.6	71.4
Property & Other Taxes	856.8	902.2	956.5	900.8	902.1
Total	$ 3,289.5	$ 3,520.9	$ 3,679.5	$ 3,750.4	$ 3,500.8

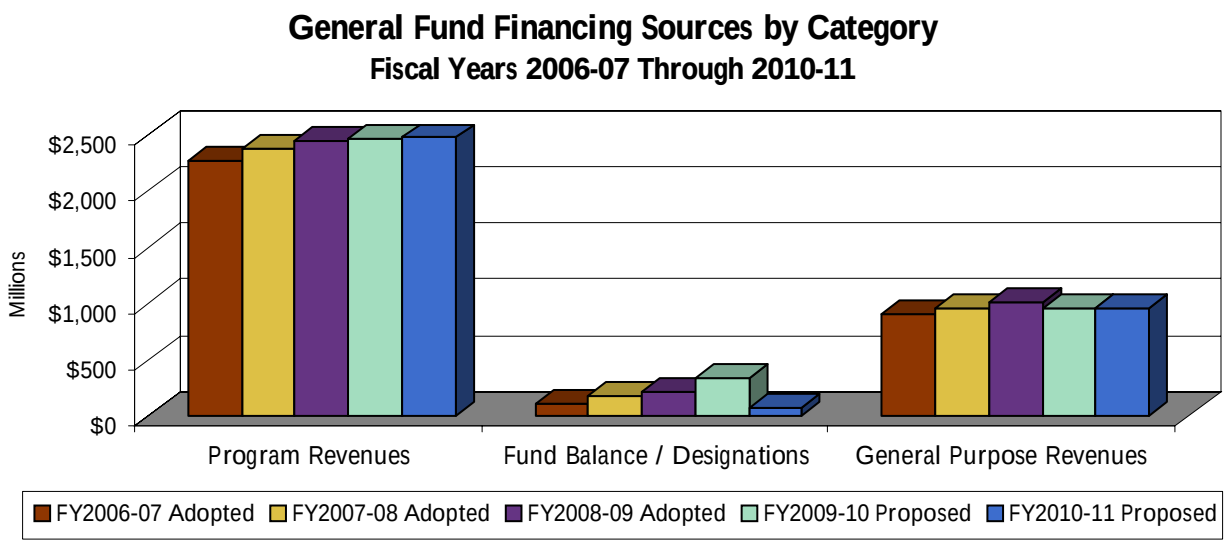
General Fund Financing Sources by Category

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 Use of Fund Balance (including Reserve/Designation decreases).



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 65.6% of General Fund Financing Sources in Fiscal Year 2009-10, and are derived primarily from State and federal subventions and grants, and charges and fees earned from specific programs. Program Revenues are expected to increase by 0.5% over the Fiscal Year 2008-09 Adopted Budget compared to an average annual growth for the last six years of 3.6%. The Health and Human Services Agency manages 69.5% of the program revenues; the Public Safety Group manages 22.9%; and the balance is managed across the County's other service delivery groups. Following are some of the largest and most closely watched Program Revenues. Please see the individual Group/Agency sections beginning on page 85 for more specific information on the various other program revenues.

- **Health and Social Services Realignment Revenues** ($271.2 million in Fiscal Year 2009-10 and $275.2 million in Fiscal Year 2010-11) are received from the State to support health, mental health and social services programs. The term Realignment refers to the transfer in 1991 of responsibility from the State to counties for certain health, mental health, and social services programs, along with the provision of dedicated sales tax and vehicle license fee revenues to pay for these services. Between Fiscal Years 2001-02 and 2006-07, annual revenue growth averaged 4.9%. Revenues declined by 0.7% in Fiscal Year 2007-08 which represented the earlier stages of the economic downturn. For Fiscal Year 2008-09, a modest increase over the Fiscal Year 2007-08 actual revenues was anticipated, but instead the economy sharply contracted with actuals now projected to be



General Fund Financing Sources by Category (in millions)	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	Fiscal Year 2010-11 Proposed Budget
Program Revenues	$ 2,274.7	$ 2,376.9	$ 2,449.9	$ 2,461.1	$ 2,476.4
Fund Balance / Designations	108.5	180.4	214.9	338.6	71.4
General Purpose Revenues	906.3	963.6	1,014.7	950.7	952.9
Total	$ 3,289.5	$ 3,520.9	$ 3,679.5	$ 3,750.4	$ 3,500.8

below the prior year by 10.9%. For Fiscal Year 2009-10, these revenues are expected to be below the Fiscal Year 2008-09 projected actual amount by 2.1% ($5.7 million). It is anticipated that the economy will keep these revenues relatively flat in Fiscal Year 2010-11. The chart on the following page shows the realized revenues for Health and Social Services Realignment from Fiscal Year 2001-02 through 2007-08 and projected levels for Fiscal Years 2008-09 through 2010-11.

- **Proposition 172 - Public Safety Sales Tax Revenues** ($210.9 million in Fiscal Year 2009-10 and $210.9 million in Fiscal Year 2010-11) support regionwide public safety services provided by three Public Safety Group departments - the Sheriff, District Attorney and Probation. The revenue source is a dedicated one-half cent of the statewide sales tax that was approved by the voters in 1993 and is distributed to counties 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 2001-02 and 2005-06, annual revenue growth averaged 8.3%. Fiscal Year 2006-07 saw a small decline of 0.7%, followed by a further drop of 3.1% in Fiscal Year 2007-08 due to the slowing in several sectors of the economy that influence retail sales. For Fiscal Year 2008-09, a modest increase over the Fiscal Year 2007-08 actual revenues was anticipated, but instead actuals are now projected to fall from prior year levels by 11.4% due to the decline in the economy. For Fiscal Year 2009-10, these revenues are expected to be below the Fiscal Year 2008-09 budgeted amount by 10.6% ($25.0 million), but there is some risk to this estimate. For Fiscal Year 2010-11, revenues are projected to remain unchanged. The chart on the following page shows the realized revenues for Proposition 172 from Fiscal Years 2001-02 through 2007-08 and projected levels for Fiscal Years 2008-09 through 2010-11. As a result of this decrease, general purpose

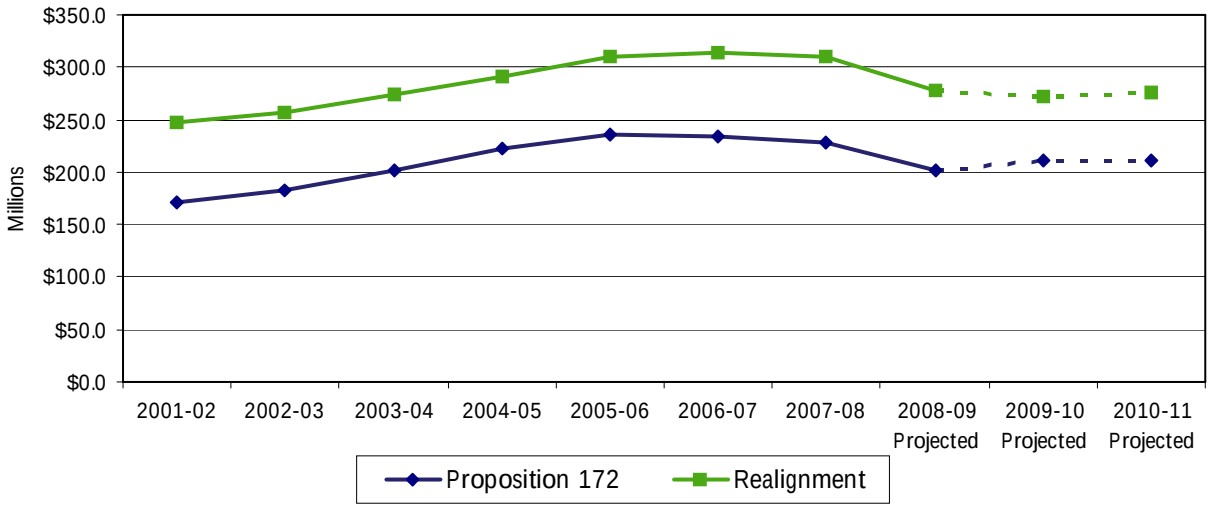
revenues are being substituted to maintain core services in these three departments. See also, the discussion of General Purpose Revenue allocations on page 53.

- **Tobacco Settlement Revenues** ($32.5 million in Fiscal Year 2009-10 and $24.2 million in Fiscal Year 2010-11) by Board of Supervisors policy are dedicated to healthcare-based programs. These revenues are the result of the historic Master Settlement Agreement in 1998 between the California Attorney General and several other states and the four major tobacco companies. The agreement provided more than $206 billion in Tobacco Settlement Payments over 25 years in exchange for the release of all past, present, and future claims related to the use of tobacco products. California agreed to distribute its share of the settlement to its counties based on population.

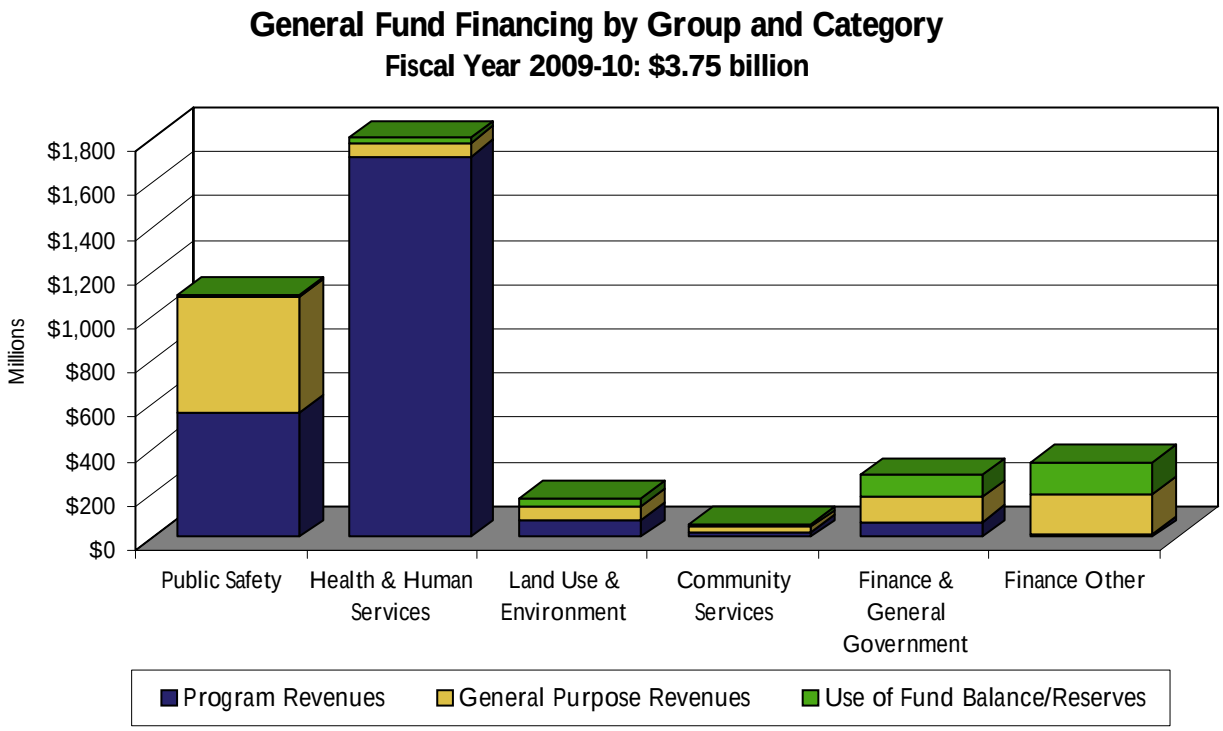
  To reduce the risk of non-receipt of the Tobacco Settlement Payments, some counties and states opted to securitize these payments. Securitization is a process whereby the owner of the receivable sells the right to that income stream to a third party in exchange for an up-front payment. The County of San Diego helped to pioneer this process and received $466 million in January 2002 in exchange for its Tobacco Settlement Payments. The net proceeds were placed in an endowment fund and are spent pursuant to the Board Policy. In May 2006, the County securitized additional anticipated receipts and added $123.5 million to the endowment fund. These proceeds will enable the County to fund approximately $27.5 million of health care programs annually through approximately 2034. The $32.5 million proposed to be utilized in Fiscal Year 2009-10 reflects $8.3 million in one-time, non-securitized Tobacco Settlement funds and $24.2 million in Securitized Tobacco funds. Another $3.3 million will be appropriated and retained in the Tobacco Securitization Special Revenue Fund as an unallocated reserve in Fiscal Year 2009-10. A request will be submitted to the Board if the additional resources are needed.

Proposition 172 and Realignment Sales Tax Revenue

Fiscal Year 2001-02 to Fiscal Year 2010-11



Notes: 2001-02 to 2007-08 figures represent actual revenue. 2008-09 figure represents projected revenue as of March 2009. 2009-10 and 2010-11 figures represent projected revenue as of March 2009 and included in the Fiscal Year 2009-11 CAO Proposed Operational Plan.



General Purpose Revenues (GPR) make up 25.3% of General Fund Financing Sources. Please see the separate discussion of General Purpose Revenues beginning on page 53.

Use of Fund Balance/Designations ($338.6 million in Fiscal Year 2009-10 and $71.4 million in Fiscal Year 2010-11), including reserve/designation decreases, represents 9.0% of General Fund Financing Sources in Fiscal Year 2009-10. Fund Balance is the result of careful management of resources Countywide in past years. It is both a resource that can be used for one-time expenses and one that serves as a cushion for unexpected events or requirements. By its nature, fund balance is not suitable for the support of ongoing operations. Board Policy B-71, *Fund Balance and Reserves*, provides for the Chief Administrative Officer to make recommendations regarding the use of fund balance and requires that an amount of fund balance equivalent to at least 10% of budgeted General Purpose Revenues be maintained as unreserved, undesignated and unappropriated. For Fiscal Year 2009-10, that amount would be $95.1 million. It is proposed instead to create a fund balance designation to represent this target. The target would be set at $100.0 million, slightly above the 10% level.

The following list details the various proposed uses of fund balance in Fiscal Year 2009-10:

- Designation for Economic Uncertainty,
- One-time capital needs for the volunteer fire protection districts via the Fire Protection and Emergency Medical Services Grant Program,
- Moving and one-time occupancy costs for the Medical Examiner Facility,
- Moving and one-time occupancy costs for the relocation of Probation Work Projects from the County Operations Center,
- Regional Communication System enhancement project - Point Loma site,
- Equipment replacement in the Medical Examiner's Office,
- Business Process Reengineering, Imaging and IT initiatives in the Health and Human Services Agency,
- Disaster claims consultant,
- Beach water quality testing,
- Vegetation and debris cleanup of parklands,
- Major maintenance projects,

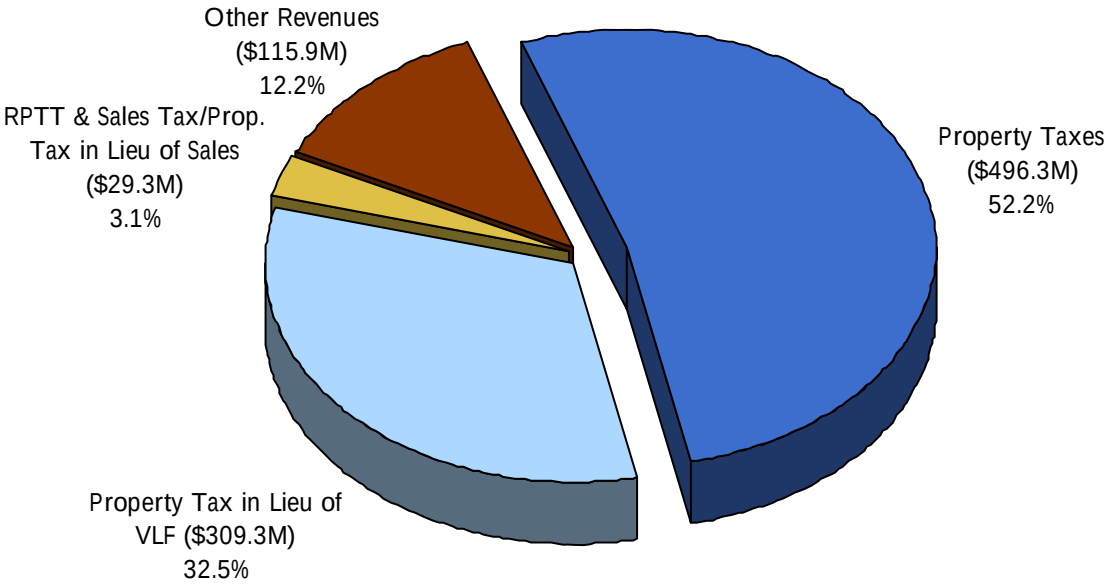
- Service First "land use" reengineering activities,
- Winery Environmental Impact Report rebudget,
- General Plan Update/Zoning Ordinance project costs,
- One-time public nuisance abatement costs,
- Move Up and Cover/Volunteer program,
- Fire Fuels Reduction Program matching funding,
- Future disaster damage assessment preparedness - camera, Global Positioning System (GPS) equipment and miscellaneous other gear,
- Firestorm 2007 permit fee waiver offset,
- Planning and Land Use code enforcement temporary staffing and abatement support,
- Fire prevention equipment for volunteers,
- Planning and Land Use Building Division temporary core services support,
- Inland Rail Trail project management,
- Valley Center Interpretive Trail signs,
- Sweetwater utility conversion,
- Assorted stormwater, residential pest management, and flood control costs,
- One-time funding for the Environmental Trust Fund to sustain operations in future years at County owned inactive or closed landfills,
- Media and Public Relations one-time projects,
- Workforce Academy for Youth (WAY) program,
- Leave balance payoffs for employees leaving County service,
- Various information technology projects, such as:
  - Document imaging,
  - Infrastructure and upgrade needs in the District Attorney's Office,
  - Land Use and Environment Group Business Case Management System,
  - Geographic Information System enhancements,
  - Graphic computer upgrades,
  - Animal Services ultra sound equipment,
  - Registrar of Voters IT enhancements and equipment,
  - Integrated Recording/Vitals System development,
  - Planning and Land Use back file conversion,
  - Reconfiguration of the Documentum enterprise content management application and environment,
  - One-time County Technology Office initiatives, and
  - Oracle Financials and PeopleSoft system upgrades, and implementation of the Integrated Property Tax System,
- Augmentation of the Edgemoor Development Fund,
- Early principal pay-down on the Series 2008B Pension Obligation Bonds,
- Multiple Species Conservation Program (MSCP) land acquisition,
- Grants provided to community organizations, and
- Management reserves.

General Purpose Revenues

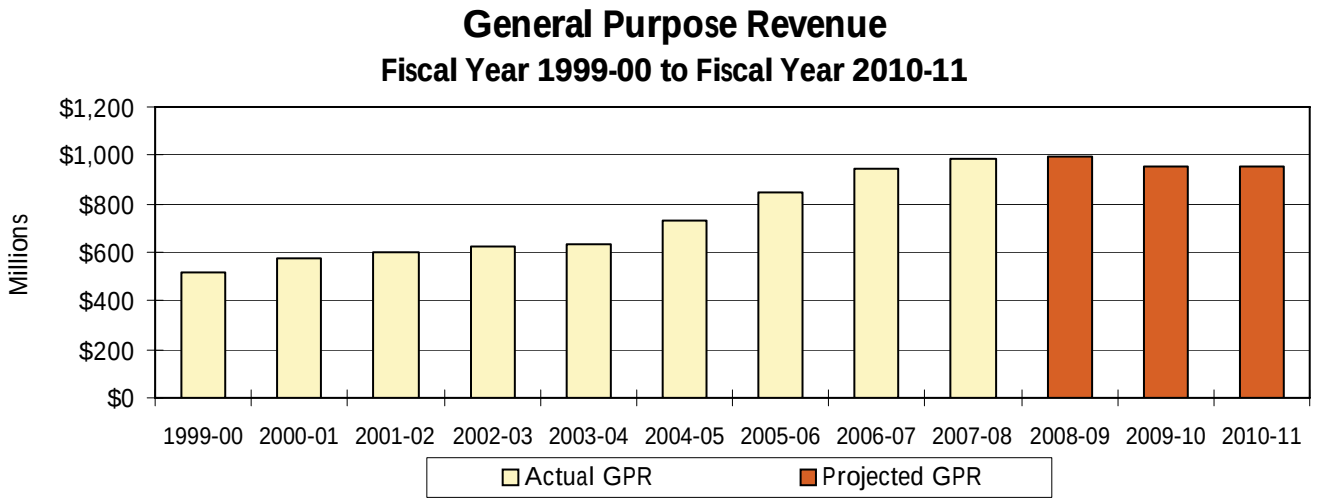
General Purpose Revenues by Source

General Purpose Revenues (GPR) represents approximately 25.3% of the General Fund's 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 of Supervisors, therefore, has the greatest flexibility in allocating these revenues. Details of the major components of General Purpose Revenues are discussed below.

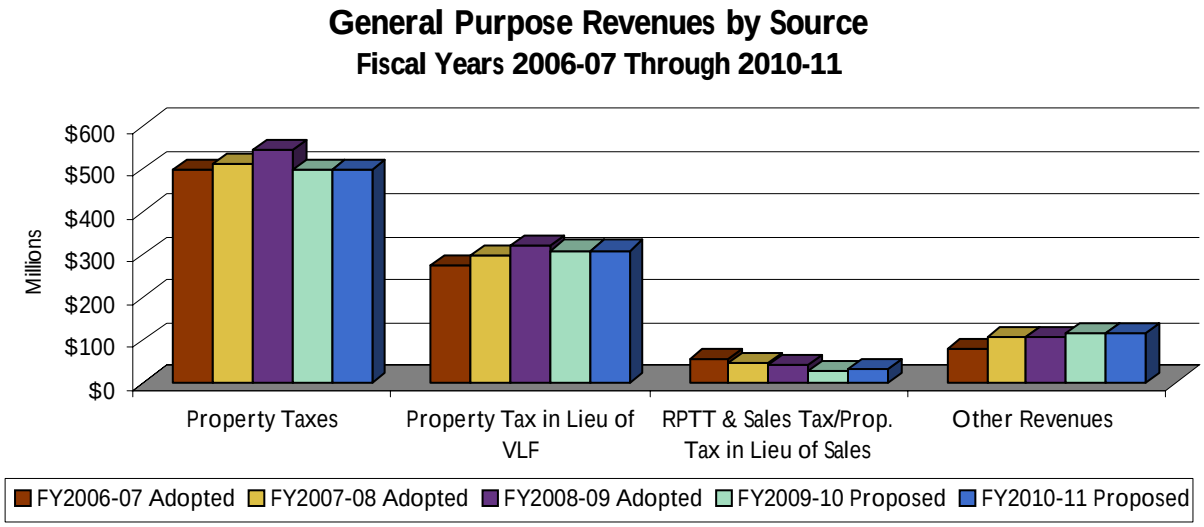
General Purpose Revenues by Source
Fiscal Year 2009-10: $950.7 million



The recessionary economy is having a significant impact on GPR. From Fiscal Year 1999 - 2000 through Fiscal Year 2007-08, GPR grew by an annual average of $58.8 million. That trend has slowed considerably. During Fiscal Year 2008-09 the estimate of GPR has been revised downward to $992.2 million, which is 2.2% less than the $1,014.7 million budgeted. For Fiscal Year 2009-10, GPR is expected to decline further by $41.5 million to $950.7 million and then edge up to $952.9 million in Fiscal Year 2010-11. See the chart on the following page for an historical view of GPR.



Notes: General Purpose Revenue (GPR) is projected for 2008-09 based on the 3rd Quarter estimate produced in April 2009. GPR projections for 2009-10 and 2010-11 are included in the 2009-11 CAO Proposed Operational Plan.



General Purpose Revenues by Source (in millions)	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	Fiscal Year 2010-11 Proposed Budget
Property Taxes	$ 499.3	$ 511.4	$ 543.1	$ 496.3	$ 496.9
Property Tax in Lieu of VLF	274.5	297.1	321.0	309.3	309.3
RPTT & Sales Tax/Prop. Tax In Lieu of Sales Tax	54.2	46.2	42.5	29.3	31.1
Other Revenues	78.4	108.9	108.2	115.9	115.6
Total	$ 906.3	$ 963.6	$ 1,014.7	$ 950.7	$ 952.9

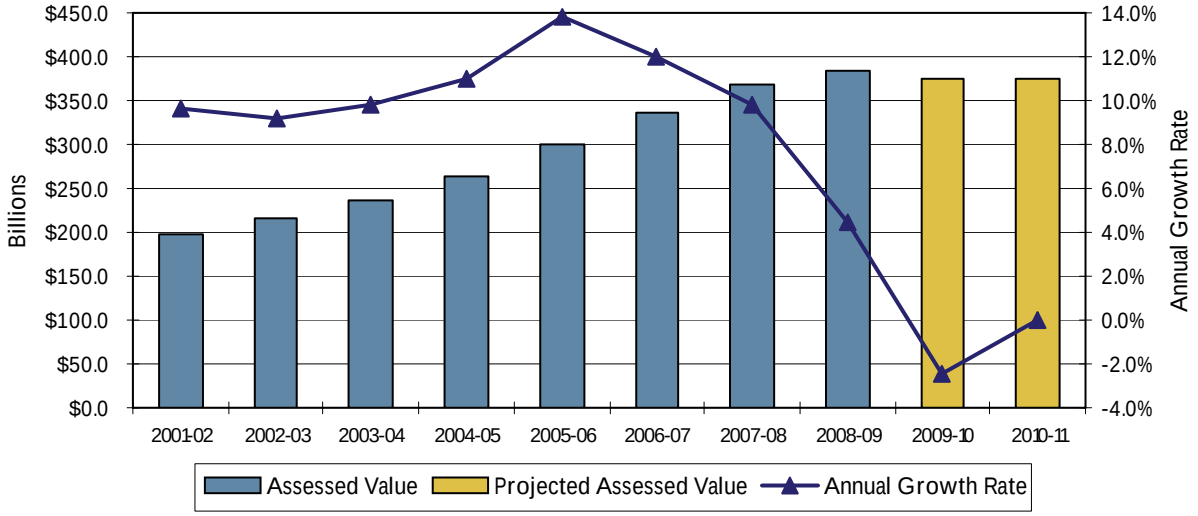
Property Tax Revenue, ($496.3 million in Fiscal Year 2009-10 and $496.9 million in Fiscal Year 2010-11), including current secured, current supplemental, and current unsecured, at 52.2% of the total, is the most significant source of General Purpose Revenues. For Fiscal Year 2009-10, budgeted property tax revenue is $46.8 million or 8.6% lower than budgeted for Fiscal Year 2008-09. Property tax revenue growth of 0.1% or $0.6 million is projected for Fiscal Year 2010-11.

The decline in property tax revenue is based on the current soft commercial and residential real estate conditions as evidenced by the reduction in building permits, year over year decline in the median price of homes, sustained high level of notices of default and foreclosure, and continued slowing in total deeds recorded. Factors that are expected to help stabilize the real estate market include relatively low interest rates, the area's population growth and federal Economic Stimulus actions. The table below presents a summary of historical and projected property tax revenues to show the changes by category.

Current Secured property taxes ($479.2 million in Fiscal Year 2009-10 and $480.2 million in Fiscal Year 2010-11) are budgeted to decrease by $32.7 million in Fiscal Year 2009-10 over the adopted level for Fiscal Year 2008-09. The Fiscal Year 2009-10 amount assumes a 2.5% decrease in the local secured assessed value over the actual current secured assessed value growth for 2008-09, and factors in an allowance for tax increment allocations to redevelopment agencies and an allowance for delinquent property tax payments. Given current real estate conditions, the budget for current secured property taxes also reflects a larger adjustment for tax roll corrections and for refunds on prior year assessments. Because the actual current secured assessed value growth for Fiscal Year 2008-09 fell short of the budgetary assumption (4.46% actual compared to the projected growth of 6.0%), and factoring in the adjustments mentioned above, the negative growth in secured property taxes on a budget to budget basis is -6.4%. Current real estate market conditions and the sustained weakness in supplemental property taxes, as described below, indicate continued slow growth in these revenues. For Fiscal Year 2010-11, local secured assessed value growth is assumed to be flat.

San Diego County Locally Assessed Secured Property Values

Fiscal Year 2001-02 to Fiscal Year 2010-11



Notes: The projected locally assessed secured values assume a -2.5% growth in Fiscal Year 2009-10 and a 0% growth in Fiscal Year 2010-11.
Source: San Diego County Auditor and Controller.

Current Supplemental property taxes ($0.3 million in Fiscal Year 2009-10 and $0.5 million in Fiscal Year 2010-11) are derived from net increases to the tax roll from either new construction or changes in ownership that occur subsequent to the January 1 lien date and are, therefore, more difficult to predict. The slowdown in new construction and the decline in real estate prices are being acutely felt in supplemental property tax revenues. In many change of ownership transactions, instead of a property owner being billed for an additional amount of property tax because the value of the property after the transaction is higher than the value as of the lien date, the property owner receives a refund because the value is lower than it was on the lien date. In Fiscal Year 2005-06, refunds countywide totaled $4.0 million. They increased to $6.2 million in Fiscal Year 2006-07, and increased again to $15.0 million in 2007-08. Supplemental refunds are projected to exceed $30.0 million in Fiscal Year 2008-09, and are anticipated to remain high in Fiscal Year 2009-10.

Current supplemental property tax revenues were $29.5 million in Fiscal Year 2005-06. They dropped to $23.4 million in Fiscal Year 2006-07, and to $14.0 million in Fiscal Year 2007-08. As of the third quarter of Fiscal Year 2008-09, current supplemental property tax revenues are projected to total $1.0 million through year-end compared to the $15.0 million budgeted for the year. The proposed operational plan assumes that this weakness will continue through the next two fiscal years with the Fiscal Year 2009-10 amount being even lower than the projected amount for Fiscal Year 2008-09, followed by a marginal increase of $0.2 million in Fiscal Year 2010-11.

Current Unsecured property taxes ($16.8 million in Fiscal Year 2009-10 and $16.2 million in Fiscal Year 2010-11) do not build on a prior year base. The roll is forecasted based on trends and available information at the time the budget is developed. Revenue in Fiscal Year 2009-10 is expected to equal the estimated actual revenue in Fiscal Year 2008-09. A marginally more conservative projection was used for Fiscal Year 2010-11.

Property Tax Summary (in millions)	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2007-08 Actuals	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2008-09 Estimated Actuals	Fiscal Year 2009-10 Proposed Budget	Fiscal Year 2010-11 Proposed Budget
Current Secured	$ 474.6	$ 480.1	$ 511.8	$ 496.5	$ 479.2	$ 480.2
Current Supplemental	20.8	14.0	15.1	1.0	0.3	0.5
Current Unsecured	16.0	16.6	16.2	16.8	16.8	16.2
Total	$ 511.4	$ 510.7	$ 543.1	$ 514.3	$ 496.3	$ 496.9

Property Tax in Lieu of Vehicle License Fees (VLF) comprises 32.5% ($309.3 million) of the budgeted General Purpose Revenues in Fiscal Year 2009-10 and 32.5% ($309.3 million) in Fiscal Year 2010-11. 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 or reduction in gross taxable unsecured and local secured assessed value, which is estimated to be a negative 2.4% for Fiscal Year 2009-10. The Fiscal Year 2010-11 revenue growth is estimated using a 0.0% assessed value growth calculation.

Sales & Use Tax Revenue ($23.4 million in Fiscal Year 2009-10 and $23.7 million in Fiscal Year 2010-11) represents about 2.5% of General Purpose Revenues and is derived from taxable sales by businesses located in unincorporated areas of 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 XI, California Fiscal Recovery Financing Act, one of the 2003-04 State budget bills, enabled the State to redirect one-quarter cent of the local sales and use tax to the State to repay up to $15.0 billion in bonds authorized by Proposition 57 (2004), Economic Recovery Bond Act, to help the State refinance its past debt. In turn, the lost local sales tax revenues are replaced on a dollar-for-dollar basis with countywide property tax revenues shifted back from the ERAF. Sales & Use Tax revenue has been growing moderately over the past few years in concert with population growth and new retail business formation in the unincorporated areas of the county. Currently, however, retail sales at the statewide, southern California and San Diego regional level have all experienced declines in the third and fourth quarters of 2008 attributed to the ongoing economic volatility and housing market declines. These trends are expected to continue through 2009. Sales and use tax revenues in the unincorporated area have faired slightly better than state-wide trends. The amount budgeted for Fiscal Year 2009-10 is approximately $1.3 million, or 5.4%, below the Fiscal Year 2008-09 Adopted Budget. Sales Tax growth in Fiscal Year 2010-11 is anticipated to be $0.2 million, or 1.0%, over Fiscal Year 2009-10.

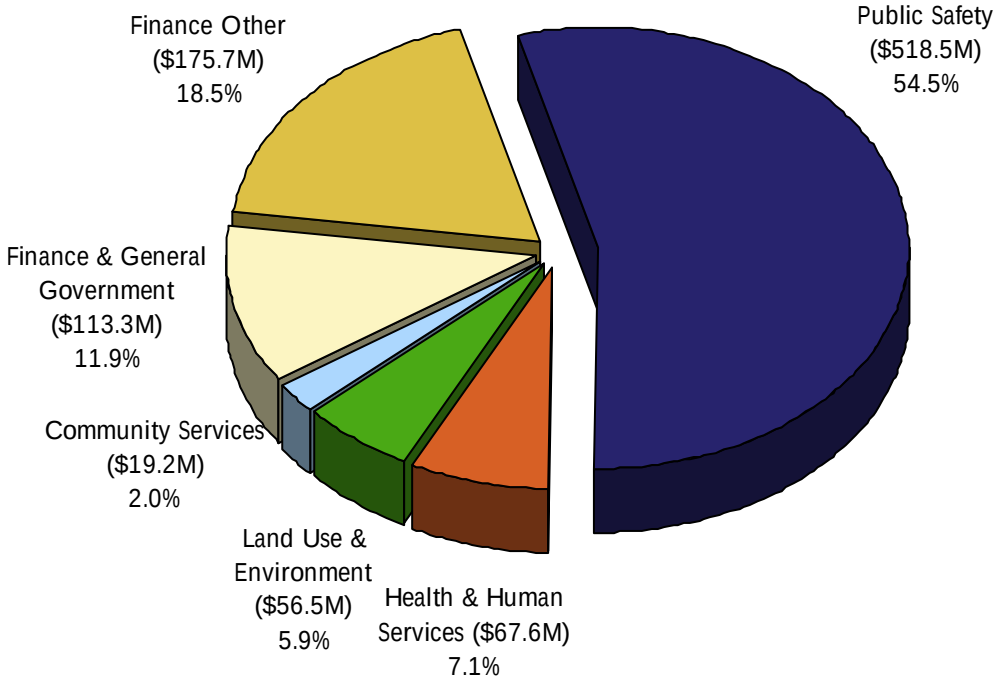
Real Property Transfer Tax (RPTT) Revenue for Fiscal Year 2009-10 is budgeted at $5.9 million, a 67.0% ($11.9 million) decrease from the Fiscal Year 2008-09 Adopted Budget, reflecting significant slowing in the volume and value of real estate transactions. Revenues are projected to rebound by $1.6 million or 26.6% in Fiscal Year 2010-11 with an assumption that property re-sales will marginally improve compared to Fiscal Year 2009-10. 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 realizes 100% of the revenues from transactions in the unincorporated area and 50% of the revenues from transactions in the incorporated areas.

Other Revenues for Fiscal Year 2009-10 total $115.9 million and decrease to $115.6 million in Fiscal Year 2010-11. The Fiscal Year 2009-10 amount represents a 7.1% or $7.7 million increase over the Fiscal Year 2008-09 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 including collections on Teetered taxes, franchise revenue, payment from the City of San Diego in lieu of booking fees, cable and video licenses and other miscellaneous revenues. The net increase in revenues is primarily due to the addition of cable and video licenses, additional unrestricted redevelopment tax increment revenues, anticipated higher collections on Teetered taxes, offset by anticipated lower interest earnings on deposits as a result of further declines in interest rates.

Allocation of General Purpose Revenues by Group

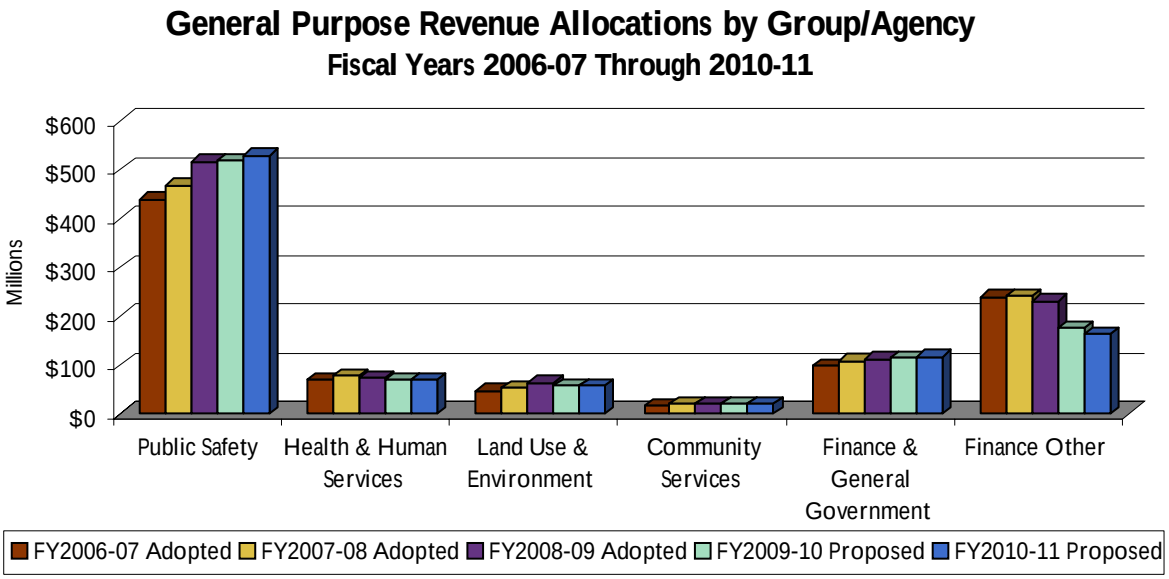
General Purpose Revenues (GPR) are allocated annually to fund County services based on an analysis of available program revenues, federal/State service delivery obligations, and the priorities and strategic direction set by the Board of Supervisors. While the recommended Fiscal Year 2009-10 budget for the Public Safety Group represents 26.6% of total County expenditures, the allocation of General Purpose Revenues for services in that Group equals 54.5% of the total GPR. By contrast, the Health and Human Services Agency's budget represents 37.4% of total County expenditures but, because of significant amounts of funding from program revenues, requires only 7.1% of the total GPR.

General Purpose Revenue Allocations by Group/Agency
Fiscal Year 2009-10: $950.7 million



As noted above, the General Purpose Revenues in Fiscal Year 2009-10 are expected to decrease by $64.0 million from the Fiscal Year 2008-09 budgeted level and then to increase by $2.2 million in Fiscal Year 2010-11.

Because of the expected contraction in GPR, it is necessary to reduce the allocation of this funding source to programs across the County organization. Further compounding the drop in GPR is the steep decline in Proposition 172 revenues that fund public safety services. To avoid serious service delivery issues in the Public Safety Group (PSG) from the



General Purpose Revenue Allocations by Group/Agency (in millions)	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	Fiscal Year 2010-11 Proposed Budget
Public Safety	$ 439.5	$ 467.2	$ 517.6	$ 518.5	$ 529.8
Health & Human Services	68.0	77.4	72.2	67.6	68.4
Land Use & Environment	45.8	51.9	62.2	56.5	57.5
Community Services	15.8	19.5	19.9	19.2	19.5
Finance & General Government	98.5	107.6	111.7	113.3	115.3
Finance Other	238.9	240.1	231.1	175.7	162.4
Total	$ 906.3	$ 963.6	$ 1,014.7	$ 950.7	$ 952.9

impact of a combined reduction in its GPR allocation and the drop in Proposition 172 revenues, it is necessary to make greater cuts in non-public safety areas in order to reallocate resources to PSG to offset the loss of Proposition 172 revenues. The result is a GPR allocation for PSG in Fiscal Year 2009-10 that is $0.9 million greater than in Fiscal Year 2008-09. All other groups show a decrease in their GPR allocations except for the Finance and General Government Group. Its allocation shows an increase as a technical change from the conversion of the Department of Media and Public Relations from a special revenue fund to a general fund department.

For Fiscal Year 2010-11, the changes in the GPR allocations to the Groups reflect the non-program share of cost increases associated with labor agreements.

Further detail about the impact of the reductions in GPR allocations is provided in the Group/Agency and Department sections that begin on page 85. The above charts and table show the amount of General Purpose Revenues allocated to support each Group/ Agency for Fiscal Years 2009-10 and 2010-11 compared to the three prior fiscal years.

Capital Projects

Capital Projects

Each year, the County assesses the need for capital improvements in accordance with Board of Supervisors Policies G-16, *Capital Facilities and Space Planning*, and B-37, *Use of the Capital Program Funds*. These policies provide guidelines for the County's multi-year approach to planning for capital projects. The projects identified in this process include the improvement to or acquisition of land and facilities. Infrastructure projects, such as roads, bridges, and sewer lines, are reviewed separately and budgeted in the applicable operating fund (e.g., Road Fund or sanitation district funds). The Fiscal Year 2009-10 capital projects budget for the County is $87.9 million. The following chart shows the dollar amount and number of projects with new appropriations by Capital Program fund, as well as a summary by Group/Agency of the remaining dollar amount for projects previously budgeted and the number of projects still underway. Once appropriations are established for a capital project, they are carried forward until the project is completed.

Capital Appropriations	Dollar Amount	Number of Projects
Appropriation Increases for New & Existing Capital Projects (Fiscal Year 2009-10)		
Capital Outlay Fund	$ 12,920,000	3
Justice Facility Construction Fund	75,000,000	1
Total - Appropriation Increases for New & Existing Capital Projects (Fiscal Year 2009-10)	$ 87,920,000	4
Projects Underway		
Public Safety Group	$ 63,655,704	12
Health & Human Services Agency	979,149	3
Land Use & Environment Group	142,414,384	106
Community Services Group	211,728,706	20
Finance & General Government Group	6,883,930	1
Total—Projects Underway	$ 425,661,873	142
Grand Total	$ 513,581,873	146

The Capital Program section of this Operational Plan on page 395 highlights major projects and includes a schedule of lease-purchase payments related to previously debt financed projects.

Projected Reserves and Resources

Projected Reserves and Resources

The County maintains a prudent level of reserves for various purposes. The tables below display the reserves and other available resources and fund balance designations as of July 1, 2008 and proposed for July 1, 2009.

Projected County Reserves and Resources (in millions)	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget
General Reserve	$ 55.5	$ 55.5
General Fund Contingency Reserve-Operations	20.3	20.0
Group/Agency Management Reserves	41.2	29.6
Debt Service Reserves	21.8	31.6
Environmental Trust Fund	60.9	65.7
Tobacco Securitization Endowment Fund	428.3	408.5
Workers' Compensation Fund	82.9	84.8
Public Liability Fund	26.6	26.4
Board Policy B-71 Fund Balance Reserve	101.5	0.0
Total	$ 839.0	$ 722.1

Fund Balance Designations (General Fund only, in millions)	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget
Designated - Sheriff Capital Project	$ 4.0	$ 4.0
Designated - Dept. of Voter Registration	3.6	0.0
Designated - Planning and Land Use	0.9	0.7
Designated - Environmental Health	6.2	3.3
Designated - HA Kearny Mesa Lease	0.4	0.2
Designated - Realignment	74.6	74.6
Designated - ROV Equipment Replacement	0.4	0.4
Designated - Economic Uncertainty	0.0	100.0
Total	$ 90.1	$ 183.2

General Reserve — A reserve established to address 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. Board of Supervisors Policy B-71, *Fund Balance and Reserves*, sets a target amount for this reserve that equates to 5% of budgeted general purpose revenues. No change is recommended for the General Reserve. The County's General Reserve of $55.5 million equates to 5.8% of Fiscal Year 2009-10 general purpose revenues and is in compliance with the policy.

General Fund Contingency Reserve — The amount appropriated for unforeseen operational uncertainties during the fiscal year. Board of Supervisors Policy B-71, *Fund Balance*

and Reserves, sets a target amount for this reserve that equates to 2% of budgeted general purpose revenues. The amount budgeted for Fiscal Year 2009-10 complies with that policy.

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

Debt Service Reserves — The portion of bond proceeds for various County Certificates of Participation that are set aside to provide assurance to the certificate holder that funds are available should the County not be able to make a lease payment from currently budgeted resources.

Environmental Trust Fund — Proceeds from the sale of the County's Solid Waste System on August 12, 1997, were set aside in trust to fund inactive/closed landfill management for approximately 30 years. It is proposed that an additional $9.0 million, based on General Fund fund balance, be transferred to the fund in Fiscal Year 2009-10 to bolster the reserve for future years' operations.

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 into the fund. It is estimated that this will extend the life of the endowment fund from the year 2020 to 2034 and allow for $27.5 million in anticipated proceeds annually.

Workers' Compensation Fund — 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 $88.6 million as of July 1, 2009, which includes $21.2 million in expected costs for Fiscal Year 2009-10. The cash balance in the fund is projected to be $84.8 million as of July 1, 2009.

Public Liability Fund — 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 $20.0 million, which includes $9.4 million in expected costs for Fiscal Year 2009-10. The cash balance in the fund is projected to be $26.4 million as of July 1, 2009.

Board Policy B-71 Fund Balance Reserve — Board of Supervisors Policy B-71, *Fund Balance and Reserves*, sets a target amount that equates to 10% of general purpose revenues. It is proposed to instead create a fund balance designation to represent this target (see below).

Fund Balance Designations (General Fund only) — The Board of Supervisors 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, 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 1999-00, 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.
- **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 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 based on a payment from the Housing Authority to pay the remaining annual lease payments for the Housing Authority office building located in the Kearny Mesa area of San Diego. The lease payments, which will end in Fiscal Year 2012-13, have been made from the designation since Fiscal Year 2006-07. The payments will be offset by

General Purpose Revenue when the designation is depleted in recognition of interest that would otherwise have been earned on the Housing Authority funds.

- **Designated - Realignment** — This designation was established in Fiscal Year 2005-06 to provide a funding source for future years when fluctuations in ongoing realignment revenues may result in inadequate resources to fund the realigned Health, Mental Health and Social Services programs.
- **Designated - ROV Equipment Replacement** — This designation was established in Fiscal Year 2008-09 to set aside funding for replacement of election equipment based on revenue received for that purpose from participating jurisdictions in November 2006. These monies will not be used until a new long-term voting system has been selected.
- **Designated - Economic Uncertainty** — To be established in Fiscal Year 2009-10, this designation complies with Board of Supervisors Policy B-71, *Fund Balance and Reserves*, which sets a target amount that equates to 10% of general purpose revenues. Originally established as a reserve of unappropriated fund balance, it is proposed to instead create a fund balance designation to represent this target. The designation would be set at $100.0 million, slightly above the 10% level.

Debt Management Policies and Obligations

Debt Management

The County of San Diego uses debt financing to fund certain capital assets that support the provision of services by the County, to achieve savings in meeting its obligations to the pension fund and to provide for short term cash flow requirements. The decision to use debt financing is governed by several factors including the public need, the availability of other financing, and the current economic climate. The County enters into both long- and short-term financings, which undergo the scrutiny of the credit rating agencies. The County's long-term financings adhere to a Board of Supervisors approved policy. This policy, the County's current credit ratings and the various forms of debt financing utilized by the County are described in more detail below.

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 long-term financial strategy and policy is important to ensure that the County maintains a sound debt position and that credit quality is protected. The County Board of Supervisors adopted Board Policy B-65, *Long-Term Financial Obligation Management Policy*, on August 11, 1998. This policy, along with the rating agencies' analyses, has been the foundation for the County's debt program. For purposes of this policy, long-term financial obligations are those that exceed one fiscal year. Key points included in the policy are:

- All long-term financings shall comply with federal, State and County Charter requirements;
- All long-term obligations must be approved by the Board of Supervisors after approval by the Debt Advisory Committee, which is comprised of the Chief Financial Officer, the Auditor and Controller and the Treasurer-Tax Collector. 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;
- The term of the long-term obligation for the acquisition, replacement or expansion of physical assets, will not exceed the useful life or the average life of the project or projects being financed;
- Long-term financial obligations will not be used to meet current operations or for recurring purposes;
- Variable rate obligations shall not exceed 15% of the County's outstanding long-term obligations and must be approved by the Chief Financial Officer (CFO);
- Long-term obligations issued through the County must qualify for an investment grade rating by one of the nationally recognized rating agencies or provide alternative credit enhancement to qualify. An exception to this requirement would be when bank qualified private placement bonds are issued through the County on a conduit basis to financially assist nonprofit organizations in the acquisition or development of low-income housing. In such cases, the long-term obligations that are privately placed as bank qualified investments would not be required to qualify for an investment grade rating;
- A policy of full and open disclosure on every financial report and long-term obligation will be enforced and a credit rating agency presentation/update shall be conducted at least annually;
- The County shall comply with all ongoing disclosure conditions;
- 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.

Credit Ratings

The most recent long-term review by the three rating agencies was performed in January 2009 in relation to the County's anticipated financing for the County Operations Center (COC) and COC Annex Redevelopment Project. All three major rating agencies, Moody's Investor Service, Standard & Poor's and Fitch Ratings, affirmed the County's long-term issuer rating, lease financing ratings, and pension obligation

bond ratings. All three rating agencies cited the county's broad, diverse economy, strong financial management, and low to moderate debt burden in their rationale for the ratings assigned. According to Standard and Poor's credit research report issued in January 2009, the County maintains a stable outlook based on its "deep and diverse economic base, strong reserve levels, formalized policies, manageable debt burden, and a long track record of conservative budgeting where actual results typically exceed initial projections. Standard & Poor's expects the county to maintain good financial performance and contingency reserves despite the recent economic downturn and uncertainty over state program funding."

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

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

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

Credit Ratings	Moody's Investor Service	Standard & Poor's	Fitch Ratings
County of San Diego (Issuer Rating)	Aa2	AAA	AA+
Certificates of Participation and Lease Revenue Bonds	A1	AA+	AA
Pension Obligation Bonds	Aa3	AA+	AA
San Diego County Retirement Association		AAA	
County Investment Pool		AAAf/S1	

Authority to Finance and Bond Ratios

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

Issuer	Issuance Legal Authority
County of San Diego	General: Government Code §29900 et. seq.
	Maximum Indebtedness: Government Code §29909
	Short-Term TRANs: Government Code §53850 et. seq; Commercial Paper & Teeter Revenue: Government Code §§ 54773-54783 and Revenue and Taxation Code §4701et. seq.
	Pension Obligation Bonds: Government Code §53506 et. seq.
Joint Powers Authority	Government Code §6500 et. seq.
Redevelopment Agency	Health and Safety Code §33000 et. seq.
Housing Authority	Health and Safety Code §34200 et. seq.
	Multi-family Bonds: Health and Safety Code §52075 et. seq.
Mello-Roos Community Facilities District	Government Code §53311et. seq.
Nonprofit Corporation	Corporations Code §§5110, 5140(d)
Assessment Bonds	Street and Highway Code §§6400 et. seq. and 8500 et. seq.
Conduit Bonds	Government Code §26227

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

Bond and Debt Service Ratio

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

Bond Ratios	Fiscal Year 2006-07	Fiscal Year 2007-08	Fiscal Year 2008-09	Fiscal Year 2009-10
Net Bonded Debt (in millions)	$ 1,597.0	$ 1,578.7	$ 1,404.1	$ 1,436.8[1]
Net Bonded Debt per Capita	$515	$502	$441[2]	$446[2]
Ratio of Net Bonded Debt to Assessed Value	0.45%	0.41%	0.35%	0.36%

[1] Net Bonded Debt is reported as of June 30, 2009, and it excludes Redevelopment Agency Bonds (approximately $15.0 million as of June 2009) and reflects the net effect of debt service reserves

[2] Based on the estimated January 1, 2008 State of California Department of Finance population figures for the County of San Diego, and a projection of the January 1, 2009, population figures for the County of San Diego.

Note: If the County were to issue General Obligation Bonds, the debt limit pursuant to Government Code Section 29909 would be 1.25% of the taxable property of the county. The estimated taxable assessed value in the county as of June 30, 2010 is $396.7 billion.

General Fund Debt Service Ratio

Components of General Fund Debt Service Ratio (in millions)	Fiscal Year 2006-07 Adopted Budget	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	Fiscal Year 2010-11 Proposed Budget
General Fund Revenue[1]	$ 3,181.0	$ 3,340.5	$ 3,464.6	$ 3.411.8	$ 3.429.3
Total Debt Service[2]	$ 123.7	$ 115.2	$ 128.3	$ 129.4	$ 122.1
Ratio of Total Debt Service to General Fund Revenue	3.89%	3.45%	3.70%	3.79%	3.56%
General Fund Share of Debt Service Cost [3]	$ 106.5	$ 99.1	$ 108.5	$ 103.5	$ 95.9
Ratio of General Fund Share of Debt Service to General Fund Revenue	3.35%	2.97%	3.13%	3.03%	2.80%

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

[2] Debt service for the variable rate Pension Obligation Bonds (POBs) includes estimated fees specific to the variable rate transaction (e.g., broker-dealer, auction agent, or remarketing agent fees). Interest on the variable rate POBs is budgeted based upon the weighted average interest rate for the 12-month period ending March 31 of the preceding fiscal year plus 200 basis points pursuant to section 4.01 in the Amended and Restated Trust Agreement. Fiscal Year 2009-10 and Fiscal Year 2010-11 POB debt service reflect the anticipated prepayment of $100.0 million of the outstanding 2008B POBs.

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

Long-Term Obligations

The County's outstanding long-term principal bonded debt as of June 30, 2009 and projected as of June 30, 2010 is:

Outstanding Principal Bonded Debt (in millions)	As of June 30, 2009	Projected as of June 30, 2010
Certificates of Participation	$ 325.5	$ 291.7
Lease Revenue Bonds	136.9	136.9
Pension Obligation Bonds	1,006.0	874.3*
Redevelopment Agency Bonds	15.0	14.6
Total	$ 1,483.4	$ 1,317.5
***Note**: Assumes early paydown of $100 million of 2008B POBs		

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

Certificates of Participation (COPs) are sold to investors to raise cash for the financing of capital assets. The debt is repaid over a multi-year period under a lease-purchase agreement. The County first used COPs in 1955 with the financing of the El Cajon Administrative Building. Since then, the County has made use of various COP lease arrangements with certain financing entities such as joint powers authorities, the San Diego County Capital Asset Leasing Corporation, the San Diego Regional Building Authority or similar nonprofit corporations. Under these arrangements, a capital asset is acquired or constructed with the proceeds from the issuance of COPs by the financing entity; the financing entity then leases the asset(s) to the County. At the end of the lease period, the title to the asset is conveyed to the County.

Lease Revenue Bonds (LRBs) are bonds that are a form of long-term borrowing where the debt obligation is secured by revenue stream created by lease payments, often associated with the capital infrastructure that the bonds are funding. This form of bond financing is typically set up as a financing lease structured similarly to the lease structure associated with COPs. The County currently has LRBs outstanding that are secured with a lease arrangement with the San Diego Regional Building Authority; these LRBs were issued in February 2009 to help fund Phase 1A of the County Operations Center construction project.

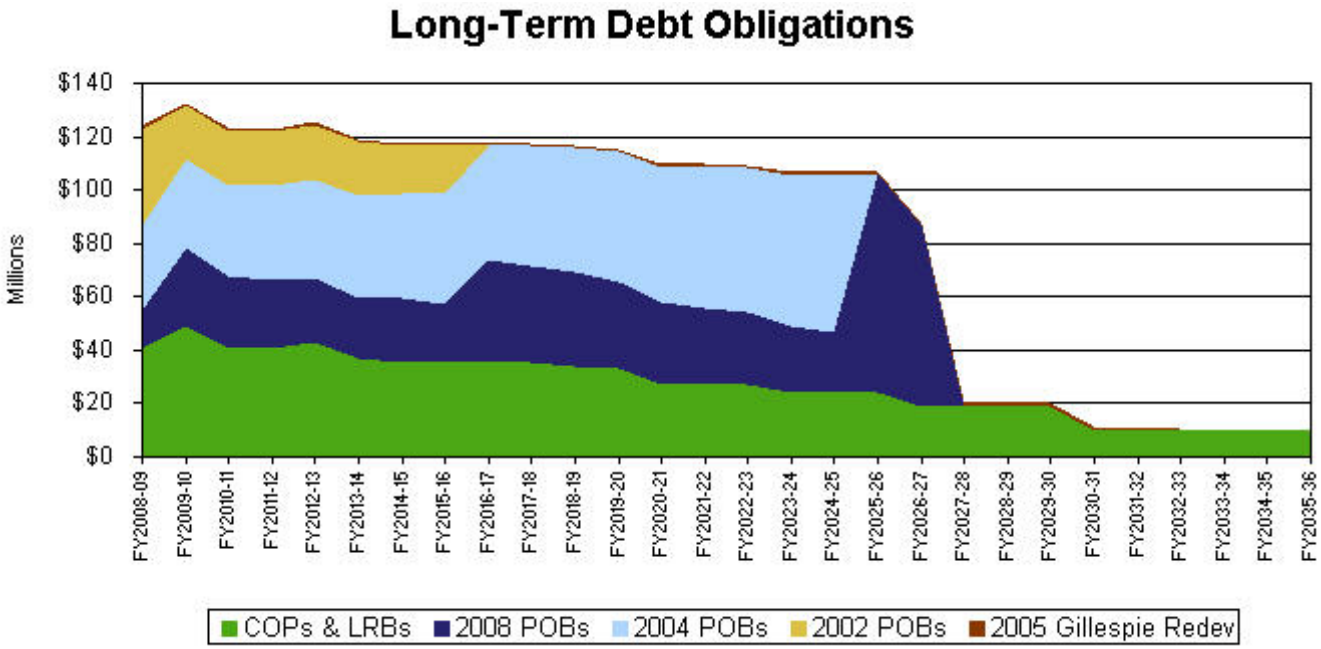
Taxable Pension Obligation Bonds (POBs) are financing instruments typically used to pay some or all of the pension plan's unfunded pension liability. The bond proceeds are transferred to the issuer's pension system as a prepayment of all or part of the unfunded pension liabilities of the issuer, and the proceeds are invested as directed by the pension system. POBs have been issued on several occasions by the County to reduce the unfunded actuarial accrued liability (UAAL) of the San Diego County Employees Retirement Association (SDCERA) on a lump sum basis rather than making actuarially determined amortized payments over a specified period of years. The size of the UAAL is determined annually by an actuary and can increase or decrease depending on changes in actuarial assumptions, earnings on the assets of the fund, and retiree benefits. POBs totaling $430.4 million were first issued by the County in February 1994. Since this initial issue, the County has issued additional series of POBs: in September 2002, the County issued $737,340,000 of POBs, a portion of which refunded the POBs issued in 1994; in June 2004, the County issued an additional $454,112,916 of POBs; and in August 2008, $443,515,000 of POBs were issued to refund the variable rate portion of the POBs issued in 2002. As of August 15, 2008, the County had $1.0 billion of taxable POBs outstanding.

On August 15, 2007, the County prepaid $100 million and on February 15, 2008, an additional $20 million of the 2002 POBs. In aggregate, these two principal prepayments saved the County approximately $7.5 million in debt service payments on an annual basis. On August 15, 2008, the County prepaid an additional $44.0 million of the 2002 POBs as anticipated in the Fiscal Year 2008-10 Operational Plan. The prepayment occurred in conjunction with a refunding of the remaining 2002B POBs (auction rate securities) outstanding. The August 2008 POB transaction re-structured the County's POB debt portfolio so that there is an annual level debt service requirement of approximately $86.0 million and shortened the final maturity by two years to 2028. There is another prepayment of $100 million planned for Fiscal Year 2009-10, which will result in a decrease in the debt service payment from $86.0 million to approximately $82.0 million and a final maturity in Fiscal Year 2026-27.

Redevelopment Agency Tax Increment Bonds (TABs) were issued on September 12, 1995 as limited obligations of the County of San Diego Redevelopment Agency (Agency) in the amount of $5.1 million. The Agency was formed on October 14, 1974 pursuant to Redevelopment Law. The 1995 bonds were issued for the Gillespie Field Redevelopment Project, which is one of the Agency's two redevelopment project areas. The proceeds were used by the Agency to finance the construction of public improvements at the Gillespie Field Airport. On December 22, 2005, the Agency issued $16 million in TABs to refund all of the Agency's outstanding 1995 bonds and to repay loans owed to the County's Airport Enterprise Fund. These loans were used by the Agency to finance redevelopment activities in the Gillespie Field Redevelopment Project Area. In connection with the 2005 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.

General Obligation Bonds (GO Bonds) are debt instruments issued by local governments to raise funds for the acquisition or improvement of real property. GO Bonds are backed by the full faith and credit of the issuing entity; in California, they require a supermajority voter approval and as a result are utilized infrequently. GO bonds are unique in that the bonds are secured either by a pledge of the full faith and credit of the issuer and/or by a promise to levy taxes in an unlimited amount as necessary to pay debt service. The County has no outstanding general obligation bonds.

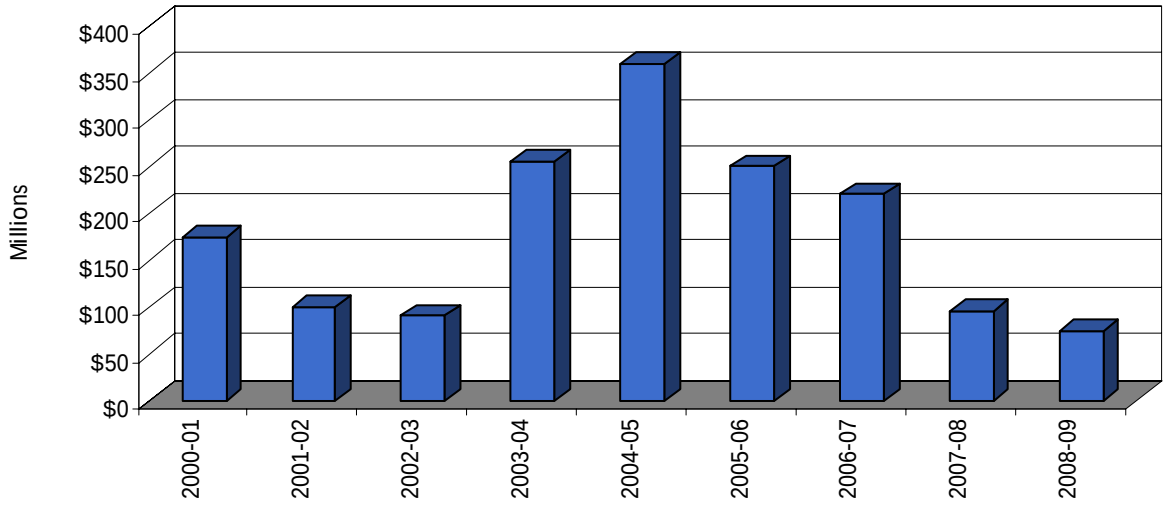
The chart below shows the County's scheduled long-term obligation payments through Fiscal Year 2035-36, which include Certificates of Participation (COPs), Lease Revenue Bonds (LRBs), taxable Pension Obligation Bonds (POBs), and Tax Allocation Bonds (TABs).



Short-Term Obligations

During the course of the fiscal year, the County could experience temporary shortfalls in cash because of the unequal timing of expenditures and receipt of revenues. To mitigate these cash flow imbalances, the County borrows cash through the issuance of Tax and Revenue Anticipation Notes (TRANs). These notes mature within twelve to thirteen months after the date of issuance and are therefore considered short-term obligations. The chart below shows TRANs borrowing since 2000-01. The amount to be borrowed for Fiscal Year 2009-10 will be determined subsequent to the printing of this document.

Tax and Revenue Anticipation Notes (TRANs) - Cash Borrowing



Conduit Issuances

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

The Board of Supervisors, as outlined in Board Policy B-65, may consider conduit financing on behalf of non-profit organizations upon recommendation of the Debt Advisory Committee. If the Committee decides that the conduit financing is feasible, financially and economically prudent, coincides with the County's objectives and does not impair the County's creditworthiness, it will then be forwarded to the Board of Supervisors for consideration. To qualify as a conduit borrower, the applicant must have a positive credit history, the project to be financed must demonstrate a public benefit within the region, and the bonds must be rated 'A' or higher. All expenses related to the conduit financing will be borne by the conduit borrower.

Assessment Act Proceedings may also be considered by the Board of Supervisors to provide for public improvements, whether initiated by petition of the owners, the County or a non-County agency. If the Debt Advisory Committee recommends the conduit financing, it will then be forwarded to the Board of Supervisors for consideration. All expenses related to the conduit financing will be borne by the applicants.

The following chart reflects the County's outstanding conduit issuances as of June 30, 2009:

Outstanding Conduit Issuances	Final Maturity Dates	Original Principal Amount	Principal Amount Outstanding
Conduits			
1998 Sharp	2028	$ 112,020	$ 90,045
1998 San Diego Natural History Museum	2028	15,000	12,400
2000 San Diego Museum of Art	2030	6,000	5,700
2000 Salk Institute	2031	15,000	13,220
2001 University of San Diego	2041	36,870	29,025
2002 San Diego Imperial Counties	2027	10,750	9,250
2003 Chabad	2023	11,700	9,655
2003 San Diego Jewish Academy	2023	13,325	10,650
2004 Bishop School	2044	25,000	24,745
2004 Museum of Contemporary Art	2034	13,000	10,525
2005 Sidney Kimmel Cancer Center	2031	24,500	21,360
2005 Burnham Institute for Medical Research	2034	59,405	56,455
2006 San Diego Foundation	2036	13,500	13,290
2008 The Arc of San Diego	2038	13,250	13,250
Total Conduits		$ 369,320	$ 319,570
Housing			
1999 Laurel Village Apartments	2014	$ 1,670	$ 710
2001 Village West	2031	4,438	3,316
2002 Spring Valley	2020	3,250	2,888
Total Housing		$ 9,358	$ 6,914
Reassessment Bonds			
1997 4S Ranch Reassessment District Bonds	2012	$ 21,755	$ 7,325
Total Reassessment Bonds		$ 21,755	$ 7,325

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.

On April 21, 1998, the Board of Supervisors 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.

Board of Supervisors Policy *A-136*, *Use of County of San Diego General Management System for Administration of County Operations*, enforces the County's goal of providing the best possible services to residents as efficiently and effectively as possible. 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 Governmental Structure and Budget Documents section on page 20.

Budget and Finance

California Government Code *§§29000-29144 and 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."

County Charter *Article VII, Section 703* - Establishes the Chief Administrative Officer (CAO) as responsible for all Groups, the Agency, and their respective departments (except departments with elected officials as department heads), and as 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.

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.

B-58 Funding of the Community Enhancement Program - Establishes the funding level for this grant program and delineates eligibility criteria and application guidelines for prospective grant recipients.

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.

H-1 Fleet Services 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 *0030-13 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.

Revenue

Board of Supervisors Policies

A-126 Proposition 172 and New Program Revenues in the Sheriff's Department, Office of the District Attorney and the Probation Department - Ensures 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 - Department Responsibility for Cost Recovery - Provides a methodology and procedure to encourage County departments to recover full cost for services whenever possible and requires County departments to certify that a proposed activity or project funded primarily by grant funds would be worthy of expending County funds if that outside funding were not available.

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-29, 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.

0030-14 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.

0030-18 Establishing Funds and Transfer of Excess Cash Balances to the General Fund - Defines the procedure for approval and establishment of funds. The policy 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/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 existing legal provisions, and to institute internal controls and identify the systems to be utilized by all departments to estimate, claim, and collect revenues.

Debt Management

Board of Supervisors *Policy 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 for more detail on this policy.

County Administrative Manual *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.

Capital Improvement

The County Board of Supervisors has jurisdiction over the acquisition, use, and disposal of County-owned real property and County-leased property under the authority of **California Government Code** *§23004*.

Board of Supervisors Policies

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

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.

County Administrative Manual

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.

Other

California Government Code *§25080* states, "Except as otherwise provided by state law, all meetings of the board of supervisors shall be public."

County Administrative Code *Article XII-D Department of Human Resources (DHR)* - Designates DHR as 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.

Board of Supervisors Policies

A-71 San Diego County Economic Development - Defines the County's role in facilitating and maintaining activities and programs that improve the economic health of the region and the quality of life of its residents.

A-73 Openness in County Government - Establishes various guidelines which assure the openness of County decision making processes.

County Administrative Manual *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*.

Measurement Focus and Basis of Accounting

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

Governmental Funds are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Under this method, revenues are recognized when measurable and available. Sales taxes, investment income, state and federal grants, and charges for services are accrued 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, as under accrual accounting. However, debt service expenditures, as well as expenditures related to compensated absences, claims, and judgments, are recorded only when

payment is due. General capital asset acquisitions and general principal payments are reported as expenditures in governmental funds. Proceeds of general long-term debt and capital leases are reported as other financing sources.

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

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

Financial Statement Presentation

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

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

Differences Between Budgetary and Financial Reports

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

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

The County's financial statement, the CAFR, is prepared in conformity with 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 amended budget changes occurring during the 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.

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

All Funds — Changes in a reserve or designation of fund balance are shown as appropriations (expenditures) or revenues in the Operational Plan depending upon whether they are to be increased or used as a funding source.

Excellence in Governing

Recognitions of Excellence

While the economic downturn that occurred in Fiscal Year 2008-09 presented myriad challenges for the County of San Diego, County staff continued to press for excellence and innovation, rising to the challenge, preparing for the future and receiving numerous awards and recognitions from local, state, and national organizations, as well as industry, civic, and professional organizations. The County of San Diego 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:

- The **California State Association of Counties** awarded the County a ***2008 Challenge Award*** for its Rapid Response to Local Emergencies through the implementation of four Local Assistance Centers (LACs) opened to help fire victims within 72 hours of Firestorm 2007. The response was praised for the efficiency and speed with which County staff was able to respond and the large number of people served at the LACs.

  During the wildfires, residents lost homes and cars, making it difficult to travel to locations from which they could receive aide. The LACs provided "one-stop-shops" for fire victims to apply for aide and to interface with local, state, federal and other agencies that provide services. Additionally, the LACs provided the County and other agencies with timely information about the needs of fire-affected communities.

- In 2008, the County received the ***Golden Watchdog Award*** from the **San Diego Taxpayers Association** for its AlertSanDiego mass notification system. The Watchdog Award program honors agencies that exemplify efficient use of tax dollars.

  Capable of reaching 1.1 million households in San Diego within three hours, the Internet-based AlertSanDiego program uses email, text, and phone messages to circulate emergency information countywide. During Firestorm 2007, San Diego County used its newly implemented AlertSanDiego program to circulate emergency information to 500,000 county residents.

- San Diego County received 39 awards at the 2008 annual ***Achievement Awards*** competition sponsored by the **National Association of Counties (NACo)**. This was the fourth year in a row that the County has received more awards than any other U.S. county.

  The winning programs, which span all five County business groups, were recognized for being innovative and successful, and for promoting quality, efficiency, and a responsive county government.

- The County of San Diego took top honors in the ***2008 Digital Counties Survey*** conducted by the **Center for Digital Government**. The Center for Digital Government recognizes counties using information technology in increasingly innovative ways and improving service to their citizens. The survey is an annual study by the Center and the NACo.

- The **California State Association of Counties** recognized three County programs with ***2008 Merit Awards*** for innovation and excellence. The County programs selected include:
  - Food for Thought Partnership - a partnership between Aging and Independence Services and the County Library system to help older adults overcome isolation and poor nutrition through physical activity and a balanced meal in the supportive Library environment. Activities such as gentle yoga classes, a nutritious lunch, an opportunity to create friendships and access to the Library's free services has helped the County Library place itself at the forefront for innovation in meeting the needs of the growing aging population.
  - Serial Inebriate Program - offers treatment, shelter and other supportive services to chronic alcoholics to reduce their use of public safety and emergency medical care resources. The County's Alcohol and Drug Services united with the Police Department to develop a program for long-term homeless alcoholics that would slow their cycle of moving in and out of detoxification centers, jails and hospitals.
  - Workforce Academy for Youth - a comprehensive training program, which includes a six-month paid County internship, job coach, and life skills coach, to

better prepare emancipating foster youth for jobs, encourage school education, and promote a successful transition to self-sufficiency.

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

Strategic Initiative - Improve opportunities for children and families

- Children's Mental Health Services (CMHS) was the first organization to receive the **National Federation of Families** ***Award for Children's Mental Health***. The award honored CMHS use of the wraparound approach to providing youth and family services. Wraparound services address the larger context in which the child lives and considers all elements in treatment including treatment for the parents, partnerships with educators and law enforcement and the child's physical health.
- The **California Department of Child Support Services (DCSS)** honored the County's Department of Child Support Services with the coveted ***Large Caseload County for the Fiscal Year 2008 Award***. The State DCSS recognizes the top performing local child support agencies for their performance based on an average of their ranking in five federal performance measures; this was the first year the County has won the award.
- The Farm and Home Advisor's Office received two national awards for the "Money Talks for Teens," a program designed to teach teens about money management from the **National Extension Consumer and Family Science Association** and from the **Association for Financial Counseling, Planning and Education**.
- The Health and Human Services Agency's Children's Services program received a ***2008 Adoption Excellence Award*** in the category "Support for Adoptive Families" from the **U.S. Department of Health and Human Services** for the extraordinary contributions the County has made in providing adoption and other permanency outcomes for children in foster care.
- The **Metlife Foundation** recognized the County's Workforce Academy for Youth (WAY) program with a ***2008 Award of Excellence in Older Volunteer Program Management***. The WAY Program utilizes older volunteers as life skill coaches to mentor foster youth who are about to be emancipated from the foster care system.
- **National Association of Counties (NACo) -** ***Achievement Awards - 2008***
  - Child Support Employer Outreach - an outreach strategy, implemented by the Department of Child Support Services, designed to educate employers about their important role relating to child support withholding orders.
  - Workforce Academy for Youth - a six-month paid internship program with the County that provides employment, training, and mentorship to emancipating foster youth to better prepare them for self-sufficiency.
  - Miracle Field - a public/nonprofit partnership with the Miracle League of San Diego and the Department of Parks and Recreation to build the first Americans with Disabilities Act (ADA) accessible ball field of its kind in Southern California.
  - Preschool Development Health Screening in Libraries - a partnership between County branch libraries and Family Health Centers of San Diego to offer no-cost, quality health and developmental services to low-income and medically underserved families with children ranging in age from four months to five years.
  - Camp Barrett Work Readiness Program - a collaboration between the Probation Department and the Office of Education's Juvenile Court and Community Schools to provide employment readiness training to the wards of Camp Barrett, a detention facility for young adults.
  - Child Support Cell Phone Interface Project - pilot project using administrative subpoenas to obtain cell phone numbers and addresses of non-custodial, non-paying parents from cell phone providers, resulting in increased child support collections.
  - Vista GREAT Program - a partnership between the Sheriff's Department Vista Station, the City of Vista, and the Vista Unified School District to provide Gang Resistance Education and Training (GREAT), a model program shown to reduce risk factors associated with delinquency and gang membership.

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

- The U.S. Environmental Protection Agency's **National Environmental Justice Advisory Council** awarded the Department of Environmental Health a ***2008 Environmental Justice Award*** for its efforts and leadership in San Diego's Negocio Verde Environmental Justice Task Force. The Task Force, a collaborative program between the County, local businesses and community representatives, provides free bilingual compliance assistance and pollution prevention training, primarily in county communities that face the greatest environmental justice concerns.
- The **San Diego Chapter of the Association of Environmental Professionals** presented the Department of Public Works with the ***Outstanding Environmental Solution*** for the Valley Center Road Widening Project. The project included implementation of wildlife crossings and award of a grant for the Valley Center Roadside Recreational Heritage Trail.
- The **California Center for Sustainable Energy** awarded the County a ***San Diego Excellence in Energy (SANDEE) Award*** for Outstanding Organizational Achievement. The SANDEE awards recognize projects and activities in San Diego County that result in significant energy savings through the implementation of energy efficiency, energy conservation, renewable energy or transportation measures.

  Among the County "green" innovations is the new Edgemoor Skilled Nursing Facility, which features climate control and energy efficient technology such as occupancy sensors, solar panels and extra insulation. The energy efficient facility is estimated to save the County over $4 million in annual utility and operational costs.
- The Department of Planning and Land Use won the only two ***2008 Best Practice Awards*** from the **American Planning Association's San Diego Chapter** for creating guidelines to evaluate environmental impacts and to reduce water pollution. The County was honored for its creation of the California Environmental Quality Act Guidelines for Determining Significance and the Low Impact Development Handbook.
- **National Association of Counties (NACo) - *Achievement Awards - 2008***
  - Porous Pavement - Improving Stormwater Treatment - an innovative project by the Department of General Services (DGS) to demonstrate the benefits of porous pavement and treatment facilities in preventing contaminants from entering sensitive waterways.
  - Low Impact Development Handbook - a comprehensive manual of low impact development planning and stormwater management techniques; this handbook is already serving as a model for other programs in the Southwest United States.
  - Ramona Grasslands and Santa Maria Creek Restoration - a project that developed and implemented parks and recreation strategies to preserve the rural character of the town of Ramona through the protection of open space, utilization of creative tools to enhance and restore wildlife habitat, and expansion of the community trails network.
  - Healthy Garden-Healthy Home - an outreach program to support Integrated Pest Management education and training to residents to reduce the amount of home-use pesticides entering local waterways.

Strategic Initiative - Promote safe & livable communities

- The Department of Media and Public Relations' County Television Network (CTN) received nine awards at the **National Association of Telecommunications Officers & Advisors** conference in September 2008 for excellence in broadcast, cable, multimedia, and electronic programming.

  Programs awarded First Place honors include: "Down to Earth" - ***Magazine Format Series (Operating Budget over $400k)***; "How to Manage Manure" - ***Public Education (over $500k)***; and "Sam the Cooking Guy - New Zealand South Island" - ***Ethnic Experience***. Awards were also received in the following categories: ***Library, Community Awareness, Profile of a City/ County Department, Special Audience, Instruction/ Training, and Performing Arts.***
- The **California Emergency Services Association Southern Chapter** presented the Office of Emergency Services' Emergency Medical Services (EMS) with a ***Silver Award*** for outstanding service in the field of emergency management; the EMS departmental operations center was a key element in coordination of medical services for the entire county during Firestorm 2007.

- The **Metlife Foundation** awarded the Aging and Independence Services' Silver Age Yoga program a ***2009 Older Volunteers Enrich America Award***. Silver Age Yoga increases participants strength, balance, energy and overall health through physical activity and education.
- The Department of Parks and Recreation was recognized by the **California Parks and Recreation Society** with a ***2008 Achievement Award*** in Recreation Programs for outstanding achievement in development and implementation of the Movies in the Park series. The program was selected for its contribution to the mission of parks and recreation by strengthening community image, sense of place, safety and security.
- The Health and Human Services Agency's Aging and Independence Services received a ***2008 Aging Achievement Award*** from the **National Association of Area Agencies on Aging** for the Feeling Fit program. Feeling Fit was recognized as a creative and effective way to increase healthy activity among seniors.
- **National Association of Counties (NACo) - *Achievement Awards - 2008***
  - Legacy Corps San Diego - a groundbreaking initiative to fill gaps in existing services by training intergenerational service teams of at-risk youth and older adult mentors to provide free respite care to family members caring for homebound seniors.
  - Problem Gambling Counselor Training - a partnership between the County's Alcohol and Drug Services unit and local Indian casinos to provide comprehensive training in the identification, assessment and treatment of problem gamblers.
  - Firestorm 2007 Rebuilding Workshops - a proactive, inter-agency program providing workshops to educate fire survivors on how to rebuild their homes and structures damaged by the 2007 wildfires.
  - Enhancing the School Pedestrian Crossing Safety Program - further enhances school pedestrian safety by installing new, in-pavement warning light systems that utilize solar power and wireless technology at high-risk locations.
  - Web Referral for AIS - a program which provides community professionals a user-friendly, electronic referral system for In-Home Supportive Services (IHSS); diverting calls from the County's Aging and Independence Services (AIS), which currently takes IHSS referrals, and allows AIS staff to handle increased numbers of abuse-related calls.
  - Assessor Provides Relief to Wildfire Victims - a streamlined process to identify fire damaged properties and provide an outreach program to inform fire victims of available property tax relief. Staff resources were immediately dispatched to temporary Local Assistance Centers to help the public complete their Disaster Relief applications to adjust property tax bills.
  - Transitional Age Young Adult Clubhouse - an innovative mental health program for seriously mentally ill young adults, ages 18-25, which reaches out through a clubhouse setting to provide employment education and vocational training.
  - Firestorm 2007 - Erosion Control Initiative - shortly after the 2007 wildfires began, the Department of Public Works took immediate and comprehensive action to utilize erosion control "best management practices" to reduce the risk of flooding and debris flows that threatened public health and safety.
  - Wildfire Zone - an outreach program by the County's Farm and Home Advisor (FHA) Office to help the public understand wildfire hazards and to educate them on appropriate actions to be taken to reduce the risk of loss to life and property.
  - Self-Sufficiency Through Education - a computer-learning center designed to encourage residents of low-income public housing to become self-sufficient; program staff and students from UCSD work with residents and students and provide workshops on topics such as the education system and financial aid.
  - Substance Abuse Recovery Management System (SARMS) - an integral component of the County's Dependency Court Recovery Project, this housing program provides rental assistance to eligible participants in order to assist in reuniting families in recovery.
  - Firestorm 2007 Rapid Community Recovery - a systematic approach to allow residents to get immediate help in their communities, by establishing Local Assistance Centers to provide "one-stop shops" for fire victims to apply for aid and utilize other essential services.
  - Prison Re-entry Program - a collaborative effort between State and County entities to improve public safety by enhancing rehabilitative services for inmates both in the prisons and upon their re-entry into the community.

Operational Excellence Awards

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

- The **California Counties Facilities Services Association** named the Department of General Services as a recipient of the ***2008 Award of Excellence*** for its exceptional dedication and continued efforts to advance the development of programs and processes that extend the life of public facilities.
- The **San Diego Society for Human Resource Management** awarded the County's In Home Supportive Services Public Authority with the ***2008 Crystal Award*** for their exemplary efforts at hiring the best employees, implementing an effective employee recognition program and emphasizing the employees' work-life balance.
- The Department of Human Resources received the ***Best Managed Implementation - 2008*** award from **NEOGOV** for their conversion to the new online job application system. The award was based on several factors, including the speed of the implementation and thoroughness of the business process re-engineering, and was highlighted during a presentation at NEOGOV's annual conference.
- The San Diego County District Attorney's Office received a ***Workplace Excellence Award*** from the **San Diego Society for Human Resource Management** for recognition as an outstanding workplace through implementation of professional and innovative human relations programs, such as the DA University program, which provides in-house continuing education for employees, and the "You Are a Star" recognition and reward program.
- The **California Association of Public Information Officials** rated the Department of Child Support Services' online employee newsletter, The SKOOP, as the best internal or employee newsletter published in the state among entries and awarded them a 2***008 Excellence in Communication Award.***
- The Department of Purchasing and Contracting received its eighth consecutive ***Achievement of Excellence in Procurement Award*** from the **National Purchasing Institute** for demonstrating excellence in innovation, professionalism, productivity, e-procurement and leadership.
- The **Center for Digital Government** recognized the County with second place in the ***Best of the Web Awards*** for its revamped Web site. The national Best of the Web awards recognize the most innovative, user-friendly state and local government Web sites; San Diego was the only California county to receive an award.
- **National Association of Counties (NACo) - *Achievement Awards - 2008***
  - Continuity of Operations (COOP) - an internal plan for all County departments which ensures that the capability exists to continue essential County functions that serve the public in the event of an emergency and provides guidance for a timely recovery process and resumption of full service to customers.
  - Records Management: Revamped and Revised - a major overhaul of two existing, dated records management systems into the Enterprise Content Management Program; this program creates a clear path for managing electronic files and paper and minimizes the risks associated with records management.
  - Public Assistance Fraud Diversion Program - a collaborative program between the Public Defender and District Attorney to allow the County to obtain full restitution for taxpayers while providing first-time violators charged with public assistance fraud an opportunity to avoid criminal conviction, which often impedes their efforts for employment.
  - Performance Based Contracting - a collaborative strategy between the Probation Department and community-based organizations to enter into performance based contracts with County juvenile service providers and improve the quality of service oversight.
  - Deferred Compensation Quick Enroll Program - a campaign designed to simplify and streamline the County's Deferred Compensation enrollment process and encourage employees to take part in saving for their own retirement.
  - Mobile Audit Access Program - the implementation of enhanced, system-ready laptops to reduce the average audit completion time, provide better customer service to audited businesses and improve general workflow between departmental units.

- Road Pavement Management System - a significant upgrade of the County's Pavement Management System for the 1,800 miles of paved roads in the unincorporated areas; the system utilizes GPS and digital photo technology to maximize the use of limited tax funds.
- Regulatory Planning's Kiva Workload Management System - a new, online application that allows the public to query information from the County's unified Land Information System database and provides a GIS tool for more complex parcel research.
- T-TC Depositing Method - a business process improvement which has, for the first time, automated the County's deposits from cash in the bank and the general ledger, resulting in increased internal control and visibility of deposits.
- Youth Services Exchange - the County Library's internal e-mail newsletter that provides an interactive resource for staff with training tips and information for improved youth programs and services provided by branch libraries.
- Countywide Specialty and Small Business Job Order - the Job Order Contracting program is an indefinite-quantity contract where contractors annually bid a multiplier to prices contained in a book of construction details; the program involves contractors to help determine solutions to construction problems that results in faster responses and reduced costs.
- Food for Thought - an innovative, joint program between Aging and Independence Services and the County Library system to reach out to older adults to improve their health and quality of life.
- Diversity Pipeline - a proactive endeavor, launched by the District Attorney's Office, to enhance diversity in the legal profession by reaching out to encourage youth, especially those in underrepresented groups, to pursue careers in prosecution and law enforcement.
- Property Profile Maps and Analysis Tool - an interactive online tool implemented by the Department of Planning and Land Use which offers the public speedier access and enhanced information and maps for property, environmental, and land development.
- Service Contract Compliance and Audit Program - a program developed by DGS to comprehensively measure performance quality and enforce service contract compliance provided by contract vendors.

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 region by investigating crime, prosecuting and defending persons accused of crimes, holding offenders in custody, and in supervising sentenced offenders. PSG departments also provide programs and services promoting opportunities for children and young adults.

PSG Departments

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

Mission Statement

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

Vision Statement

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

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

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

2008-09 Anticipated Accomplishments

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

Strategic Initiative – Kids

- The Probation Department 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.
- Although Probation was successful in reducing the total number of violent incidents in juvenile institutions in Fiscal Year 2007-08 by 36%, the rate of violent incidents in the juvenile institutions increased by 1% this Fiscal Year 2008-09.
- The District Attorney increased the prosecution of Internet crimes against children by 45%.

Strategic Initiative - Safe and Livable Communities

- The District Attorney, Sheriff, Probation and Public Defender collaborated with the Court, health treatment professionals and other criminal justice partners to develop a behavioral health court model that will reduce the recidivistic behavior of mentally ill offenders.
- Continued to draft a strategic roadmap for the development and implementation of a next generation regional communication system. This effort, involving all the regional partners, will continue during Fiscal Year 2009-11.

- The Sheriff's Department reduced the time 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 88 days by creating a rapid response DNA Team.
- The Sheriff's Department implemented a revised inmate classification system which will ensure inmates with current or past violent criminal histories are housed separately from nonviolent offenders.
- The Probation Department increased their participation in multi-agency operations, such as adult and juvenile gang operations, truancy sweeps, probation/parole sweeps, and sobriety checkpoints
- The Department of Child Support Services collaborated with the State and the Administrative Office of the Courts to design and develop a process involving collaborative negotiation with parents. Once implemented, this process will establish the baseline to measure whether establishment or modifications of child support orders are processed more efficiently and whether this results in increased child support payment and increased parent satisfaction.
- The Office of Emergency Services, in partnership with the Land Use and Environment Group and the Forest Area Safety Task Force created a master fuel management plan to reduce the region's vulnerability to wildfires. This involved working with representatives from the 18 incorporated cities, other governmental jurisdictions and the private sector.
- The Office of Emergency Services, in collaboration with the 18 incorporated cities, other County groups and departments, fire safety councils, and the private sector, developed a public education campaign and materials on reducing the risk of wildfires to reach three million residents.
- The Office of Emergency Services developed and implemented a public awareness campaign on the County's AlertSanDiego emergency notification system that directs residents to a Web link to register. This campaign provided information to the community about the difference between the system and Reverse 911, and the benefits of the notification system. There were 148,000 new registrants to AlertSanDiego.

2009-11 Objectives

In the upcoming year, PSG will address core law enforcement and public safety needs, community-based initiatives to improve public safety, and continue to enhance emergency preparedness for the region.

Strategic Initiative – Kids

- Inform and educate the community about child support services through proactive media relations and community outreach.
- Increase public safety and reduce crime by ensuring that youth who leave custodial settings are prepared for success in the community through successful participation in rehabilitative opportunities.

Strategic Initiative - Safe and Livable Communities

- Expand the Preventing Rape by Intoxication campaign in partnership with the community, sexual assault survivors, Children's Hospital, law enforcement and local middle schools, high schools and universities.
- Create a crime prevention video, in partnership with sexual assault survivors, to help college age youth avoid becoming victims of sexual assault by intoxication.
- Initiate a door-to-door Wildfire Awareness Campaign to approximately 400,000 households that will focus on the communities in wildland urban interface areas.
- Increase public safety and reduce crime by ensuring that the highest risk adults under intensive supervision are held accountable for their actions and are provided with rehabilitative opportunities in order to reduce further offenses.
- Increase the recovery rate of stolen vehicles by coordinating the successful implementation and utilization of various license plate reader technologies.
- Improve the crime solving/closure rate by implementing a "Tracking Known Offenders" process that will use information from the Sheriff's Records Management System, Jail Information Management System, Probation Department and State Parole to more effectively solve crimes by correlating the whereabouts of known offenders to crimes and crime locations.

Required Discipline – Essential Infrastructure

- Develop a Local Assistance Center Plan to address site selection, oversight and site management at Local Assistance Centers (LACs). LACs are one-stop shops for residents to receive services following a disaster.

Required Discipline – Customer Satisfaction

- Evaluate expanding child support services to other parts of the County to provide customers easier access to services.

Required Discipline – Information Technology

- Research and develop multiple social media pages including MySpace, Facebook, LinkedIn, YouTube, Twitter and eBlogger to reach a younger generation of residents with emergency preparedness information.

Related Links

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

Executive Office Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 1.00 staff year as a result of a reduction in available funding.

Expenditures

Net decrease of $30.9 million.

- Salaries and Benefits — net decrease of $0.07 million as a result of the reduction of 1.00 staff year offset by salary and benefit adjustments.
- Services and Supplies — increase of $0.4 million to align resources with operational needs.
- Operating Transfers Out — decrease of $25.0 million reflects a change in transfers to public safety agencies of revenues from Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, the dedicated one-half cent sales tax for public safety to support regionwide services provided by these departments.
- Management Reserves — decrease of $6.2 million. No management reserves will be allocated for Fiscal Year 2009-10.

Revenues

Net decrease of $30.9 million

- Revenue from Use of Money & Property — decrease of $0.2 million due to a reduction in revenues received from leased properties.
- Intergovernmental Revenues — decrease of $25.0 million due to a decline in revenues from Proposition 172 which supports regional law enforcement services, due to the national economic downturn and reduced sales tax receipts.
- Miscellaneous Revenues — decrease of $0.03 million due to a reduction in revenues received from other sources.
- Use of Fund Balance — decrease of $4.7 million, a total of $1.5 million in Public Safety Group Fund Balance is proposed to support the planned department relocations related to the completion of the Medical Examiner and Forensic Center and the County Operations Center.
- General Revenue Allocation — decrease of $0.95 million, which reflects the impact of the downturn in the overall economy.

Executive Office Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net decrease of $1.5 million due to an increase of $0.03 million in Salaries and Benefits for negotiated wage and benefit increases offset by a decrease of $1.5 million in Services and Supplies to align with operational needs.

Contributions for Trial Courts

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

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Expenditures

Net decrease of $0.8 million.

- Services and Supplies — decrease of $8.0 million to realign Internal Service Fund appropriations with actual costs. The statutorily required County Facility Payment is now included in Other Charges. As part of the transfer of Court facilities, certain responsibility for major maintenance projects shifts to the State and expenditures are reduced by $0.8 million.
- Other Charges — increase of $7.1 million to align to actual levels of appropriations required for the revenue sharing requirements of Government Code §77205, related to Trail Court funding and the statutory required County Facility payment.

Revenues

Net decrease of $0.8 million

- Fines, Forfeitures & Penalties and Charges for Current Services — decrease of $0.8 million to align to actual levels of revenues received. This includes an increase of $0.3 million in Fines, Forfeitures and Penalties and a decrease of $1.2 million in Charges for Current Services. These revenues support the requirements of Government Code §77205, related to Trial Court funding.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

No changes.

Defense Attorneys/Contract Administration

The Defense Attorney/Contract Administration function of the Public Safety Group involves the management and administration of certain indigent defense services. This organization unit previously included the contract for conflict indigent defense services for persons requiring but unable to afford their own attorneys and for whom the County Public Defender and Alternate Public Defender offices have a conflict of interest. On December 9, 2008, the Board of Supervisors approved the creation of the Office of Assigned Counsel within the department of the Public Defender to manage conflict indigent defense.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Expenditures

Services and Supplies — decrease of $8.7 million due to the transfer of funds to the Public Defender, Office of Assigned Counsel for management and administration of conflict indigent defense services.

Revenues

Net decrease of $8.7 million related to the shift of responsibility for management of conflict indigent defense services to the Public Defender.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

No changes.

Staffing by Department

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Public Safety Group	11.00	11.00	10.00	(9.09)	10.00
District Attorney	1,040.00	1,054.00	1,054.00	0.00	1,054.00
Sheriff	4,032.50	4,049.50	3,849.00	(4.95)	3,849.00
Alternate Public Defender	100.00	100.00	95.00	(5.00)	95.00
Child Support Services	514.00	484.00	473.00	(2.27)	473.00
Citizens' Law Enforcement Review Board	4.00	4.00	4.00	0.00	4.00
Office of Emergency Services	19.00	19.00	16.00	(15.79)	16.00
Medical Examiner	57.00	58.00	53.00	(8.62)	53.00
Probation	1,355.00	1,452.00	1,303.00	(10.26)	1,303.00
Public Defender	343.00	343.00	334.00	(2.62)	334.00
Total	7,475.50	7,574.50	7,191.00	(5.06)	7,191.00

Expenditures by Department

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Public Safety Group	$ 271,397,821	$ 249,875,489	$ 218,990,447	(12.36)	$ 217,520,835
District Attorney	138,797,358	150,275,185	147,525,766	(1.83)	148,718,409
Sheriff	566,141,681	579,275,004	555,040,596	(4.18)	567,419,223
Alternate Public Defender	16,140,133	16,979,135	15,647,134	(7.84)	15,798,236
Child Support Services	52,314,448	50,784,583	51,573,524	1.55	51,945,961
Citizens' Law Enforcement Review Board	560,194	579,027	499,027	(13.82)	509,800
Office of Emergency Services	9,177,639	10,759,122	6,952,525	(35.38)	2,846,398
Medical Examiner	8,116,092	8,420,637	8,330,793	(1.07)	8,399,215
Probation	165,416,147	183,076,525	175,857,835	(3.94)	177,586,533
Public Defender	54,381,777	56,857,144	63,243,526	11.23	64,289,965
Contribution for Trial Courts	74,139,424	72,835,301	71,985,970	(1.17)	71,985,970
Defense Attorney / Contract Administration	9,373,418	9,168,420	411,339	(95.51)	411,339
Total	$ 1,365,956,132	$ 1,388,885,572	$ 1,316,058,482	(5.24)	$ 1,327,431,884

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Public Safety Executive Office	11.00	11.00	10.00	(9.09)	10.00
Total	11.00	11.00	10.00	(9.09)	10.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Public Safety Executive Office	$ 14,018,574	$ 13,956,840	$ 8,071,798	(42.17)	$ 6,602,186
Public Safety Proposition 172	257,379,247	235,918,649	210,918,649	(10.60)	210,918,649
Total	$ 271,397,821	$ 249,875,489	$ 218,990,447	(12.36)	$ 217,520,835

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 1,565,900	$ 1,641,491	$ 1,570,872	(4.30)	$ 1,603,652
Services & Supplies	8,871,476	5,525,433	5,902,161	6.82	4,399,769
Other Charges	581,198	589,916	598,765	1.50	598,765
Operating Transfers Out	256,379,247	235,918,649	210,918,649	(10.60)	210,918,649
Management Reserves	4,000,000	6,200,000	—	(100.00)	—
Total	$ 271,397,821	$ 249,875,489	$ 218,990,447	(12.36)	$ 217,520,835

Budget by Categories of Revenue

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Revenue From Use of Money & Property	$ 2,803,158	$ 2,803,158	$ 2,601,756	(7.18)	$ 2,601,756
Intergovernmental Revenues	249,918,649	235,918,649	210,918,649	(10.60)	210,918,649
Charges For Current Services	708,000	708,000	708,000	0.00	708,000
Miscellaneous Revenues	—	33,640	—	(100.00)	—
Use of Fund Balance	8,760,598	6,200,000	1,500,000	(75.81)	—
General Revenue Allocation	9,009,280	4,212,042	3,262,042	(22.55)	3,292,430
Total	$ 271,397,821	$ 249,875,489	$ 218,990,447	(12.36)	$ 217,520,835

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.

2008-09 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Increased by 29% the number of evaluated insurance fraud cases, exceeding the goal of 5%.
- Increased by 26% the number of insurance fraud referrals, exceeding the goal of 10%.
- Increased by 28% the number of cases evaluated in the Economic Crime Division, exceeding the goal of 10%.
- Increased by 10% the rate of restitution orders.
- Instituted two major gang operations in high crime neighborhoods that led to the arrests and prosecutions of over 100 documented gang members. These operations resulted in significant crime reductions in the communities.
- Increased by 45% the prosecutions of Internet crimes against children, exceeding the goal of 10%.

Required Discipline – Fiscal Stability

- Settled 77% of adult felony cases prior to preliminary hearing, exceeding the goal of 70%.

Required Discipline - Regional Leadership

- Provided statewide leadership in the areas of continuing legal education and legislative advocacy through the California District Attorney's Association, resulting in the passage of legislation for increased fees to support the investigation and prosecution of real estate fraud, the addition of previously unregulated forms of amphetamine to the California Schedule of Prohibited Substances, and authorization for the distribution of unallocated funds to support efforts in the investigation and prosecution of insurance fraud.
- Delivered best in class prosecutorial skills training for the nation's prosecutors in the areas of child abuse, elder abuse, sex crimes, victims' rights, domestic violence, confidential informant protocols, arson and animal abuse through the National District Attorneys Association's National College of District Attorneys and the California District Attorneys Association.
- Provided statewide leadership in the area of community re-entry.
  - Published Community Prisoner Re-entry Program, authorized by Senate Bill (SB) 618, *Individual Assessments and Treatment Plan*, program evaluation data based on a rigorous experimental model design.
  - Presented the Community Prisoner Re-entry Program evaluation data at the California District Attorneys Association conference.
  - Hosted criminal justice delegations from Napa Valley, Riverside and San Bernardino Counties to help the agencies replicate San Diego County's SB 618 community re-entry program.

2009-11 Objectives

Strategic Initiative – Safe and Livable Communities

- Exercise response preparedness, information sharing and interagency cooperation in the event of an emergency to ensure the safety of County residents.
  - Host an Emergency Table Top Exercise with District Attorney staff and justice partners to improve major emergency incident preparedness.
  - Train 100% of District Attorney staff on emergency protocols to support the District Attorney's Continuation of Operations Plan.
  - Implement the processes that enable the District Attorney management to communicate with 100% of the agency's staff in the event of a regional emergency.
- Coordinate public outreach and education in the prevention of sexual assault by intoxication targeting students at all levels.
  - Expand the Preventing Rape by Intoxication campaign in partnership with the community, sexual assault survivors, Children's Hospital, law enforcement and local middle schools, high schools and universities.
  - Create a crime prevention video, in partnership with sexual assault survivors, to help college age youth avoid becoming victims of sexual assault by intoxication. Distribute the video for viewing in colleges, link to the District Attorney's Web site, and post on social networking Web sites.
  - Implement the Know the Price program, in partnership with the Child Abuse Prevention Foundation, to help High School juniors and seniors to avoid becoming victims of sexual assault by intoxication.

Required Discipline - Fiscal Stability

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

Required Discipline - Regional Leadership

- Implement the North County Family Violence Prevention Program in partnership with the San Diego County Sheriff's Department to provide service to North County Victims of domestic violence, sexual assault and stalking.
- Create an educational video, in partnership with the District Attorney's Youth Advisory Board, to provide local youth with the tools to improve their decision making skills.
- Develop a crime prevention program in Donavan State Prison to assist inmates in improving their decision making skills to support successful re-entry into the community.

Related Links

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

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Achieve a conviction on felony cases [1] prosecuted	93% of 15,782	94%	94% of 16,169	94%	94%
Achieve a conviction on misdemeanor cases prosecuted	89% of 25,338	90%	90% of 26,100	90%	90%
Resolve adult felony cases prior to the preliminary hearing	75% of 16,638	70%	77% of 16,169	70%	70%

Table Notes

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

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

The Fiscal Year 2009-11 Proposed Operational Plan includes 1,054.00 authorized staff years, which is no change from the Fiscal Year 2008-10 Operational Plan; however, $8.8 million in funding is reduced due to maintaining 50 vacant positions increasing to 100 vacant positions during the fiscal year. The prosecution of felony and misdemeanor cases will remain a priority; however, the reduction in staff will impact the length of investigations, time for case preparation and time to bring cases to completion. In addition, services to the victims of crime will be delayed and fewer contacts will be possible. The positions will remain vacant pending the availability of future funding. Transfers between programs are based on operational needs.

Expenditures

Net decrease of $ 2.7 million.

- Salaries and Benefits — the decrease of $ 8.6 million is due to reducing funding of $8.8 million for vacant positions, decreasing funding of $ 0.1 million for temporary help, and other adjustments.
- Services and Supplies — increase of $3.4 million.
  - Increase in information technology hardware and setup purchases of $1.6 million due to equipment refreshes, and network security equipment and data storage upgrades.
  - Increase in cell phone expense of $0.6 million due to growing need for electronic communications using wireless air cards and personal digital assistants devices.
  - Increase in annual information technology software licenses of $0.4 million due to supporting new versions of end user software and network infrastructure software and support.
  - Increase in information technology hardware maintenance of $0.3 million due to expanded network scanner and printer maintenance needs.
  - Increase in communication costs of $0.3 million due to the growing need for increased bandwidth for electronic communications between the District Attorney's outlying branch offices, as well as with other criminal justice partners.
  - Increase in information technology applications consulting of $0.2 million due to support for best practices enhancements, upgrades, and technical support.
- Other Charges — increase of $0.7 million.
  - Increase of $0.4 million due to U.S. Department of Justice, Bureau of Justice Assistance Project Safe Neighborhoods program contracts.
  - Increase of $0.3 million due to the U.S. Department of Justice, Office on Violence Against Women, Grants to Encourage Arrest Policies and Enforcement of Protection Orders Program contracts.
- Capital Assets Equipment — increase of $2.0 million due to the replacement of information technology hardware which will support network capacity.
- Expenditures Transfers & Reimbursements — increase of $0.3 million for the Public Assistance Fraud Unit to realign revenues with estimated expenditures.

Revenue

Net decrease of $2.7 million.

- Intergovernmental Revenues — net increase of $0.3 million.
  - Decrease of $0.2 million in the High Technology Theft Apprehension and Prosecution Program (CATCH).
  - Decrease of $0.2 million due to the elimination of the Parole Advocacy Program.
  - Decrease of $0.1 million in the High Technology Identity Theft Apprehension and Prosecution Program (CATCH ID Theft).
  - Decrease of $0.1 million in the Career Criminal Program.
  - Decrease of $0.1 million in the Citizens Options for Public Safety (COPS) Program.
  - Decrease of $0.1 million due to the elimination of the Spousal Abuse Prosecution Program.
  - Increase of $0.6 million in the federal other grants for the Office of Violence Against Women North County Program.
  - Increase of $0.5 million in the federal grants for the Project Safe Neighborhood Program.
- Charges for Current Services — decrease of $0.3 million in the Real Estate Fraud fund due to a decline in real estate transactions.

- Miscellaneous Revenues — increase of $0.6 million in projected receipts for Proposition 64, *Limit on Private Enforcement of Unfair Business Competition Laws,* to support the activities of the identify theft, environmental protection and consumer protection programs.
- Other Financing Sources — decrease of $5.0 million due to a reduction in funding from Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993,* which supports regional law enforcement services, due to the national economic downturn and reduced sales tax receipts.
- Use of Fund Balance — increase of $1.4 million. A total of $7.1 million is included in the budget for one-time purchases for information technology refresh and upgrades, and to fund salary and benefits costs in Fiscal Year 2009-10 to allow for salary savings to occur through attrition.
- General Revenue Allocation — increase of $0.3 million to offset the increases described above.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net increase of $1.2 million as a result of an increase of $4.2 million in Salaries and Benefits due to negotiated wage and benefit increases, and an increase of $0.2 million in Cost Applied Transfer Reimbursements due to negotiated wage and benefit increases in the Public Assistance Fraud program offset by a decrease of $0.8 million in Other Charges as the District Attorney transfers the role of fiscal agent to another entity for the Project Safe Neighborhood program, and a decrease of $2.0 million in Capital Assets Equipment for one-time information technology purchases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
General Criminal Prosecution	534.00	541.50	607.00	12.10	607.00
Specialized Criminal Prosecution	314.50	327.50	275.00	(16.03)	275.00
Juvenile Court	64.00	60.00	46.00	(23.33)	46.00
Public Assistance Fraud	73.50	70.00	70.00	0.00	70.00
District Attorney Administration	54.00	55.00	56.00	1.82	56.00
Total	1,040.00	1,054.00	1,054.00	0.00	1,054.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
General Criminal Prosecution	$ 76,873,294	$ 79,943,918	$ 91,039,953	13.88	$ 90,953,074
Specialized Criminal Prosecution	46,951,057	52,817,494	43,634,448	(17.39)	44,925,706
Juvenile Court	7,907,815	8,534,174	5,500,255	(35.55)	5,726,493
Public Assistance Fraud	(1,421,006)	(706,753)	(1,670,255)	136.33	(1,712,082)
District Attorney Administration	8,023,198	8,836,352	8,221,365	(6.96)	8,425,218
District Attorney Asset Forfeiture Program	463,000	850,000	800,000	(5.88)	400,000
Total	$ 138,797,358	$ 150,275,185	$ 147,525,766	(1.83)	$ 148,718,409

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 123,896,176	$ 137,826,864	$ 129,264,206	(6.21)	$ 133,472,999
Services & Supplies	16,257,813	17,459,454	20,856,208	19.46	20,899,475
Other Charges	2,514,276	2,752,740	3,452,353	25.42	2,634,196
Capital Assets Equipment	315,616	365,616	2,360,200	545.54	360,200
Expenditure Transfer & Reimbursements	(8,386,523)	(8,329,489)	(8,607,201)	3.33	(8,848,461)
Operating Transfers Out	200,000	200,000	200,000	0.00	200,000
Total	$ 138,797,358	$ 150,275,185	$ 147,525,766	(1.83)	$ 148,718,409

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Intergovernmental Revenues	$ 18,485,155	$ 20,358,237	$ 20,626,321	1.32	$ 20,167,509
Charges For Current Services	1,210,000	1,210,000	910,000	(24.79)	910,000
Miscellaneous Revenues	1,353,412	1,795,297	2,395,297	33.42	2,442,797
Other Financing Sources	51,030,852	47,720,878	42,720,878	(10.48)	42,720,878
Use of Fund Balance	6,178,636	5,750,000	7,100,000	23.48	6,499,217
General Revenue Allocation	60,539,303	73,440,773	73,773,270	0.45	75,978,008
Total	$ 138,797,358	$ 150,275,185	$ 147,525,766	(1.83)	$ 148,718,409

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COUNTY OF
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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 3,850 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 913,000 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 5,400 inmates per day. The Sheriff's detention facilities book 148,000 inmates annually. Services provided to the San Diego Superior Courts include weapons screening and courtroom security. The department also serves as the County's levying and enforcement agency for execution, service and return of all writs, warrants and temporary restraining orders.

Mission Statement

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

2008-09 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Reduced the time 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 88 days by creating a rapid response DNA Team. The original goal was to process and deliver DNA analysis in 15 days; however, as a result of positions frozen due to the downturn in the economy and delays in hiring and training, the turnaround time is 88 days.
- Implemented a revised inmate classification system which will ensure inmates with current or past violent criminal histories are housed separately from nonviolent offenders.
- Trained 66 Detentions Registered Nurses (RNs) and 8 Licensed Vocational Nurses (LVNs) in Pre-Hospitalization Trauma Life Support (first responder-level care training). The remaining 89 RNs and 34 LVNs will complete the training by June 2010.
- Expanded the East County Gang Task Force by including two agents from the Federal Bureau of Investigation.

- Provided 65 anti-bullying presentations by school resource officers to students from kindergarten to 8th grade.
- Increased the number of warrants cleared by arrest by 36% (1,156 to 1,575) in calendar year 2008.
- Developed a deployment plan for cadets at the San Diego Regional Law Enforcement Training Institute (Miramar College) in the event of an emergency and incorporated the deployment plan into the Miramar College Site Operation Plan.
- Acquired property for a new Rancho San Diego station in May 2009. The timeline for beginning construction is dependent upon obtaining additional funding.
- Began assessment of future facility requirements for new and replacement law enforcement stations and sub-stations, with completion of the assessment by June 2010.

2009-11 Objectives

Strategic Initiative – Safe and Livable Communities

- Maintain adequate patrol staffing in order to keep response time for priority calls at or below 10.2 minutes in contract cities, 13.8 minutes in the unincorporated area, and 22.0 minutes in the rural area.
- Increase the recovery rate of stolen vehicles by coordinating the successful implementation and utilization of various license plate reader technologies.
- Develop a regional, multi-agency, multi-jurisdictional partnership to target and reduce violent crime and gang violence in the San Diego County area by conducting twice-monthly high visibility, uniformed suppression operations throughout the region on a rotating basis beginning in December 2009. This goal is contingent upon

receipt of Byrne Memorial Competitive Grant funds from the U.S. Department of Justice, Bureau of Justice Administration.

- Improve the crime solving/closure rate by implementing a "Tracking Known Offenders" process that will use information from the Sheriff's Records Management System, Jail Information Management System, Probation Department and State Parole to more effectively solve crimes by correlating the whereabouts of known offenders to crimes and crime locations.
- Provide increased high visibility patrols in the Rural Command areas of Campo, Boulevard and Jacumba in order to prevent and deter border related crimes such as drug smuggling, robberies, thefts and kidnappings. Directed patrols hours will increase by 60% from the current 23,580 patrol hours to a projected 37,878 patrol hours. Funding for increased patrols is provided by the Operation Stonegarden Grant.
- Reduce overtime by reassigning 20 positions from the Descanso Detention Facility to a dedicated hospital guard unit that provides security when inmates are hospitalized and by moving 48 deputies from Descanso Detention Facility to fill vacancies in other detention facilities.
- Renovate a 64 bed housing unit at the Las Colinas Detention Facility, currently used as a storage building, by December 2009. The housing unit will provide added bed space to address short-term housing needs of female offenders.
- Implement by June 2010, a program to train and utilize sentenced female offenders to perform the operations of the telephone visit reservation line and to schedule inmate social visits. This program will allow the utilization of Detention Information Specialists to serve as relief positions at other facilities.
- Prepare site plan and building specifications by June 2010 for a new women's detention facility.
- Increase the number of warrants cleared by 5% (2,576 to 2,705) in calendar year 2010.

Related Links

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

Performance Measures

	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Priority 1 & 2 Response Times:					
— Incorporated Response Times (Min.)	10.2	10.2	9.9	10.2	10.2
— Unincorporated Response Times (Min.)	13.9	14.1	13.1	13.8	13.8
— Rural Response Times (Min.)	22.4	22.4	20.2	22.0	22.0
Public Calls for Service	233,746	235,000	221,500	230,000	230,000
Deputy Initiated Actions (DIA)	263,626	265,000	271,373	265,000	275,000
Daily Average – Number of Inmates	5,209	5,450	5,200	5,400	5,500
Number of Jail Bookings	142,357	148,000	146,000	148,000	150,000
Bank Garnishment Civil Unit Processing	8 Days	7.5 Days	7.5 Days	7.5 Days	7.5 Days

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 200.50 staff years as a result of a reduction in available funding due to the national economic downturn. The decrease in staff years results in the following impacts:

- Closure of the Descanso Detention Facility by July 2009
- Decentralize Special Enforcement Detail (SWAT)
- Delay full implementation of DNA Rapid Response Team at Crime Lab
- Discontinue service of non-mandatory civil process
- Review planned expenditures for major maintenance and routine maintenance projects
- Delay planned equipment replacement

Expenditures

Net decrease of $24.2 million.

- Salaries and Benefits — decrease of $20.5 million due primarily to the decrease of 200.50 staff years.
- Services and Supplies — net decrease of $4.9 million.
  - Decrease of $6.7 million in various accounts as a result of the lack of funding available due to the downturn in the overall economy and to help offset the rising costs in public liability insurance, inmate medical care, food, household expense and pharmaceuticals.
  - Decrease of $0.9 million associated with the Cal-ID program pending approval of the Fiscal Year 2009-10 proposed budget by the San Diego County Cal-ID/ Remote Access Network (RAN) Board, which is a countywide policy and advisory board that makes recommendations on the distribution of Cal-ID funds. The Cal-ID budget will be included in the Change Letter process.
  - Increase in public liability insurance of $1.2 million due to an increase in actuarial expenses/liability.
  - Increase of $1.5 million due to rising costs in food, household expense and pharmaceuticals for inmates.
- Other Charges — increase of $3.0 million due to rising costs in inmate medical care.
- Capital Assets and Equipment — decrease of $0.6 million due to the cancellation of $0.3 million in planned laundry and food preparation equipment purchases as a result of lack of funding due to the downturn in the overall economy and a decrease of $0.3 million due to pending approval of the Fiscal Year 2009-10 proposed budget by the San Diego County Cal-ID/Remote Access Network (RAN) Board.
- Operating Transfers Out — increase of $0.2 million due to an increase in the transfer amount from Jail Stores to the Inmate Welfare Fund.
- Management Reserves — decrease in Management Reserves of $1.45 million.

Revenues

Net decrease of $24.2 million.

- Fines, Forfeitures and Penalties — net decrease of $1.1 million primarily in Cal-ID revenue due to the pending approval of the Fiscal Year 2009-10 Cal-ID program proposed budget by the San Diego County Cal-ID/Remote Access Network (RAN) Board.
- Revenue from Use of Money & Property — net increase of $0.4 million due primarily to an increase in the inmate telephone contract.
- Intergovernmental Revenues — net decrease of $4.0 million.
  - Decrease of $4.9 million due to the expiration of grants and/or rebudgeting of grant funds that will be included in the Change Letter process.
  - Decrease of $0.6 million in Trial Court reimbursement due to reduced levels of contracted security services requested by the Superior Court.
  - Increase of $1.3 million for federal and State reimbursement for costs incurred during the 2007 wildfires.
  - Increase of $0.2 million associated with the Sheriff's role as fiscal agent for the High Intensity Drug Trafficking Area (HIDTA). The funds will be used to reimburse law enforcement agencies collaborating in HIDTA initiatives.
- Charges for Current Services — net decrease of $1.4 million.
  - Decrease of $1.1 million due to an anticipated change in the contract with the city of San Diego for leasing jail beds for City misdemeanants. The proposed contract will have the City pay based on the actual number of jail beds used instead of a guaranteed minimum.
  - Decrease of $0.9 million due to the expiration of grants and/or rebudgeting of grant funds that will be included in the Change Letter process.

- Decrease of $0.3 million due to reduced levels of contracted law enforcement services requested by the contract cities.
- Decrease of $0.2 million due to the discontinuance of service of non-mandatory civil process.
- Increase of $0.5 million for state parolee housing in jails.
- Increase of $0.3 million for Federal State Criminal Alien Assistance program, which provides federal payments to states and localities that incur correctional salary costs for incarcerating undocumented criminal aliens.
- Increase of $0.3 million in various revenues including those that support automation of civil processes, citizens who pay for fingerprinting services and copies of documents/reports, and Peace Officer Standards and Training reimbursement.

- Miscellaneous Revenues — increase of $0.1 million due to rising inmate pre-paid phone card sales and an increase from sales of commissary goods to inmates.
- Other Financing Sources — net decrease of $17.3 million.
  - Decrease of $17.5 million due to a reduction from Proposition 172, *the Local Public Safety Protection and Improvement Act of 1993*, which supports regional law enforcement services, due to the national economic downturn and reduced sales tax receipts.
  - Decrease of $0.1 million due to reduced funding for a position that will no longer be funded by the Inmate Welfare Fund.
  - Increase of $0.3 million due to an increase in the transfer amount from Jail Stores to the Inmate Welfare Fund.
- Use of Fund Balance — decrease of $5.0 million due to projects completed in Fiscal Year 2008-09. A total of $1.4 million is included in the budget for the final phase of the Regional Communication System Enhancement Project ($0.6 million) and for a transfer from Jail Stores to the Inmate Welfare Fund ($0.8 million).
- General Revenue Allocation — increase of $4.1 million to partially offset the $17.5 million reduction in Proposition 172 revenue.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net increase of $12.4 million due primarily to an increase in Salaries and Benefits of $12.9 million for negotiated wage and benefits increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Detention Services	1,790.50	1,787.50	1,685.00	(5.73)	1,685.00
Law Enforcement Services	1,337.00	1,369.00	1,320.00	(3.58)	1,320.00
Sheriff's Court Services	469.00	470.00	453.00	(3.62)	453.00
Human Resource Services	166.00	143.00	123.00	(13.99)	123.00
Management Services	244.00	245.00	236.00	(3.67)	236.00
Sheriff's ISF / IT	11.00	12.00	12.00	0.00	12.00
Office of the Sheriff	15.00	23.00	20.00	(13.04)	20.00
Total	4,032.50	4,049.50	3,849.00	(4.95)	3,849.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Detention Services	$ 203,070,225	$ 208,840,292	$ 199,949,022	(4.26)	$ 205,865,274
Law Enforcement Services	187,241,972	188,927,981	176,777,667	(6.43)	181,115,868
Sheriff's Court Services	51,746,217	54,622,640	52,904,804	(3.14)	53,604,849
Human Resource Services	17,864,070	18,268,467	17,824,483	(2.43)	18,183,231
Management Services	32,769,986	32,131,070	29,195,738	(9.14)	29,236,001
Sheriff's ISF / IT	59,475,912	60,586,664	61,934,228	2.22	62,880,306
Office of the Sheriff	2,610,840	3,974,999	3,615,651	(9.04)	3,694,691
Sheriff's Asset Forfeiture Program	1,100,000	1,100,000	1,100,000	0.00	1,100,000
Sheriff's Jail Stores ISF	4,673,447	5,191,074	5,553,800	6.99	5,553,800
Sheriff's Inmate Welfare Fund	4,707,609	4,750,414	5,303,800	11.65	5,303,800
Countywide 800 MHZ CSA's	881,403	881,403	881,403	0.00	881,403
Total	$ 566,141,681	$ 579,275,004	$ 555,040,596	(4.18)	$ 567,419,223

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 432,386,520	$ 450,974,832	$ 430,505,776	(4.54)	$ 443,406,680
Services & Supplies	117,629,706	113,690,842	108,806,308	(4.30)	108,365,581
Other Charges	15,139,470	15,092,358	18,092,358	19.88	18,092,358
Capital Assets Equipment	2,135,350	1,726,876	1,117,646	(35.28)	1,036,096
Expenditure Transfer & Reimbursements	(7,601,971)	(7,877,942)	(7,877,942)	0.00	(7,877,942)
Operating Transfers Out	3,752,606	4,218,038	4,396,450	4.23	4,396,450
Management Reserves	2,700,000	1,450,000	—	(100.00)	—
Total	$ 566,141,681	$ 579,275,004	$ 555,040,596	(4.18)	$ 567,419,223

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Licenses Permits & Franchises	$ 233,500	$ 482,500	$ 453,000	(6.11)	$ 453,000
Fines, Forfeitures & Penalties	11,625,642	10,099,037	9,005,523	(10.83)	8,601,168
Revenue From Use of Money & Property	7,484,391	7,147,888	7,521,712	5.23	7,661,721
Intergovernmental Revenues	52,237,575	55,279,190	51,305,627	(7.19)	48,447,366
Charges For Current Services	92,638,303	94,789,593	93,367,158	(1.50)	94,432,044
Miscellaneous Revenues	5,319,447	5,476,762	5,624,190	2.69	5,576,000
Other Financing Sources	185,212,568	173,178,000	155,856,412	(10.00)	155,856,412
Use of Fund Balance	9,864,000	6,405,499	1,391,459	(78.28)	9,551,020
General Revenue Allocation	201,526,255	226,416,535	230,515,515	1.81	236,840,492
Total	$ 566,141,681	$ 579,275,004	$ 555,040,596	(4.18)	$ 567,419,223

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.

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Maintained and maximized opportunities for success of families and children through focus on resources, education and partnerships.
  - Reunited 65% (1,850 of 2,840) of families in dependency cases which were completed and closed out of the juvenile court system.

Strategic Initiative – Safe and Livable Communities

- Achieved through negotiations and persuasion an early resolution favorable to the client.
  - Accomplished direct contact with 90% (1,790 of 1,982) of all new adult felony clients with criminal charges before the pre-preliminary hearing conference in all new filings to build rapport and trust with clients and families thereby facilitating a favorable early resolution, when appropriate.

Required Discipline – Skilled, Competent and Diverse Workforce

- Ensured all staff were able to develop a successful legal strategy and determined viable defenses and/or mitigation circumstances at an early stage of the case.

  - Achieved a minimum average of 16 hours of training/ outreach for 80% (1,280 hours) of staff to ensure the ability to develop a successful legal strategy and to determine viable defenses.
- Sought and maintained partnerships with educational and community organizations in order to facilitate a continuous source of volunteers and interns, resulting in practical professional training, enhanced recruitment opportunities and cost savings to the County.
  - Achieved an increase of 1.3% (275 hours) provided by volunteers in all programs, up from 20,700 volunteer hours in Fiscal Year 2007-08 to 20,975.
- Sought and ensured clients were receiving competent representation from attorney staff through mentoring and observation of evidentiary hearings by senior supervising staff.
  - Observed and mentored 86% (43 of 50) of attorney staff conducting an evidentiary hearing.

2009-11 Objectives

Strategic Initiative – Kids

- Maintain and maximize opportunities for success of families and children through focus on resources, education and partnerships.
  - Reunite 65% (estimated 1,850 of 2,840) of families in dependency cases which are completed and closed out of the juvenile court system.

Strategic Initiative – Safe and Livable Communities

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

- Accomplish direct contact with 90% (estimated 1,790 of 1,982) of all new adult felony clients with criminal charges before the pre-preliminary hearing conference in all new filings to build rapport and trust with clients and families thereby facilitating a favorable early resolution, when appropriate.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Ensure all staff are 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 80% (estimated 1,228 hours for 96 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 1% (estimated 210 hours) provided by volunteers in all programs, up from 20,975 volunteer hours in Fiscal Year 2008-09 to 21,185.
- Seek and ensure clients are receiving competent representation from attorney staff through mentoring and observation of evidentiary hearings by senior supervising staff.
  - Observe and mentor 86% (estimated 43 of 50) of attorney staff conducting an evidentiary hearing.

Related Links

For additional information about the Alternate Public Defender, refer to the Web site at http://www.sdcounty.ca.gov/apd/.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Percentage of families reunified in completed and closed dependency court cases / total cases[1]	63% of 3,607 cases	63%	65% of 2,840 cases	65%	65%
Percentage of a minimum average of 16 hours of training / outreach for department staff achieved / number of staff [2]	100% of 100 staff	78%	80% of 96 staff	80%	80%
Percentage of direct contact accomplished with every client before the pre-preliminary hearing conference in new adult felony criminal cases / total new adult felony criminal cases	90% of 2,110 cases	90%	90% of 1,982 cases	90%	90%
Percentage increase of volunteer hours / total volunteer hours	35% of 20,700 hours	1%	1.3% of 20,700 hours	1%[3]	1%[3]
Percentage of attorney staff observed and mentored in evidentiary hearings / number of attorney staff	N/A	75%	86% of 50 staff	86%	86%

Table Notes

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

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

[3] The proposed increase of only 1% in volunteer hours for Fiscal Year 2009-10 and 2010-11 reflects the department's ability to sustain the larger than anticipated hour increase in prior fiscal years with current resources.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Net decrease of 5.00 staff years.

- Decrease of 5.00 staff years in the dependency program as a result of anticipated revenue reduction in state trial court funding. This may result in delays or postponement of court proceedings, case preparation and investigation.
- Transfers among divisions are based on operational needs.

Expenditures

Net decrease of $1.3 million.

- Salaries and Benefits — net decrease of $1.4 million is directly attributable to staff reductions stated above and anticipated efficiencies.
- Services and Supplies — net increase of $0.03 million to align resources with operational needs.

Revenues

Net decrease of $1.3 million.

- Intergovernmental Revenues — decrease of $0.7 million due to a reduction in reimbursement for trial courts associated with the reduction of 5.00 staff years in the dependency program.
- Miscellaneous Revenues — decrease of $0.2 million due to reduced collections of Recovered Expenditures in the dependency program.
- Use of Fund Balance — decrease of $0.2 million due to one-time purchases completed in Fiscal Year 2008-09.
- General Revenue Allocation — decrease of $0.2 million, which reflects the impact of the downturn in the overall economy.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Increase of $0.2 million due primarily to negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Administration	7.00	7.00	6.00	(14.29)	6.00
Juvenile Dependency	38.00	38.00	33.00	(13.16)	33.00
Juvenile Delinquency	8.00	5.00	4.00	(20.00)	4.00
Criminal Defense	47.00	50.00	52.00	4.00	52.00
Total	100.00	100.00	95.00	(5.00)	95.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Administration	$ 1,165,328	$ 1,112,534	$ 965,305	(13.23)	$ 984,744
Juvenile Dependency	5,390,692	5,879,336	5,057,746	(13.97)	5,149,624
Juvenile Delinquency	1,336,514	967,446	805,800	(16.71)	827,444
Criminal Defense	8,247,599	9,019,819	8,818,283	(2.23)	8,836,424
Total	$ 16,140,133	$ 16,979,135	$ 15,647,134	(7.84)	$ 15,798,236

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 12,980,004	$ 13,936,137	$ 12,569,323	(9.81)	$ 12,713,923
Services & Supplies	3,076,129	3,042,998	3,077,811	1.14	3,084,313
Total	$ 16,140,133	$ 16,979,135	$ 15,647,134	(7.84)	$ 15,798,236

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Fines, Forfeitures & Penalties	$ 51,347	$ 51,347	$ 51,347	0.00	$ 51,347
Intergovernmental Revenues	5,959,270	6,290,710	5,572,913	(11.41)	5,572,913
Miscellaneous Revenues	302,400	320,000	80,000	(75.00)	80,000
Use of Fund Balance	212,000	185,713	—	(100.00)	—
General Revenue Allocation	9,615,116	10,131,365	9,942,874	(1.86)	10,093,976
Total	$ 16,140,133	$ 16,979,135	$ 15,647,134	(7.84)	$ 15,798,236

Child Support Services

Department Description

The Department of Child Support Services (DCSS) is the local agency responsible for administering the federal and State Title IV-D child support program. Federal and State law governs the department with oversight by the California Department of Child Support Services. DCSS provides County residents with services such as establishing paternity, establishing and enforcing financial and medical support orders, and facilitating the collection and disbursement of child and spousal support payments through the State Disbursement Unit.

Mission Statement

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

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Initiated legal action to determine parentage and obtain fair and appropriate child support and/or medical support in a timely manner.
  - The percentage of open cases with an enforceable order decreased from 85% to 80% (85,000 of 106,300), falling short of the goal of 85%. Conversion to the statewide automated child support system shifted case management responsibility from one County to another contributing to the decrease in cases with an order established.
  - Increased the percentage of cases with parentage established from 85% to 99% (74,400 of 75,200), exceeding the goal of 85%.
- Maximized compliance with support orders by promoting, enabling and ensuring payment for families. Collected reimbursement for public assistance programs.
  - The percentage of current support collected to current support owed decreased from 51% (est. $79 million of $154 million) to 50% (est. $76 million of $153 million), falling short of the goal of 51%. The current economic condition and the rise in the unemployment rate contributed to decreased child support collections.
  - Maintained the percentage of arrears cases with a collection at 56% (est. 41,800 of 74,700), meeting the goal of 56%.
  - Collected $172 million for child support in Fiscal Year 2008-09, meeting the goal.
- Informed and educated the community about child support services through proactive media relations and community outreach.
  - The Paternity Opportunity Program (POP), which assists unmarried parents in establishing parentage, was expanded from 11 clinics to 20 area clinics. DCSS conducted meetings, orientations and delivered materials about the program, which assisted in the increase of paternities established among births to unwed parents in San Diego County to 99%.
  - Developed and implemented a targeted communication plan to the five local hospitals that had fewer than 70% of unwed parents participating in the POP. DCSS conducted meetings, delivered materials about the program and developed posters and flyers for distribution.
  - Conducted 69 weekday outreach presentations to community based organizations, employers, custodial and non-custodial parents to provide information on available DCSS services. This resulted in 2,300 contacts with the public.
  - Developed and distributed informational flyers about the free services for parents provided by DCSS to 20 local community-based organizations, including child care facilities, health care and various governmental organizations.
  - Collaborated with the Superior Court to implement the Post Court Order Review referral. Non-custodial parents were referred by the Commissioner after their court hearing to meet with a Child Support

Representative who assisted them by explaining their responsibilities and options related to their child support obligation.

Required Discipline – Accountability/Transparency

- Exceeded the federal performance measure goal of $2.00, which measures program cost effectiveness, and collected $3.25 of support for every $1.00 spent on operations.

Required Discipline – Customer Satisfaction

- Decreased the amount of child support money held awaiting disbursement to families to $690,000 or 0.72%, exceeding the goal of less than 1% of the total collections ($1.7 million).

Required Discipline – Regional Leadership

- Collaborated with the State and the Administrative Office of the Courts to design and develop a process involving collaborative negotiation with parents. Once implemented, this process will establish the baseline to measure whether establishment or modification of child support orders are done more expeditiously and whether this results in increased child support payments and increased parent satisfaction.
- In collaboration with San Diego Work Force Partnership, established a process to refer unemployed non-custodial parents to the Partnership's One Stop Career Centers to obtain assistance in job training, interview skills and job placement towards becoming gainfully employed.

2009-11 Objectives

DCSS will focus on mission critical services to address the loss of staff due to the continuing flat revenue allocation from the State. The current economic conditions will continue to impact the ability to collect child support from non-custodial parents. DCSS will focus resources on assisting parents to obtain the most appropriate order for their current circumstances.

Strategic Initiative – Kids

- Initiate legal action to determine parentage and obtain fair and appropriate child support and/or medical support in a timely manner.
  - Maintain the percentage of open cases with an enforceable order above 80% (est. 85,000 of 106,300), consistent with the statewide goal.
  - Ensure the percentage of cases with parentage established remains above 90% (est. 67,600 of 75,100).
- Maximize compliance with support orders by promoting, enabling and ensuring payment for families. Collect reimbursement for public assistance programs.
  - Ensure the percentage of current support collected to current support owed is above 51% (est. $78 million of $154 million).
  - Maintain the percentage of arrears cases with a collection at 56% (est. 41,800 of 74,700).
  - Collect $170 million for child support in Fiscal Year 2009-10. This goal is reduced from Fiscal Year 2008-09 due to the impact of the current economic conditions and the high rate of unemployment.
- Inform and educate the community about child support services through proactive media relations and community outreach.
  - Attend over 75% of the local State Department of Corrections and Rehabilitation's Parole and Community Team meetings to assist newly released prisoners who have a child support obligation.
  - Increase the number of area clinics served by the Paternity Opportunity Program from 20 to 30. This program assists unmarried parents in establishing parentage, and has increased the percentage of paternities established among births to unwed parents in San Diego County.
  - Collaborate with the Administrative Office of the Courts to investigate an approach to provide services to the unemployed and homeless veterans who have 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 for every $1.00 spent on operations.

Required Discipline – Customer Satisfaction

- Evaluate expanding child support services to other parts of the County to provide customers easier access.

Required Discipline – Regional Leadership

- Implement collaborative negotiation with both parents which involves the Administrative Office of the Court and the State. Establish the baseline to measure whether establishment or modification of child support orders is done more expeditiously resulting in the receipt of full child support payments and parent satisfaction with the outcome.

- Collaborate with San Diego Work Force Partnership by referring 100% of unemployed non-custodial parents to the Partnership's One Stop Career Centers to obtain assistance in job training, interview skills, and job placement with the goal to become gainfully employed and pay their full child support obligation.

Related Links

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

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Percentage of current support collected (Federal performance measure #3)	51%	51%	50%	51%	51%
Customer satisfaction rating (Scale 1-5)[1]	4.4	4.4	4.4	N/A	N/A
Percentage of cases with an enforceable order (Federal performance measure #2)	89%	85%	80%	80%	80%
Percentage of arrears cases with a collection (Federal performance measure #4)	54.5%	56%	56%	56%	56%
Total Collections (in millions)	$172	$172	$172	$170	$170

Table Notes

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

1) Establishment of Paternity

2) Cases with an Enforceable Child Support Orders

3) Collections on Current Support

4) Cases with Collections on Arrears

5) Cost Effectiveness of the Program

[1] This measure is being deleted as of Fiscal Year 2009-10. DCSS is exploring other ways to gather and measure customer service and satisfaction.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 11.00 staff years

- Decrease of 11.00 staff years in the Department of Child Support Services as a result of continued flat State funding of the child support program and to align expenditures with program revenues for Fiscal Year 2009-10. Fiscal Year 2009-10 is the seventh year of flat funding resulting in staffing decreases through attrition. Although service levels have been impacted, DCSS has taken action to minimize the impact of the loss of staff using strategic planning and business process reengineering.

Expenditures

Net increase of $0.8 million.

- Salaries and Benefits — net increase of $1.0 million due to an increase in temporary staff for a one-time project to eliminate paper files in the department, offset by the reduction of 11.00 staff years.
- Services and Supplies — net decrease of $0.2 million due to a decrease in costs as a result of the transition to the statewide child support system and business process reengineering efforts.

Revenues

Net increase of $0.8 million

- Intergovernmental Revenues — Increase of $1.0 million due to use of allowable County revenue to obtain matching Federal Title IV-D, *Social Security Act*, revenue to offset a decrease in revenue as reimbursement for child support collected on public assistance cases.
- Charges for Current Services — decrease of $0.3 million due to a decrease in child support collected for public assistance cases and a corresponding decline in the reimbursement received by counties for the county share of costs of public assistance.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

State funding available to the local DCSS is not projected to increase. An additional $0.3 million in expenditures is projected due to negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Public Relations	4.00	3.00	3.00	0.00	3.00
Production Operations	466.00	441.00	434.00	(1.59)	434.00
Staff Development Division	16.00	15.00	13.00	(13.33)	13.00
Quality Assurance	2.00	1.00	1.00	0.00	1.00
Administrative Services	21.00	20.00	18.00	(10.00)	18.00
Recurring Maintenance and Operations	4.00	3.00	3.00	0.00	3.00
Help Desk Support	1.00	1.00	1.00	0.00	1.00
Total	514.00	484.00	473.00	(2.27)	473.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Public Relations	$ 360,228	$ 276,591	$ 268,872	(2.79)	$ 275,052
Production Operations	47,387,260	46,263,746	47,425,694	2.51	47,675,306
Staff Development Division	1,355,981	1,267,814	1,102,869	(13.01)	1,138,638
Quality Assurance	185,246	114,549	117,251	2.36	125,532
Administrative Services	2,205,855	2,167,376	1,987,344	(8.31)	2,045,673
Recurring Maintenance and Operations	682,439	562,269	538,436	(4.24)	549,764
Help Desk Support	137,439	132,238	133,058	0.62	135,996
Total	$ 52,314,448	$ 50,784,583	$ 51,573,524	1.55	$ 51,945,961

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 43,495,081	$ 41,862,883	$ 42,822,764	2.29	$ 43,381,139
Services & Supplies	8,819,367	8,921,700	8,750,760	(1.92)	8,564,822
Total	$ 52,314,448	$ 50,784,583	$ 51,573,524	1.55	$ 51,945,961

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Intergovernmental Revenues	$ 50,163,948	$ 48,834,083	$ 49,923,024	2.23	$ 50,295,461
Charges For Current Services	2,146,500	1,946,500	1,646,500	(15.41)	1,646,500
Miscellaneous Revenues	4,000	4,000	4,000	0.00	4,000
General Revenue Allocation	—	—	—	0.00	—
Total	$ 52,314,448	$ 50,784,583	$ 51,573,524	1.55	$ 51,945,961

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Citizens' Law Enforcement Review Board

Department Description

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

Mission Statement

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

2008-09 Anticipated Accomplishments

Required Discipline - Accountability/Transparency

- Issued and publicly distributed 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 and recommendations for policy changes.
- Ensured complaint investigations were completed within one year of receipt, unless delayed due to lengthy investigations required in some complex cases
- Processed new complaints in a timely manner. Maintained a complaint turnaround of two working days or less, measured from when the complaint was received to when case documents were completed and returned to the complainant for verification and signature.
- Provided 12 monthly "early warning" reports to the Sheriff's and Probation Departments regarding the nature of complaints filed and the identity and assignment of the employees, when known, to enable corrective action when necessary.
- Enhanced understanding of law enforcement issues by Review Board members and members of the public through quarterly training presented at Review Board meetings and increased community awareness of the Review Board through quarterly, multidisciplinary outreach.
- To the extent legally allowable, maintained a transparent and independent citizen complaint process that provides relevant feedback and recommendations to the Sheriff and Chief Probation Officer.
- Provided redacted case synopses that give more information to the public while respecting peace officers' confidentiality rights.

Required Discipline – Customer Satisfaction

- Enhanced access to CLERB services by Spanish-speakers through distribution of Spanish-language brochures and use of Spanish-language recordings.

Required Discipline – Continuous Improvement

- Increased investigative productivity by 52% in calendar year 2008 (staff presented 94 completed investigations to the Review Board in 8 meetings, compared to 62 completed cases presented in 10 meetings in 2007).
- Reduced the number of open investigations at the end of the calendar year by 25% (61, compared to 81 at close of 2007.)

2009-11 Objectives

Required Discipline - Accountability/Transparency

- Issue and publicly distribute 12 monthly workload reports to the Review Board and the Sheriff's and Probation Departments. Complete a comprehensive annual report

with a thorough accounting of new complaints and case closures, including an analysis of citizen complaint trends and recommendations for policy changes.

- Ensure complaint investigations are completed within one year of receipt, unless delayed due to lengthy investigations required in some complex cases.
- Process new complaints in a timely manner. Maintain a complaint turnaround 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.
- Enhance understanding of law enforcement issues by Review Board members and members of the public through quarterly training presented at Review Board meetings and increase community awareness of the Review Board through quarterly, multidisciplinary outreach.
- 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 and decisions that give more information to the public while respecting peace officers' confidentiality rights.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Continue ongoing education for Board Members and staff by participating in at least two patrol ride-alongs or criminal justice facility tours.

Related Links

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

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Mail out complaint documents for complainant signature within two working days of initial contact[1,2]	100% of 141	100%	100% of 107	100%	100%
Complete case investigations within one year[1,2]	100% of 141	100%	98% of 107	100%	100%
Provide 12 early warning reports annually to the Sheriff's and Probation Departments	100% of 12	100% of 12	100% of 12	100% of 12	100% of 12
Hold or attend at least four community based meetings annually (one meeting per quarter) Target 100%	100% of 4	100% of 4	100% of 4	100% of 4	100% of 4
Present training on law enforcement issues once per quarter (4 meetings annually)	N/A	100% of 4	100% of 4	100% of 4	100% of 4
Number of Spanish-language brochures distributed (Target: 50 annually)	N/A	50	50	N/A[3]	N/A

Table Notes

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

[2] CLERB has no control over the number of complaints received and cases to investigate but sets targets for the percentage of complaints and investigations processed as a measure of internal department performance standards. The estimated annual number of complaints received is 131 based on a five year average.

[3] This measure is being discontinued in Fiscal Year 2009-10 due to lack of demand for the Spanish language brochures from community contacts and at community meetings and presentations. Spanish language brochures will continue to be provided upon request.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

No changes in staffing.

Expenditures

Salaries and Benefits and Services and Supplies — decrease of $0.08 million due to salary adjustments and a decrease in departmental operating costs.

Revenues

General Revenue Allocation — decrease of $0.08 million, which reflects the impact of the downturn in the overall economy.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Increase of $0.01 million due primarily to negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 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 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Law Enforcement Review Board	$ 560,194	$ 579,027	$ 499,027	(13.82)	$ 509,800
Total	$ 560,194	$ 579,027	$ 499,027	(13.82)	$ 509,800

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 454,732	$ 455,890	$ 391,577	(14.11)	$ 400,800
Services & Supplies	105,462	123,137	107,450	(12.74)	109,000
Total	$ 560,194	$ 579,027	$ 499,027	(13.82)	$ 509,800

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
General Revenue Allocation	$ 560,194	$ 579,027	$ 499,027	(13.82)	$ 509,800
Total	$ 560,194	$ 579,027	$ 499,027	(13.82)	$ 509,800

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.

2008-09 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities and Required Discipline – Regional Leadership

- Reviewed and improved the coordinated regional response to major disasters and emergencies through lessons learned from the October 2007 wildfires, referred to as Firestorm 2007.
  - Completed the implementation of the 39 specific recommendations outlined in the Firestorm 2007 After Action Report. These recommendations, which covered many separate aspects of County government, provided a very important blueprint and action plan on how to improve the region's readiness for the next disaster.
  - Coordinated closely with 2-1-1 San Diego, the region's information hotline, and developed additional abilities to quickly increase staff and phone lines in order to have sufficient capacity to provide critical emergency information to the public during major emergencies and disasters.

  - Utilized lessons learned from the recent Firestorm 2007 to update and streamline the Operational Recovery Plan. Recovery operations included the development, coordination and execution of service and site restoration plans for impacted communities, as well as the reconstitution of government operations and services.
  - OES, in partnership with the Land Use and Environment Group and the Forest Area Safety Task Force, created a master fuel management plan to reduce the region's vulnerability to wildfires. This involved working with representatives from the 18 incorporated cities, other governmental jurisdictions and the private sector.
  - In collaboration with the 18 incorporated cities, other County groups and departments, fire safe councils and the private sector, developed a public education campaign and materials on reducing the risk of wildfires to reach three million residents.
  - Developed four regional shelter supply caches, where vital shelter supplies such as cots, blankets and comfort kits were pre-positioned and stored, and ready for immediate use during a major emergency. These caches are available to supplement the shelter supplies already stored and managed by the American Red Cross.

Strategic Initiative – Safe and Livable Communities

- Completed the implementation of the initial phases of the recently completed San Diego Critical Infrastructure Protection Plan. The purpose of this plan was to identify and assess the region's most important resources and infrastructure, and to provide strategies to reduce their vulnerability to both natural disasters and terrorist attack.

- Encouraged children's awareness and participation in the Family Disaster Plan program at six designated school districts through school campaigns that consisted of classroom contests with prizes for completing the most family disaster packets and encouraging students to discuss these programs with their families.
- Distributed emergency survival program information to all 646 San Diego County Schools. The Emergency Survival Program is a monthly newsletter that is published and distributed to schools that focus on various tips and information to inform the public on safety, preparedness and survival in a disaster or emergency situation.
- Developed and implemented a public awareness campaign on the County's AlertSanDiego mass notification system that directs residents to a Web link to register. The campaign provided information to the community about the difference between this system and Reverse 911, and the benefits of the notification system. There were 148,000 new registrants to AlertSanDiego.
- Assisted in providing easier access to information for federal and State preparedness training for all 18 cities and 58 special districts and other agencies. These training opportunities were provided to improve unified response, strengthen preparedness, enhance effectiveness and improve response levels for the San Diego region emergency response organizations.

Required Discipline – Regional Leadership

- Conducted one Nuclear Power Plant federally-evaluated full-scale exercise. The Reception & Decontamination exercise held in the City of Carlsbad tested the region's ability to respond in the event of a nuclear incident at the Power Plant. All of the exercise participants performed their roles in a competent professional manner and the exercise was considered a success.
- Participated in the annual statewide disaster response exercise, Golden Guardian 2008. This was a four-day full-scale exercise for County departments, 18 cities, and various stakeholders in the region. It tested the ability to respond and recover from a catastrophic earthquake impacting all of Southern California.
- Managed and administered the Homeland Security Grant program funds. OES managed six grants for an approximate total of $12 million. About half of this amount is pass-through funds that were distributed throughout the San Diego region to 18 cities, 58 special districts, and other agencies to improve preparedness, response and recovery from terrorist and catastrophic events.
- Developed and distributed a computer-animated Tsunami Awareness educational video for children. Funded through a State Grant, this video has been distributed to schools around the county and State.

Required Discipline – Essential Infrastructure

- Coordinated the County's participation in the Public Safety Interoperable Communications Grant program. The federal government provided $6 million to the San Diego region to improve the ability of the first responders to communicate internally, as well as between agencies by upgrading equipment and improved services in public safety staff day to day operations. The Sheriff's department manages $2.3 million of the Regional Communication System and $3.7 million is managed by the City of San Diego for equipment and training.

Required Discipline – Continuous Improvement

- Conducted a review of the Hazardous Materials Incident Response Team program. This review looked at the cost of the program and the services provided, as well as alternative funding mechanisms and service models. The review resulted in reimbursement for some training costs through the State Homeland Security Funds.
- Enhanced the capability of WebEOC, the County of San Diego's emergency information management system, by the expansion of the reporting feature, construction of customized status recording areas, and upgrading of system security. OES upgraded WebEOC to improve the operational capability by increasing the number of trained, active users within the system.
- Integrated the Information and Intelligence Section into the Emergency Operations Center (EOC). The integration of this section into the operation center has enhanced the center's ability to acquire and analyze intelligence and resource data for all types of incidents including terrorism.

2009-11 Objectives

Strategic Initiative – Safe and Livable Communities

- Provide 20 "OES for Kids" presentations at local educational institutions to about 400 fourth grade students by December 2011. The "OES for Kids" program was created to increase student awareness of the importance

of preparing for disasters and to provide information to their families about how to start or augment their home emergency plan. The program positively displays the message of preparedness in a fun and interactive environment with hands-on activities.

Required Discipline – Regional Leadership

- Conduct four comprehensive exercises throughout the County in various locations that incorporate all aspects of Community Emergency Response Team (CERT) training by June 2011. There are currently 28 CERT Programs in the County with about 4,000 members. CERT trains citizens in basic disaster response skills to assist others in their neighborhood or work place following an event when professional responders are not immediately available and encourages citizens to take a more active role in emergency preparedness projects in their communities. The exercises will focus on refreshing CERT skills such as fire suppression, light search and rescue, and triage.
- Initiate a door-to-door Wildfire Awareness Campaign to approximately 400,000 households by December 2009 that will focus on the communities in wildland urban interface areas. Under the direction of the Unified Disaster Council, OES will partner with Farmers Insurance Group to assemble fire preparedness information. Various community fire personnel or CERT members will volunteer to deliver the items to the households.
- Lead and coordinate two regional plans to meet federal and State regulations.
  - Update the Multi-jurisdictional Hazard Mitigation Plan that includes the County, 18 cities and 20 special districts by June 2010. The federal Disaster Mitigation Act of 2000 requires this stand-alone document to be updated every five years. The plan is a comprehensive resource document that enhances public awareness, creates a decision tool for management, promotes compliance with State and federal program requirements and provides inter-jurisdictional coordination.
  - Update the Unified San Diego County Emergency Services Organization and County of San Diego Operational Area Emergency Plan by December 2010. The Operational Area Emergency Plan describes a comprehensive emergency management system for the County departments, 18 cities and various stakeholders in the region. The Plan is designed to include the San Diego County Operational Area Plan as a part of the statewide emergency management system. It provides for a planned response to disasters and emergencies.
- Lead and coordinate two countywide exercises to evaluate response capabilities.
  - Conduct one Nuclear Power Plan (NPP) full-scale graded exercise by June 2010. The exercise will test the region's ability to respond in the event of a nuclear incident at the San Onofre Nuclear Generating Station and will include activation of the San Diego County Operational Area Emergency Operations Center.
  - Participate in one statewide disaster response exercise by June 2010. This will be a two-day exercise for County departments, 18 cities, and various stakeholders in the region. It will test their ability to respond and recover from an improvised nuclear device that will impact Southern California.
- Manage and administer Homeland Security Grant program funds. OES is the manager of pass-through funds distributed throughout the San Diego region for 18 cities, 58 special districts, and other agencies to improve preparedness, response and recovery from terrorist and catastrophic events.
- Convene local businesses to establish a San Diego County Business Consortium (Public Private Partnership). The Consortium will conduct two workshops to address response and recovery efforts during a disaster, produce a newsletter and establish an Advisory Group by June 2010.
- Conduct a regional crisis leadership workshop for San Diego County Executive Managers, Police and Fire Chiefs, Emergency Medical and Emergency Management Leaders, and private sector business executives in San Diego by September 2009. The workshop is designed to provide training on catastrophe and crisis leadership skills. In order to direct people in organizations and communities to face difficult challenges, public officials must strengthen their ability to exercise effective leadership in rapidly changing political and social environments, hone their diagnostic skills about complicated social and group dynamics, and have the confidence to speak about the difficult realities.

Required Discipline – Essential Infrastructure

- Utilize local professionals and subject matter experts to assist in the inspection of facilities identified in the San Diego Critical Infrastructure Protection Plan by June 2011. The purpose of Site Assistance Visits (SAV) is to assess the

regions critical infrastructure and to provide strategies to reduce their vulnerability to both natural and human made-disasters.

- Develop a Local Assistance Center Plan to address site selection, oversight and site management at Local Assistance Centers (LACs). LACs are one-stop shops for residents to receive services following a disaster. After completion of the plan we will provide the template to jurisdictions by June 2011.

Required Discipline – Continuous Improvement

- Ensure compliance to the Emergency Management Accreditation Program by June 2010. This is based on an annual review of standards and required criteria which address prevention, mitigation, preparedness, response and recovery activities for natural and human-made disasters.

Required Discipline – Information Technology

- Research and develop OES multiple social media pages including MySpace, Facebook, LinkedIn, YouTube, Twitter, and eBlogger by December 2009. These pages will allow OES to reach a younger generation of residents with emergency preparedness information. During an emergency we will direct residents to the San Diego County Emergency page for official information. The sites will provide preparedness messages or brief emergency messaging relevant to the emergency on Twitter in coordination with the Joint Information Center.

Related Links

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

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

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Approved
Percentage of San Diego's cities participating in series of Tabletop exercises (Target = 18)	100% of 18	0[1]	0	100% of 18	100% of 18
Number of full-scale countywide exercises and/or Nuclear Power Plant graded exercises conducted[2]	1	2	2	2	1
Number of quarterly drills (4 total) conducted to test Emergency Operations Center Activation procedures	4	4	4	4	4
Percentage of San Diego County schools to receive information on emergency preparedness (Target = 646)	100% of 646	100% of 646	100% of 646	N/A[3]	N/A
Number of exercises (tabletop or full-scale) conducted to test the County's Interoperable Communications plan[5]	20[4]	2	2	2	1

Table Notes

[1] There are 18 incorporated cities in San Diego County. All cities participate in the Homeland Security Exercise & Evaluation Program. Because the Federal Office of Homeland Security revised their series schedule, no table top exercises were conducted in Fiscal Year 2008-09. Tabletop exercises are expected to occur in Fiscal Year 2009-10 with expected participation by all cities.

[2] There were two full-scale exercises scheduled in Fiscal Year 2008-09. The first was the San Onofre Nuclear Generating Station NPP reception and decontamination exercise during August and the second was an earthquake exercise that coincided with the Statewide "Golden Guardian" exercise during November. A full-scale exercise is a comprehensive test and evaluation of a plan utilizing written objectives that highlight the practice of various emergency functions and includes deployment of personnel and resources in the field. An NPP graded full-scale exercise includes a formal evaluation by Federal Emergency Management Agency representatives in which they document their findings in a written Exercise Report.

[3] This measure is being discontinued due to a reduction in funding. The Emergency Survival Program (ESP) provided materials to local schools on an annual basis. An ESP packet of materials were sent to each of the 42 school districts to be distributed to all 646 schools.

[4] There were 20 (1 county, 18 cities and 1 combined federal/state/special district) tabletop exercises conducted to validate the Tactical Interoperable Communications Plan (TICP). The creation of a TICP was a requirement of the Department of Homeland Security (DHS). The TICP was intended to document what interoperable communications resources were available within the San Diego region. The TICP was approved by DHS and required an annual exercise or tabletop exercise of the Plan. DHS recognized San Diego's TICP as one of six best in the nation and has been used as a model for others to emulate.

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

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 3.00 staff years as a result of a reduction in available funding. Local projects which will be delayed include geospatial data systems planning, hazard mitigation planning, emergency operation center staffing by department staff, as well as public education and outreach programs.

Expenditures

Net decrease of $3.8 million.

- Salaries and Benefits — decrease of $0.2 million due to a reduction of 3.00 staff years.
- Services and Supplies — decrease of $0.2 million due to grant funds that will not be awarded until next fiscal year.
- Capital Assets Equipment — decrease of $3.4 million due to the completion of one-time expenses in Fiscal Year 2008-09 for fire suppression aircraft and an increase of $0.2 million to support one-time expenditures through the County's Fire Protection and Emergency Medical Services Award program.

Revenues

Net decrease of $3.8 million.

- Intergovernmental Revenues — decrease of $0.2 million due to appropriations transferred from OES to county departments receiving Homeland Security Grant funding.
- Use of Fund Balance — decrease of $3.4 million due to one-time expenditures completed in Fiscal Year 2008-09.
- General Revenue Allocation — decrease of $0.2 million, which reflects the impact of the downturn in the overall economy.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net decrease of $4.1 million. This change primarily represents State Homeland Security Grants funds not yet awarded. The Office of Emergency Services will be applying for State Homeland Security Grants and Emergency Management Grants.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Office of Emergency Services	19.00	19.00	16.00	(15.79)	16.00
Total	19.00	19.00	16.00	(15.79)	16.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Office of Emergency Services	$ 9,177,639	$ 10,759,122	$ 6,952,525	(35.38)	$ 2,846,398
Total	$ 9,177,639	$ 10,759,122	$ 6,952,525	(35.38)	$ 2,846,398

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 1,997,222	$ 2,139,495	$ 1,937,375	(9.45)	$ 1,896,062
Services & Supplies	1,554,892	1,922,515	1,753,704	(8.78)	417,470
Other Charges	5,625,525	3,279,962	3,261,446	(0.56)	532,866
Capital Assets Equipment	—	3,417,150	—	(100.00)	—
Total	$ 9,177,639	$ 10,759,122	$ 6,952,525	(35.38)	$ 2,846,398

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Intergovernmental Revenues	$ 8,053,957	$ 6,132,923	$ 5,943,476	(3.09)	$ 1,808,107
Use of Fund Balance	200,000	3,617,150	200,000	(94.47)	200,000
General Revenue Allocation	923,682	1,009,049	809,049	(19.82)	838,291
Total	$ 9,177,639	$ 10,759,122	$ 6,952,525	(35.38)	$ 2,846,398

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Medical Examiner

Department Description

The Department of the Medical Examiner provides forensic death investigation services for the citizens of San Diego County, as mandated by State law. The department has initial jurisdiction over about 50% of deaths in the County, and ultimately transports approximately 13.6% 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.

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Contributed to research efforts in childhood death by actively participating in the San Diego County Child Fatality Committee, the Methamphetamine Strike Force, the Medical Examiners and Coroners Alert Project (MECAP), the National Institute of Child Health and Development (NICHD) and the California Sudden Infant Death Syndrome (SIDS) Advisory Council. Participation involved attending meetings, providing statistics and case examples and lending expertise.
- Provided career opportunities for youth and correctional training for youthful offenders by fulfilling 100% (13) 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

- Enabled timely sharing of detailed information with customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) regarding the cause and manner of death by completing 90% (2,463) of investigative reports, 95% (1,835) of toxicology reports, and 80% (2,190) of examination reports within 60 days or less.
- Enabled timely progress of the justice system by completing 93% (98) of homicide examination reports within the stated performance objective, exceeding the target of 90%.
- Shared detailed information regarding the cause and manner of death with customers (families, law enforcement agencies, hospitals, insurance companies, media, etc.) by providing 95% (3,726) of copies of case report in Medical Examiner cases within seven days or less.

Required Discipline – Customer Satisfaction

- Began the healing process of those who have lost a loved one by providing timely and compassionate service and accurate information about Medical Examiner procedures.
  - Notified next-of-kin in 90% (2,357) of identified Medical Examiner cases within 12 hours or less.
  - Enabled timely funeral services for families by making 97% (2,655) of bodies ready for release within seven days or less.
- Provided educational opportunities by fulfilling 100% (73) of appropriate requests to provide training, lectures and demonstrations for approved educational purposes within four months of request.

Required Discipline – Essential Infrastructure

- Participated in construction project monitoring of the new Medical Examiner and Forensic Center facility. The new facility's larger capacity, combined with the equipment investments in advanced toxicology and X-ray imaging technology, will enhance the department's ability to provide timely, high-quality services leading to the determination of the cause and manner of death for each Medical Examiner case. The new facility is projected to open in December 2009.

2009-11 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 youthful offenders by fulfilling 100% of appropriate requests for Medical Examiner facility tours and/or educational seminars for youth groups (est. 15) 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 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. See Performance Measure Table Notes for 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 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.
- Provide educational opportunities by fulfilling 100% of appropriate requests (est. 50) to provide training, lectures and demonstrations for approved educational purposes within four months of request.

Required Discipline – Essential Infrastructure

- Participate in construction project monitoring of the new Medical Examiner and Forensic Center facility. The new facility's larger capacity, combined with the equipment investments in advanced toxicology and X-ray imaging technology, will enhance the department's ability to provide timely, high-quality services leading to the determination of the cause and manner of death for each Medical Examiner case. The new facility is projected to open in December 2009.

Related Links

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

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Percentage of bodies made ready for release on time[1] Goal 97% in 7 days or less	100%	100%	100%	100%	100%
Percentage of Investigative Reports completed on time[2] Goal 90% in 60 days or less	100%	100%	100%	100%	100%
Percentage of Toxicology Reports completed on time[3] Goal 95% in 60 days or less.	100%	100%	100%	100%	100%
Percentage of Examination Reports completed on time[4] Goal 80% in 60 days or less	99%	100%	100%	100%	100%
Percentage of Homicide Examination Reports completed on time[5] Goal 95% in 60 days or less	81%	90%	93%	95%	100%
Percentage of next-of-kin notification completed on time[6] Goal 90% in 12 hours or less	100%	100%	100%	100%	100%
Percentage of Case Reports provided on time[7] Goal 95% in 7 days or less	100%	100%	100%	100%	100%

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 2008-09 is estimated at 2,737.

[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 2008-09 is estimated at 2,737.

[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 2008-09 is estimated at 1,932.

[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 2008-09 is estimated at 2,737.

[5] 95% in 60 days or less. Total number of Homicide Examination Reports completed in 2008-09 is estimated at 105.

[6] 90% within 12 hours of identification. Total number of next-of-kin notifications completed in 2008-09 is estimated at 2,619.

[7] 95% in 7 days or less after having both a request and case closure. Total number of customers provided with case reports in 2008-09 is estimated at 3,922.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 5.00 staff years as a result of a reduction in available funding. This reduction may result in delays in the issuance of autopsy, toxicology, and investigative reports as well as possible delays in next of kin notifications.

Expenditures

Net decrease of $0.09 million.

- Salaries and Benefits — decrease of $0.5 million due to the reduction of 5.00 staff years and the elimination of temporary staff.
- Services and Supplies — increase of $0.4 million due to the increase in operational costs associated with transitioning to the new Medical Examiner and Forensic Center in late 2009.
- Capital Assets Equipment — increase of $.04 million to replace antiquated equipment.

Revenues

Net decrease of $0.09 million.

- Charges for Current Services – increase of $0.03 million due to an increase in toxicology services provided to San Bernardino County.
- Use of Fund Balance — increase of $0.05 million to support one-time equipment costs to replace antiquated equipment.
- General Revenue Allocation — decrease of $0.2 million, which reflects the impact of the downturn in the overall economy.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net increase of $0.07 million due primarily to negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Decedent Investigations	57.00	58.00	53.00	(8.62)	53.00
Total	57.00	58.00	53.00	(8.62)	53.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Decedent Investigations	$ 8,116,092	$ 8,420,637	$ 8,330,793	(1.07)	$ 8,399,215
Total	$ 8,116,092	$ 8,420,637	$ 8,330,793	(1.07)	$ 8,399,215

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 6,625,121	$ 7,048,453	$ 6,554,905	(7.00)	$ 6,698,687
Services & Supplies	1,582,271	1,472,184	1,835,388	24.67	1,800,528
Capital Assets Equipment	8,700	—	40,500	—	—
Expenditure Transfer & Reimbursements	(100,000)	(100,000)	(100,000)	0.00	(100,000)
Total	$ 8,116,092	$ 8,420,637	$ 8,330,793	(1.07)	$ 8,399,215

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Charges For Current Services	$ 545,678	$ 545,678	$ 572,778	4.97	$ 572,778
Miscellaneous Revenues	44,220	44,220	44,220	0.00	44,220
Use of Fund Balance	200,000	—	53,000	—	—
General Revenue Allocation	7,326,194	7,830,739	7,660,795	(2.17)	7,782,217
Total	$ 8,116,092	$ 8,420,637	$ 8,330,793	(1.07)	$ 8,399,215

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Probation

Department Description

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

Mission Statement

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

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Provided resources, services and referrals to increase resiliency of juveniles and families and reduce the number who enter or re-enter the juvenile justice system.
  - 71% (1,582 of 2,232) of juvenile probationers completed their probation without any new law violations. Recidivism rates are one of the tools used to measure achievement of the department's goal to lower crime rates and prevent victimization.
  - 88% (45 of 51) 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. The target numbers were an estimated 136 of 160. The current numbers are lower than the original estimates due to a change in referral policies related to the program.

  - Provided safe, secure custody with rehabilitative programs (school, gang intervention, mental health, and alcohol and drug) for juvenile offenders who posed a risk to themselves or the community.
  - The rate of violent incidents in juvenile institutions increased by 1%. Although the department had been successful in significantly reducing violent incidents over the past two years, the slight increase experienced this year may indicate that changes in training and operational policy have achieved the goal to the extent possible.
  - Ensured that 96% (1,123 of 1,166) of wards successfully completed their stay at the Juvenile Ranch Facility, as ordered by the Court. Wards attended school and received additional programming such as substance abuse education, character development, mentoring, anger management and physical education while detained.

Strategic Initiative – The Environment

- Promoted energy conservation practices through the dissemination of information to staff on ways of reducing consumption of non-renewable energy sources.
  - Purchased 11 hybrid replacement 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.
  - 64% (4,357 of 6,760) of all adult probationers completed their probation without any new crimes.

- Increased the number of searches of probationers by 74% (21,063 from 12,065) to ensure they were not in possession of weapons, drugs, gang-related paraphernalia, child pornography, and other illegal contraband.

- Cleared 288 of 300 (96%) targeted warrants on probationers through review and apprehension to increase offender accountability by the Probation Warrant Unit. This goal was not met due to the reduction of resources resulting from the current downturn in the economy.
- Facilitated employment for 48% (75 of 154) of eligible high-risk youthful (18-24 year old) probationers within 90 days of case assignment. The downturn of the economy is a significant factor for falling short of the original goal of 50%.
- Increased probation participation 34% (240 from 179) in multi-agency operations, such as adult and juvenile gang operations, truancy sweeps, probation/parole sweeps, and sobriety checkpoints.
- Educated crime victims of their constitutional rights and provided victim input to the Court regarding sentencing, restitution, and other conditions of probation.
- Contacted 99% (12,600 of 12,700) of available victims and informed them of their rights to restitution and a victim impact statement. Exceeded goal of 95%.

2009-11 Objectives

Strategic Initiative – Kids

- Identify the percentage of juvenile probationers successfully released from local commitments who terminate probation without a new law violation. Recidivism rates are one of the tools used to measure achievement of the department's goal to lower crime rates and prevent victimization.
- Increase public safety and reduce crime by ensuring that youth who leave custodial settings are prepared for success in the community by participating in rehabilitative opportunities.
- Ensure that 60% (525 of 875) of youth who need employment readiness services receive them.
- Ensure that 60% (660 of 1,090) of youth who need literacy programs receive them.
- Ensure that 60% (690 of 1,150) of youth who are at high-risk of continued delinquency will receive services to reduce that risk.
- Ensure that 60% (585 of 975) of youth who need substance abuse services receive them.
- Ensure a safe and secure environment for youth who are committed to a juvenile facility.
- Ensure that no more than 9 violent incidences per 100 youth per month occur in the institutions by using targeted interventions. The Fiscal Year 2008-09 baseline was 8.5 violent incidences per 100 youth per month.
- Increase public safety and reduce crime by ensuring that 73% (1,640 of 2,250) of juvenile probationers will complete their probation without a new sustained law violation.
- Ensure that caseload size (number of probationers supervised by one officer) for the highest risk offenders will not exceed the stated standards by more than 10%.
- Ensure that youth are held accountable and provided rehabilitation services based on their risks and needs.
- 80% (810 of 1,013) of assignments to Breaking Cycles will be highest risk youth.
- 80% (110 of 137) of assignments to the Drug Court will be highest risk youth.
- 80% (197 of 246) of assignments to Juvenile Gang Suppression will be highest risk youth.

Strategic Initiative – The Environment

- Maintain a green environment by continuing to conserve energy and to inform staff on ways of reducing consumption of non-renewable energy sources.
  - Replace video-teleconferencing units used to conduct video interviews of adult inmates and juvenile detainees. This will increase efficiencies, conserve on vehicle fuel and maintenance plus contribute to air pollution prevention efforts.
  - Purchase 11 hybrid replacement vehicles by June 2010.

Strategic Initiative – Safe and Livable Communities

- Increase public safety and reduce crime by ensuring that the highest risk adults under intensive supervision are held accountable for their actions and are provided with rehabilitative opportunities in order to reduce future offending.
  - Ensure that 67% (4,529 of 6,760) of all adult probationers will complete their probation without being convicted of a new crime. The Fiscal Year 2008-09 baseline was 65%.
  - Ensure that 45% (1,350 of 3,000 per month) of the highest risk adult probationers are employed each month.

- Ensure that caseload size (number of probationers supervised by one officer) for the highest risk offenders will not exceed stated standards by more than 10%.
- Ensure that 50% (1,500 of 3,000) of adult probationers assigned to intensive supervision will be assessed as either high or medium risk

- Maintain a high profile in the community through ongoing partnerships with local, State and federal law enforcement.
  - Participate in 144 adult and juvenile multi-agency operations including gang operations, truancy sweeps, probation and parole sweeps and sobriety checkpoints.
- Conduct 3,000 searches of homes of adult and juvenile probationers to ensure that they are not in possession of illegal contraband such as weapons, drugs, child pornography and/or gang-related paraphernalia.
- Educate crime victims of their constitutional rights and provide victim input to the Court regarding sentencing, restitution and other conditions of probation.
  - 95% of available victims (12,065 of 12,700) will be contacted and informed of their right to restitution and a victim impact statement.

Related Links

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

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Percentage of adult offenders who complete their probation without being convicted of a new crime[1]	N/A	N/A	65%	67%	69%
Percentage of juvenile offenders who complete their probation without a new law violation[1]	N/A	N/A	71%	73%	75%
Number of homes of adult and juvenile probationers searched to ensure that they are not in possession of illegal contraband such as weapons, drugs, child pornography and/or gang-related paraphernalia[1]	N/A	N/A	5,150	3,000[2]	3,000
Rate (per 100 youth per month) of violent incidents including assaults, fights and threats to staff in juvenile institutions[1, 3]	N/A	5% reduction	1% increase to 8.6 incidences per 100 youth per month	No more than 9 incidences per 100 youth per month	No more than 9 incidences per 100 youth per month
Percentage of available victims contacted to inform them of their rights to restitution and a victim impact statement / total available victims[4]	98% of 12,662	95%	99% of 12,700	95%	95%
Percent reduction in the rate of detainee assaults on other detainees or staff in juvenile institutions / total assaults[5]	36% reduction/ 247 assaults	N/A	N/A	N/A	N/A
Percentage of Juvenile offenders who successfully complete informal supervision and will not re-offend (subsequent referral resulting in a sustained petition) within one year of completion of informal supervision[5, 6]	88% of 143	85%	88% of 51	N/A	N/A
Percentage increase (over two year average) in 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 / total searches[5, 7]	21%/ 13,521 searches	5%	74%/ 21,063 searches	N/A	N/A

Table Notes

[1] New Performance Measures effective Fiscal Year 2009-10. Fiscal Year 2008-09 Estimated Actuals are included to establish a baseline.

[2] The number of searches of homes will decrease due to service changes resulting from the downturn in the overall economy. The department is refining what searches will be conducted.

[3] In Fiscal Year 2008-09, the estimated actual number of violent incidents, including assaults, fights and threats to staff in juvenile institutions is projected to be 812. The maximum number of incidences for Fiscal Year 2009-10 and Fiscal Year 2010-11 is projected to be 896 annually. A portion of the variation is due to a variance in the population of youth in juvenile institutions.

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

[5] These measures will be discontinued as of Fiscal Year 2009-10 and replaced by a measure that better reflects outcomes for clients and communities and the department's mission.

[6] Informal supervision is a way for misdemeanor and minor felony cases to be handled without formal adjudication and formal probation supervision. Informal supervision is voluntary and involves a six-month contract between the parent, the minor and the Probation Department.

[7] The two year average for Fiscal Years 2006-07 and 2007-08 is 12,065.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 149.00 staff years.

- Adult Field Services net decrease of 55.00 staff years.
  - The reduction of State funding and categorical revenues result in a reduction of 8.00 staff years. The elimination of the Mentally Ill Offender Crime Reduction Grant results in 1.00 staff year loss and eliminates intensive supervision and community support for this population. The reduction of 3.00 staff years in the Proposition 36, *Substance Abuse and Crime Prevention Act of 2000*, State funding decreases the frequency of contacts, treatment reviews and drug testing. The reduction of 4.00 staff years in Adult Administrative Support Services, may impact the timeliness of documents such as police and Court reports.
  - The reduction of available local funding results in a reduction of 54.00 staff years. A decrease of 12.00 staff years in the Victim Services, Restitution Collections and Family Violence Units programs results in a decrease in victim notification services and the ability to collect restitution on high profile cases. Furthermore, a decrease of 31.00 staff years in Adult Investigations, Supervision and Adult Administrative Support Services results in additional delays in police and Court reports. The Adult Work Furlough program's staff years will be reduced by 4.00, which will produce delays in processing applicants. The decrease of 4.00 staff years in the Adult Mentally Ill Offender Unit will result in decreased field contacts, medication monitoring and transportation services to this population. The Youthful Offender Reentry Program's loss of 3.00 staff years will result in reduced community based treatment groups, referrals, and contacts in residential treatment facilities.
  - Increase of 7.00 staff years due to the transfer of staff from Institutional Services to realign staff in field services.
- Institutional Services net decrease of 44.00 staff years.
  - The reduction of Juvenile Probation and Camps State funding for County operations results in a reduction of 6.00 staff years. This reduction decreases the Institutional Administrative Support Services' ability to book and release minors and release property and information in a timely manner.
  - The reduction of available local funding results in a reduction of 29.00 staff years. A decrease of 8.00 staff years in the Work Projects Program reduces available hours for community services. In addition, a reduction of 21.00 staff years at the juvenile detention and camp facilities is proposed based on current populations in these facilities.
  - Decrease of 9.00 staff years due to the transfer of staff to Adult and Juvenile Field Services to realign staffing needs in field services.
- Juvenile Field Services net decrease of 40.00 staff years.
  - The reduction of State funding for operations and categorical revenues result in a reduction of 12.00 staff years. The reduction of Juvenile Justice and Crime Prevention Act State funding results in a 1.00 staff year reduction and impacts the Breaking Cycles program. In addition, the elimination of State funding for the Juvenile Mentally Ill Offender Crime Reduction Act results in a loss of 2.00 staff years and loss of specialized case management, access to therapy, medication, and psychiatric services for this population. The reduction of 4.00 staff years related to various task forces are reduced, resulting in elimination of participation in

interagency partnership cooperation and communication. The reduction of 5.00 staff years in the Truancy Intervention Program, due to State budget impacts on school districts, will reduce available intervention services to at-risk youth.

- The reduction of available local funding results in a net reduction of 29.00 staff years, which includes an additional 1.00 staff year related to the Breaking Cycles program, which would reduce community and in-home contacts, drug testing, and crises intervention services provided to wards. The Truancy Intervention Program will be reduced by an additional 1.00 staff year. The Truancy Supervision Program will also be decreased by 6.00 staff years, resulting in the reduction of probation supervision and community services to chronic truants. The Community Assessment Teams will lose 7.00 staff years as a result of this reduction in local funding. This loss will reduce early intervention services and enhanced case management services. An additional reduction of 14.00 staff years in programs such as Home Supervision, Women and Their Children, Community Response Officer Program, Intake and Investigations, Placement and Juvenile Administrative Support Services will impact the timely provision of services, such as out-of-home placement screenings, preparation of police and Court reports, and programs for pregnant drug dependant females.
- Increase of 1.00 staff year due to the transfer of staff from Institutional Services to realign staff in field services.

- Department Administration net decrease of 10.00 staff years.
  - The reduction of available local funding results in a net reduction of 11.00 staff years in Administrative and Support Services, resulting in delays in processing of administrative duties.
  - Increase of 1.00 staff year due to the transfer of staff from Institutional Services to realign staff.

Expenditures

Net decrease of $7.2 million.

- Salaries and Benefits — Decrease of $6.0 million due to the reduction of 149.00 staff years as a result of reductions to various State funded programs and the impact of local resource reductions.
- Services and Supplies — Decrease of $0.8 million due to the reduction of various State funded programs and the impact of local resource reductions
- Other Charges — Decrease of $0.4 million due to reduction in projected costs of Support and Care of juveniles.

Revenues

Net decrease of $7.2 million.

- Intergovernmental Revenues — Net decrease of $1.3 million.
  - Decrease of $0.6 million in Juvenile Probation and Camps Funding due to a reduction in State funding.
  - Decrease of $1.5 million in the Adult and Juvenile Mentally Ill Offender Crime Reduction Grant due to the elimination of State funding for this program.
  - Decrease of $0.2 million in Proposition 36, *Substance Abuse and Crime Prevention Act of 2000*, and Offender Treatment Program due to the reduction in State Funding for these programs.
  - Increase of $1.0 million in the Youthful Offender Block Grant due to a reallocation of State funds for this program.
  - Increase of $0.7 million in Senate Bill 618, *Inmates: Individualized Assessments and Treatment Plans*, pending final agreement with the State for increased allocations in this program.
  - Decrease of $1.5 million in the Juvenile Justice Crime Prevention Act due to a reduction in State funding.
  - Decrease of $0.1 million in Targeted Case Management due to the sunset provision (automatic termination of a government program after a defined period of time) for this program.
  - Increase of $1.0 million in Title IV-E of the Social Security Act cost reimbursement due to increases in the costs of eligible activities.
  - Decrease of $0.3 million in Multi-Systemic Therapy due to the termination of this program.
  - Increase of $0.2 million in various revenue accounts such as Foster Care and Standards and Training in Corrections.
- Charges for Current Services — Net decrease of $1.0 million.
  - Decrease of $1.3 million in collections related to Supervision and Investigation fees, due to the downturn in the overall economy.

- Increase of $0.3 million in Work Projects revenue, related to revenue realized from intradepartmental services.

- Other Financing Sources — Decrease of $2.5 million due to a reduction in funding from Proposition 172, *Local Public Safety Protection and Improvement Act of 1993,* which supports regional law enforcement services, due to the national economic downturn and reduced sales tax receipts.
- Use of Fund Balance — Decrease of $0.6 million due to the budgeting of major maintenance projects in the Public Safety Group Executive Office.
- General Revenue Allocation — Decrease of $1.8 million due to the downturn in the overall economy. The decrease is offset by identified program reductions as mentioned above.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Increase of $1.6 million in Salaries and Benefits primarily due to negotiated wage and benefit increases and an increase of $0.2 million in Services and Supplies due to the projected increase in the cost of contracted medical services in Probation facilities.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Adult Field Services	402.00	399.00	344.00	(13.78)	344.00
Institutional Services	509.00	593.00	549.00	(7.42)	549.00
Juvenile Field Services	368.00	384.00	344.00	(10.42)	344.00
Department Administration	76.00	76.00	66.00	(13.16)	66.00
Total	1,355.00	1,452.00	1,303.00	(10.26)	1,303.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Adult Field Services	$ 41,520,360	$ 42,425,375	$ 40,860,243	(3.69)	$ 41,716,711
Institutional Services	54,527,236	70,314,826	69,178,533	(1.62)	71,065,417
Juvenile Field Services	56,744,984	59,824,468	54,423,171	(9.03)	55,385,278
Department Administration	12,348,567	10,236,856	11,120,888	8.64	9,144,127
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	$ 165,416,147	$ 183,076,525	$ 175,857,835	(3.94)	$ 177,586,533

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 117,710,188	$ 129,418,109	$ 123,361,505	(4.68)	$ 124,863,328
Services & Supplies	38,914,355	46,109,228	45,327,002	(1.70)	45,553,877
Other Charges	10,427,676	9,427,676	9,054,676	(3.96)	9,054,676
Expenditure Transfer & Reimbursements	(1,636,072)	(1,878,488)	(1,885,348)	0.37	(1,885,348)
Total	$ 165,416,147	$ 183,076,525	$ 175,857,835	(3.94)	$ 177,586,533

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Fines, Forfeitures & Penalties	$ 241,944	$ 118,710	$ 68,500	(42.30)	$ 68,500
Revenue From Use of Money & Property	275,000	275,000	225,000	(18.18)	225,000
Intergovernmental Revenues	50,586,502	56,716,538	55,458,619	(2.22)	55,458,619
Charges For Current Services	9,466,905	9,619,995	8,631,528	(10.28)	8,720,427
Miscellaneous Revenues	18,312	18,312	18,312	0.00	18,312
Other Financing Sources	20,992,433	19,437,809	16,937,809	(12.86)	16,937,809
Use of Fund Balance	1,883,400	650,000	50,000	(92.31)	50,000
General Revenue Allocation	81,951,651	96,240,161	94,468,067	(1.84)	96,107,866
Total	$ 165,416,147	$ 183,076,525	$ 175,857,835	(3.94)	$ 177,586,533

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.

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Strengthened families by assisting juvenile delinquency clients to be successful in their rehabilitation programs and their probation.
  - Used juvenile record sealing statutes to assist juvenile clients in clearing their records to gain employment, participated in training programs and/or further education for 94% (220) of requests.
- Promoted a Dependency clients' attendance at their court hearings to ensure that the children were involved in the decisions that impact his or her life.
  - 28% (2,284) of all age appropriate (11-18) clients attended hearings.
- 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 the length of stay in Juvenile Hall.
  - Reduced the number of elapsed days between admission and sentencing in juvenile cases to an average of 28 days from 29 days.

Strategic Initiative – Safe and Livable Communities

- Established a professional relationship with clients, informed them of their rights and ensuing procedures, established a bond of trust and gathered background information in order to properly assess the treatment of each case.
  - Resolved an average of 76% of misdemeanor cases (approximately 51,000) at first appearance.
- 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 (approximately 7,900 cases) pre-preliminary hearing, when doing so benefits 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 260 misdemeanor clients in completing the expungement process in order to encourage the payment of fines, fees and restitution.
  - Filed an estimated 320 felony expungement requests in order to assist citizens in obtaining meaningful employment and 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 internal training programs to develop expertise and ethics, and promote effective supervision, teamwork, and peer support to ensure that all staff members are qualified to represent clients at the level of their assignments.
  - Achieved 15 hours of annual continuing legal education for 205 attorneys.

2009-11 Objectives

Strategic Initiative – Kids

- Strengthen families by assisting juvenile delinquency clients to be successful in their rehabilitation programs and on probation.
  - Use juvenile record sealing statutes to assist juvenile clients in clearing their records to gain employment, participate in training programs, and/or further education for 93% (estimated 250) of requests.
- Promote Dependency clients' attendance at their court hearings to insure that the children are involved in the decisions that impact his or her life.
  - Have 27% (estimated 2,200) 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.
  - Maintain the number of elapsed days between admission and sentencing in juvenile cases to an average of 28 days by June 2010.

Strategic Initiative – Safe and Livable Communities

- Establish a professional relationship with 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 76% of misdemeanor, or approximately 52,000 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 62% of felony cases, or approximately 8,000 cases, pre-preliminary hearing 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 260 misdemeanor clients in completing the expungement process in order to encourage the payment of fines, fees and restitution.
  - File an estimated 320 felony expungement requests in order to assist citizens in obtaining meaningful employment and record the dollars restored to the community from the payment of fines, fees and restitution prior to the granting of the expungement by June 2010.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Use internal training programs to develop expertise and ethics, and promote effective supervision, teamwork, and peer support to ensure that all staff members are qualified to represent clients at the level of their assignments.
  - Achieve 15 hours of annual continuing legal education for approximately 205 attorneys.

Related Links

For additional information about the Public Defender, refer to the Web site at http://www.sdcounty.ca.gov/public_defender/.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Percentage of misdemeanor & probation revocation cases resolved at first appearance	77% of 63,988 cases	75%	76% of 67,078 cases	76%	76%
Number of elapsed days between admission and sentencing of juvenile cases to accelerate rehabilitation and help reduce length of stay in Juvenile Hall	29 days	29 days	28 days	28 days	28 days
Percentage of felony cases investigated and resolved within 60 days of arraignment when doing so would benefit the client more than litigation	62% of 12,817 cases	60%	63% of 12,500 cases	62%	62%
Ensure that the dependent children are involved in the decisions that impact their lives. Percentage of hearings attended by age appropriate (11-18) clients	24% of 8,693 hearings	25%	28% of 8,160 hearings	27%	27%

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 9.00 staff years in the Dependency program as a result of anticipated revenue reduction in state trial court funding. The reduction in funding will be offset by efficient use of technology including mobile computing with wireless connectivity for access to case management system and for remote communication between attorneys and support staff. Other impacts will include a reduction in home visits by Public Defender personnel who will rely more on information obtained through home visits made by Health and Human Services staff.

Expenditures

Net increase of $6.4 million due to the creation of the Office of Assigned Counsel, handling conflict and multiple defendant indigent cases:

- Salaries and Benefits — decrease of $1.9 million in Salaries and Benefits to reflect the reduction in staffing described above and anticipated efficiencies.
- Services & Supplies — increase of $8.3 million to support the operational requirements of the Office of Assigned Counsel created by the Board of Supervisors on December 9, 2008 (Minute Order #8) and to align resources with operating needs.

Revenues

- Intergovernmental Revenues — net decrease of $0.9 million due to a reduction in the Administrative Office of the Courts Dependency contract with the State and realignment of the Senate Bill (SB) 90 *State Mandated Reimbursement* account.
- Charges for Current Services — decrease of $0.3 million due to a decrease in fee collections for Court Appointed Attorneys.
- Miscellaneous Revenues — decrease of $0.35 million due to the realignment of the SB 90 *State Mandated Reimbursement* account.
- General Revenue Allocation — net increase of $7.9 million due primarily to the creation of the Office of Assigned Counsel.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Increase of $1.0 million in Salaries and Benefits primarily due to negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Indigent Defense	343.00	343.00	334.00	(2.62)	334.00
Total	343.00	343.00	334.00	(2.62)	334.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Indigent Defense	$ 54,381,777	$ 56,857,144	$ 63,243,526	11.23	$ 64,289,965
Total	$ 54,381,777	$ 56,857,144	$ 63,243,526	11.23	$ 64,289,965

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 47,857,808	$ 50,092,173	$ 48,145,674	(3.89)	$ 49,385,520
Services & Supplies	6,418,969	6,764,971	15,097,852	123.18	14,904,445
Total	$ 54,381,777	$ 56,857,144	$ 63,243,526	11.23	$ 64,289,965

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Intergovernmental Revenues	$ 5,809,276	$ 6,108,592	$ 5,201,569	(14.85)	$ 4,929,069
Charges For Current Services	1,421,924	1,625,219	1,320,175	(18.77)	1,545,219
Miscellaneous Revenues	272,568	354,340	68	(99.98)	272,568
General Revenue Allocation	46,773,009	48,768,993	56,721,714	16.31	57,543,109
Total	$ 54,381,777	$ 56,857,144	$ 63,243,526	11.23	$ 64,289,965

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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 (HHSA) vision is a safe, healthy, thriving San Diego community. Its mission is to make residents' lives safer, healthier and self-sufficient through the delivery of essential services. In support of County Strategic Initiatives for Kids and Safe and Livable Communities, the Agency assists at-risk and vulnerable people to be safe, healthy and self-sufficient; protects the public's health; and promotes operational excellence.

The Agency provides five mission critical services: prevention, access, protection, treatment and care, and preparedness and response. Its services include preventive health care, access to publicly funded health care coverage, and a wide array of mental health and substance abuse programs. Protective services are provided to abused and neglected children and vulnerable adults, including seniors, the disabled and indigent adults. The Agency also works to reduce the burden of chronic diseases and contributing factors, such as childhood obesity, and helps the community prepare to respond to health emergencies and disasters.

Through six geographic 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 850 contracts representing over 450 community-based providers. Although the six regions are geographically and socially diverse, continuity is maintained by the administrative support divisions who provide essential support services to programs and staff.

HHSA Departments

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

Mission Statement

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

2008-09 Anticipated Accomplishments

The Agency assisted at-risk and vulnerable people through the following efforts:

- Focused on children under 10 years of age, both through the current child welfare system and through strategies which included the following:
  - Nurse Family Partnership (NFP), an evidence-based, nurse-home visiting program that helped first-time, low-income, high-risk mothers raise healthy children. In East Region, 96% (47 of 49) of children of NFP graduates received all their immunizations. In South Region, 98% (47 of 48) of clients initiated breastfeeding.
  - KidSTART (formerly Screening, Assessment, Referral and Treatment), an initiative to develop a comprehensive continuum of services for high-risk children ages 0-5 years. Progress to date includes proposed plans for a clinical pathway, a center and a pilot project to be implemented next fiscal year.
  - School Success, a program designed to help foster children tackle the difficulties they face at home and school. This joint effort with the County Office of Education ensures that the educational needs of foster care children and youth are identified early, and offers them a full array of academic support services and research. Progress to date includes early implementation of the new, innovative partnership

which incorporates education liaison services with social worker placement services at each of the Agency's six regions.

- Strengthened the health care safety net.
  - Provided funding for new mental health prevention and early intervention services that identify and treat early signs of mental illness. The plan for these services was submitted to the State of California Department of Health Services in November 2008, with implementation starting by mid 2009.
  - Opened a new state-of-the-art, skilled nursing facility to replace the existing Edgemoor facility. Edgemoor, a 24-hour facility, provides long-term medical care to patients with complex medical needs. Edgemoor patients are often under Conservatorship, receive Medi-Cal and are not eligible for most nursing home environments.
    - New Edgemoor facility opened in early 2009 and accommodates up to 192 licensed beds, up from 175.
    - Annual operational savings for the new facility is estimated at $4.6 million. The energy-saving features will save approximately $207,000 in utility bills every year for the next several years.
  - Implemented key Healthcare Safety Net strategies through a public-private partnership to improve access for uninsured residents in San Diego County. The partnership continues to address gaps in specialty care, coordination of care and funding. The Agency supported this goal and achieved the following:
    - Launched a multi-year effort to address integration of public, physical and behavioral health in the Agency.
    - Increased the number of specialty physician agreements by 26% (from 67 to 85) in the County Medical Services indigent health care program.
  - Protected the public's health by partnering with the County Office of Emergency Services on the Mobile Field Hospital Program. This program, which is administered by Scripps Hospital, is a new and innovative way to respond to an emergency anywhere in California. It can be deployed and have 250 beds operational within 72 hours. The Mobile Field Hospital was successfully deployed during the State's Golden Guardian exercise held in November 2008.
- Pursued strategies and technology that assisted the workforce to provide timely, responsive and efficient services to the community, while preparing for local impacts of the State's continuing fiscal problems.
  - Launched eQuest, a new referral system that will improve access to health services for 13,000 children with physical limitations. This new system allows hospitals, doctors, and other medical providers to electronically make and track referrals to the State mandated California Children Services program, improving providers' efficiency by replacing a manual process.
  - Embarked on a multi-year "social services safety net" project to streamline the business processes of three major federal and State mandated public assistance programs that provide access to health care, nutrition and temporary financial assistance (Medi-Cal, Food Stamps and CalWORKs). Progress to date includes the pilot of the first Customer Service Center at the North Central Family Resource Center with the goal of reducing the number of office visits for clients by simplifying processes and reducing office visits.
  - Implemented case imaging projects in various Agency programs and functions to reduce inefficient paper processes and facilitate information retrieval by the workforce. One of the completed projects was the conversion of paper files to virtual files for over 17,000 clients at the North Central Family Resource Center.

2009-11 Objectives

- The Agency will assist at-risk and vulnerable children, seniors and disabled individuals by:
  - Identifying options for In-Home Supportive Services to keep its costs manageable and maintain its original intent of serving needy seniors and persons with disabilities, including preparation of legislative proposals to implement recommended changes.
  - Fully implementing *School Success*, a program designed to help foster children tackle the difficulties they face at home and school.
- The Agency will address health improvements for the people it serves by:
  - Developing a health strategy that transforms the Agency with the integration of public health, physical health and behavioral health services.

- Strengthening the health care safety net by continuous engagement with community partners and reviewing current systems for operational efficiencies.
- Pursuing enhanced funding for safety net.
- Implementing chronic disease prevention strategies to address the growing concerns of chronic diseases that are related to personal behavior such as physical inactivity, poor nutrition and smoking.
- Implementing the Mental Health Services Act's (MHSA) Prevention and Early Intervention (PEI) program for previously underserved and unserved populations.

- The Agency will pursue strategies that will allow staff to be more efficient in serving clients during the current economic and financial climate and be fiscally responsible while preparing for future trends by:
  - Realigning resources to support core mandates in response to declining revenues.
  - Putting into full practice a management control initiative that will ensure fiscal and programmatic integrity and accountability.
  - Fully implementing the multi-year "social services safety net" project to streamline the business processes of three major federal and State mandated public assistance programs that provide access to health care, nutrition and temporary financial assistance (Medi-Cal, Food Stamps and CalWORKs). This major continuous improvement project will improve customer service, maintain program integrity and increase efficiency of services provided to more than 480,000 people by over 1,000 staff throughout the Agency.
  - Implementing a Nutritional Security Plan to help with the increasing number of applicants during the current economic downturn by identifying ways to simplify the Supplemental Nutrition Assistance Program (SNAP, formerly Food Stamps) eligibility process while maintaining program integrity.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Overview

The Health and Human Services Agency's Fiscal Year 2009-10 plan includes appropriations of $1.8 billion, which is an increase of $49.8 million in the General Fund, associated with increases in Intergovernmental Revenues.

The added appropriations are for In-Home Supportive Services provider payments, CalWORKs Assistance payments, Child Care payments and the continued expansion associated with the Mental Health Services Act (MHSA).

In developing the Operational Plan, the Agency faced over $70 million in funding challenges due to State Budget cuts, no support from the State for the cost of doing business, increased loss of revenues with the downturn in the economy, and the community's increased need for services during these difficult times.

In order to maintain fiscal stability and live within its resources, HHSA proposes reduced staffing levels and contracted services. HHSA has worked with advisory boards and other key stakeholders in the development of the Operational Plan to ensure the continuation of core, mandated programs and services. However, these reductions will impact the level of service clients currently receive. Unfortunately, as a result there will be fewer programs and longer wait times for client services.

The State reduced funding for Adult Protective Services (APS), the Ombudsman Program and Alcohol and Drug Services (ADS). These reductions have already been incorporated locally, and have led to increased wait times for the APS Call Center, a reduction in nursing home visits to minimal state levels and longer wait times for clients in the ADS Proposition 36 and Offender Treatment Programs.

The decline in the economy has eroded a significant amount of sales tax, vehicle license fees and other local funding. As a result, HHSA is proposing the elimination of certain programs and the reduction of services. In determining which programs to downsize, Agency staff reviewed criteria, such as, existence of State and federal mandates; priority as a core service; capacity from within the local safety net; and opportunity for redesign of the program. Services to be eliminated include the Well Child Visit Program for approximately 1,750 infants and children; the Critical Hours Program, which provides after-school services for 4,000 middle school aged youth at 41 county sites; and the weekly AIS radio talk show, dedicated to educating seniors on health, safety and well-being. Proposed service reductions include public health outreach efforts for immunizations, dental access to care and perinatal case management service.

The Agency proposes a decrease of 200.50 staff years. This includes 34.50 staff years due to operational efficiencies achieved with the opening of the new Edgemoor facility. The remaining reduction of 166.00 staff years include 18.00 associated with State Budget cuts for APS and the

Ombudsman Program, and in programs impacted by the decline in the economy. Many of these staff year reductions are accomplished through streamlining processes and reengineering work flow while focusing on mandated core services.

The February 2009 passage of the federal Economic Stimulus Package (The American Recovery and Reinvestment Act of 2009) is projected to yield approximately $18.0 million in additional federal revenue in Fiscal Year 2009-10. These dollars are being used to maintain core services and help mitigate the loss of Realignment revenues due to the decline in the economy. Had these federal dollars not been available, HHSA would have had to make further reductions in services and staffing.

Unfortunately, the economic challenges and uncertainty will continue in Fiscal Year 2009-10. The State's independent Legislative Analyst's Office (LAO) recently reported that even with the State's recent budget mitigation it is still projected to have a deficit of $8.0 billion for next fiscal year. It is anticipated that the State will make further program cuts in HHSA programs. The Agency continues to work towards handling these reductions and further economic challenges. HHSA increased its Management Reserves to $20.0 million as a contingency reserve due to the uncertainty of the economy, and is maintaining another $5.0 million of one-time appropriations to transition from any future State enacted cuts or continued economic downturn. HHSA also continues to focus on Business Process Reengineering efforts in order to maximize efficiencies of existing resources.

Tobacco Settlement Funds

Tobacco settlement payments were first securitized in Fiscal Year 2001-02 to allow a stable funding stream for health and human services programs. The Special Revenue fund reflects $27.5 million for Fiscal Year 2009-10. A shift of $10.5 million from "Use of Fund Balance" to "Revenue from Use of Money & Property" is included in the Operational Plan to better reflect the projected interest earned from investments.

Staffing by Department

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Regional Operations	2,658.25	2,656.25	2,438.00	(8.22)	2,438.00
Strategic Planning & Operational Support	223.50	231.00	221.00	(4.33)	221.00
Aging and Independence Services	322.50	323.50	295.50	(8.66)	295.50
Behavioral Health Services	903.50	916.00	871.50	(4.86)	860.50
Child Welfare Services	819.00	807.00	808.50	0.19	808.50
Public Health Services	374.25	374.25	488.50	30.53	488.50
Public Administrator / Public Guardian	36.00	36.00	34.00	(5.56)	34.00
Administrative Support	326.00	333.50	320.00	(4.05)	320.00
Total	5,663.00	5,677.50	5,477.00	(3.53)	5,466.00

Expenditures by Department

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Regional Operations	$ 460,594,318	$ 465,738,686	$ 469,538,597	0.82	$ 476,011,265
Strategic Planning & Operational Support	149,916,426	149,427,300	146,812,596	(1.75)	147,396,376
Aging and Independence Services	280,320,071	304,027,413	326,351,091	7.34	352,002,005
Behavioral Health Services	372,698,911	400,600,805	419,717,521	4.77	421,325,145
Child Welfare Services	256,143,446	264,356,319	265,041,881	0.26	267,051,769
Public Health Services	85,239,358	82,993,768	96,805,743	16.64	98,520,671
Public Administrator / Public Guardian	4,345,064	4,402,137	4,430,992	0.66	4,494,586
Administrative Support	75,351,499	98,606,549	91,621,357	(7.08)	75,245,070
Tobacco Settlement Funds	27,500,000	27,500,000	27,500,000	0.00	27,500,000
Total	$ 1,712,109,093	$ 1,797,652,977	$ 1,847,819,778	2.79	$ 1,869,546,887

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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 and individuals 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. In addition to shared goals, each Region may be responsible for oversight administration of a program, such as Welfare to Work and Child Care.

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

Mission Statement

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

2008-09 Anticipated Accomplishments – All Regions

Strategic Initiative – Kids

- Ensured 96% (432 of 450) of expectant mothers, who were visited by Public Health Nurses through delivery, completed the recommended number of prenatal care visits from the start of first contact by a Public Health Nurse, meeting target.
- Immunized 99% (2,137 of 2,159) of children, aged 24 months who were eligible for a vaccine when the vaccine was due and available, at the regional public health centers, thereby improving the quality of immunization service, meeting target.
- Ensured a net enrollment gain of 2% (additional 4,660, for a total of 237,697) of eligible children in Medi-Cal and Healthy Families programs as part of a long-term goal to provide health care coverage to uninsured children, above target of 1%.

- Ensured 91% (1,361 of 1,496) of children who were reunified with their families did not re-enter foster care within the next 12 months, meeting local target and above federal goal of 90.1%.
- Ensured 92.4% (6,752 of 7,307) of children with a substantiated allegation of neglect/abuse did not have another substantiated allegation in the next 6 months, above target of 92%.
- Ensured 77.6% (1,730 of 2,230) of children in foster care for less than 12 months had fewer than three placements during that period, below target of 80%.
- During transition to CalWIN, issued 90% (88,065 of 97,849) of child care payments to CalWORKs and other low-income families within 10 days of receipt of claim, below target of 99%.
- Increased children's participation in Food Stamps by 19% (from 69,894 to 83,250), exceeding target of 8%. This achievement was due in part to increased demand for services and greater collaboration with community partners.

Strategic Initiative – Safe and Livable Communities

- Secured stable employment for 94% (180 of 192) of Welfare-to-Work participants exiting cash assistance each month as indicated by their remaining off aid for six months, above target of 90%.
- Increased by 20% (from 330 to 396) the number of CalWORKs families who accessed Earned Income Tax Credit (EITC) Services, meeting target.

2009-11 Objectives – All Regions

Strategic Initiative – Kids

- Provide prevention and early intervention services to maximize the health and well-being of at-risk children.
  - Ensure 96% (432 of 450) of pregnant women in Regional Public Health Nursing care receive the recommended number of prenatal care visits from the start of first contact by a Public Health Nurse.
  - Deliver all age-appropriate vaccines to at least 90% (13,500 of 15,000) of children age 18 years or younger at each visit who present for immunization services at a regional public health center.
  - Ensure a net enrollment gain of 1% (an additional 2,376; from 237,697 to 240,073) of eligible children in Medi-Cal and Healthy Families programs.
- Provide protection, permanency and stability to children who are at-risk and have been abused and neglected.
  - Ensure 80% (1,784 of 2,230) of the children who are in foster care less than 12 months will have fewer than three placements during that period.
  - Increase Team Decision Making (TDM) meetings held countywide by 5% (from 1,725 to 1,811) to allow more family and community participation in making best decisions for children who are in, or at risk of entering, foster care.
  - Complete a Structured Decision Making (SDM) assessment on family strengths and needs for 78% (1,458 of 1,800) of new child welfare cases to help identify the most appropriate services for each family.

Strategic Initiative – Safe and Livable Communities

- Provide outreach and links to services to help at-risk children, families and vulnerable adults lead safe and healthy lives, and become self-sufficient.
  - Enroll 20,000 (from 128,616 to 148,616) eligible children and seniors in the Supplemental Nutrition Assistance Program (SNAP, formerly Food Stamps). This is year one of a three-year goal to enroll 50,000 participants.

Central Region

The Central Region encompasses San Diego city's urban core consisting of 48 communities with diverse cultures and populations. Central Region co-leads the implementation of the Healthcare Safety Net, manages the Community Action Partnership (CAP), the Office of Violence Prevention (OVP) and the Earned Income Tax Credit (EITC) service, as well as oversight for the County's Welfare-to-Work program. CAP is a countywide program committed to improving the lives of economically disadvantaged families and individuals. OVP is a countywide program dedicated to protecting children and families from dangerous conditions through domestic violence prevention and intervention. EITC services are administered through the Family Self-Sufficiency contractors and are designed to lift low-income working families and individuals out of poverty.

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Increased by 10% (from 297 to 326) the number of Team Decision Making (TDM) meetings which allowed more family and community participation in making the best decisions for children in foster care, meeting target.
- Conducted a nutrition education initiative at two elementary schools in Central Region to promote the benefits of good nutrition and availability of supplemental food assistance, above target of one school.
- Decreased by 4.3% (from 1,006 to 963) the number of court cases in Central Region to safely maintain more children in their homes without intervention. This is below target of 5%.

2009-11 Objectives

Strategic Initiative – Kids

- Ensure that 95% (9,952 of 10,476) of annual Domestic Violence Hotline calls will be answered by staff within 60 seconds or less.

Strategic Initiative - Safe and Livable Communities

- Secure stable employment for 90% (233 of 259) of Welfare-to-Work participants exiting cash assistance each month as indicated by remaining off aid for six months.
- Increase by 10% (from 396 to 436) the number of CalWORKs families accessing Earned Income Tax Services at tax assistance sites.

East Region

The East Region is a mixture of urban, suburban and rural communities, including several Native American reservations located in the rural areas. East Region administers the Nurse Family Partnership (NFP), an evidence-based program helping first-time, low-income mothers in East Region succeed; and Neighborhoods for Kids, an initiative that strives to keep

abused and neglected children in safe, familiar environments and in their same schools. East Region also provides countywide administration of Child Care subsidy payments to support families in transition from Welfare to Work.

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Ensured 47% (12 of 27) of NFP participants decreased or ceased smoking upon graduation from the program, meeting target
- Ensured 96% (47 of 49) of NFP graduates' children were fully immunized at 24 months of age, meeting target.
- Supported East County foster children with familiar people and places that encourage them to thrive.
  - 50% (18 out of 35) of all school age children, not placed with a relative or family friend, for whom a TDM meeting regarding placement was held, continued to attend their home school, exceeding the target of 25%. This achievement is due to established community relationships.
  - 60% (183 out of 304) of children coming into protective custody were placed with a relative or family friend, below target of 68%.

2009-11 Objectives

Strategic Initiative – Kids

- Issue 99% (96,871 of 97,849) of child care payments to CalWORKs and other low-income families within 10 days of receipt of claim.
- Ensure 65% (198 of 304) of East Region children coming into protective custody will be placed with a relative or family friend, promoting the Neighborhood for Kids goal of keeping children in familiar environments.
- Ensure 96% (47 of 49) of NFP graduates' children are fully immunized at 24 months of age.

North Central Region

The North Central Region is located within the City of San Diego and is comprised of 38 diverse communities including Miramar Air Base and other military communities. With a large military population, North Central Region supports the unique needs of military families through the Agency's "Military Initiative." North Central Region also operates a customer service center for public assistance programs throughout the county. This customer service center, referred to as ACCESS, is a toll-free service for county residents, providers and other government agencies with questions about general public assistance programs. Customers may also call to inquire about their case or report changes to a team of qualified staff. Beginning Fiscal Year 2009-10, the California Children Services (CCS) program will be reported under Public Health Services.

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Increased by 31.5% (from 143 to 188) the total number of Team Decision Meetings (TDM) to enhance permanency and stability for foster children, exceeding target of 5%.

Required Discipline – Continuous Improvement

- Implemented CCS eQuest, a Web-based referral and case management system to improve health outcomes for eligible children with severe physical limitations and chronic health conditions.
  - Ensured 90% (234 of 260) of new requests for service to CCS from health care providers were submitted timely and accurately, meeting target.
  - Ensured 85% (221 of 260) of medical determinations were made within 5 working days on all new requests processed through CCS eQuest, meeting target.

2009-11 Objectives

Strategic Initiative – Kids

- Establish performance baselines for ACCESS, the countywide eligibility customer service center, in order to manage operations and customer service.
- Update strategic plan to address the unique needs of military families.

Required Discipline – Continuous Improvement

- Pilot a teleworking project to increase the time available for client visits in the North Central Region by decreasing the number of miles traveled by Public Health Nurses.

North Coastal Region

The North Coastal Region consists of six cities, Camp Pendleton and more than a dozen communities. In addition to providing core regional services, North Coastal Region facilitates HealthLink North County, a school health-focused, public-private partnership to improve health and education outcomes for North County's school children.

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Increased by 12.2% (from 189 to 212) the total number of TDM meetings to enhance permanency and stability for foster children, above target of 5%.
- Addressed childhood obesity through HealthLink North County to ensure healthy communities and lifestyles.
  - Provided education on nutrition and physical activity to families at 22 North County schools, meeting target.
  - Hosted five forums for health professionals and provided group consultation on school health issues, meeting target.

Strategic Initiative – Safe and Livable Communities

- Increased Non-Assistance Food Stamps participation by 10% (from 3,362 to 3,698) for eligible families, above target of 5%.
  - Hosted a North County Earned Income Tax Credit (EITC) kick-off event, including nutritional education and Food Stamp outreach.
  - Provided Food Stamp education at a school resource fair and participated in community collaborative meetings.

2009-11 Objectives

Strategic Initiative – Kids

- Identify at least one new or under utilized service at each of the five HealthLink North County school-based collaborative forums for health professionals. Identified services will be evaluated for performance improvement in order to enrich the health and wellness of school age children.

Required Discipline – Continuous Improvement

- Pilot a teleworking project to increase the time available for client visits in the North Coastal Region by decreasing the number of miles traveled by Public Health Nurses.

North Inland Region

The North Inland Region includes four cities, remote desert communities, historic mountain towns, rural homes and farms, and numerous Indian reservations. The region's eastern border is the Imperial County line. In addition to providing core regional services, North Inland Region facilitates the Rural Health Network, a forum that brings together government and community service providers to collaborate and leverage health resources for rural San Diego County communities.

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Increased by 12.2% (from 190 to 212) the total number of TDM meetings to enhance permanency and stability for foster children, above target of 5%.

Strategic Initiative – Safe and Livable Communities

- Increased Non-Assistance Food Stamps participation by 17% (from 4,564 to 5,339) for eligible families, exceeding target of 5%.
  - Hosted a North County EITC kick-off event, including nutritional education and Food Stamp outreach.
  - Provided Food Stamp education at a school resource fair and participated in community collaborative meetings.
- Established a HHSA North Regions Web page for the Rural Health Network to improve communication and access to resources for rural communities and families in San Diego County.

2009-11 Objectives

Strategic Initiative – Kids

- Identify at least one new or under utilized service at each of the Rural Health Network collaborative forums. Identified services will be evaluated for performance improvement in order to enrich the health and wellness of rural communities.

Required Discipline – Continuous Improvement

- Pilot a teleworking project to increase the time available for client visits in the North Inland Region by decreasing the number of miles traveled by Public Health Nurses.

South Region

The South Region has four cities and seven communities and is bordered in the south by Mexico. South Region provides regional services, leads the Healthy Eating Active Communities (HEAC) project, and manages the South Region Nurse Family Partnership Program (NFP), and the Families as Partners (FAP). HEAC aims to prevent childhood obesity and ensure healthy adulthood by reducing health risks associated with obesity. NFP is an evidence-based program that helps first

time, high-risk, low-income mothers. FAP is a public-private partnership that will provide a community safety net for South Region's children and youth who are at risk of entering foster care or who are currently in the system. Beginning Fiscal Year 2009-10, the Office of Violence Prevention will be reported in the Central Region section.

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Improved health outcomes related to infant mortality, morbidity and childhood obesity by ensuring 98% (47 of 48) of NFP clients initiated breastfeeding during the first year of the program, exceeding target of 85%.
- Increased by 10% (from 161 to 177) the number of TDM meetings to allow more family and community participation in making best decisions for children, meeting target.

Strategic Initiative – Safe and Livable Communities

- Ensured that 98% (8,868 of 8,818) of Domestic Violence Hotline calls were answered by hotline staff within 60 seconds, above target of 95%.

2009-11 Objectives

Strategic Initiative – Kids

- Improve health outcomes related to infant mortality, morbidity, and childhood obesity by ensuring that 90% (50 of 55) of NFP clients will initiate breast feeding.
- Develop and implement a sustainability plan for the Healthy Eating Active Communities project.
- Establish the Families as Partners program to provide a coordinated and multi-disciplinary care system to children and youth at risk of entering or who are currently in foster care.

Related Links

For detailed information about the health and characteristics of the people living in each Region, go to http://www.sdhealthstatistics.com/.

For additional information on the programs offered by the Health and Human Services Agency, refer to the Web site at http://www.sdcounty.ca.gov/hhsa/.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Expectant mothers visited by Public Health Nurses through delivery that complete recommended number of prenatal care visits	97.8% of 643	96% of 350	96% of 450	96% of 450	96% of 450
Children age 0-18 years receive age-appropriate vaccines[1]	N/A	N/A	N/A	90% of 15,000	90% of 15,000
Children enrolled in Medi-Cal and Healthy Families health care coverage	5%[2] (enrolled 11,211 for a total of 233,037)	1% (enroll 2,330 for a total of 235,367)	2% (enrolled 4,660 for a total of 237,697)	1% (enroll 2,376 for a total of 240,073)	1% (enroll 2,400 for a total of 242,473)
Children in foster care for less than 12 months have fewer than 3 placements during that period	77.7% of 2,384	80% of 2,300	77.6% of 2,230	80% of 2,300	80% of 2,300
Increase in TDM meetings held countywide[3]	N/A	N/A	1,725	5% (from 1,725 to 1,811)	5% (from 1,811 to 1,901)
Completion of SDM assessments on new child welfare cases[3]	N/A	N/A	76% of 1,869	78% of 1,800	78% of 1,800
Eligible children and seniors enrolled in SNAP[3]	N/A	N/A	128,616	20,000 (from 128,616 to 148,616)	20,000 (from 148,616 to 168,616)
Children age 24 months served by regional public health centers immunized when vaccine is due and available[1]	99.7% of 2,463	99% of 2,500	99% of 2,159	N/A	N/A
Children who enter foster care do not enter again within 12 months of leaving foster care[4]	91.9% of 2,089	91% of 2,050	91% of 1,496	N/A	N/A
Children with a substantiated allegation of neglect/abuse do not have another substantiated allegation in the following 6 months[4]	91.7% of 6,844	92% of 6,500	92.4% of 7,307	N/A	N/A
Childcare payments to CalWORKs and other low-income families made within 10 days[5]	96%[6] of 71,521	99% of 71,000	90% of 97,849	N/A	N/A
Food Stamp participation increase among children[4]	N/A	8% (from 69,000 to 74,500)	19%[7] (from 69,894 to 83,250)	N/A	N/A
Welfare-to-Work participants who secure stable employment, remaining off aid for six months[5]	95% of 272 monthly average	90% of 300 monthly average	94% of 192 monthly average	N/A	N/A
CalWORKs families accessing Earned Income Tax Credit[5]	85%[8] (from 250 to 464)	20% (from 330 to 396)	20% (from 330 to 396)	N/A	N/A

Table Notes

[1] Effective Fiscal Year 2009-10, the measure about *Children age 0-18 years receive age-appropriate vaccines* replaces the measure about *Children age 24 months served by regional public health centers immunized when vaccine is due and available*, to better reflect strategic priorities.

[2] In Fiscal Year 2007-08, this measure exceeded its target of 1% due to increased collaboration with community partners and organizations.

[3] Effective Fiscal Year 2009-10, these measures have been included in the Operational Plan to better reflect strategic priorities.

[4] Effective Fiscal Year 2009-10, these measures will no longer be reported in the Operational Plan, but will continue to be monitored internally.

[5] Effective Fiscal Year 2009-10, these measures have been moved to the Region responsible for oversight of the program on behalf of the other Regions and will no longer be reported in the Performance Measure table.

[6] Due to staffing transitions in late Fiscal Year 2007-08, numbers were misreported. The correct year actual is 96%, not 98%. Corrections have been made to year-end actual numbers to ensure consistency in data trends. The target for Fiscal Year 2008-09 remains unchanged.

[7] This measure exceeded its target of 8% due to increased demand for services in response to current economic downturn, and collaboration with community partners and organizations.

[8] In Fiscal Year 2007-08, this measure exceeded its target of 10% due to a successful outreach campaign and community partnerships.

Proposed Changes and Operational Impact: 2008-09 to 2009-10 – All Regions

Staffing

Net decrease of 218.25 staff years.

- Decrease of 33.50 staff years due to the loss of revenue associated with the decline in the economy. This decrease is across multiple functions and is accomplished through streamlining processes and reengineering workflow with an emphasis on core functions. Also, a decrease is a result of increased efficiency associated with the conversion to electronic public assistance records.
- Decrease of 4.00 staff years as a result of the elimination of the Well Child Visit program due to the loss of revenue associated with the decline in the economy. This program has provided periodic health assessments and health supervision for eligible infants and children at seven county sites. Approximately 1,750 clients will be impacted and referred to a community clinic closest to their home.
- Transfer out 154.75 staff years associated with the move of California Children's Services (CCS) to Public Health Services, with no impact to services.
- Transfer out 18.00 staff years to County Child Welfare Services (CCWS) to support operational needs.
- Transfer out 5.00 staff years as a result of reengineering Agency Human Resources.
- Transfer out 1.00 staff year to Administrative Support and 2.00 staff years to Strategic Planning and Operational Support as a technical adjustment with no impact to the administration of services.

Expenditures

Net increase of $3.8 million.

- Salaries and Benefits — decrease of $19.4 million due to the reduction of staff years and transfers to other divisions.
- Services and Supplies — decrease of $3.1 million.
  - Increase of $0.3 million for rents, leases and utilities.
  - Decrease of $2.0 million as a result of the elimination of the Critical Hours program due to the loss of revenue associated with the decline in the economy. This program has provided after school services annually to approximately 4,000 middle-school aged youth at 41 county sites. County Parks and Recreation department, along with other nonprofit agencies and schools currently provide similar services and will be able to assist some of these impacted families.

- Decrease of $1.4 million due to the transfer of CCS.

- Other Charges — net increase of $26.2 million.
  - Increase of $25.9 million in CalWORKs Assistance Payments based on caseload growth.
  - Increase of $4.5 million in Child Care provider payments based on caseload growth.
  - Decrease of $4.2 million in Support & Care of Persons due to the transfer of CCS.

Revenues

Net increase of $3.8 million.

- Intergovernmental Revenues — increase of $9.7 million.
  - Increase of $25.3 million in CalWORKs Assistance Payments revenue.
  - Increase of $4.4 million in Child Care revenue to align to the allocation.
  - Increase of $0.4 million in Mental Health Services Act (MHSA) revenue based on reengineering the delivery of health promotion services.
  - Decrease of $16.2 million in State and federal funding due to the move of CCS to Public Health Services.
  - Decrease of $2.6 million in Realignment due to the decline in the economy.
  - Decrease of $1.6 million in administrative revenues to align to the allocations.
- General Revenue Allocation — decrease of $6.0 million due to the elimination of the Critical Hours program and the transfer of CCS to Public Health Services.

Proposed Changes and Operational Impact: 2009-10 to 2010-11 – All Regions

Increase of $6.5 million in Salaries and Benefits due to negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Regional Self Suffic Elig	1,053.00	1,062.00	1,059.00	(0.28)	1,059.00
Regional Child Welfare Svcs	673.50	670.50	641.00	(4.40)	641.00
Central Region	227.00	227.00	226.00	(0.44)	226.00
East Region	198.50	198.50	191.50	(3.53)	191.50
North Central Region	263.75	255.75	89.00	(65.20)	89.00
North Coastal Region	88.00	88.00	84.00	(4.55)	84.00
North Inland Region	70.00	70.00	68.00	(2.86)	68.00
South Region	84.50	84.50	79.50	(5.92)	79.50
Total	2,658.25	2,656.25	2,438.00	(8.22)	2,438.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Regional Self Suffic Elig	$ 71,510,835	$ 73,606,122	$ 73,828,045	0.30	$ 76,553,320
Regional Child Welfare Svcs	56,884,688	57,487,493	55,533,544	(3.40)	57,607,541
Central Region	86,245,564	87,055,169	94,955,950	9.08	95,519,681
East Region	91,980,865	93,788,009	103,346,096	10.19	103,711,077
North Central Region	51,343,083	50,179,062	30,965,524	(38.29)	31,141,116
North Coastal Region	23,960,640	24,074,652	25,740,322	6.92	25,969,002
North Inland Region	27,078,880	27,329,661	30,083,191	10.08	30,245,523
South Region	51,589,763	52,218,518	55,085,925	5.49	55,264,005
Total	$ 460,594,318	$ 465,738,686	$ 469,538,597	0.82	$ 476,011,265

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 197,716,137	$ 201,732,428	$ 182,367,959	(9.60)	$ 188,840,627
Services & Supplies	38,512,365	39,640,963	36,582,681	(7.71)	36,582,681
Other Charges	224,365,816	224,365,295	250,587,957	11.69	250,587,957
Total	$ 460,594,318	$ 465,738,686	$ 469,538,597	0.82	$ 476,011,265

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Licenses Permits & Franchises	$ 834,238	$ 820,845	$ 824,783	0.48	$ 834,737
Fines, Forfeitures & Penalties	50,000	50,000	50,000	0.00	50,000
Revenue From Use of Money & Property	—	303,528	311,113	2.50	311,113

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Intergovernmental Revenues	422,799,657	434,794,449	444,539,393	2.24	445,216,521
Charges For Current Services	1,685,208	1,889,480	1,874,145	(0.81)	1,874,145
Miscellaneous Revenues	1,477,470	1,466,361	1,444,176	(1.51)	1,444,176
Reserve/Designation Decreases	—	—	—	0.00	4,997,927
General Revenue Allocation	32,247,745	26,414,023	20,494,987	(22.41)	21,282,646
Total	$ 460,594,318	$ 465,738,686	$ 469,538,597	0.82	$ 476,011,265

Strategic Planning and Operational Support

Department Description

Strategic Planning and Operational Support (SPOS) provides a wide range of planning, policy, operational and administrative support to Agency regions and programs. SPOS promotes access to health care and advances individual self-sufficiency through public assistance programs, and safeguards program integrity by partnering with regional operations, the State and the District Attorney. SPOS administers County Medical Services for uninsured indigent adults. Through strategic planning and process management, SPOS enhances overall Agency performance in order to achieve shared community outcomes. The Commission on Children, Youth and Families, an advisory body to help strengthen children and families, is staffed by SPOS.

Mission Statement

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

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Promoted the benefits of good nutrition and the availability of supplemental food assistance for low-income children by conducting a nutrition education initiative at two elementary schools, Balboa Elementary and Kimbrough Elementary.
- Distributed 100% (19,000) of Healthy Families and Medi-Cal applications to appropriate regions within 5 days facilitating access to medical and dental services, above target of 99%.
- Supported efforts to increase the County's CalWORKs recipient work participation rate by 1% (from 510 to 515 of 1,500 sampled cases), below target of 5% due to the economy.

Strategic Initiative – Safe and Livable Communities

- Ensured 96% (96 of 100) of indigent adults who completed the Supplemental Security Income (SSI) application process through the Advocacy Program obtained SSI in order to promote self-sufficiency, above target of 90%.
- Ensured 80% (560 of 700) of indigent adults enrolled in diabetes case management met the standard of care by receiving a blood test semi-annually, meeting target.

Required Discipline – Regional Leadership

- Assisted community partners to bring $10.4 million in grant funds into the region through the Office of Resource Development network, below target of $14.0 million due to the economy.

Required Discipline – Accountability/Transparency

- Initiated contact with 100% (2,878) of clients within 45 calendar days of receipt of an *Income Fraud Detection Report*, safeguarding program integrity, above target of 90%.
- Within 48 hours, responded to 93% (16,368 of 17,600) of urgent help desk calls for the welfare eligibility computer system ensuring timely and accurate benefit issuance, below target of 95%.

Required Discipline – Continuous Improvement

- Completed four Agency-level continuous improvement projects that helped Agency mitigate risks and advance strategic priorities.

2009-11 Objectives

Strategic Initiative – Kids

- Support efforts to increase the County's CalWORKs work participation rate by 5% (from 515 to 540 of 1,500 sampled cases).

Strategic Initiative – Safe and Livable Communities

- Ensure 96% (144 of 150) of indigent adults who complete the SSI application process through the Advocacy Program obtain SSI in order to promote self-sufficiency.

- Increase the number of medical specialty care providers for indigent clients by 10% (from 193 to 212) to enhance capacity.
- Ensure 85% (680 of 800) of indigent adults enrolled in diabetes case management meet the standard of care by receiving a blood test semi-annually.

Required Discipline - Customer Satisfaction

- Implement a customer service center that enables customers to access information regarding their CalWORKs, Food Stamps or Medi-Cal case 24 hours a day, seven days a week.

Required Discipline – Accountability/Transparency

- Respond to 95% (16,150 of 17,000) of urgent help desk calls for the welfare eligibility computer system within 48 hours to ensure timely and accurate benefit issuance.

Required Discipline – Continuous Improvement

- Complete four Agency-level continuous improvement projects to help the Agency mitigate risks and advance strategic priorities.
- Initiate a Project Management "boot camp" to improve business process reengineering skills among agency staff in conjunction with Agency Human Resources.

Related Links

For additional information on the programs offered by the Health and Human Services Agency, refer to the Web site at http://www.sdcounty.ca.gov/hhsa.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
CalWORKs recipient work participation rate increase	N/A	5% (from 510 to 535)	1%[1] (from 510 to 515)	5% (from 515 to 540)	5% (from 540 to 567)
SSI applicants who complete the application process through the SSI Advocacy program and obtain SSI	92% of 137	90% of 150	96% of 100	96% of 150[2]	96% of 150
Increase in medical specialty care doctors for indigent clients[3]	N/A	N/A	N/A	10% (from 193 to 212)	10% (from 212 to 233)
Indigent adult diabetics enrolled in diabetes case management that receive blood tests	N/A	80% of 700	80% of 700	85% of 800	85% of 800
Urgent help desk calls that remain at help desk responded to within 48 hours	N/A	95% of 10,000	93% of 17,600	95% of 17,000	95% of 17,000
Agency-level continuous improvement projects	N/A	4	4	4	4
Healthy Families and Medi-Cal mail-in applications distributed to appropriate regions within 5 days[4]	100% of 18,582	99% of 15,000	100% of 19,000	N/A	N/A
Contact initiated within 45 days of receipt of Income Fraud Detection Report[5]	N/A	90% of 1,800	100% of 2,878	N/A	N/A
Dollars obtained by community partners with assistance from ORD[6]	N/A	$14.0 million	$10.4 million	N/A	N/A

Table Notes

[1] In Fiscal Year 2008-09, this measure is projected not to meet its target of 5% due to the economy.

[2] Effective Fiscal Year 2009-10, this measure has been modified to include County Medical Services clients in addition to General Relief and Cash Assistance Program for Immigrant clients.

[3] Effective Fiscal Year 2009-10, this measure has been included to better reflect strategic priorities.

[4] Effective Fiscal Year 2009-10, this measure will no longer reported in the Operational Plan. The tasks associated with this measure will be transferred to the Regions.

[5] Effective Fiscal Year 2009-10, this measure will no longer be reported in the Operational Plan. The measure exceeded its target due to focused efforts by staff. The tasks associated with this measure will be transferred to the Regions.

[6] Effective Fiscal Year 2009-10, this measure will no longer be reported in the Operational Plan. It is projected not to meet its target of $14.0 million in Fiscal Year 2008-09 due to the economy.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Net decrease of 10.00 staff years.

- Transfer in 2.00 staff years from Regional Operations to support the increase in the number of hearings due to public assistance caseload growth.
- Transfer out 1.00 staff year to Administrative Support as result of reengineering Agency Human Resources.
- Decrease of 11.00 staff years due to the loss of revenue associated with the decline in the economy. These reductions will have no impact to clients or service delivery.

Expenditures

Net decrease of $2.6 million.

- Salaries and Benefits — decrease of $0.6 million due to the reduction of staff years.
- Services and Supplies — decrease of $2.0 million.
  - Increase of $0.2 million associated with increased cost for public assistance fraud and prosecution offset by savings in other services and supplies.
  - Decrease of $1.6 million associated with one-time prior year retro payments for County Medical Services.
  - Decrease of $0.6 million associated with the completion of one-time projects.

Revenues

Net decrease of $2.6 million.

- Intergovernmental Revenues — decrease of $0.5 million associated with the decline in the economy.
- Charges for Current Services — increase of $0.1 million of child abuse fines.
- Use of Fund Balance — decrease of $2.2 million due to the completion of one-time prior year projects.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Increase of $0.6 million in Salaries and Benefits due to negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Administration	87.00	86.00	78.00	(9.30)	78.00
Health Care Administration	35.00	36.00	35.00	(2.78)	35.00
Self Sufficiency Services and Support	101.50	109.00	108.00	(0.92)	108.00
Total	223.50	231.00	221.00	(4.33)	221.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Administration	$ 30,212,386	$ 26,684,895	$ 26,058,093	(2.35)	$ 26,312,661
Health Care Administration	95,422,017	97,540,120	95,747,432	(1.84)	95,831,490
Child Care Planning Council	1,112,823	1,113,810	1,113,810	0.00	1,113,810
Self Sufficiency Services and Support	23,169,200	24,088,475	23,893,261	(0.81)	24,138,415
Total	$ 149,916,426	$ 149,427,300	$ 146,812,596	(1.75)	$ 147,396,376

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 17,978,289	$ 18,746,356	$ 18,181,205	(3.01)	$ 18,764,985
Services & Supplies	131,938,137	130,680,944	128,631,391	(1.57)	128,631,391
Total	$ 149,916,426	$ 149,427,300	$ 146,812,596	(1.75)	$ 147,396,376

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Fines, Forfeitures & Penalties	$ 2,707,019	$ 3,349,216	$ 3,349,216	0.00	$ 3,349,216
Intergovernmental Revenues	108,758,589	107,417,266	106,911,954	(0.47)	106,911,954
Charges For Current Services	6,858,469	6,858,469	6,909,077	0.74	6,918,600
Miscellaneous Revenues	1,042,349	1,042,349	1,042,349	0.00	1,042,349
Other Financing Sources	17,600,000	17,600,000	17,600,000	0.00	17,600,000
Reserve/Designation Decreases	—	—	—	0.00	574,257
Use of Fund Balance	1,950,000	2,160,000	—	(100.00)	—
General Revenue Allocation	11,000,000	11,000,000	11,000,000	(0.00)	11,000,000
Total	$ 149,916,426	$ 149,427,300	$ 146,812,596	(1.75)	$ 147,396,376

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Aging & Independence Services

Department Description

Aging and 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 delivering essential services.

2008-09 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Ensured 91% (estimate 6,598 of 7,250) of Adult Protective Services (APS) cases were not re-referred within six months of case closing, meeting target.
- Maintained a 95% (estimate 6,888 of 7,250) performance rate for conducting face-to-face contact within 10 days of receiving APS referrals, meeting target.
- Ensured 99% (estimate 347of 350) of sampled In-Home Supportive Services (IHSS) cases reviewed were in compliance with the State mandated IHSS quality assurance program, above target of 90%.
- Achieved a 2% increase (from 400 to 408) in the number of monthly information and assistance calls entered into the AIS Call Center Network of Care database in order to monitor demand for services, below target of 5%.
- Notified 95% (4,975 of 5,000) of customers assisted by the Veterans Services Office of the result of their college fee waiver application within 14 days, exceeding target of 80%. This achievement was due to the automation of the application process and an increase in volunteers.

Required Discipline – Continuous Improvement

- Completed technical requirements that will allow the conversion of manual records to an electronic format in the AIS case management and Ombudsman programs in order to improve access and retrieval of needed information. Implementation of these requirements is scheduled for Fiscal Year 2009-2010.

2009-11 Objectives

Strategic Initiative – Safe and Livable Communities

- Maintain a 95% (7,125 of 7,500) performance rate for conducting face-to-face contacts within 10 days of receiving APS referral.
- Ensure 91% (6,825 of 7,500) of APS cases are not re-referred within six months of case closing.
- Ensure 96% (15,840 of 16,500) of annual IHSS reassessments are updated and documented by the recertification due date. Timely completion of reassessments ensures IHSS clients receive the appropriate level of care to remain safely in their own home.
- Notify 90% (4,500 of 5,000) of customers assisted by Veteran's Services of the result of their college tuition waiver application within 14 days.

Required Discipline – Continuous Improvement

- Ensure 95% (618 of 650) of sampled IHSS cases reviewed are in compliance with the State mandated IHSS quality assurance program and the assessed service hours are correctly calculated and authorized.
- Implement the new IHSS statewide computer system, Case Management Information and Payrolling System (CMIPS) II, which will allow better management of recipient and provider data as cases migrate from paper to electronic.

Related Links

A resource guide for seniors, adults with disabilities and professionals is available through Network of Care at http://sandiego.networkofcare.org/.

For additional information on the programs offered by the Health and Human Services Agency, refer to the Web site at http://www.sdcounty.ca.gov/hhsa/.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Face-to-face APS investigations within 10 days	95% of 7,195	95% of 7,500	95% of 7,250	95% of 7,500	95% of 7,500
APS cases not re-referred within 6 months of closing	92% of 7,195	91% of 7,500	91% of 7,250	91% of 7,500	91% of 7,500
IHSS reassessments are updated/ documented by recertification due date[1]	N/A	N/A	N/A	96% of 16,500	96% of 16,500
Notification response rate within 14 days for customers applying for the college fee waiver	N/A	80% of 5,000	95%[2] of 5,000	90% of 5,000	90% of 5,000
Cases in compliance with IHSS quality assurance program	99% of 355	90% of 350	99% of 350	95% of 650	95% of 650
Increase in number of monthly calls entered into the AIS Call Center Network of Care database[3]	N/A	5% (from 400 to 420)	2% (from 400 to 408)	N/A	N/A

Table Notes

[1] Effective Fiscal Year 2009-10, this measure was added to better reflect State mandated requirements for the IHSS program. The annual reassessment completion dates are entered/documented in the Case Management Information and Payroll System by their due date. The timely assessment ensures no disruption in services to clients and timely payments to providers.

[2] In Fiscal Year 2008-09, this measure was exceeded due to the automation of the application process and an increase in volunteer workforce.

[3] Effective Fiscal Year 2009-2010, this measure will not be reported in the Operational Plan due to technical difficulties with the database system. In Fiscal Year 2007-2008 a baseline was established for this measure. In Fiscal Year 2008-2009, the target was a 5% increase above the baseline. During the year, technical issues arose negatively impacting staff ability to enter data and requiring an upgrade to the system. In Fiscal Year 2009-2010, the upgraded system will be piloted. Based on these events, this objective is not included for the upcoming fiscal year.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Net decrease of 28.00 staff years.

- Decrease of 18.00 staff years in Adult Protective Services and Ombudsman program due to State budget reductions. This will increase wait times for the APS Call Center, the APS caseloads are expected to increase and some clients will no longer be seen on a face-to-face basis. Nursing home visits will be reduced to minimal state levels. With fewer staff in the Ombudsman Program it will lead to a reduction in Ombudsman volunteers.
- Decrease of 8.00 staff years throughout AIS due to the loss of revenue associated with the decline in the economy. Every effort was made to accomplish these reductions through streamlining processes and reengineering workflow with an emphasis on mandated core functions. However, the reduction will lead to increased wait time by clients in APS and IHSS and other Aged programs.
- Transfer out of 2.00 staff years to Administrative Support as a result of reengineering Agency Human Resources.

Expenditures

Net increase of $22.3 million.

- Salaries and Benefits — decrease of $1.9 million due to the reduction of staff years
- Services and Supplies — increase of $24.2 million.
  - Increase of $23.4 million for IHSS Individual Provider (IP) payments.
  - Increase of $1.5 million for implementation of Case Management Information Payroll System (CMIPS II).
  - Decrease of $0.5 million in various services and supplies associated with loss of revenue.
  - Decrease of $0.2 million due to one-time cost associated with Project Care and the elimination of the AIS radio talk show, which impacts seniors who will have less access to information on health, safety and well-being.

Revenues

Net increase of $22.3 million.

- Intergovernmental Revenues — net increase of $22.5 million.
  - Increase of $20.1 million associated with the increased IHSS Individual Provider costs.
  - Increase of $10.5 million in federal revenue associated with the American Recovery and Reinvestment Act of 2009.
  - Increase of $1.5 million in State funding for CMIPS II implementation.
  - Decrease of $8.4 million in Realignment due to the decline in the economy.
  - Decrease of $1.2 million associated with the State cuts to the Ombudsman and APS programs.
- Use of Fund Balance — decrease of $0.1 million for one-time prior year costs associated with Project Care.
- General Revenue Allocation — decrease of $0.05 million, which reflects the impact of the downturn in the overall economy.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Increase of $25.6 million due to $0.7 million in Salaries and Benefits for negotiated wage and benefit increases and $24.9 million in projected IHSS Individual Provider payments.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
In-Home Supportive Services	156.00	156.00	151.00	(3.21)	151.00
Veterans Services	8.00	8.00	8.00	0.00	8.00
Senior Health and Social Services	49.00	48.00	48.00	0.00	48.00
Protective Services	86.50	88.50	67.50	(23.73)	67.50
Administrative and Other Services	23.00	23.00	21.00	(8.70)	21.00
Total	322.50	323.50	295.50	(8.66)	295.50

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
In-Home Supportive Services	$ 251,438,729	$ 274,076,990	$ 298,129,083	8.78	$ 323,442,966
Veterans Services	838,474	856,343	927,972	8.36	950,972
Senior Health and Social Services	13,930,369	14,513,015	14,607,753	0.65	14,710,458
Protective Services	9,743,613	10,114,644	8,492,128	(16.04)	8,636,927
Administrative and Other Services	4,368,886	4,466,421	4,194,155	(6.10)	4,260,682
Total	$ 280,320,071	$ 304,027,413	$ 326,351,091	7.34	$ 352,002,005

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 26,514,308	$ 27,682,544	$ 25,783,838	(6.86)	$ 26,503,455
Services & Supplies	239,819,826	262,358,932	286,581,316	9.23	311,512,613
Other Charges	5,000	5,000	5,000	0.00	5,000
Capital Assets Equipment	181,757	181,757	181,757	0.00	181,757
Operating Transfers Out	13,799,180	13,799,180	13,799,180	0.00	13,799,180
Total	$ 280,320,071	$ 304,027,413	$ 326,351,091	7.34	$ 352,002,005

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Fines, Forfeitures & Penalties	$ 185,660	$ 185,660	$ 185,660	0.00	$ 185,660
Intergovernmental Revenues	271,670,557	294,835,641	317,316,199	7.62	334,848,315
Miscellaneous Revenues	139,106	65,582	78,452	19.62	78,452
Other Financing Sources	100,000	100,000	100,000	0.00	100,000
Reserve/Designation Decreases	—	—	—	0.00	8,095,798
Use of Fund Balance	—	120,000	—	(100.00)	—
General Revenue Allocation	8,224,748	8,720,530	8,670,780	(0.57)	8,693,780
Total	$ 280,320,071	$ 304,027,413	$ 326,351,091	7.34	$ 352,002,005

Behavioral Health Services

Department Description

Behavioral Health Services (BHS) provides a range of mental health, alcohol and other drug programs serving children, youth, families, adults and older adults. BHS programs promote 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. BHS works in partnership with the community to provide evidence-based services to achieve effective outcomes. Inpatient Health Services are offered at the San Diego County Psychiatric Hospital (SDCPH) and at the Edgemoor Distinct Part Skilled Nursing Facility (DPSNF), which operates under the licensure of the SDCPH.

Mission Statement

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

2008-09 Anticipated Accomplishments - Behavioral Health

Strategic Initiative – Safe and Livable Communities

- Initiated the implementation process for a cross threaded Behavioral Health Quality Management Plan, to improve alcohol, drug and mental health services to better serve clients.

2009-11 Objectives - Behavioral Health

Strategic Initiative – Safe and Livable Communities

- Enhance care coordination between physical health and behavioral health services.
- Implement the Behavioral Health Quality Management Plan to improve alcohol, drug, and mental health services for clients with co-occurring disorders.

Alcohol and Drug Services

Working closely with the community, Alcohol and Drug Services (ADS) provides leadership, planning, policy development, service coordination and resource management for a comprehensive system of services. These culturally competent services include alcohol and drug prevention, treatment and recovery programs that are provided throughout San Diego County via contracts with local service

providers. Ongoing goals for ADS include incorporating behavioral health approaches in its services, and engaging the community to reduce alcohol and other drug problems.

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Ensured 88% (704 of 800) of adolescents discharged from an alcohol and drug treatment program completed high school or the equivalent or were enrolled in an educational setting, meeting target.
- Ensured 85% (1,105 of 1,300) of adolescents in non-residential treatment were successfully admitted into a program within 14 calendar days of being accepted for treatment services, meeting target.

Strategic Initiative – Safe and Livable Communities

- Increased health and well-being for 55% (3,850 of 7,000) of participants who remained in an alcohol or drug treatment program for more than 30 days by ensuring completion or satisfactory progress of treatment upon leaving the program, meeting target.

2009-11 Objectives

Strategic Initiative – Kids

- To prepare for transition to adulthood, 90% (832 of 925) of adolescent participants who complete alcohol and drug treatment will complete high school (or the equivalent) or will be enrolled in an educational setting.
- To improve their treatment and care, 85% (1,224 of 1,440) of adolescents will be admitted into non-residential alcohol and drug treatment within 14 days.

Strategic Initiative – Safe and Livable Communities

- Ensure 35% (4,550 of 13,000) of participants (including both adolescents and adults) in alcohol and drug treatment will complete treatment.

Mental Health Services

Mental Health Services (MHS) works collaboratively with the community and provides an array of culturally competent, age-appropriate, collaborative and cost effective services to the residents of San Diego County. Services for children, adolescents and their families are comprehensive, ranging from early intervention and prevention to residential treatment services, in order to achieve effective outcomes. Services to adults and older adults integrate rehabilitation and recovery principles, as well as practices in the delivery of care. MHS also provides forensic services including conservatorship and court-ordered evaluations, treatment and case management for mentally ill offenders.

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Increased the number of transition age youth receiving outpatient mental health services by 10% (from 8,172 to 8,990) over Fiscal Year 2007-08, meeting target.
- Achieved a systemwide average wait time of 7.5 days for outpatient mental health assessments for approximately 6,500 children and youth. Target of 5 days for a systemwide average wait time was not met due to an increased number of children needing services.

Strategic Initiative – Safe and Livable Communities

- Achieved a systemwide average wait time of 9 days for outpatient mental health assessments for approximately 13,500 adults. Target of 8 days for a systemwide average wait time was not met due to a 15-20% increase in demand.
- Increased the number of older adults accessing mental health services by 5% (from 5,892 to 6,187) over Fiscal Year 2007-08, meeting target.

Required Discipline – Continuous Improvement

- Completed Phase I of implementation of an integrated mental health information system and began implementation of Phase II, development of an electronic health record.

2009-11 Objectives

Strategic Initiative – Kids

- Maintain an average wait time of 5 days or less for children and youth to be provided outpatient mental health assessment.
- Implement a new evidence-based program designed to reduce risk of behavioral/emotional problems in children 0-5 years of age by enrolling 500 families.

Strategic Initiative – Safe and Livable Communities

- Maintain an average wait time of 8 days or less for new adult clients to be provided outpatient mental health assessment.
- Increase by 5% (from 6,187 to 6,497) the number of older adults accessing and receiving outpatient mental health services.

Required Discipline – Information Technology

- Implement the Electronic Mental Health Record to enhance customer service by improving operational effectiveness and efficiency.

Inpatient Health Services

Inpatient Health Services provides care to clients who require a hospital setting. Services are provided at the San Diego County Psychiatric Hospital (SDCPH) and at Edgemoor Hospital Distinct Part Skilled Nursing Facility (DPSNF). The Psychiatric Hospital has 45 licensed beds and provides services for mental health emergencies, treatment requiring intensive supervision, and short-term inpatient psychiatric hospitalization. Edgemoor DPSNF has 192 licensed beds and provides long-term medical and nursing services for patients unable to be cared for by other skilled nursing facilities.

2008-09 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Maintained full accreditation with Joint Commission Standards Compliance for SDCPH to ensure continuous performance improvement, commitment to patient care and accountability.
- Obtained a rating of substantial compliance for the new Edgemoor DPSNF as issued by State licensing from site review in order to meet the health, safety and quality of life needs of the patients. The new facility opened February 2009.

2009-11 Objectives

Strategic Initiative – Safe and Livable Communities

- Maintain full accreditation with Joint Commission Standards Compliance for SDCPH to ensure continuous performance improvement, commitment to patient care and accountability. The essential elements required for this periodic performance review include: leadership, nursing, environment of care, medical staff, life safety, and emergency management.
- Maintain a rating of substantial compliance for the new Edgemoor DPSNF as issued by State licensing in order to meet the health, safety and quality of life needs of the patients.

Related Links

For information about the Network of Care for Behavioral Health, go to http://sandiego.networkofcare.org.

For additional information on the programs offered by the Health and Human Services Agency, refer to the Web site http://www.sdcounty.ca.gov/hhsa/.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Adolescents discharged from alcohol and drug treatment who complete high school or the equivalent, or are enrolled in an educational setting	93%[1] of 925	88% of 925	88% of 800	90% of 925	90% of 925
Adolescents admitted timely (within 14 calendar days) to non-residential alcohol and drug treatment	93%[2] of 1,440	85% of 1,440	85% of 1,300	85% of 1,440	85% of 1,440
Participants in alcohol and drug treatment will complete treatment[3]	N/A	N/A	N/A	35% of 13,000	35% of 13,000
Wait time for children's mental health outpatient treatment	4 days	5 days	7.5 days[4]	5 days	5 days
Wait time for adult mental health outpatient treatment	6 days	8 days	9 days[5]	8 days	8 days
Increase in number of older adults receiving mental health services	63%[6] (from 3,607 to 5,892)	5% (from 5,892 to 6,187)	5% (from 5,892 to 6,187)	5% (from 6,187 to 6,497)	5% (from 6,497 to 6,821)
Compliance rating of Edgemoor DPSNF	D	D	D[7]	D	D
Participants in alcohol and drug treatment for more than 30 days with increased health and well-being due to completion of treatment [3]	67% of 7,615	55% of 7,000	55% of 7,000	N/A	N/A
Percentage increase in number of transition age youth receiving mental health services[8]	12% (from 7,267 to 8,172)	10% (from 8,172 to 8,990)	10% (from 8,172 to 8,990)	N/A	N/A

Table Notes

[1] In Fiscal Year 2007-08, the number of adolescents exceeded the target of 80% due to stronger linkages with schools and adolescent treatment program's incorporation of ensuring client educational goals.

[2] In Fiscal Year 2007-08, the number of adolescents admitted exceeded the target of 70% due to stronger linkages and referral systems across adolescent treatment programs to facilitate timely entry into treatment.

[3] Effective Fiscal Year 2009-10, the measure for *participants in alcohol and drug treatment completing treatment* replaces the measure about *participants in alcohol and drug treatment for more than 30 days completing treatment*.

[4] In Fiscal Year 2008-09, the average wait time of 5 days for children is projected as not being met due to an increased number of unfunded children needing services. There are no available funds to mitigate the increased demand for services.

[5] In Fiscal Year 2008-09, the average wait time of 8 days for adults is projected as not being met due to a 15-20% increase in demand. Due to economic hard times, contractors have limits on the number of clients to whom they can provide services, and consequently have had to restrict access due to the overflow in capacity. No additional resources are available to mitigate this increase in demand.

[6] In Fiscal Year 2007-08, this measure exceeded its target of 5% due to the newly implemented MHSA-funded programs, which provided outreach and comprehensive mental health wraparound services or outreach, education and brief intervention to the homebound and homeless individuals. An additional program that contributed to the increase in access was the Culturally Competent Senior Peer/Promotora outreach program, part of the Integrated Mental Health In Primary Care initiative implemented through the Council of Community Clinics' contract.

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

[8] Effective Fiscal Year 2009-10, this measure will no longer be reported in the Operational Plan, but be monitored internally. The program has reached capacity and in the absence of additional funds, service expansion is not anticipated.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 44.50 staff years.

- Decrease of 34.50 staff years in Inpatient Health Services. This includes a decrease of 23.50 staff years due to operational efficiencies achieved with the opening of the new Edgemoor facility and the transfer out of 11.00 staff years to the Department of General Services for facility maintenance at the new facility.
- Decrease of 7.00 staff years due to the loss of revenue associated with the decline in the economy. These additional reductions in Inpatient Health Services and in Mental Health Services will have no impact to clients or services. Remaining staff are absorbing these reductions through prioritization of the work, streamlining processes and focusing on core mandated services.
- Transfer out 2.00 staff years due to the reengineering of Agency Human Resources.
- Transfer out 1.00 staff year to Administrative Support to support operational needs.

Expenditures

Net increase of $19.1 million associated primarily with the expansion of MHSA services.

- Salaries and Benefits — decrease of $4.7 million due to the reduction of staff years.
- Services and Supplies — increase of $23.8 million.
  - Increase of $22.6 million in contracted services primarily for MHSA for Prevention and Early Intervention (PEI) and Community Services and Support (CSS) enhancements, as well as Early Periodic Screening, Diagnosis and Treatment (EPSDT) and other integrated mental health services.
  - Increase of $1.7 million in facilities management for the new Edgemoor facility and additional leased space for mental health.
  - Increase of $1.3 million in application services for mental health services.
  - Increase of $1.2 million for San Diego County Psychiatric Hospital associated with temporary contracted services and medication costs.
  - Increase of $0.6 million in regulatory risk compliance services.
  - Decrease of $3.6 million in Proposition 36, *Substance Abuse and Crime Prevention Act of 2000*, and Offender Treatment Program (OTP) contracted services due to State reductions. This will result in longer wait times for clients and reduces the availability and accessibility of non-residential and residential treatment services.

Revenues

Net increase of $19.1 million.

- Intergovernmental Revenues — net increase of $19.7 million.
  - Increase of $25.0 million in MHSA revenues for PEI, CSS and other integrated mental health services.
  - Increase of $9.0 million in federal revenues by leveraging other mental health funds.
  - Increase of $5.0 million associated with the American Recovery and Reinvestment Act of 2009.
  - Increase of $3.9 million in Managed Care revenue to offset loss of Mental Health Realignment.
  - Decrease of $12.8 million in Mental Health Realignment due to the decline in the economy.
  - Decrease of $4.6 million in Health Realignment associated with operational savings at the new Edgemoor facility.
  - Decrease of $4.0 million in allocations due to State reductions, primarily for Proposition 36.
  - Decrease of $1.5 million in SB 90, *Seriously Emotionally Disturbed Children*, due to delayed reimbursement from State.
  - Decrease of $0.3 million due to reductions in other miscellaneous revenues.

- Charges for Current Services — increase $4.7 million primarily associated with Institutional Care reimbursement due to additional bed capacity at the new Edgemoor facility and a technical adjustment transfer from Miscellaneous Revenue.
- Miscellaneous Revenues — decrease of $0.8 million due to a technical adjustment transfer to Charges for Current Services.
- Use of Fund Balance — decrease of $2.1 million in one-time funding associated with prior year transitional cost to the new Edgemoor facility.
- General Revenue Allocation — decrease of $2.4 million, which reflects the impact of the downturn in the overall economy.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Decrease of 11.00 staff years associated with completion of the transition to the new Edgemoor facility. Increase of $2.4 million in Salaries and Benefits due to negotiated wage and benefits increases offset by a one-time prior year cost of $0.8 million for software purchases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Alcohol and Other Drug Services	40.00	35.00	36.00	2.86	36.00
Mental Health Services	341.50	325.50	321.25	(1.31)	321.25
Inpatient Health Services	509.00	520.00	482.25	(7.26)	471.25
Behavioral Health Svcs Administration	13.00	35.50	32.00	(9.86)	32.00
Total	903.50	916.00	871.50	(4.86)	860.50

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Alcohol and Other Drug Services	$ 46,225,031	$ 51,093,492	$ 51,278,208	0.36	$ 51,278,208
Mental Health Services	270,030,447	283,902,261	302,622,187	6.59	303,103,186
Inpatient Health Services	53,671,291	60,268,100	57,323,182	(4.89)	58,127,135
Behavioral Health Svcs Administration	2,772,142	5,336,952	8,493,944	59.15	8,816,616
Total	$ 372,698,911	$ 400,600,805	$ 419,717,521	4.77	$ 421,325,145

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 80,290,581	$ 87,847,884	$ 83,107,794	(5.40)	$ 85,468,418
Services & Supplies	289,699,732	310,044,323	333,901,129	7.69	333,148,129
Other Charges	2,518,779	2,518,779	2,518,779	0.00	2,518,779
Capital Assets Equipment	208,449	208,449	208,449	0.00	208,449
Expenditure Transfer & Reimbursements	(18,630)	(18,630)	(18,630)	0.00	(18,630)
Total	$ 372,698,911	$ 400,600,805	$ 419,717,521	4.77	$ 421,325,145

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Intergovernmental Revenues	$ 320,286,655	$ 346,687,039	$ 366,389,292	5.68	$ 366,435,321
Charges For Current Services	26,650,706	26,446,814	31,177,517	17.89	31,043,688
Miscellaneous Revenues	6,215,779	5,917,181	5,080,591	(14.14)	5,080,591
Other Financing Sources	6,096,000	6,000,000	6,000,000	0.00	6,000,000
Reserve/Designation Decreases	—	—	—	0.00	1,695,424
Use of Fund Balance	—	2,100,000	—	(100.00)	—
General Revenue Allocation	13,449,771	13,449,771	11,070,121	(17.69)	11,070,121
Total	$ 372,698,911	$ 400,600,805	$ 419,717,521	4.77	$ 421,325,145

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Child Welfare Services

Department Description

Child Welfare Services (CWS) is committed to excellence in the delivery of culturally competent, family-centered and child-focused protective services. CWS investigates reports of suspected child abuse and neglect and intervenes with families who do not meet the minimum community standards of health and safety as required by law. Investigations are conducted in a thorough and professional manner. Family interventions are completed in the least intrusive manner necessary for the protection of the child. In addition to these services, CWS administers the following: Polinsky Children's Center, a 24-hour facility for the temporary emergency shelter of children; San Pasqual Academy, a first-in-the-nation residential education campus for adolescent foster youth; foster care eligibility and licensing; group home placement services for foster youth with emotional and behavioral issues; services to emancipating foster youth; adoptive home assessments and placements; and critical support services to regional operations.

Mission Statement

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

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Conducted 1,725 Team Decision Making (TDM) meetings countywide, exceeding target of 1,664. TDM meetings allowed more family and community participation in making best decisions for children in foster care.
- Diverted entries from Polinsky Children's Center by placing 45% (270 of 600) of children entering the assessment center with family, relative, or other foster care settings in less than 24 hours. This achievement exceeded the target of 25% (150 of 600) due to a lower number of hard to place children entering the assessment center than originally projected.
- Ensured 81% (153 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 target.

- Enrolled 175 youth in an intensive, in-home program for foster youth who are at risk of being placed in a group home setting or who transitioned to a lower level of care from a group home placement, meeting target.
- Placed 635 children in adoptive homes to advance permanency for foster children, meeting target.
- Increased the number of foster youth from 48 to 170 who accessed services through Transitional Housing Program – Plus (THP-Plus), a program that offers support services and housing to youth ages 18-24. The program supports youth transitioning from the foster care system to independence. This achievement exceeded the target of 96 youth accessing THP-Plus services due to an increase in State allocation for the program.

2009-11 Objectives

Strategic Initiative – Kids

- Divert entries from Polinsky Children's Center by placing 45% (270 of 600) of children entering the assessment center in family, relative or other foster care settings in less than 24 hours.
- Ensure 20% (121 of 607) of children in the child welfare system who are adopted are placed with their new family within 24 months. This time period is from the date of the latest removal from the home to a finalized adoption.
- Ensure 50% (60 of 120) of the youth enrolled in the intensive, wraparound program will be in a family-like setting, an increase of 5%. This program is for foster youth at risk of being placed in a group home setting or who are transitioning to a lower level of care from a group home placement.

- Ensure 82% (155 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.

Related Links

For information about San Diego County Adoptions, go to http://www.iadoptu.org and for information about San Pasqual Academy, go to http://www.sanpasqualacademy.org.

For additional information on the programs offered by the Health and Human Services Agency, refer to the Web at http://www.sdcounty.ca.gov/hhsa/.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Number of TDM meetings held countywide[1]	1,924	1,664	1,725	N/A	N/A
Polinsky Children's Center (PCC) assessment center entries placed in family, relative, or other foster care settings in less than 24 hours	48% of 668	25% of 600	45%[2] of 600	45% of 600	45% of 600
Children who were adopted are placed with their new family within 24 months of entering child welfare services[3]	N/A	N/A	16% of 607	20% of 607	20% of 607
Youth in intensive, wraparound program in a family-like setting[4]	N/A	N/A	45% of 120	50% of 120	50% of 120
Foster children in 12th grade who achieve high school completion (diploma, certificate, or equivalent)	86% of 190	81% of 190	81% of 190	82% of 190	82% of 190
Children placed in adoptive homes[3]	638	635	635	N/A	N/A
Number of foster youth who access services through Transitional Housing Program - Plus[5]	48	96	170	N/A	N/A

Table Notes

1 Effective Fiscal Year 2009-10, the measure on *number of TDM held countywide* will be reported in the Regional Operations sections to reflect cross threaded efforts.

2 This measure exceeded the target of 25% due to a lower number of hard to place children entering the assessment center than originally projected.

3 Effective Fiscal Year 2009-10, the measure about the number of children adopted within 24 months replaces the measure about the number of children being placed in adoptive homes to better reflect strategic priorities.

4 Effective Fiscal Year 2009-10, this new measure has been included to better reflect strategic priorities.

5 Effective Fiscal Year 2009-10, this measure will no longer be reported in the Operational Plan, but will continued to be monitored internally. The THP-Plus program reached capacity in Fiscal Year 2008-09. The number of children served is based on State revenue.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Net increase of 1.50 staff years.

- Transfer in 18.00 staff years from Regional Operations Child Welfare Services (CWS), to support operational needs and redeploy CWS positions to meet core CWS priorities.
- Transfer in 1.00 staff year from Public Health Services to support operational needs.
- Transfer out 2.50 staff years to Administrative Support as a result of reengineering Agency Human Resources.
- Decrease of 15.00 staff years, associated with non-case carrying CWS positions, due to the loss of revenue associated with the decline in the economy. Every effort was made to accomplish these reductions through streamlining processes and reengineering workflow with an emphasis on mandated core functions. Staff positions were shifted from non-case carrying to case-carrying programs to avoid impacts on core child welfare services to clients.

Expenditures

Increase of $0.7 million.

- Salaries and Benefits — increase of $0.4 million due to increase of staff years and benefit adjustments.
- Services and Supplies — increase of $0.3 million in miscellaneous expenses for the Polinsky Children's Center.

Revenues

Net increase of $0.7 million.

- Intergovernmental Revenues — net decrease of $2.9 million.
  - Increase of $2.4 million in federal revenue associated with the American Recovery and Reinvestment Act of 2009.
  - Increase of $0.2 million of various federal and State revenues to align to the allocations.
  - Decrease of $5.5 million in Realignment revenue due to the decline in the economy.
- Charges For Current Services — increase of $3.5 million.
  - Increase of $3.3 million of First Five revenue to support Polinsky Children's Center and respite services.
  - Increase of $0.2 million in Independent Adoptions Fees.
- Miscellaneous Revenues — increase of $0.3 million for Polinsky Children's Center donations.
- Use of Fund Balance — decrease of $0.2 million due to the completion of one-time projects.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Increase of $2.0 million in Salaries and Benefits due to negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Child Welfare Services	539.00	525.00	534.50	1.81	534.50
Foster Care	114.00	114.00	111.00	(2.63)	111.00
Adoptions	166.00	168.00	163.00	(2.98)	163.00
Total	819.00	807.00	808.50	0.19	808.50

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Child Welfare Services	$ 64,660,995	$ 72,146,375	$ 73,322,713	1.63	$ 74,597,887
Foster Care	175,608,886	175,884,232	175,725,743	(0.09)	175,985,390
Adoptions	15,873,565	16,325,712	15,993,425	(2.04)	16,468,492
Total	$ 256,143,446	$ 264,356,319	$ 265,041,881	0.26	$ 267,051,769

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 64,152,924	$ 65,208,935	$ 65,564,382	0.55	$ 67,574,270
Services & Supplies	24,188,348	31,045,210	31,375,325	1.06	31,375,325
Other Charges	167,802,174	168,102,174	168,102,174	0.00	168,102,174
Total	$ 256,143,446	$ 264,356,319	$ 265,041,881	0.26	$ 267,051,769

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Revenue From Use of Money & Property	$ 584,308	$ 687,506	$ 687,506	0.00	$ 687,506
Intergovernmental Revenues	245,230,567	252,883,379	249,943,839	(1.16)	249,943,839
Charges For Current Services	284,270	284,270	3,809,372	1,240.05	3,809,372
Miscellaneous Revenues	295,472	811,962	1,061,962	30.79	1,061,962
Reserve/Designation Decreases	—	—	—	0.00	2,009,888
Use of Fund Balance	—	150,000	—	(100.00)	—
General Revenue Allocation	9,748,829	9,539,202	9,539,202	0.00	9,539,202
Total	$ 256,143,446	$ 264,356,319	$ 265,041,881	0.26	$ 267,051,769

Public Health Services

Department Description

Public Health Services (PHS) is dedicated to community wellness, health equity and health protection in San Diego County. PHS works to promote wellness, healthy behaviors and access to quality care; prevent injuries, disease and disabilities, as well as epidemics and the spread of disease; and protect against environmental hazards, disasters, and other public health threats, through preparedness, response and recovery efforts. 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. The California Children Services (CCS) program, which authorizes and funds specific medical services and equipment for children with certain physical limitations and chronic health conditions or diseases, is now also administered by PHS.

Mission Statement

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

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Ensured 80% (3,360 of 4,200) of children in out-of-home placement received preventive health examinations in accordance with the Child Health and Disability Prevention Program (CHDP) guidelines, above the target of 75%.
- Provided technical assistance to eight San Diego County school districts on successful strategies for implementing their wellness policies as part of the Childhood Obesity Initiative, above the target of six.

Strategic Initiative – Safe and Livable Communities

- Ensured 99% (71 of 72) of cases for selected communicable diseases had initial contact and that an investigation was begun within 24 hours, meeting target.
- Ensured 95% (243 of 256) of tuberculosis cases were reported to PHS within one working day from start of treatment, above the target of 92%.
- Conducted 12 drills and exercises with public health staff and community partners to evaluate the County's level of preparedness for public health hazards, exceeding the target of five. This achievement was due to additional requests for participation from federal, State and community partners.
- Developed and piloted in one community a customized checklist for data-driven decision making for city government planning as part of the Reduce and Eliminate Health Disparities Initiative (REHDI).

2009-11 Objectives

Strategic Initiative – Kids

- Ensure 77% (3,465 of 4,500) of children in out-of-home placement receive preventive health examinations in accordance with the CHDP State guidelines.
- Increase the number of eQuest referrals by 10% (from 14% to 24% of 50,000 total referrals) in order to expedite referrals to CCS and improve the accuracy of provider referrals.

Strategic Initiative – Safe and Livable Communities

- Ensure 99% (79 of 80) of all reported cases of selected communicable disease have investigations initiated within 24 hours.
- Ensure 95% of tuberculosis cases (276 of 300) are reported to Public Health Services within one working day from start of treatment.
- Ensure 90% (900 of 1,000) of new case management clients are enrolled with an HIV primary care provider within 90 days of enrollment into case management.
- Conduct 7 drills or exercises with public health staff and community partners to evaluate the County's level of preparedness for public health hazards.

Related Links

For more information about: Childhood Obesity Action Plan, go to http://ourcommunityourkids.org/childobesity_plan.html; for health statistics that describe health behaviors, diseases and injuries for specific populations, health trends and comparison to national targets, go to http://www.sdhealthstatistics.com/.

For additional information about the programs offered by the Health and Human Services Agency, refer to the Web site at http://www.sdcounty.ca.gov/hhsa/.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Children in out-of-home placement who receive preventive health examinations in accordance with CHDP guidelines	81%[1] of 4,298	75% of 5,000	80% of 4,200	77% of 4,500	77% of 4,500
Increase in number of eQuest referrals[2]	N/A	N/A	14% of 50,000	24% of 50,000	34% of 50,000
Selected communicable diseases cases contacted/investigations initiated within 24 hours[3]	100% of 67	99% of 90	99% of 72	99% of 80	99% of 80
TB cases reported to PHS within one working day from start of treatment[3]	93% of 273	92% of 300	95% of 256	95% of 300	95% of 300
New clients enrolled with an HIV primary care provider within 90 days[2, 3]	N/A	N/A	N/A	90% of 1,000	90% of 1,000
Public Health related drills or exercises conducted with HHSA staff and community partners[4]	8[5]	5	12[6]	7[7]	7

Table Notes

[1] In Fiscal Year 2007-08, the target of 75% was exceeded due to the increased collaboration among the Public Health Nurses (Health Care Program for Children in Foster Care), social workers and others in Child Welfare Services to ensure children receive preventive health care.

[2] Effective Fiscal Year 2009-10, this measure has been included to reflect strategic priorities.

[3] The estimated numbers of cases listed in the Adopted and Proposed columns are based on an average and may vary from year to year since these measures are based on incidents that have not yet happened.

[4] Drills encompass chemical, biological, radiological, nuclear, and explosive scenarios and include participation with community partners in the public and/or private sectors. Planned exercises range from a Table Top Exercise to a Full Functional Exercise. Responses to a natural or man made disaster during a fiscal year will replace a drill or exercise.

[5] In Fiscal Year 2007-08, four emergencies occurred. Lessons learned were used to improve drills and exercises which are conducted to prepare staff to respond to real emergencies.

[6] In Fiscal Year 2008-09, there were four federal and Statewide exercises. Each included a tabletop exercise before the actual exercise causing the count for these to double. This is not a typical number of exercises for the federal and State government to conduct. In addition, community partners requested Public Health participation in three of their exercises.

[7] Target for Fiscal Year 2009-10 was not increased beyond 7 drills or exercises due to an anticipated 5% increase in reduction of federal funding for the upcoming fiscal year. This is in addition to the reduction of $1.4 million for Fiscal Year 2008-09.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Net increase of 114.25 staff years.

- Net increase in California Children's Services of 146.75 staff years associated with the move to Public Health Services.
  - Transfer in of 154.75 staff years from Regional Operations.
  - Transfer out 1.00 staff year to Child Welfare Services to support operational needs.
  - Decrease of 7.00 staff years due to the decline in the economy. These reductions are being absorbed through enhanced use of technology which streamlines the eligibility and case management processes.
- Decrease of 31.50 staff years throughout Public Health due to loss of revenue associated with the decline in the economy. Every effort was made to accomplish these reductions through streamlining processes and reengineering workflow. Priorities will be shifted to primarily focus on essential and mandated public health services. Examples include: reduce EMS office hours to the public for the certification/recertification of Emergency Medical Technicians, Paramedics and Mobile Intensive Care Nurses; reduced ability to collect and maintain core public health data; increase time to respond to community requests.
- Transfer out 1.00 staff year to Administrative Support Services to support operational needs.

Expenditures

Net increase of $13.8 million.

- Salaries and Benefits — increase of $11.4 million due primarily to the transfer in of CCS staff years.
- Services and Supplies — decrease of $1.5 million.
  - Increase of $1.4 million in various services and supplies due to the move of the CCS program.
  - Net decrease of $1.4 million in contracted services associated with reduction in revenue and the decline in the economy.
    - Decrease of $1.2 million in immunization services. There will be a reduction in outreach efforts which may result in a reduction in the percentage of children immunized in the county.
    - Decrease of $0.8 million in Maternal, Child and Family Health Services (MCFHS). There will be a reduction in outreach and preventative services for children's dental health and perinatal outreach to at-risk expectant mothers.
    - Increase of $0.6 million in the Office of AIDS Coordination.
  - Decrease of $0.4 million due to the completion of one-time projects.
  - Decrease of $1.1 million in various services & supplies, application services and other IT costs.
- Other Charges — increase of $4.1 million due to the move of CCS costs for Support & Care of Persons.
- Capital Assets Equipment — decrease of $0.2 million due to prior year purchase of digital X-ray equipment.

Revenues

Net increase of $13.8 million.

- Intergovernmental Revenues — increase of $10.7 million.
  - Increase of $15.7 million due to the transfer in of the CCS program.
  - Increase of $0.7 million in Ryan White HIV/AIDS Program funding.
  - Increase of $0.3 million in State revenue for Viral Load testing, related to HIV monitoring.
  - Decrease of $4.7 million in Realignment due to the decline in the economy.
  - Decrease of $1.3 million in various State and federal revenues.
- Use of Fund Balance — decrease of $0.7 million due to the completion of one-time prior year projects.
- General Revenue Allocation — net increase of $3.8 million.
  - Decrease of $0.4 million in public education campaign.
  - Increase of $4.1 million due to the transfer in of the CCS Program.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net increase of $1.7 million of which $1.4 million is for Salaries and Benefits due to negotiated wage and benefit increases and $0.3 million for costs associated with ambulance services.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Administration and Other Services	30.50	30.50	26.00	(14.75)	26.00
Bioterrorism / EMS	56.00	57.00	49.00	(14.04)	49.00
Infectious Disease Control	122.25	122.25	110.25	(9.82)	110.25
Surveillance	95.00	94.00	89.00	(5.32)	89.00
Prevention Services	70.50	70.50	67.50	(4.26)	67.50
California Childrens Services	—	—	146.75	—	146.75
Total	374.25	374.25	488.50	30.53	488.50

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Administration and Other Services	$ 11,573,186	$ 5,494,386	$ 4,803,066	(12.58)	$ 4,875,239
Bioterrorism / EMS	13,199,344	14,766,687	13,137,433	(11.03)	13,305,082
Infectious Disease Control	25,278,533	27,634,501	26,829,587	(2.91)	27,167,493
Surveillance	11,437,217	12,012,178	11,512,985	(4.16)	11,759,461
Prevention Services	16,470,738	15,222,527	12,454,611	(18.18)	12,649,688
California Childrens Services	—	—	19,837,969	—	20,276,163
Ambulance CSA's - Health & Human Services	7,280,340	7,863,489	8,230,092	4.66	8,487,545
Total	$ 85,239,358	$ 82,993,768	$ 96,805,743	16.64	$ 98,520,671

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 35,172,582	$ 36,309,165	$ 47,739,692	31.48	$ 49,197,167
Services & Supplies	49,922,811	46,210,903	44,728,351	(3.21)	44,985,804
Other Charges	400,000	400,000	4,500,000	1,025.00	4,500,000
Capital Assets Equipment	219,000	269,000	33,000	(87.73)	33,000
Expenditure Transfer & Reimbursements	(475,035)	(195,300)	(195,300)	0.00	(195,300)
Total	$ 85,239,358	$ 82,993,768	$ 96,805,743	16.64	$ 98,520,671

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Taxes Current Property	$ 1,490,250	$ 1,644,225	$ 1,653,670	0.57	$ 1,690,049
Taxes Other Than Current Secured	42,390	43,004	43,004	0.00	43,949
Licenses Permits & Franchises	182,557	182,557	174,557	(4.38)	174,557
Fines, Forfeitures & Penalties	1,533,305	2,267,388	2,257,388	(0.44)	2,257,388
Revenue From Use of Money & Property	120,000	148,100	156,150	5.44	126,000
Intergovernmental Revenues	72,160,385	70,001,726	80,749,987	15.35	80,761,401

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Charges For Current Services	6,038,664	5,955,012	6,007,416	0.88	6,268,910
Miscellaneous Revenues	771,776	765,278	739,453	(3.37)	739,453
Other Financing Sources	500,000	500,000	500,000	0.00	500,000
Reserve/Designation Decreases	—	29,478	—	(100.00)	1,446,061
Use of Fund Balance	—	1,107,000	438,180	(60.42)	426,965
General Revenue Allocation	2,400,031	350,000	4,085,938	1,067.44	4,085,938
Total	$ 85,239,358	$ 82,993,768	$ 96,805,743	16.64	$ 98,520,671

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

Public Administrator / Public Guardian

Department Description

Public Administrator/Public Guardian is dedicated to providing professional services to protect and manage the estates of decedents and at-risk individuals who are unable to make decisions for themselves. 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 delivering essential services.

2008-09 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Increased by 8% (from 1,488 to 1609) the number of registered permanent bidders in order to maximize the revenues realized at public auctions, above the target of 5%.
- Submitted 100% (18) of the Inventory and Appraisal (I&A) reports of the PG Program estate cases to the Probate Court within 90 days of newly appointed conservatees, exceeding the target of 85% due to lower than expected number of cases.
- Submitted 50% (14 of 28) of the I&A reports of the PA Program cases to Probate Court within 120 days of newly appointed cases, below the target of 85% due to staffing transitions.
- Ensured 97% (213 of 220) of clients and real property under the purview of PA/PG were accurately mapped for emergency planning services, above the target of 90%

Required Discipline – Skilled, Competent and

Diverse Workforce

- Ensured 95% (18 of 19) of deputy PA/PG staff and supervisors were certified or maintained certification in accordance with the mandated California State PA/PG certification program, meeting target.

Required Discipline – Accountability/Transparency

- Ensured 95% (38 of 40) of sample cases that were reviewed were in compliance with PA/PG's internal quality assurance program, above the target of 90%.

2009-11 Objectives

Strategic Initiative – Safe and Livable Communities

- Maintain 95% (200 of 210) accuracy in mapping of all clients and real property under the purview of PA/PG for emergency planning, response and recovery services.

Required Discipline – Customer Satisfaction

- Increase by 10% (from 924 to 1,016) the number of subscribers registered for the Web subscription service for PA/PG auctions in order to increase auction proceeds which benefit the conservatee or estate associated with the auctioned items.
- Ensure at least 95% (24 of 25) of all estate cases in the PG Program submit I&A reports to the Probate Court within 90 days.
- Ensure at least 85% (estimated 17 of 20) of all formal probate cases in the PA Program will submit I&A reports to the Probate Court within 120 days. A formal probate case is an estate valued over $100,000 and under court supervision.

Required Discipline – Skilled, Adaptable and

Diverse Workforce

- Maintain 95% (18 out of 19) mandated California State PA/PG certification for applicable PA/PG staff in order to improve services to conservatees and families of decedents.

Related Links

For additional information on the programs offered by the Health and Human Services Agency, refer to the Web site at http://www.sdcounty.ca.gov/hhsa.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Client and real property accurately mapped	91% of 144	90% of 220	97% of 220	95% of 210	95% of 210
Increase in subscribers registered for Web subscription service for PA/PG auctions[1]	N/A	N/A	924	10% (from 924 to 1,016)	10% (from 1,016 to 1,117)
Estate cases in PG submits I&A reports to Probate Court within 90 days	100%[2] of 20	85% of 25	100%[3] of 18	95% of 25	95% of 25
Formal probate cases in PA submits I&A reports to Probate Court within 120 days	94%[2] of 18	85% of 25	50%[4] of 28	85% of 20	85% of 20
Deputy PA/PGs certified by California State PA/PG Association	100% of 15	95% of 17	95% of 19	95% of 19	95% of 19
Percentage increase in registered permanent bidders[1]	6%[5] (from 1,404 to 1,488)	5% (from 1,488 to 1,562)	8% (from 1,488 to 1,609)	N/A	N/A
Sampled cases reviewed in compliance with quality assurance program[6]	100% of 40	90% of 40	95% of 40	N/A	N/A

Table Notes

[1] Effective Fiscal Year 2009-10, the measure about *increase in subscribers registered for Web subscription services for PA/PG auctions* replaces the measure about *increase in registered permanent bidders*. The latter will continue to be monitored internally.

[2] In Fiscal Year 2007-08, these measures exceeded their respective targets due to unexpected low number of appointments, allowing staff additional time to submit reports within the expected time frame.

[3] In Fiscal Year 2008-09, this measure is projected to exceed its target of 85% due to the unexpected lower number of estate cases received for submission to the Probate Court.

[4] In Fiscal Year 2008-09, this measure did not meet its target of 85% due to staff transitions during the first two quarters of the fiscal year.

[5] In Fiscal Year 2007-08 the numbers of registered permanent bidders was incorrectly reported at 14.6% (from 1,404 to 1,609). The correct year-end achievement was 6% (from 1,404 to 1,488). The denominator for Fiscal Year 2008-09 has been adjusted to reflect this correction. The Fiscal Year 2008-09 target of 5% remains unchanged.

[6] Effective Fiscal Year 2009-10, this measure will no longer be reported in the Operational Plan due to two consecutive years of achievement. However, it will be continued to be monitored internally.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 2.00 staff years due to the loss of revenue associated with the decline in the economy. This is accomplished through the prioritization of work, streamlining processes and reengineering workflow with an emphasis on mandated core functions.

Expenditures

Net increase of $0.03 million is due primarily to a decrease in Salaries and Benefits ($0.03 million) as a result of the reduction in staff years, offset by a minor increase in Services and Supplies and an increase in Other Charges ($0.05 million) for indigent burial costs.

Revenues

Net increase of $0.03 million is the result of an increase of $0.06 million in Revenue from Use of Money & Property for interest on deposits and investments, offset by a decrease of $0.04 million in General Revenue Allocation, which reflects the impact of the downturn in the overall economy.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Increase of $0.1 million due to negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Public Administrator/ Guardian	36.00	36.00	34.00	(5.56)	34.00
Total	36.00	36.00	34.00	(5.56)	34.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Public Administrator/ Guardian	$ 4,345,064	$ 4,402,137	$ 4,430,992	0.66	$ 4,494,586
Total	$ 4,345,064	$ 4,402,137	$ 4,430,992	0.66	$ 4,494,586

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 3,381,598	$ 3,408,210	$ 3,378,362	(0.88)	$ 3,441,956
Services & Supplies	763,466	793,927	802,630	1.10	802,630
Other Charges	200,000	200,000	250,000	25.00	250,000
Total	$ 4,345,064	$ 4,402,137	$ 4,430,992	0.66	$ 4,494,586

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Licenses Permits & Franchises	$ —	$ 10,000	$ 10,000	0.00	$ 10,000
Revenue From Use of Money & Property	195,336	195,336	260,000	33.10	260,000
Intergovernmental Revenues	43,985	68,985	68,985	0.00	68,985
Charges For Current Services	1,368,100	1,368,100	1,368,100	0.00	1,368,100
Miscellaneous Revenues	57,242	22,242	22,242	0.00	22,242
General Revenue Allocation	2,680,401	2,737,474	2,701,665	(1.31)	2,765,259
Total	$ 4,345,064	$ 4,402,137	$ 4,430,992	0.66	$ 4,494,586

Administrative Support

Department Description

The Agency's support divisions play an important role providing essential financial, administrative, planning, and policy support to the Agency's regions and divisions. They are essential to the Agency maintaining a high level of operational excellence and adherence to key disciplines for achieving County strategic initiatives and adding value to the residents of San Diego County. The Agency's support divisions include Financial and Support Services, Human Resources, Management Support, and Agency Contract Support and Agency Executive Office. The Compliance Office, Office of Media and Public Affairs, and Office of Legislative Affairs are included within the Agency Executive Office.

Mission Statement

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

2008-09 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Strengthened County disaster response by increasing communication with contractors regarding service continuity:
  - Surveyed 100% (50) of identified emergency critical contracted programs regarding current business continuity plans, meeting target.
  - Assured related HHSA Continuity of Operations Plans were consistent with emergency critical contractors' continuity plans.
- Developed an internal crisis communication plan to improve Agency communication during a disaster.

Required Discipline – Fiscal Stability

- Ensured a minimum management reserve level of $15.0 million in Fiscal Year 2008-09 to mitigate financial risk and economic uncertainty at the federal and State levels, meeting target.
- Increased by 5% (from 91 to 96) the number of contractor fiscal reviews conducted to ensure fiscal resources were properly expended in accordance with regulations, meeting target.

Required Discipline – Regional Leadership

- Submitted 10 nominations to recognize Agency leadership, initiatives and innovations, meeting target.
- Promoted the Agency's accomplishments by placing 800 positive educational stories using various media as appropriate, above target of 200 stories.

Required Discipline – Skilled, Competent and Diverse Workforce

- Implemented a student recruitment program at San Diego Unified School District and continuing to reach out to other educational communities to promote the County as employer, meeting target.
- Expanded training development capacity via the Learning Management System (LMS) from one to two Agency divisions, meeting target.
- Implemented job specific compliance training for one Agency division via LMS in order to ensure their training remains current and relevant, meeting target.

Required Discipline – Accountability/Transparency

- Established baseline for accurate and timely reimbursement of returned/denied Medicare claims by conducting an in-depth, structured review to identify trends and patterns, and provided the necessary corrective action and retraining.

Required Discipline – Information Technology

- Ensured all (20) HHSA regions and divisions reviewed their Internet pages for current and accurate content, meeting target.

- Established a baseline of 11,680 external Web-based referrals in order to measure the usage rate of secure referral systems.
- Established a rating system to evaluate the efficiency and usefulness of approximately 140 HHSA business portfolio technology applications.
- Reduced records storage space by 9% (from 30,996 to 28,109 boxes) while increasing efficiency by improving records management through adherence to retention schedules, imaging and other related efforts, above target of 5%.

2009-11 Objectives

Required Discipline – Fiscal Stability

- Ensure a minimum management reserve level of $20.0 million in Fiscal Year 2009-10 to mitigate financial risk and economic uncertainty at the federal and State levels.
- Increase by 5% (from 96 to 101) the number of contractor fiscal reviews conducted to ensure fiscal resources are expended properly and in accordance with regulations.
- Maximize external revenues received by decreasing the number of returned/denied Medicare claims by 10%.

Required Discipline – Regional Leadership

- Promote the Agency's accomplishments by placing 600 educational stories for public benefit using various media as appropriate.
- In collaboration with Mental Health Services, develop and launch a media campaign for the Prevention and Early Intervention program of the Mental Health Services Act.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Implement two student recruitment programs to promote the County as employer of choice to local educational communities.
- Expand training development capacity via the LMS from two to three Agency divisions to better support development of knowledge workers.
- Implement job specific compliance training from one to three Agency divisions via LMS to ensure their knowledge of regulations remains current and relevant.

Required Discipline – Information Technology

- Train and support representatives from all (20) HHSA regions and divisions to create, maintain and update content on their Internet pages using a new Web publishing tool.
- Increase use of Web-based referral systems from 16% to 25% (from 11,680 to 18,250) of the estimated 73,000 external referrals received annually.
- Reduce records storage space by 10% (from 28,109 to 25,298 boxes) to increase efficiency by improving records management.

Related Links

For additional information on the programs offered by the Health and Human Services Agency, refer to the Web site at http://www.sdcounty.ca.gov/hhsa/.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Management Reserves for HHSA	$5 million	$15 million[1]	$15 million	$20 million[2]	$15 million[3]
Increase in contractor fiscal reviews conducted	N/A	5% (from 91 to 96)	5% (from 91 to 96	5% (from 96 to 101)	5% (from 101 to 106)
Decrease in returned/denied Medicare claims[4]	N/A	N/A	N/A	10%	10%
Recognition nominations for Agency leadership, initiatives and innovations	N/A	10	10	10	10
Student recruitment programs conducted[5]	N/A	1	1	2	3
LMS training capacity among Agency regions and divisions	1	2	2	3	4
Job specific compliance training, via LMS, among Agency regions and division	N/A	1	1	3	4
Regions and Divisions Internet pages reviewed for current and accurate content	N/A	100% of 20	100% of 20	100% of 20	100% of 20
Increase average use of Web-based referral systems[6]	N/A	N/A	16% of 73,000	25% of 73,000	30% of 73,000
Reduction in records storage space	N/A	5% (from 30,000 to 28,500 boxes)	9% (from 30,996 to 28,109 boxes)	10% (from 28,109 to 25,298 boxes)	10% (from 25,298 to 22,768 boxes)
Critical contracted program surveyed for current business continuity plans[7]	N/A	100% of 50	100% of 50	N/A	N/A

Table Notes

[1] In Fiscal Year 2008-09, $10 million for economic uncertainty at the federal and State levels; $5 million for general reserve.

[2] For Fiscal Year 2009-10, $15 million for economic uncertainty at the federal, State and local levels; $5 million for general reserve.

[3] For Fiscal Year 2010-11, plan to adjust to economic uncertainty in Fiscal Year 2009-10 and anticipate less uncertainty in Fiscal Year 2010-11.

[4] Effective Fiscal Year 2009-10, this measure has been included to better reflect strategic priorities.

[5] A student recruitment program involves a formal agreement with the educational institution and includes activities such a mentoring, job shadowing, and hosting 'meet and greet' sessions.

[6] Effective Fiscal Year 2009-10, this measure has been included to better reflect strategic priorities. Numbers represent the first two quarters of Fiscal Year 2008-09 and will be revised with actual year-end figures for Adopted Operational Plan.

[7] Effective Fiscal year 2009-10, this measure will no longer be reported in the Operational Plan. The objective was completed within one fiscal year.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Net decrease of 13.50 staff years.

- Transfer in 15.50 staff years from throughout the Agency as a result of reengineering Agency Human Resources.
- Decrease of 19.00 staff years due to loss of revenue. These reductions will have no impact to clients or service delivery. Staff in human resources, finance and other administrative positions are absorbing these reductions through prioritization of the work, streamlining processes, enhancing information technology and focusing on core support services.
- Decrease of 10.00 staff years as a result of increased efficiency associated with the conversion to electronic public assistance records.

Expenditures

Net decrease of $7.0 million.

- Salaries and Benefits — decrease of $0.3 million due to the reduction of staff years.
- Services and Supplies — decrease of $9.7 million.
  - Decrease of $5.4 million in one-time business process reengineering, information technology (IT) and imaging projects.
  - Decrease of $4.0 million for major maintenance projects.
  - Decrease of $0.6 million in various services and supplies associated with loss of revenue.
  - Increase of $0.3 million in the bioterrorism emergency reserve.
- Capital Assets Equipment — decrease of $2.0 million in one-time costs for Furniture, Fixtures & Equipment for the new Edgemoor facility, which opened in early 2009.
- Management Reserves — increase of $5.0 million for a total of $20.0 million to mitigate financial risk and economic uncertainty.

Revenues

Decrease of $7.0 million.

- Intergovernmental Revenues — decrease of $0.4 million, including Realignment associated with the decline in the economy.
- Charges for Current Services — decrease of $0.1 million for the First Five Commission due to a technical adjustment with no impact to services.
- Use of Fund Balance — decrease of $6.5 million for a total of $33.0 million to fund management reserves, major maintenance, Business Process Reengineering, imaging and IT projects, and State and economic uncertainties.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net decrease of $16.4 million as a result of a reduction of $17.3 million in Services and Supplies due to the elimination of one-time projects from prior year, offset by an increase of $0.9 million in Salaries and Benefits for negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Agency Executive Office	29.00	29.00	26.00	(10.34)	26.00
Agency Contract Support	20.00	20.00	18.00	(10.00)	18.00
Financial Services Division	186.00	186.00	167.00	(10.22)	167.00
Human Resources	62.00	69.50	81.00	16.55	81.00
Management Support	10.00	10.00	9.00	(10.00)	9.00
Proposition 10	19.00	19.00	19.00	0.00	19.00
Total	326.00	333.50	320.00	(4.05)	320.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Agency Executive Office	$ 17,589,650	$ 39,995,630	$ 42,340,925	5.86	$ 25,192,900
Agency Contract Support	3,428,238	3,734,401	3,533,318	(5.38)	3,564,748
Financial Services Division	34,054,352	36,974,374	26,629,367	(27.98)	27,083,240
Human Resources	6,513,630	6,930,985	8,325,752	20.12	8,521,394
Management Support	11,809,658	8,928,597	8,850,362	(0.88)	8,876,998
Proposition 10	1,955,971	2,042,562	1,941,633	(4.94)	2,005,790
Total	$ 75,351,499	$ 98,606,549	$ 91,621,357	(7.08)	$ 75,245,070

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 26,756,311	$ 28,478,067	$ 28,159,822	(1.12)	$ 29,033,535
Services & Supplies	36,995,188	53,028,482	43,361,535	(18.23)	26,111,535
Capital Assets Equipment	6,600,000	2,100,000	100,000	(95.24)	100,000
Management Reserves	5,000,000	15,000,000	20,000,000	33.33	20,000,000
Total	$ 75,351,499	$ 98,606,549	$ 91,621,357	(7.08)	$ 75,245,070

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Intergovernmental Revenues	$ 57,268,825	$ 56,320,422	$ 55,899,279	(0.75)	$ 51,649,279
Charges For Current Services	2,272,861	2,372,440	2,268,391	(4.39)	2,289,516
Miscellaneous Revenues	496,338	453,687	453,687	0.00	453,687
Reserve/Designation Decreases	—	—	—	0.00	852,588
Use of Fund Balance	17,650,000	39,460,000	33,000,000	(16.37)	20,000,000
General Revenue Allocation	(2,336,525)	—	—	0.00	—
Total	$ 75,351,499	$ 98,606,549	$ 91,621,357	(7.08)	$ 75,245,070

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COUNTY OF
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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 sustainable development, preserve and enhance the environment, provide recreational opportunities, construct and maintain critical roadway infrastructure, improve air and water quality, foster economic growth, and enforce local, State, and federal laws that protect the public's health, safety, and quality of life.

LUEG Departments

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

Mission Statement

The Land Use and Environment Group unifies the County's efforts in land use, environmental protection and preservation, recreation, and infrastructure development and maintenance.

2008-09 Anticipated Accomplishments

- Completed Phase 1 of the Service First Initiative, increasing efficiencies of core programs associated with the land development review process, decreasing processing times and increasing customer service. Significant accomplishments included creation of the Development Review Team, improved pre-application process and moved land development staff from various departments to one location to ensure effective communication and streamlined processes.
- Completed construction or awarded construction contracts for six Capital Improvement Projects that improve traffic flow around schools and provide safe routes to schools, exceeding the goal to provide five contracts.

- Increased positive and healthy recreation activities for youth by providing at least 100 health-related events and classes, including a wide variety of environmental education and teen programs for 4,700 youth in the San Diego region, in support of the County's Childhood Obesity Action Plan and Greater San Diego Recreation and Parks Coalition for Health and Wellness.
- Reduced the risk of structure loss during wildfires and increased wildland fire protection for the residents living within the unincorporated areas of the county.
  - Continued progress on amendments to the County Subdivision Ordinance that address issues with wildfire and subdivision design. These amendments are on schedule to be before the Board of Supervisors by fall 2010.
  - Improved fire protection and emergency response by continuing to provide ongoing funding for existing contracts and much needed resources to rural communities, such as response apparatus. Additionally, approval was received for the San Diego County fire services reorganization in 2009. Under the reorganization, fire agencies now provide 24-hour firefighting and emergency medical services for nearly one million acres in the unincorporated areas of the county.
- Expanded and protected park resources by adding 4,100 acres of additional parkland throughout the County over the last two fiscal years, and initiated biological and historical surveys in five County preserves and completed resource management plans in eight preserves.

- Initiated the development of a Vector Habitat Remediation Program designed for long-term permanent solutions for managing habitual small mosquito source breeding sites such as backyard ponds or drainage courses by beginning preparation of a draft Environmental Impact Report.
- Made initial contact with the public within 24 hours of receipt of over 2,400 new environmental health complaints. This effort ensured prompt resolution to violations impacting public health and safety and provided good customer service.
- Worked with all private developments with permits or permits pending (estimated 41) that have 40,000 square feet or more of building space to increase tonnage of construction and demolition materials being diverted from landfills, diverting 6,000 tons (goal was 2,000) of material from projects that completed construction before June 2009.
- Increased flood warning capability for public safety in the San Luis Rey River watershed by preparing a flood inundation model by July 2009.
- Completed rate analyses for all Sanitation and Sewer Maintenance Districts to ensure financial stability for future infrastructure. Results indicated that rate adjustments were not required next fiscal year.
- Completed 262 toxic air contaminant emission health risk assessments, as part of the Air Pollution Control District's permitting activities, to verify compliance of new and expanding businesses with health risk standards. Exceeded target of 100 assessments.
- Provided energy efficiencies by changing first generation Light Emitting Diode (LED) lamps that have higher rate of burnouts with energy efficient LEDs that have a longer service life span at traffic signalized intersections. Identified 30 candidate intersections (goal was 25) with traffic signals eligible for LED lamp replacement and replaced over 500 LED units. This resulted in energy savings and reduced future replacement costs at each intersection.
- Cleaned 500 miles (goal was 440 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.
- Increased the size of the continuous inhalable fine particulate (PM 2.5) monitoring network 25% by adding one new continuous sampling monitor to widen the coverage of air quality forecasting for public health protection.
- Inspected 100% (683) of gas stations that have commercially used retail motor fuel meters to ensure fairness and equity in the marketplace.
- Continued the effort to eradicate Diaprepes root weevil in the Encinitas area by performing experiments in chemical application to the soil, releasing beneficial nematodes in the soil and releasing beneficial parasitoids in the trees. This program may last up to four years.
- Protected the county's $1.5 billion agricultural industry from damaging pests, noxious non-native weeds and diseases by inspecting 100% (1,232) of reported incoming high-risk commercial plant shipments.
- Promoted sustainable building practices and improved public awareness of green technology by receiving the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) Silver Status certification for the Goodan Ranch Center. LEED Certification is the recognized standard for measuring building sustainability. The Goodan Ranch Center is the first County building to attain LEED Silver Status certification.

2009-11 Objectives

- Continue Business Process Reengineering efforts to create efficiencies and streamline processes.
- Promote sustainability of the region's natural resources.
  - Retrofit a minimum of six (6) County park facilities with energy efficient lighting, designed to cut energy use by up to 35%, and by improving existing irrigation systems, designed to cut water use by 5%, at a minimum of 15 parks.
  - Maintain at least 50% solid waste diversion from landfills, work with all private developments with permits that have 40,000 square feet or more of building space, to recycle construction and demolition materials. A goal of diverting at least 2,500 tons of material from projects that complete construction before June 2010. Recycle 80,000 gallons of used oil and 12,000 used oil filters by June 2010.
  - Promote water conservation in the agricultural industry through four workshops and a Web-based outreach program to 400 participants.
  - Conduct five business outreach sessions for businesses that generate hazardous waste and universal waste. Measure effectiveness at each session by conducting a pre- and post-test to monitor the improvement in

attendees' knowledge of the hazardous waste management laws and regulations applicable to their businesses.

- Protect residents from wildfire and other natural disasters.
  - Mitigate fire fuel hazards and maintain fire safe zones in 20 park facilities through continued implementation of vegetation management practices in Forest Area Safety Taskforce (FAST) areas.
  - Continue to work with fire service entities to improve fire protection and emergency response by continuing to provide ongoing funding for existing contracts and much needed resources to rural communities, such as response apparatus and centralized dispatch.
  - Reduce the risk of structure loss during wildfires and increase wildland fire protection for the residents living within the unincorporated areas of the county by presenting proposed amendments to the County Subdivision Ordinance that address issues with wildfire and subdivision design to the Board of Supervisors by fall 2010.
- Ensure fiscal stability.
  - Balance housing market fluctuations with fiscal and customer service stability.
  - Seek grant funding including American Recovery and Reinvestment Act dollars.
- Ensure fairness and equity in the marketplace.
  - Inspect all 29 certified Farmers' Markets twice a year to verify all certifiable agricultural products are California grown and ensure fair competition in the marketplace.
  - Ensure consumer's confidence that "they get what they pay for" by increasing inspections on registered computer scales from 70% to 80% (3,693 to 4,220), and registered water dispensers from 70% to 80% (858 to 980), and inspect 70% (370) of the registered counter scales.
- Enhance safety for motorists and pedestrians.
  - Award construction contracts for seven (non school-related) Capital Improvement Projects in county communities that enhance safety and improve traffic flow.
  - Identify five signalized intersections that have inductive loops and replace them with video-based vehicle detection system. Seek grant funding through application to Caltrans and other funding resources.
- Utilize Information Technology to increase efficiency and streamline processes.
  - Provide a real-time Web-based tool for applicants to track the status of Air Pollution Control District permit applications throughout the processing cycle.
  - Research and develop multiple social media pages such as Facebook and Twitter to reach a wider range of county residents with information about LUEG services and events.
  - Implement the "one-stop-shop" building permit process; including a permit center express drop-off service by Spring 2010. This new internal routing system will eliminate the customer's need to hand carry applications through the permitting process, and replace it with an internal routing system.
  - Initiate Accela implementation by fall 2009 in the Departments of Planning and Land Use, Public Works, Environmental Health and Parks and Recreation with completion by 2011. Implementation of the Accela program will create a collaborative environment that empowers the citizens and County by increasing accessibility and transparency of information and enables the Land Use and Environment Group's business processes to deliver high value quality services in the most efficient and timely manner.

Related Links

For additional information about the Land Use and Environment Group, refer to the Web site at http://www.co.san-diego.ca.us/lueg/.

Executive Office Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

A net decrease of 4.00 staff years which includes the transfer of 3.00 staff years (one to the Department of Public Works, one to SanGIS and one to the Department of Planning Land Use) as part of a reorganization of duties and responsibilities and the deletion of 1.00 staff year due to a reduction in available funding.

Expenditures

Net increase of $3.5 million

- Salaries and Benefits — net decrease of $0.5 million as a result of transfers of staff to other departments and the deletion of a position due to the reduction in available funding as a result of the downturn in the overall economy.
- Services and Supplies — net increase of $5.2 million. Increase of $4.5 million for continuing the roll out of the Business Case Management System (BCMS) to the other departments in the Group. Increase of $0.4 million in information technology costs, and the remainder for consultant services for assisting in completing disaster claims with the State and federal governments.
- Management Reserves — a reduction of $1.2 million to partially offset the BCMS program mentioned above.

Revenues

Net increase of $3.5 million

- Charges for Current Services — increase of $0.2 million includes a transfer of $0.1 million from Miscellaneous Revenues for proper budgeting and $0.1 million in additional revenue from interfund charges.
- Miscellaneous Revenues — decrease of $0.1 million, moved to above Charges for Current Services to properly budget this revenue source.
- Other Financing Sources — increase of $0.2 million as repayment from the Air Pollution Control District for the implementation of their BCMS program.
- Use of Fund Balance — increase of $4.5 million for continuing the roll-out of the above mentioned BCMS program. The remaining amount is for other one-time information technology costs and consulting services.
- General Revenue Allocation — decrease of $1.3 million due to a reduction in available funding of $0.9 million and transfers of staff to other departments as discussed above.

Executive Office Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net decrease of $5.5 million due primarily to the anticipated complete implementation of the BCMS program.

Staffing by Department

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Land Use and Environment Executive Group	14.00	14.00	10.00	(28.57)	10.00
San Diego Geographic Information Source (SanGIS)	5.00	5.00	6.00	20.00	6.00
Agriculture, Weights and Measures	165.00	171.00	155.00	(9.36)	155.00
Air Pollution Control District	147.00	147.00	147.00	0.00	147.00
Environmental Health	290.00	291.00	283.00	(2.75)	283.00
Farm and Home Advisor	9.00	9.00	7.00	(22.22)	7.00
Parks and Recreation	194.00	194.00	186.00	(4.12)	186.00
Planning and Land Use	230.00	233.00	205.00	(12.02)	205.00
Public Works	558.00	579.00	563.00	(2.76)	563.00
Total	1,612.00	1,643.00	1,562.00	(4.93)	1,562.00

Expenditures by Department

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Land Use and Environment Executive Group	$ 5,489,524	$ 5,923,861	$ 9,459,993	59.69	$ 3,912,310
San Diego Geographic Information Source (SanGIS)	1,054,525	1,071,904	1,140,265	6.38	1,153,237
Agriculture, Weights and Measures	17,775,655	18,667,101	17,107,920	(8.35)	17,450,189
Air Pollution Control District	31,349,309	30,715,597	30,371,169	(1.12)	29,821,169
Environmental Health	37,638,352	38,265,174	40,943,885	7.00	39,638,886
Farm and Home Advisor	767,801	921,853	884,262	(4.08)	898,377
Parks and Recreation	35,923,907	32,161,897	34,749,142	8.04	30,387,340
Planning and Land Use	40,819,281	48,578,206	54,274,767	11.73	41,223,161
Public Works	213,307,790	223,494,451	212,345,845	(4.99)	189,797,735
Total	$ 384,126,144	$ 399,800,044	$ 401,277,248	0.37	$ 354,282,404

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Land Use and Environment Executive Office	14.00	14.00	10.00	(28.57)	10.00
Total	14.00	14.00	10.00	(28.57)	10.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Land Use and Environment Executive Office	$ 5,489,524	$ 5,923,861	$ 9,459,993	59.69	$ 3,912,310
Total	$ 5,489,524	$ 5,923,861	$ 9,459,993	59.69	$ 3,912,310

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 2,529,239	$ 2,567,082	$ 2,047,951	(20.22)	$ 2,094,582
Services & Supplies	1,052,483	2,172,085	7,412,042	241.24	1,817,728
Management Reserves	1,057,802	1,184,694	—	(100.00)	—
Total	$ 5,489,524	$ 5,923,861	$ 9,459,993	59.69	$ 3,912,310

Budget by Categories of Revenue

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Charges For Current Services	$ —	$ —	$ 200,000	—	$ 200,000
Miscellaneous Revenues	77,470	100,000	—	(100.00)	—
Other Financing Sources	—	—	212,500	—	212,500
Use of Fund Balance	850,000	1,035,000	5,577,551	438.89	—
General Revenue Allocation	4,562,054	4,788,861	3,469,942	(27.54)	3,499,810
Total	$ 5,489,524	$ 5,923,861	$ 9,459,993	59.69	$ 3,912,310

San Diego Geographic Information Source (SanGIS)

Department Description

SanGIS was created in July 1997 as a Joint Powers Agency 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.

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Developed a Geographic Information System (GIS) based address geocoding/verification service prototype that will eventually be used by Public Safety departments for establishing the location of high-risk probationers in relation to important community features such as parks. This service can be accessed by server-based Web services or individual people.
- Developed a GIS database system so that countywide GIS data, such as public parks and critical infrastructure, can be maintained remotely and stored in a centralized GIS database and shared among county users. For example, shared information on locations of County parks may help with enforcement of Megan's Law.

Strategic Initiative – The Environment

- Facilitated a Business Process Reengineering (BPR) project that built a data standard for collecting digital biological information for the Land Use and Environment Group (LUEG) and is now referred to as the SanBIOS data standard. This BPR project improved the regulatory use and scientific relevance of natural resource information concerning sensitive species locations and the information documenting their presence in locations. The final product resulted in a combined dataset of 69,000 species observation GIS data points. Consistency and quality of records improved considerably. The dataset and standard are available in the SanGIS data warehouse.
- Improved the quality and quantity of natural resource data in the SanGIS Data Warehouse and promoted best practices of its use. This ensured that environmental resources managers have current and accurate information upon which to base decisions. In addition to the SanBIOS data standard at SanGIS, other GIS data layers were added which include geological hazards, mineral resources zones and Resource Protection Ordinance wetlands.

Strategic Initiative – Safe and Livable Communities

- Created a Reserve San Diego County GIS Emergency Group of first responders to act as emergency GIS staff during the response and recovery stages of a disaster. These individuals are temporary expert professionals and can be activated in a disaster to augment existing GIS Emergency Group staff.
- Created a GIS image server application that serves up Aerial photo imagery to GIS mapping applications and GIS desktop software users. This service can be used by the public to view historical imagery of their property or by County staff to see the most recent imagery for GIS analysis. Aerial photo image dates range from 1997 to 2008. This efficient and cost-effective application organizes existing GIS imagery by chronological date for ease of use and reduces duplicate copies on the GIS network
- Updated law enforcement "patrol beat" GIS geometry at SanGIS so that they match the alignment of road centerlines. Sheriff 911 dispatch requires the law enforcement beat "GIS layer" to match road alignments so

that calls are routed to the correct law enforcement group. This project was designed to lower the probability of incorrect dispatch calls being routed to officers or deputies. This project improved the service capability and accuracy of 911 dispatch calls in many rural areas of the County by accurately matching law beats to road centerlines where necessary.

- Trained 32 of the County GIS leadership staff on the use of the SanGIS Forum with an Error Reporting Procedures document. This document is designed to guide a SanGIS user through the use of the forum and what methods are needed to report on error corrections in parcel, roads and address. This error reporting procedure enabled greater customer service and enhanced speed in making corrections and improving data quality with the GIS landbase.
- Facilitated the creation of a Public Safety version of the SanGIS GIS database. This was completed in the Sheriff's Department's GIS internal network so data can be accessed directly, as can the SDLaw Extranet which includes various State, federal and local law and justice agencies. The final component of database replication is being developed so that updates are automatically posted from SanGIS to the Sheriff.
- Improved the homeland security datasets used by first responders with additional and enhanced supporting information. Included details such as, who authored the data, the limitations of the data, when the information was created. This was accomplished by refining the public safety GIS data layers accompanying descriptive information and creation notes (also called metadata). Additions included seismic zones, critical infrastructure, military bases, natural hazards, etc. These data currently reside in the SanGIS City/County's GIS Data Warehouse. These metadata describe the quality and intended use of their parent GIS data and are essential in decision making.
- Completed 80% of target goal for the Quality Assurance/ Quality Control (QA/QC) Geocoder Project. This project is designed to ensure the accuracy of parcels, roads and address information by creating a QA/QC system that checks the percentage of accurately matched addresses in the county and reports these data back to SanGIS or the Assessor/Recorder/County Clerk for correction. Development of the parcels, roads and addresses dataset was completed. The target date for the project to be placed in production for online use is winter 2010.
- Implementation of the recommendations from the SanGIS Business Process Reengineering (BPR) project to adopt a nearly fully digital document submission method for recording official changes to parcel, roads and addresses is 75% complete. Further internal business process modifications required in the affected departments are underway to ensure systems operate in unison. A concerted effort will be made to draw together the affected departments to show them considerable savings that will be afforded to them as a result of full implementation. This will be done by winter 2010.

2009-11 Objectives

Strategic Initiative – Kids

- Regional parks "GIS layer" will be further improved with additional data and quality checks. Information will be sent to commercially available geospatial data provider companies. This will better enable a regional perspective on parks and recreation that crosses jurisdictional lines. It will establish the County as a regional leader on this subject and will assist with enforcement of Megan's Law.

Strategic Initiative – The Environment

- Adopt the SanBIOS data standard with County policy and seek the participation of three other jurisdictions and/or agencies or non-governmental organizations involved with the use of natural resource GIS data. This will further codify the standard and ensure a common framework of understanding among resource managers.
- Collaborate with the Department of Environmental Health (DEH) to develop a Web-based GIS editing tool that would allow non-GIS staff to directly edit the locations of permitted facilities thus allowing DEH permits to be mapped faster and more efficiently.

Strategic Initiative – Safe and Livable Communities

- Work with County Fire Services to develop a prototype ArcGIS Server mapping application called "Community Fire Safety Survey". This application will eventually enable end users such as volunteer fire departments and public safety groups to map, online from a Web site, critical infrastructure and details about their communities. These data can then be rolled into a larger regional data set for emergency response and planning.

- Further develop GIS data automatic exchanges for County departments so that information about zoning, permitting information and construction can be better communicated to the public through downloaded GIS data.

Required Discipline – Information Technology

- Work with multiple County departments to better develop understanding of the next generation technology that is available with ArcGIS Server. These tools allow increased customization of the software to meet business needs of individual departments in a collaboration-based system. This will be accomplished through:
  - Demonstration of the new online tools that are rapidly being developed by the geospatial software industry.
  - Development of two applications that collaboratively use the software – showcasing the futurist capabilities of the software. ArcGIS Server software requires departments to work as a unit rather than collections of individuals.

Required Discipline – Continuous Improvement

- Further develop staff training plans to ensure staff is up-to-date on critical technology.

Related Links

For additional information about SanGIS, refer to the Web site at http://www.sangis.org.

Performance Measures	2007-08 Actuals	2008-09 Proposed	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Percentage of maps received from Recorders Office entered in the SanGIS database within 30 days [1] (Target - 100%)	93% of 261	100% of 300	100% of 178	100% of 200	100% of 200
New "GIS layers" developed for use in Emergency Response [2] (Target – 5)	7	5	5	5	5
New GIS Layers developed or updated for use in Natural Resource Management [3] (Target – 2)	2	2	4	2	2
Percentage of new parcels entered in the SanGIS landbase by end of fiscal year [4] (Target - 100%)	100% of 8,358	100% of 7,000	100% of 4,441	100% of 4,500	100% of 4,500
New road segments entered in the SanGIS landbase by the end of fiscal year[4] (Target - 100%)	95% of 952	100% of 1,200	100% of 303	100% of 300	100% of 300
Percentage of accuracy in automatic roads and address information samples for Quality Assurance/Quality Control system	0	90% of 1,000	100% of 1,000	100% of 1,000	100% of 2,000
Percentage of accuracy in automatic parcel information samples for Quality Assurance/ Quality Control system	0	98% of 1,000	100% of 1,000	100% of 1,000	100% of 2,000

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. Estimates are based upon the forecast for the building industry productivity. It is believed that the building industry will begin to improve in the Fiscal Year 2009-10 period.

[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] "GIS layers" include regulatory layers for stormwater or vegetation or fire severity and brush management

[4] By achieving this goal, new parcel and owner information is available to County departments for permit and land development processing for the public. Parcel and road total count values vary proportionately to the economic activity of the building industry.

[5] Automatic parcel, road and address sampling is a method to assess the accuracy and precision of the land base layers. Currently there is no accuracy standard for SanGIS landbase. The amount will increase because the automated system will be in production and have higher input and output from users.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Net increase of 1.00 staff year due to a transfer from the LUEG Executive Office to manage SanGIS.

Expenditures

Net increase of $0.07 million.

- Increase of $0.1 million in Salaries and Benefits due to transfer of position.
- Decrease of $0.07 million in Services and Supplies partially offsets cost of transferred position. SanGIS has implemented operational costs saving strategies to spend within a reduced services and supplies budget.

Revenues

- Net increase of $0.07 million in General Revenue Allocation for partial offset of additional staff year.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net increase of $0.01 million reflects negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
San Diego Geographic Information Source (SanGIS)	5.00	5.00	6.00	20.00	6.00
Total	5.00	5.00	6.00	20.00	6.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
San Diego Geographic Information Source (SanGIS)	$ 1,054,525	$ 1,071,904	$ 1,140,265	6.38	$ 1,153,237
Total	$ 1,054,525	$ 1,071,904	$ 1,140,265	6.38	$ 1,153,237

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 508,295	$ 525,674	$ 666,171	26.73	$ 679,143
Services & Supplies	546,230	546,230	474,094	(13.21)	474,094
Total	$ 1,054,525	$ 1,071,904	$ 1,140,265	6.38	$ 1,153,237

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Intergovernmental Revenues	$ 508,295	$ 525,674	$ 525,409	(0.05)	$ 525,409
General Revenue Allocation	546,230	546,230	614,856	12.56	627,828
Total	$ 1,054,525	$ 1,071,904	$ 1,140,265	6.38	$ 1,153,237

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 1800s. 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 Veterinary Diagnostics Laboratory provides early detection of diseases that threaten public health, livestock, and local wildlife. The Weights & Measures program protects consumers by performing package inspections for net quantity and verifying the accuracy of commercial weighing, measuring, counting and scanning devices.

The support staff for the Farm and Home Advisor (FHA) was merged with the Department of Agriculture, Weights and Measures mid-Fiscal Year 2008-09. As a result, the County realized a savings by consolidating County administrative functions such as budget, purchasing and information technology.

Mission Statement

Agriculture: Promote the sustainability of agriculture while protecting the environment and ensuring the health and safety of all residents.

Weights and Measures: Ensure a fair marketplace by verifying products are sold by accurate weights, measures and prices.

2008-09 Anticipated Accomplishments

Strategic Initiative – The Environment

- Protected water quality and reduced environmental risk through enforcement and regulation.
  - Digitally mapped 100% (580) of the registered agricultural water quality facilities to determine sites with the greatest potential threat to water quality in order to focus inspections on the high threat sites as required by the California Regional Water Quality Control Board.
  - Identified and tracked 90% (522) of the 580 agricultural facilities to determine the greatest water pollution threat in order to target inspections and enforcement that will produce the greatest water quality improvement within the county's unincorporated areas, exceeding the target goal of 50%.

- Protected the county's $1.5 billion agricultural industry from damaging pests, noxious non-native weeds and diseases.
  - Inspected 100% (1,232) of reported incoming high-risk commercial plant shipments.
  - Identified potential noxious non-native weed sites by digitally mapping 100% (55) of all currently known sites.
  - Decreased the spread of noxious non-native weeds by treating at least 70 acres of current identified sites.
  - Detected introduced target agricultural pests while they could be economically eradicated so that none became established.

Strategic Initiative – Safe and Livable Communities

- Ensured fairness and equity in the marketplace by performing the following activities.
  - Inspected 100% (683) of gas stations that have commercially used retail motor fuel meters.
  - Verified that net quantities of package commodities were accurate by performing an estimated 225 package inspections.

Required Discipline – Essential Infrastructure

- Prepared for transition to the new Medical Examiner and Forensic Center. This new facility will enable the Veterinary Diagnostics Laboratory to achieve improvements in their current performance levels and is projected to open in December 2009.

Required Discipline – Continuous Improvement

- Decreased the average number of days to issue a notice of civil penalty, after a violation occurs, to 50 days or less to ensure the timely enforcement of pesticide and measurement standards. This exceeded the goal of maintaining the average number of days at 60.

Required Discipline – Regional Leadership

The Agricultural Commissioner took a leadership role in the California Agricultural Commissioner and Sealers' Association (CACASA) by striving to accomplish the following:

- Served in the following capacities of CACASA:
  - Weights and Measures, Vice President
  - Board of Directors
  - Legislation Committee
  - Nursery industry roundtable
- Served as the CACASA representative at the federal level on legislation and proposals for:
  - Early Pest Detection and Surveillance
  - Insect Detection Appropriation
  - Pest Exclusion Appropriation – Canine Inspection Teams
- Led a coordinated effort to prevent destructive pests and plant diseases that affect agriculture commerce by working cooperatively with the local industry on:
  - Magnolia White Scale – a scale that occurs on ornamental plants
  - Diaprepes Root Weevil – a beetle that attacks the roots and leaves of 270 plant species
  - Bamboo Mealybug – a new invasive species to San Diego County which attacks bamboo
  - Tomato Yellow Leaf Curl Virus – an insect-borne virus that attacks tomatoes and peppers

2009-11 Objectives

Strategic Initiative – The Environment

- Protect the county's $1.5 billion agricultural industry and the environment from damaging exotic insects, diseases and noxious non-native weeds.
  - Inspect 100% (1,200) of reported incoming high-risk commercial plant shipments.
  - Implement the newly established detector dog surveillance team for parcel inspections at private parcel facilities which increases the capability of interceptions of illegal plants, produce or damaging pests in unmarked packages.
  - Enhance the treatment of noxious non-native weeds by increasing treatment area by 10% (from 70 acres to 77 acres).

Strategic Initiative – Safe and Livable Communities

- Improve the oversight of structural fumigations to increase the safety for pesticide handlers and county residents by monitoring all (31) fumigation companies' compliance with the laws and regulations related to the safe use of handling pesticides.
- Ensure fairness and equity in the marketplace.
  - Ensure consumer's confidence that "they get what they pay for", by increasing inspections on the 5,275 registered computer scales from 70% to 80% (3,693 to 4,220), and the 1,225 registered water dispensers (858 to 980) and inspect 70% (370) of the 528 registered counter scales.
  - Inspect all 29 certified Farmers' Markets twice a year to verify all certifiable agricultural products are California grown and ensure fair competition in the marketplace.
- Prevent the entry of exotic dangerous plant and pest threats into San Diego County and the United States.
  - Perform six border blitzes and other enforcement operations in conjunction with Department of Homeland Security and California Department of Food and Agriculture to intercept dangerous plant and pest threats.
  - Collaborate with the United Stated Department of Agriculture's Smuggling Interdiction and Trade Compliance in two investigative operations to uncover illegal pathways for importing plant material and produce.
- Decrease the turn around time for the Hantavirus test results by 50% (from 2 weeks to 1 week) to protect the public's health.
- Ensure 100% of test results for West Nile Virus are completed within one week.

Required Discipline – Regional Leadership–

- The Agricultural Commissioner will take a leadership role by working cooperatively with local nurseries and citrus industry stakeholders in addition to State and federal agencies to eradicate destructive insects that have the potential to adversely affect agriculture commerce through the following:
  - Serve as President-Elect in the California Agricultural Commissioner and Sealers' Association.

- Collaborate with the California Citrus Research Board and San Diego County Farm Bureau to coordinate efforts to eradicate Asian Citrus Psyllid – a new invasive insect that has the potential to transmit Huanglongbing, a disease that endangers California's citrus industry.

Related Links

For additional information about Agriculture, Weights, and Measures, refer to the Web site at http://www.sdcounty.ca.gov/awm/.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Percentage 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	100% of 812	90% of 700	95% of 679	95% of 600[1]	100% of 200[1]
Conduct tests of vector host for West Nile Virus and obtain results within one week[2]	N/A	N/A	N/A	100% of 700	100% of 800
Percentage of plant and insect samples diagnosed within two weeks of submission	100% of 10,241	98% of 10,000	100% of 60,000[3]	100% of 10,000[3]	100% of 10,000[3]
Protect San Diego agriculture by:					
— Percentage 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[4]	100% of 1,237	97% of 1,300	97% of 1,200	98% of 1,200	99% of 1,200
— Percentage of reported incoming commercial plant shipments from high-risk states that are inspected	100% of 2,182	100% of 1,400	100% of 1,232[5]	100% of 1,200[5]	100% of 1,200[5]
Percentage of pesticide illness investigations completed within State guidelines of 120 days	97% of 79	90% of 56	100% of 47	100% of 56	100% of 56
Percentage of compliance in the safe handling of commercial pesticides by monitoring inspections to protect people working with and around pesticides[6]	83% of 447	85% of 400	85% of 618	N/A	N/A
Percentage of increased fumigation inspections[2]	N/A	N/A	N/A	80% of 260	85% of 260
Percentage of the number of initial annual inspections for following retail devices:					
— Percentage of fuel meters inspected	N/A	100% of 19,659	100% of 19,659	100% of 19,659	100% of 19,659
— Percentage of taximeters inspected	N/A	100% of 1,320	100% of 1,320	100% of 1,320	100% of 1,320
— Percentage of registered water dispensers inspected	N/A	70% of 1,225	78% of 1,225	80% of 1,225	90% of 1,225
— Percentage of registered computing scales inspected	N/A	70% of 5,275	71% of 5,275	80% of 5,275	90% of 5,275
— Percentage of registered counter scales inspected[2]	N/A	N/A	N/A	70% of 528	80% of 528

Table Notes

[1] There has been a decrease in public demand for this discretionary service for pets due to the downturn in the overall economy.

[2] Effective Fiscal Year 2009-10, these new measures have been included to more accurately report on specific outcome-oriented goals and targets.

[3] The dramatic increase of plant and pest submissions was due to unexpected exotic pest quarantines such as Asian Citrus Psyllid, Mediterranean Fruit Fly (Medfly) and Diaprepes. It is anticipated the pests will be eradicated or sharply contained so the projections for Fiscal Years 2009-10 and 2010-11 reflect previous historical actuals.

[4] Glassy-winged Sharpshooter is a vector Pierce's Disease, which is fatal to grapevines.

[5] Plant nurseries are shipping fewer plants due to less demand.

[6] Assembly Bill (AB) 2223, *Structural Fumigation Fees*, became effective on January 1, 2009. Fees for fumigation inspections are assessed for all structural pest control companies. This measure does not currently reflect the enforcement regulation requirements and will no longer be reported effective Fiscal Year 2009-10.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 16.00 staff years.

- Transfer of 1.00 staff year from the Veterinary Diagnostics Laboratory to the Department of Public Works due to operational needs.
- Decrease of 8.00 staff years in the Veterinary Diagnostics Laboratory due to decreased demand of non-agricultural related discretionary veterinary services such as necropsies and other lab tests.
- Decrease of 1.00 staff year in the Pesticide Regulation Program due to a reduction in available funding. The service level impact will be minimized by improved efficiencies in performing regulatory activities.
- Decrease of 5.00 staff years in the Plant Health and Pest Prevention Program due to a reduction in available funding as a result of the slow economy and fewer phytosanitary certificates being issued due to decreased demand. These certificates are required when shipping agricultural commodities out of state.
- Decrease of 1.00 staff year from the Environmental Issues Program due to operational changes and consolidation of duties.

Expenditures

Net decrease of $1.6 million. Salaries and Benefits — decrease of $1.15 million due primarily to the reduction of 16.00 staff years as discussed above.

- Services and Supplies — net decrease of $0.1 million due to a reduction of $0.4 million for a one-time project completed in Fiscal Year 2008-09 offset by an increase of $0.3 million for the new Business Case Management System for the department.
- Capital Assets Equipment — decrease of $0.05 million due to completed procurement of vehicles and equipment.
- Expenditure Transfers and Reimbursements —increase of $0.3 million due to an increase in reimbursement from the County Department of Environmental Health for West Nile Virus diagnostic lab services provided by the Veterinary Diagnostics Laboratory. Since this is a reimbursement, it has the effect of a $0.3 million decrease in expenditures.

Revenues

Net decrease of $1.6 million.

- Licenses, Permits & Franchises — increase of $0.1 million in fees for plant export certifications. Although this is an increase from Fiscal Year 2008-09 Adopted, this is a significant reduction from original Fiscal Year 2009-10 preliminary estimates due to decreased demand as a result of the slow economy.
- Intergovernmental Revenues — net decrease of $0.1 million.
  - Decrease of $0.2 million in Unclaimed Gas Tax revenue due to a reduction of reimbursable expenditures as increasingly restrictive guidelines have limited eligible costs.
  - Net increase of $0.1 million due to an increase of $0.2 million in weed and pest management services and new legislation which authorizes the County Agricultural Commissioner to collect fumigation fees from pest control companies offset by a decrease of $0.1 million for services in the Pest Detection and Egg Quality Contracts.
- Charges for Current Services — decrease of $0.2 million due primarily to a decreased demand for discretionary non-agricultural veterinary services.

- Use of Fund Balance — decrease of $0.3 million in enhancements for the Santa Ysabel Barn site completed in Fiscal Year 2008-09. The remaining Use of Fund Balance will be used for one-time support services.
- General Revenue Allocation — decrease of $1.1 million, which reflects the impact from the downturn in the overall economy.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net increase of $0.3 million is due primarily to negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Agriculture, Weights and Measures	165.00	171.00	155.00	(9.36)	155.00
Total	165.00	171.00	155.00	(9.36)	155.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Agriculture, Weights and Measures	$ 17,728,655	$ 18,630,101	$ 17,070,920	(8.37)	$ 17,413,189
Fish and Wildlife Fund	47,000	37,000	37,000	0.00	37,000
Total	$ 17,775,655	$ 18,667,101	$ 17,107,920	(8.35)	$ 17,450,189

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 14,822,602	$ 15,506,533	$ 14,347,386	(7.48)	$ 14,736,830
Services & Supplies	2,737,053	3,431,147	3,362,534	(2.00)	3,315,359
Other Charges	43,000	34,000	38,000	11.76	38,000
Capital Assets Equipment	173,000	70,000	25,000	(64.29)	25,000
Expenditure Transfer & Reimbursements	—	(374,579)	(665,000)	77.53	(665,000)
Total	$ 17,775,655	$ 18,667,101	$ 17,107,920	(8.35)	$ 17,450,189

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Licenses Permits & Franchises	$ 2,724,750	$ 3,317,779	$ 3,458,500	4.24	$ 3,558,500
Fines, Forfeitures & Penalties	16,250	16,250	16,250	0.00	16,250
Intergovernmental Revenues	8,144,194	8,061,718	7,912,163	(1.86)	8,004,166
Charges For Current Services	728,593	608,409	445,609	(26.76)	445,609
Miscellaneous Revenues	56,700	107,800	110,200	2.23	110,200
Use of Fund Balance	30,750	370,750	20,750	(94.40)	20,750
General Revenue Allocation	6,074,418	6,184,395	5,144,448	(16.82)	5,294,714
Total	$ 17,775,655	$ 18,667,101	$ 17,107,920	(8.35)	$ 17,450,189

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Air Pollution Control District

Department Description

The Air Pollution Control District (APCD) focuses its efforts on protecting the people and the environment from the harmful effects of air pollution. Air quality is continuously monitored throughout the San Diego Air Basin, and programs are developed to bring about the emission reductions necessary to achieve clean air. The District issues permits to limit air pollution, ensures adherence to air pollution control laws and administers funds used to reduce regional mobile source emissions.

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.

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Reduced school children's exposure to both cancer-causing and smog-forming pollution.
  - Applied for and obtained $2.6 million of State funding for Lower-Emission School Bus (LESB) programs. Due to the delay in the passing of the State budget, the LESB was suspended in December 2008, resulting in fewer grant recipients than the anticipated 27 school districts.
  - Identified and provided grants using mitigation settlement funds to five affected school districts to retrofit diesel school buses with particulate matter filters or to purchase new school buses to replace older, higher emitting buses.

Strategic Initiative – The Environment

- Performed or witnessed 650 pollutant emissions tests at various businesses and other stationary sources throughout the county to demonstrate compliance with APCD rules and regulations.
- Increased the size of the continuous inhalable fine particulate (PM 2.5) monitoring network 25% by adding one new continuous sampling monitor to widen the coverage of air quality forecasting for public health protection.
- Conducted eight training classes for small business owners to assist them in complying with applicable APCD rules and regulations, meeting the goal.
- Monitored and evaluated the levels of ozone at eight monitoring stations throughout the county to determine attainment of the federal 8-hour ozone standard. Ozone is the primary component of smog.
- Provided six (100%) affected schools in one school district with written reports identifying facilities emitting toxic air contaminants near planned future school sites.
- Inspected 7,396 (100%) priority emission sources, such as industrial operations and manufacturing facilities, to ensure compliance with air pollution standards.
- Completed 262 toxic air contaminant emission health risk assessments, as part of APCD permitting activities, to verify compliance of new and expanding businesses with health risk standards. Exceeded target of 100 assessments.
- Gathered air quality data and obtained the Environmental Protection Agency and State Air Resources Board (ARB) approval to relocate the Otay Mesa Air Quality Monitoring Station in June 2009. The new location will better assess community air pollution levels.
- Inspected 300 of 500 (60%) demolitions/renovations with asbestos emissions potential, where notifications were received, to ensure proper handling and removal of hazardous materials.
- Completed an additional 10 refined toxic air contaminant (TAC) emission health risk assessments for high priority facilities pursuant to requirements of the State Hot Spots program. 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.

- Adopted a rule to control dust emitted from construction and demolition sites, to improve air quality for residents.

Required Discipline – Customer Satisfaction

- Issued 820 out of 980 (83%) construction permits for new or modified regulated facilities within 90 days of receipt of a completed application, providing timely service to customers. Exceeded target of 80%.
- Developed an "Honor Roll" recognition program and annual award program to acknowledge exemplary businesses that demonstrate determination to comply with regulations based on inspection results.
- Investigated 100% of 449 citizen complaints received and made initial contact with the citizen within 24 hours of reported complaint. The number of complaints exceeded the initial estimate of 360. The majority of complaints are related to dust particles from construction sites and unpaved roads or odor-related pollution.

Required Discipline – Regional Leadership

- Partnered with local agencies (ports, airports and transportation agencies) to reduce air pollution emissions and health risks from freight movement by implementing the Goods Movement Emission Reduction Program of Proposition 1B, *Highway Safety, Traffic Reduction, Air Quality and Port Security,* through incentive projects. Implemented the Memorandum of Agreement with the Unified Port of San Diego to replace on-road, heavy-duty diesel fueled trucks operating at the port.
- Incorporated nine additional State, federal, or local rules into APCD's regulatory programs to reduce air contaminant emissions for industrial, commercial and other sources. Target of 10 rules was not achieved due to an unexpected vacancy of rulemaking staff.
- Adopted the Regional Air Quality Strategy Revision. The Strategy identifies effective emission control measures considering cost effectiveness and technological feasibility to expedite attainment of the State ozone standard.
- Developed and implemented a training program for gasoline station owners and operators to assist in understanding the State's new Enhanced Vapor Recovery system requirements and complying with the new permit requirements, which require service stations to upgrade equipment to reduce gasoline vapor emissions.
- Partnered with National City in two Automotive Compliance workshops to address questions and provide information to automotive businesses to help them effectively navigate the regulatory process.
- Collaborated with the California Department of Transportation to complete a study of carbon monoxide pollution levels at a park near Interstate 15, providing valuable data and information to residents.

2009-11 Objectives

Strategic Initiative – Kids

- Reduce school children's exposure to both cancer-causing and smog-forming pollution.
  - Apply for and obtain State and federal funding for Lower-Emission School Bus programs.
  - Identify and/or provide grants to an estimated 27 affected school districts located in San Diego County to retrofit diesel school buses with particulate matter filters or to purchase new school buses to replace older, higher emitting buses.
- Provide 100% of affected school districts with written reports identifying facilities emitting toxic air contaminants near planned future school sites.

Strategic Initiative – The Environment

- Perform specialized air quality modeling to predict San Diego's attainment year for meeting the revised federal 8-hour ozone standard. The EPA proposed classifying San Diego a "Moderate" 8-hour ozone non-attainment area. This designation will require the submittal of the attainment demonstration by June 2010.
- Conduct eight training classes for small business owners to assist them in complying with applicable APCD rules and regulations.
- Monitor and evaluate the levels of ozone at nine monitoring stations throughout the county to determine attainment of the federal 8-hour ozone standard.
- Inspect 100% of priority emission sources, an estimated 7,400 equipment inspections, to ensure compliance with air pollution standards
- Complete 100% of an estimated 262 required toxic air contaminant emission health risk assessments as part of APCD permitting activities to verify compliance of new and expanding businesses with health risk standards.

- Work with EPA and State ARB to secure approval to relocate the Kearny Mesa Air Quality Monitoring Station, which will be displaced by surrounding construction.
- Inspect 60% of an estimated 500 demolitions/renovations with asbestos emissions potential, where notifications are received, to ensure proper handling and removal of hazardous materials.

Required Discipline – Customer Satisfaction

- Issue 80% of an estimated 820 construction permits for new or modified regulated facilities within 90 days of receipt of a completed application, to provide timely service to our customers.
- Investigate 100% of an estimated 400 citizen complaints received and make initial contact with the citizen within 24 hours of reported complaint.
- Provide a real time Web-based tool for applicants to track the status of their permit applications throughout its processing.

Required Discipline – Regional Leadership

- Collaborate with lead agencies to address climate change by providing relevant air quality information and input as well as participating in regional strategy planning.
- Demonstrate the benefits of advanced filtration systems on approximately eight transborder commercial diesel trucks operating within the county to highlight this equipment that reduces harmful tailpipe emissions.
- Develop an Ozone State Implementation Plan for submittal to EPA in late 2010 to demonstrate timely attainment of the federal 8-hour ozone standard through cost effective emission control measures.
- Partner with the San Diego Industrial Environment Association to develop and implement a training program for APCD staff and regulated businesses to ensure that staff and businesses have a uniform understanding of rules to ensure applications received are complete and permit processing is more efficient.

Required Discipline – Information Technology

- Utilize the Business Case Management System, a newly implemented Information Technology (IT) system which centralizes records management and application processes. The automation of various functions will greatly increase efficiency.
  - Rapidly receive notifications about equipment break downs from businesses. This online reporting will streamline response, ensuring timely APCD investigation.
  - Track adherence to internal permit application deadlines to ensure timely processing for 100% of complete permit applications submitted.

Related Links

For additional information about the Air Pollution Control District, refer to the Web site at http://www.sdapcd.org/index.html

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Percentage of construction permits for new/modified regulated facilities issued within 90 days of receipt of a complete application [1]	83% of 621	80% of 820	83% of 980[1]	80% of 820	80% of 820
Percentage of scheduled equipment / facilities inspections completed[2]	90% of 7,146	100%	100% of 7,396	100% of 7,400	100% of 7,400
Percentage of total public complaints investigated within 24 hours of reported complaint [3]	100% of 467	100% of 360	100% of 449[3]	100% of 400	100% of 400
Annual number of low polluting vehicle incentive projects completed under the mobile sources of emissions reduction programs[4]	N/A	100	202	150	150
Average number of days meeting the federal 8-hour ozone standard (3-year average)[5]	355	355	355	355	355

Table Notes

[1] APCD Rule 18 establishes a goal of processing permits for complete applications within 90 days but allows up to 180 days. Fiscal Year 2008-09 Estimated Actuals are higher than anticipated resulting from an increase in applications to meet new requirements for Enhanced Vapor Recovery by April 2009.

[2]Indicates the completion levels for inspections of air contaminant emitting equipment/facilities. Target based on commitments established with State ARB. Commitment is approximately 7,400 inspections per year, but varies annually based on changes in priorities, standards and complaints.

[3] Majority of complaints from the public are due to dust-related pollution from construction and visible emissions. 100% of public complaints are investigated. APCD responds to complaints the same day if complaint is received during the business day. In Fiscal Year 2008-09 more complaints were received than anticipated.

[4] Indicates the number of vehicles funded under the mobile sources of emission reduction programs that are completed in a specific fiscal year. This was a new measure effective Fiscal Year 2008-09. Funded vehicle projects may take up to three years for completion. Fiscal Year 2008-09 Estimated Actuals include projects funded in the prior fiscal years but were completed in Fiscal Year 2008-09. The proposed number of completed projects for Fiscal Year 2009-10 is lower than Fiscal Year 2008-09 Estimated Actuals due to inability to contract for projects in Fiscal Year 2008-09 because of the suspension in State funding of the Goods Movement Emission Reduction and School Bus programs effective December 2008.

[5] In March 2008, the Environmental Protection Agency strengthened the 8-hour ozone standard from 0.080 to 0.075 parts per million to improve air quality. Using the new standard, the 3-year average of meeting the 8-hour standard is projected to remain the same as in Fiscal Year 2007-08 reflecting an improvement in air quality from prior Fiscal Years.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

No change in staffing.

Expenditures

Net decrease of $0.3 million.

- Salaries and Benefits — net decrease of $0.1 million due to a reduction of temporary help.
- Services and Supplies — no change. The department will continue to maintain cost containment efforts initiated in Fiscal Year 2008-09 without impacting service delivery levels or management accountability.
- Other Charges — net decrease of $0.1 million due to a $0.6 million reduction in the State Carl Moyer Program award for incentive projects offset by an increase of $0.5 million in rebudgeting of unspent non-State Goods Movement Emission Reduction Program (GMERP) match funds for incentive projects.
- Capital Assets Equipment — decrease of $0.3 million due to the deletion of IT hardware appropriations.
- Operating Transfers Out — net increase of $0.2 million due to the rebudget of the non-State GMERP administrative costs offset by a decrease in Carl Moyer Program administrative costs.

Revenues

Net decrease of $0.3 million.

- Licenses, Permits & Franchises — decrease of $0.1 million related to the downturn in the overall economy.
- Fines, Forfeitures & Penalties — increase of $0.2 million due to the anticipated receipt of settlements for fines and penalties assessed but not received in Fiscal Year 2008-09.
- Revenue from Use of Money and Property — decrease of $0.1 million due to projected lower interest earnings.
- Intergovernmental Revenue — decrease of 0.9 million resulting from a $0.65 million decrease in the Carl Moyer Program award and a net decrease of $0.2 million in federal grant and aid from other government agencies due to the completion of one-time purchases in Fiscal Year 2008-09.
- Miscellaneous Revenues — increase of $0.3 million based on historical data of actual revenue for the past two fiscal years.
- Use of Fund Balance — increase of $0.3 million primarily to support the repayment of the $0.2 million partial repayment of a loan to LUEG for the new IT permitting system and planned supply costs.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net decrease of $0.5 million due to the completion of incentive projects using rebudgeted non-State GMERP match funds.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Air Pollution Control District Programs	147.00	147.00	147.00	0.00	147.00
Total	147.00	147.00	147.00	0.00	147.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Air Pollution Control District Programs	$ 31,349,309	$ 30,715,597	$ 30,371,169	(1.12)	$ 29,821,169
Total	$ 31,349,309	$ 30,715,597	$ 30,371,169	(1.12)	$ 29,821,169

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 15,231,399	$ 15,555,811	$ 15,454,818	(0.65)	$ 15,925,983
Services & Supplies	3,994,754	3,547,009	3,547,000	(0.00)	3,175,835
Other Charges	5,086,565	5,165,680	5,016,488	(2.89)	4,516,488
Capital Assets Equipment	1,625,986	637,500	315,000	(50.59)	215,000
Operating Transfers Out	5,410,605	5,809,597	6,037,863	3.93	5,987,863
Total	$ 31,349,309	$ 30,715,597	$ 30,371,169	(1.12)	$ 29,821,169

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Licenses Permits & Franchises	$ 8,683,601	$ 7,988,674	$ 7,918,270	(0.88)	$ 8,018,270
Fines, Forfeitures & Penalties	1,113,516	700,000	900,000	28.57	900,000
Revenue From Use of Money & Property	238,187	200,000	110,000	(45.00)	110,000
Intergovernmental Revenues	12,916,328	12,930,840	11,988,189	(7.29)	11,988,189
Charges For Current Services	918,794	444,629	460,518	3.57	460,518
Miscellaneous Revenues	191,270	200,000	450,000	125.00	500,000
Other Financing Sources	6,260,605	5,809,597	5,825,363	0.27	5,775,363
Use of Fund Balance	1,027,008	2,441,857	2,718,829	11.34	2,068,829
General Revenue Allocation	—	—	—	0.00	—
Total	$ 31,349,309	$ 30,715,597	$ 30,371,169	(1.12)	$ 29,821,169

Environmental Health

Department Description

The Department of Environmental Health (DEH) enhances San Diegans' 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; on-site wastewater systems; recreational water; underground storage tanks and cleanup oversight; and medical and hazardous materials and 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. The goal is "Healthy People in Healthy Communities Free from Disease due to the Environment."

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Responded to 100% (18) of the reports of elevated blood lead levels of children from the County Public Health Nurse within the time frames 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.
- Conducted 18 outreach presentations regarding household hazardous waste to 2,500 students; five school presentations regarding vector control and awareness to approximately 3,200 students; and 16 presentations to over 2,000 primary and secondary school children regarding hazardous materials and careers in environmental health. This was accomplished through class presentations and attendance at school science and technology fairs.
- Prior to the State cutting the funding in September 2008 for the Recreational Water Program, provided 14 (goal was 10) ocean and bay recreational water quality awareness classes, which included information on preventing urban runoff pollution, to approximately 200 children attending surf camps or other summer camps.

Strategic Initiative – The Environment

- Developed an annual inspection schedule for each recycled water producer and an inventory of recycled water use sites that are due for a four-year shutdown test inspection through the expansion and improvement to the County's permit tracking database inspection module, to help protect the public from the potential negative health affects of recycled water misuse.
- Initiated the development of a Vector Habitat Remediation Program designed for long-term permanent solutions for managing habitual small mosquito source breeding sites such as backyard ponds or drainage courses by beginning preparation of a draft Environmental Impact Report.
- Conducted seven (goal was five) outreach sessions to educate businesses in the proper management of hazardous waste and universal waste generated at their facilities. Pre- and post- tests at each session evaluated attendees' knowledge of applicable hazardous waste laws and regulations. Success in all sessions was achieved based on 70% of the attendees scoring better on the post-test. Additionally, conducted four outreach sessions without pre- and post- tests.
- Continued to follow the work plan for Assembly Bill 1130 *Aboveground Petroleum Storage Act (APSA)*, in preparation for full implementation at the local level. APSA will protect the county's citizens and natural resources from aboveground petroleum storage tank spills.

- Over 80% of Hazardous Materials Division staff participated in the 24-hour training curriculum and competency examination for APSA. An estimated 80% (45 of 55) completed the course and were certified to conduct APSA inspections in the State of California, meeting the goal.
- Inspected 5% (30 of 600) of facilities subject to APSA. The number of inspections was less than the goal of 15% as a result of delays in the California Environmental Protection Agency's (CalEPA) training schedule and staffing vacancies.
- Coordinated with the United States Environmental Protection Agency to provide five (goal was one) workshops to raise awareness of this new locally delegated program. Workshops reached 264 business representatives.
- Created a new Web page with information about APSA requirements and posted the presentations from the APSA workshop for those regulated businesses that were unable to attend training sessions.

Strategic Initiative – Safe and Livable Communities

- Development of an outreach program for mobile home park owner/operators was not completed due to a lack of resources and staffing for the program.
- Reduced the incident rate (249 violations per 1,000 inspections) of major chlorine violations found at public swimming pools by 5% from the previous year's total (262 violations per 1,000 inspections).
- Surveyed the food safety knowledge of over 1,200 food handlers throughout San Diego County. The results of the survey indicated a 51% improvement in food safety knowledge compared to a similar survey conducted in 2003.
- Protected public health and helped prevent vector-borne disease.
  - Updated the West Nile Virus Response Plan to include an action plan for aerial and ground adulticide (materials used to control adult mosquitoes) applications and trained 100% (goal was 95%) of Vector Control staff on the safe application of adulticide.
  - Instituted trapping of rats in coastal areas where freight is received by boat or airplane from foreign origin. Conducted tests twice a year for plague and verified flea species from rates trapped in these areas (100% increase in tests conducted). All results to date, were negative for plague.
  - Continued to trap mice (primarily deer mice) and take blood samples 36 times during the year to survey for the presence of Hantavirus, a rare pulmonary syndrome caused by a virus from infected rodents. Trapped 69 locations to date; 316 mice tested, of which eight tested positive for Hantavirus.

Required Discipline – Customer Satisfaction

- The Site Assessment and Mitigation program, which provides oversight of the clean-up of sites contaminated with hazardous materials or wastes, received between 200 and 250 public record requests per month and responded to these requests within an average of eight days. State law requires that all public records requests are responded to within 10 working days.
- Reduced the review and approval time for all monitoring well permit applications from ten working days down to an average of eight working days in order to provide better customer service and allow proponents to move their project forward in a timelier manner. (Goal was average of eight working days.)
- Responded to 51% of complaints about mosquitoes, rats and flies through actual or scheduled field response within two days. The goal of meeting a two-day turnaround for 100% of the complaints was based upon a seasonal average of 2,000 complaints. However, this season Vector Control received over 5,500 complaints, an increase of 125%.
- Ensured customer communication by conducting three meetings with solid waste operators to discuss issues, trends and new regulations.
- Completed review and approval of plan check permits for installation, repair and removal of Underground Storage Tanks (UST) for 96% of plans (307 of 321) within 7-10 working days of receiving the complete application. This helped ensure that UST contractors had a timely review of their projects and continued to protect the environment from contamination due to leaks from UST.

Required Discipline – Continuous Improvement

- Developed and implemented a voluntary consultative inspection process that is available for all 6,700 restaurants upon request to assist in improving their food safety practices and procedures.
- Completed revision of the engineer's design packet for on-site wastewater treatment systems including an update on design criteria for conventional on-site wastewater

treatment systems. The revised packet has been placed on the Department's Web site to provide customers with greater access to the information.

- The design criteria for alternative on-site wastewater treatment systems has not been completed due to the delay of the implementation of statewide regulations for on-site wastewater treatment systems as required by Assembly Bill 885, *On-site Wastewater Treatment Systems*.
- Reduced the time mosquito control Requests for Service remain open after initial contact from 30 days to 21 days for 97% (4,304 of 4,451) of the requests.
- Revised the graywater policies, procedures and ordinance to assist property owners with the design and permitting process for graywater systems. This policy along with other related documents are now available on the Department's Web site. Future changes will be completed upon the State's revisions to the statewide graywater regulations as required by Senate Bill 1258, *Building Standards: Graywater*.
- Decreased inspection frequency of biotech/biomedical facilities from once every 18 months to once every 36 months for an additional 36 facilities (a total of 58 out of 338 permitted facilities) as part of the Education, Process Improvements and Compliance for Environmental Risk Reduction (EPIC+) program. Attendance at an annual workshop and two or fewer violations per inspection are required for reduced inspection frequency. Exceeded the goal of adding 15 facilities.

Required Discipline - Information Technology

- Prepared 23,000 file records associated with septic system designs and installations for imaging. The actual scanning of the 23,000 documents will not be completed this fiscal year due to delayed contract negotiations. The three-year project to scan 63,000 records by June 2010 is not expected to be completed on schedule. The new goal will be to image approximately 21,000 records per year for a total of 63,000 by June 2011. Imaging the existing files will allow them to be more readily available at any of the Environmental Health offices, versus only being available at the office in which they physically reside.
- Ensured proper tracking of septic wastes by creating an electronic online reporting system for septic waste haulers to report their pumping records to allow for proper tracking of septic wastes. The system is available for use on the Department's Web site.
- Imaged all monitoring well (used to determine subsurface contamination levels from hazardous waste sources) files which will be available online by June 2010. The goal to better serve customers and provide expedited public records requests by providing Web access to Site Assessment and Mitigation (SAM) records will not be achieved by June 2009 due to limited staffing in the SAM Imaging Project.
- Installed necessary software and provided training to six Local Enforcement Agency (LEA) staff to allow the interactive input of inspection information and the ability to transmit the solid waste inspection reports electronically to facilities and agencies of interest. Provided copies of these solid waste inspections by e-mail rather than hard copy for at least 33% of an estimated 295 inspection reports. This was a two year goal intended to provide 50% e-mail copies in lieu of hard copies.
- Completed the development of online training opportunities and posted them on the Department's Web site.
  - The EPIC+ online training for Biotech/and Research Labs. Training is now available online for business representatives; it can be taken for credit to meet education eligibility requirement for the EPIC+ program or as a compliance training course for employees.
  - Online training for Compliance Inspections and Waste Minimization at School Sites for school representatives.
  - Presentations for the following workshops: Aboveground Petroleum Storage, California Accidental Release Prevention Program, Underground Storage Tanks and Plating Shop Project Update. Posted an update of the 2008 Plating Shop Compliance Manual.
- Identified cost-effective Information Technology tools to improve efficiency for processes within the Hazardous Materials Division.
  - Initiated a pilot project for online submittal of hazardous materials inventory information from facilities subject to the Unified Program. Inventory disclosure by 8,000 regulated facilities in the County of San Diego is required by State law. This pilot project will evaluate industry use of a Web based online system in development that will allow businesses in the State to submit all hazardous materials inventory online. Evaluation of the pilot project will be completed by June 2010.

- Participated in the CalEPA statewide information technology project that will transition the current data management to a new electronic reporting system. Upon completion, the project will allow businesses and local Unified Programs to meet their regulatory mandate of reporting unified program data electronically to CalEPA.

2009-11 Objectives

Strategic Initiative – Kids

- Respond to 100% of the reports from County Public Health of elevated blood-lead levels in children within the time frames specified by the State Department of Health Services' Child Lead Poisoning Branch. The requirements to respond vary from 24 hours to two weeks on the blood-lead level reported.
- Educate children on awareness and protection from mosquito-borne diseases and other vector- related diseases by conducting 12 outreach presentations to primary and/or secondary school children at school or other outreach events (1,000 students).

Strategic Initiative – The Environment

- Continue with the implementation plan for the Aboveground Petroleum Storage Act (APSA) to protect the county's citizens and natural resources from aboveground petroleum storage tank spills.
  - Create online training for APSA to be accessed by the regulated community by June 2010. A Web-based course will train business representatives about APSA regulatory requirements that apply to their business sites.
  - Inspect 30% (180 of 600) of facilities subject to the APSA by June 2010 and an additional 15% by June 2011.
- Conduct five business outreach sessions for businesses that generate hazardous waste and universal waste. Measure effectiveness at each session by conducting a pre- and post-test to monitor the improvement in attendees' knowledge of the hazardous waste management laws and regulations applicable to their businesses. Success will be measured based on 70% of the audience improving their scores on the post-test.
- Reduce the risk of public contact or exposure to recycled water and the potential negative health effects, by developing guidelines for the safe use of recycled water in decorative fountains on commercial properties.
- Ensure the proper construction of water wells and safe water supplies by reviewing all new well construction logs within an average time of 30 days of submittal.

Strategic Initiative – Safe and Livable Communities

- Promote pool safety for swimmers and ensure that all public swimming pools under permit are maintained in a safe and healthful condition.
  - Reduce the incident rate of major chlorine violations found at public swimming pools by 5% each year.
  - Develop a Public Swimming Pool Operator Guidebook.
  - Work with public swimming pool industry stakeholders to develop an educational training program.
- Protect public health and help prevent vector-borne disease.
  - Continue trapping rats at Port-of-Entry sites where freight is received by boat, plane or truck from foreign origin. Conduct tests twice a year for plague and verify flea species from rats trapped in these areas.
  - Continue to trap mice (deer mice) and take blood samples 36 times during the year to survey for the presence of Hantavirus, a rare pulmonary syndrome caused by the virus.

Required Discipline – Customer Satisfaction

- Maintain average plan review cycle times for new retail food and public swimming pool projects at average time levels that are 50% less then required by California law.
- Respond to complaints about mosquitoes, rats and flies through actual or scheduled field response, within two days to reduce exposure to diseases and improve customer service.
- Reduce public exposure to vector-borne diseases and improve customer service by completing inspections or treatments 95% of the time within five working days of receiving a complaint.

Required Discipline – Continuous Improvement

- Continue meeting the goal for review and approval/ disapproval of plan check permits for installation, repair and removal of Underground Storage Tanks (UST) for 92% of plans within 10 working days of receiving the complete application.
- Develop a deposit account mechanism for funding of the Voluntary Assistance Program which provides staff consultation, project oversight and technical or environmental report evaluation on projects pertaining to

properties contaminated with hazardous substances. This new procedure will eliminate the quarterly billing process and provide a better tracking of time and cost when working on these projects.

- Revise the recycled water plan check and inspection manual to include updated information and regulations for use by recycled water purveyors and customers. The manual will be placed on the Department's Web site to provide customers with greater access to the information.
- Complete an engineer's design packet that includes design criteria for alternative on-site wastewater treatment systems. At least two stakeholder training sessions and placement of the design packet on the Department's Web site will provide customers with the information needed to design and install these new types of systems.
- Develop an annual operating permit for alternative on-site wastewater treatment systems and complete the guidelines and procedures for permitting all existing and new alternative systems. The annual operating permit will allow for the required monitoring of alternative systems to ensure no impacts to public health or the environment due to the reduced separations to groundwater.

Required Discipline - Information Technology

- Image records associated with septic system designs and installations (three-year goal of 63,000 records). The goal is to complete the imaging of archived septic system design records within a three-year period, imaging 42,000 records by June 2010. The remainder of the records will be imaged by June 2011. By imaging the existing files they will be more readily available at any of the Environmental Health offices.
- During this period, work with CalEPA, local facilities and various information technology providers in the State and County to transition to full implementation of online hazardous materials inventory reporting. This system will allow businesses to report their inventories online and increase the speed and accuracy of hazardous materials reporting that is vital for effective emergency response. The transition to the new system is a three-step process that will be conducted concurrently and sequentially.
- Better serve customers and provide expedited public records requests by providing Web access to Site Assessment and Mitigation records. This will allow customers to review files remotely instead of coming to a department office to review the hard copy of the file.
- Minimize paper copies of solid waste inspection reports by reducing the number of written reports and increasing the number of reports sent by e-mail to 25% (150 of 601).

Related Links

For additional information about the Department of Environmental Health, refer to the Web site at http://www.sdcounty.ca.gov/deh/.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Percentage of field responses conducted within 2 days of receipt of complaint about mosquitoes, rats and/or flies	N/A	100% of 2,000	51% of 5,500[1]	100%	100%
Average number of days to complete review of Septic System layouts	10	14	10	10	10
Percentage of all plans and permits for installation, repair, and removal of Underground Storage Tank (UST) reviewed and approved within 10 working days of receiving a complete application	98% of 269	90%	96% of 321	92%	92%
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)	262	249	249	237	225
Number of facilities subject to the Aboveground Petroleum Storage Act that will be inspected	N/A	100	30[2]	180	207
Percentage of all monitoring well permit applications to be processed, reviewed, and approved within an average of 8 working days	N/A	90%	93%	95%	95%
Percentage of all Mosquito Requests for Service (RFS) that are closed within 21 days or less after initial contact	N/A	95%	97%	98%	98%

Table Notes

[1] The goal of 100% turnaround time of field response to complaints within two days was based upon a seasonal average of 2,000 complaints. The estimated number of complaints for this year is 5,500. The increase in complaints is due to the high incidence of West Nile Virus this year which caused an unforeseen number of complaints. The future goal will remain to respond 100% of the time based on the average number of 2,000.

[2] The reduced number of inspections for Fiscal Year 2008-09 Estimated Actuals is the result of delays in CalEPA's training schedule and department staffing vacancies. It is anticipated that the total number of inspections completed will rise to 180 in Fiscal Year 2009-10 and at least one vacancy will be filled.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 8.00 staff years as a result of a reduction in project submittals for septic, water well permits, and land use projects in the Land & Water Quality Division due to the downturn in the overall economy.

Expenditures

Net Increase of $2.7 million.

- Salaries and Benefits — net increase of $0.5 million due primarily to eliminating 8.00 staff years as outlined above offset by an increase due to pending reclassifications and salary adjustments for vacant positions that are now being deleted.
- Services and Supplies — net increase of $2.2 million for one-time costs for information technology data imaging projects and fire victim permit fee waivers, offset by a reduction in costs associated with completion of consultant contracts for Household Hazardous Waste collection events.

Revenues

Net increase of $2.7 million.

- Licenses, Permits & Franchise Fees — net decrease of $0.5 million. Decrease of $0.4 million in Hazardous Materials Management permit fees due to the downturn in the economy and a decrease of $0.3 million in Food Handling Establishment permit revenue as an administrative adjustment to more accurately reflect budgeted revenue, offset by an increase of $0.1 million in Pool Plan Check Fees due to implementation of the Virginia Graeme Baker Pool Safety Act and an increase of $0.1 million in projected Recycled Water System permit fee revenue.
- Intergovernmental Revenue — net decrease of $1.7 million. Decrease of $0.2 million related to completion of the Above Ground Storage Act Grant and Household Hazardous Waste Grant and a decrease of $2.1 million due to the transfer of Other Federal Grants to the State Water Resources Control Board for Leaking Underground Storage Tanks, offset by an increase of $0.3 million for the rebudget of grant funding for equipment and training for Hazardous Materials Response and Recovery Exercises and an increase of $0.1 million for the rebudget of grant funding for hazardous materials inspections along the Mexico border and an increase of $0.2 million in funding for Waste Tire Enforcement activities.
- Charges For Current Services — net increase of $2.1 million. Decrease of $0.1 million in Plan Check and Field Inspection revenue due to the downturn in the economy, decrease of $0.3 million in State Coastal Water Quality Testing due to elimination of State funding in this program, and a decrease of $0.2 million In Other Charges For Current Services due to a reduction in funding from the County Department of Human Resources Internal Service Fund, offset by an increase of $0.1 million in Charges in Internal Service Funds due to increased requests for service related to Occupational Health in County facilities, an increase of $2.1 million in Local Oversight Program funding due to the transfer of grant revenue from Federal Other Federal Grants and an increase of $0.5 million in Vector Control Program Benefit Assessment funds to offset additional costs related to the program evolving from response based to prevention based.
- Miscellaneous Revenues — increase of $0.1 million as an administrative adjustment to more accurately reflect budgeted revenue.
- Reserve/Designation Reserves — increase of $2.5 million to offset costs of one-time IT projects and data imaging projects described above.
- Use of Fund Balance — increase of $0.2 million. Increase of $0.1 million to fund beach water quality testing activities due to temporary reduction of State funding in this program and an increase of $0.1 million to fund costs associated with fire victim permit fee waivers.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net decrease of $1.3 million. Decrease of $2.7 million in Services and Supplies due to the projected completion of one-time IT and data imaging projects in the Vector Control, Hazardous Materials and Land and Water Quality programs, offset by an increase of $1.4 million in Salaries and Benefits due primarily to negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Environmental Health	290.00	291.00	283.00	(2.75)	283.00
Total	290.00	291.00	283.00	(2.75)	283.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Environmental Health	$ 37,638,352	$ 38,265,174	$ 40,943,885	7.00	$ 39,638,886
Total	$ 37,638,352	$ 38,265,174	$ 40,943,885	7.00	$ 39,638,886

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 28,781,626	$ 28,832,464	$ 29,290,941	1.59	$ 30,652,500
Services & Supplies	8,836,726	9,412,710	11,632,944	23.59	8,966,386
Capital Assets Equipment	20,000	20,000	20,000	0.00	20,000
Total	$ 37,638,352	$ 38,265,174	$ 40,943,885	7.00	$ 39,638,886

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Licenses Permits & Franchises	$ 20,149,663	$ 19,822,454	$ 19,310,916	(2.58)	$ 19,773,469
Fines, Forfeitures & Penalties	290,694	286,606	310,217	8.24	313,094
Intergovernmental Revenues	3,070,886	5,787,789	4,052,776	(29.98)	3,715,785
Charges For Current Services	12,867,219	11,226,181	13,314,754	18.60	13,855,356
Miscellaneous Revenues	1,259,890	1,142,144	1,195,348	4.66	1,196,980
Reserve/Designation Decreases	—	—	2,532,524	—	784,202
Use of Fund Balance	—	—	227,350	—	—
General Revenue Allocation	—	—	—	(200.00)	—
Total	$ 37,638,352	$ 38,265,174	$ 40,943,885	7.00	$ 39,638,886

Farm and Home Advisor

Department Description

The Farm and Home Advisor (FHA) department conducts educational programs and applied research in a partnership with the County of San Diego, the University of California and the U.S. Department of Agriculture. This brings the resources of these 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 U.S. Department of Agriculture and the County in order to help individuals, families, businesses and communities address agricultural, environmental, horticultural, and public health issues.

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Provided 4-6 hours of nutrition education to 829 (goal was 800) low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety.
- Trained 155 teachers and youth leaders to implement garden-based nutrition education for approximately 5,500 children and youth from low-income families, exceeding the goal to train 120 teachers and implement training for 4,000 children.
- Provided parenting skills, school readiness and early literacy training for 917 parents, representing 1,247 children and pregnant and/or parenting teens with children from 0 to 5 years of age.
- Trained 150 new volunteers to provide 4-H members educational experiences in the fields of leadership, citizenship and life skill development.

Strategic Initiative – The Environment

- Promoted water conservation in the agricultural industry.
  - Completed the avocado study of the Rainbow Creek Watershed in northern San Diego County. Rainbow Creek is the subject of a Total Maximum Daily Load program, designed to minimize nitrate and phosphorous from entering the stream. The avocado study was designed to minimize irrigation run-off overall and further reduce water use on the downhill rows.
  - Assisted the nursery industry in the North County (including the Rainbow Creek area) in minimizing runoff by improving irrigation uniformity and efficiency. In addition, a portable wetlands system was installed in March 2009, which fills mesh bags with high-water use plant seeds, places them in drainage ditches and allows the seed to grow into plants that absorb runoff before it pollutes the water.
  - Conducted an irrigation trial for commercial blueberries in Pauma Valley to determine whether blueberries are a viable crop considering necessary water cutbacks. Adequate data for analysis should be available by June 2010, placing the department on track to meet the goal.
- Continued the effort to eradicate Diaprepes root weevil in the Encinitas area by performing experiments in chemical application to the soil, releasing beneficial nematodes in the soil and releasing beneficial parasitoids in the trees. This program may last up to four years.
- Conducted seven seminars on controlling invasive and other species that foul the bottoms of recreational boats while protecting water quality to 175 representatives of

boating and coastal management organizations, boat owners, boating businesses, agency staff, policy makers, environmental representatives and educators.

Strategic Initiative – Safe and Livable Communities

- Continued Pitahaya (Dragon fruit) research as a potential new and viable crop for the local agricultural industry. Final determination of Pitahaya as a viable crop is anticipated by 2012, with varietal data, i.e., which variety does best here, available to growers by that time.
- Trained and supervised more than 200 Master Gardener volunteers who provided over 20,000 hours of time.
  - Provided research-based information in the subject areas of home gardening, landscaping and pest management to county residents through office consultations, educational exhibits and seminar classes.
  - Promoted and supported garden-based learning by consulting with teachers who will establish and use instructional school gardens and helped conduct an annual "Gardening with Class" conference on school gardens for local teachers.
- Received $2.4 million of grant funding to support wildfire education.
  - Continued to work collaboratively with County departments, fire authorities, government agencies, University of California staff and community groups to enhance wildfire-related research, education and outreach by networking at 40 meetings and presenting six workshops.
  - Researched and developed new wildfire educational resources to meet public need such as materials for the Spanish speaking public, homeowner's risk assessment technology, and guidelines for fire-wise home construction and retrofit.
- Promoted adult health and well being.
  - Trained leaders from 20 community-based organizations to train their staff and volunteers in safe food handling practices to reduce the risks of food-borne illness.
  - Published a series of seven *Financial Caregiving Guides* online to assist adult children who are caring for an aging or infirm family member.

Required Discipline – Customer Satisfaction

- Achieved a 4.9 (out of 5) or greater overall rating on customer satisfaction surveys and countywide mystery shopping reports.

2009-11 Objectives

Strategic Initiative – Kids

- Provide 4-6 hours of nutrition education for an estimated 400 low-income families with children, emphasizing healthful nutrition practices, food resource management and food safety.
- Train an estimated 75 teachers and youth leaders to implement garden-based nutrition education for approximately 2,000 children and youth from low-income families.
- Provide parenting skills, school readiness and early literacy training for 800 parents, representing 1,000 children and pregnant and/or parenting teens with children from 0 to 5 years of age.
- Train 30 new volunteers to provide 200 4-H members on military bases with educational experiences in the fields of leadership, citizenship and life skill development. Continue the 4-H Club program with 150 adult volunteers and over 1,200 youth.

Strategic Initiative – The Environment

- Promote water conservation in the agricultural industry through four workshops and a Web-based outreach program to 400 participants.
- Educate growers and community members about methods to minimize harmful irrigation runoff and reduce water use on hillsides. Accomplish this education by presenting findings from the avocado study of the Rainbow Creek Watershed in northern San Diego County regarding Total Maximum Daily Load program to minimize nitrate and phosphorous from entering the stream. This outreach will not only help growers save water but will improve water quality in streams.
- Complete irrigation trial for commercial blueberries in Pauma Valley to determine whether blueberries are a viable crop considering the water cutbacks faced by county growers. Adequate data for analysis is expected to be available by June 2010.
- Continue efforts to address Diaprepes root weevil issues in the Encinitas and North County by performing experiments in chemical application to the soil, releasing beneficial nematodes in the soil and releasing beneficial parasitoids in the trees, and by conducting two workshops for growers. This program is in year three of an estimated four years.

- Conduct four seminars on controlling invasive and other species that foul the bottoms of recreational boats while protecting water quality to 100 representatives of boating and coastal management organizations, boat owners, boating businesses, agency staff, policy makers, environmental representatives and academics.

Strategic Initiative – Safe and Livable Communities

- Continue Pitahaya (Dragon fruit) research as a potential new and viable crop for the local agriculture industry. Final determination of Pitahaya as a viable crop is anticipated by 2012, with variety data, i.e., which variety does best here, available to growers by that time.
- Train and supervise more than 200 Master Gardener volunteers to provide over 20,000 hours of volunteer time.
  - Provide research-based information in the areas of home gardening, landscaping and pest management to county residents through office consultations, educational exhibits and seminar classes.
  - Promote and support garden-based learning by consulting with teachers who will establish and use instructional school gardens and helped conduct an annual "Gardening with Class" conference on school gardens for local teachers.
- Continue wildfire education and outreach.
  - Continue to work collaboratively with County departments, fire authorities, government agencies, University staff and community groups to enhance wildfire-related research, education and outreach by networking at 24 meetings and presenting four workshops.
  - Research and develop new wildfire educational resources to meet public need such as materials for the Spanish speaking public, homeowner's risk assessment technology, and guidelines for fire-wise home construction and retrofit.
- Promote adult health and well being.
  - Train leaders from 20 community-based organizations to train their staff and volunteers in safe food handling practices to reduce the risks of food-borne illness.
  - Promote the use of the *Financial Caregiving Guides* series online and through other outreach efforts to assist adult children who are caring for an aging or infirm family member.

Related Links

For additional information about the Farm and Home Advisor Office, refer to the Web site at www.sdcounty.ca.gov/fha.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Staff-provided administrative assistance for projects, grants, and contracts (# projects/ total $ value of projects, grants, and contracts)	21 projects/ $2,078,798	18 projects/ $3,500,000	44 projects/ $2,400,000[1]	20 projects/ $2,100,000	18 projects/ $1,900,000
Staff-provided coordination, assistance, and training for 4-H, Master Gardener, and other related volunteer programs (# volunteers/ volunteer hours)	840 vol./ 179,845 hrs	870 vol./ 186,000 hrs	1,152 vol./ 212,444 hrs[2]	1,000vol./ 194,000 hrs	1,100vol/ 200,000 hrs
Achieve consistently high customer service ratings through mystery/phone shopper surveys (Scale 1-5; 5 = highest rating)	4.8	4.9	4.9	4.9	4.9
Research new specialty crops and varieties such as dragon fruit, specialty vegetables, blueberries to determine commercial viability	N/A	2 projects	2 projects	2 projects	2 projects
Provide nutrition education for low-income families with children, emphasizing healthful nutrition practices, food resource management, and food safety	N/A	800 families	829 families	400 families[3]	400 families

Table Notes

[1] The Fiscal Year 2008-09 Estimated Actuals exceeded the Adopted figures as a result of an increase in the number of projects approved for funding.

[2] The Fiscal Year 2008-09 Estimated Actuals exceeded the Adopted figures due to improved efforts on volunteer recruitment. The anticipated number of volunteers will decrease slightly in Fiscal Year 2009-10 since recruitment for the Master Gardener program occurs every other year.

[3] The number of families served decreases for the Fiscal Year 2009-10 Proposed due to decreased funding from the United States Department of Agriculture.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 2.00 staff years. The support staff for FHA was merged with the Department of Agriculture, Weights and Measures (AWM) mid-Fiscal Year 2008-09. As a result, the County realizes a savings by consolidating County administrative functions such as budget, purchasing and information technology.

Expenditures

Net decrease of $0.04 million.

- Salaries and Benefits — decrease of $0.2 million due to realignment of Farm and Home Advisor support staff with the Department of Agriculture, Weights and Measures.
- Services and Supplies — increase of $0.1 million due to increased costs associated with contracted services, facilities maintenance and information technology.
- Expenditure Transfers and Reimbursements — decrease of $0.01 million in cost applied (reimbursement) for services provided to the Department of Environmental Health for the Rainbow Creek Project completed in Fiscal Year 2008-09. Since this is a reimbursement, it has the effect of a $0.01 million increase in expenditures.

Revenues

Net decrease of $0.04 million

- General Revenue Allocation — decrease of $0.04 million due to the reduction in staff years.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Increase of $0.01 million due primarily to negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Farm and Home Advisor	9.00	9.00	7.00	(22.22)	7.00
Total	9.00	9.00	7.00	(22.22)	7.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Farm and Home Advisor	$ 767,801	$ 921,853	$ 884,262	(4.08)	$ 898,377
Total	$ 767,801	$ 921,853	$ 884,262	(4.08)	$ 898,377

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 551,553	$ 635,332	$ 451,511	(28.93)	$ 465,626
Services & Supplies	216,248	301,521	432,751	43.52	432,751
Expenditure Transfer & Reimbursements	—	(15,000)	—	(100.00)	—
Total	$ 767,801	$ 921,853	$ 884,262	(4.08)	$ 898,377

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
General Revenue Allocation	$ 767,801	$ 921,853	$ 884,262	(4.08)	$ 898,377
Total	$ 767,801	$ 921,853	$ 884,262	(4.08)	$ 898,377

Parks and Recreation

Department Description

The County Department of Parks and Recreation (DPR) operates eight camping parks, seven regional picnic parks, and over 45,000 acres of parkland and open space, with 320 miles of trails, two historic adobes, and 10 historic park sites. Additionally, the department operates 33 local parks, five 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.

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Promoted recreational opportunities and environmental awareness for 9,000 youth by conducting formal and informal environmental education programs in 12 park facilities with an emphasis on water quality, watershed awareness and natural and cultural resources, and by providing 29 outdoor adventure and education activities throughout the parks system and region which met the goal.
- The Ranchos of San Diego County, published in November 2008, highlights regional adobe ranchos in San Diego County and is used by County staff, educators, interpretive specialists and the public as a complement to their education programs and to learn about the region's rich history.
- Increased positive and healthy recreation activities for youth by providing at least 100 health-related events and classes, including a wide variety of environmental education and teen programs for 4,700 youth in the San Diego region, in support of the County's Childhood Obesity Action Plan and the Greater San Diego Recreation and Parks Coalition for Health and Wellness.
- Increased community involvement for young people by overseeing 1,800 youth and adult volunteers through 56 total community volunteer work events in 27 park facilities exceeding the goal to provide opportunities to 300 individuals through 50 events in 6 parks.
- Completed construction and improvements at Hilton Head Park in Rancho San Diego. The first-of-its-kind aquatic playground incorporates innovative design ideas with state-of-the-art computer and filtration system technology that kills bacteria.
- Completed improvements to shade structures and playground equipment at Fallbrook and Collier Parks, which make the equipment more usable by keeping it cooler in the hot summer months and keeping direct sunlight off the children to provide children additional safe and enjoyable opportunities to recreate.

Strategic Initiative – The Environment

- Expanded and protected park resources by adding 4,100 acres of parkland throughout the County over two years (400 in Fiscal Year 2007-08 and 3,700 in Fiscal Year 2008-09) and initiated biological and cultural surveys in five County preserves and completed resource management plans (RMP) in eight preserves. This exceeded the goal to add 300 acres of parkland throughout the County over two years and initiate surveys in three preserves and complete resource management plans RMPs in four preserves.
- Increased future recreational opportunities by initiating Trails Plans in three (goal was two) County Preserves in support of the County Trails Program.

- Promoted sustainable building practices and improved public awareness of green technology by receiving the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) Silver Status certification for the Goodan Ranch Center. LEED Certification is the recognized standard for measuring building sustainability. The Goodan Ranch Center is the first County building to attain LEED Silver Status certification.
- Completed construction and opened the San Elijo Lagoon Nature Center in January 2009. Exhibits feature recycled materials, solar panels, irrigated roof plants and recycled water that educate the public about Green Building concepts. The Nature Center was designed and built to attain LEED Gold Status Certification.

Strategic Initiative – Safe and Livable Communities

- Promoted the health and well-being of older adults by providing 30 health-related events, classes and activities to at least 630 older adults throughout the San Diego region.
- Expended $11 million on non-acquisition park improvement projects of which approximately 20% was funded by grants. Projects included trail restoration and construction, improvements to community centers and campgrounds, design and development of sports fields, repairs to playgrounds and court surfaces, well replacements and habitat enhancement.
- Enhanced 10 parks by completing 11 capital and major maintenance projects that improved recreational opportunities for the public. Projects included expanding the existing trail system, retrofitting lighting, repairs to aged playground and court surfaces, erosion mitigation and implementation of energy efficiency fixtures.
- The department, in partnership with the San Diego County Farm Bureau, opened a new Farmers Market at Lindo Lake Park. The Farmers Market offers fresh foods and vegetables to approximately 200 shoppers each week. This Farmers Market is one of only a few in the County that accepts food stamps.
- The department, in partnership with the local community group, opened the County's first Americans with Disabilities Act Fitness Walkway at the Spring Valley Community Park, with eight universal outdoor exercise stations making healthy recreational activities accessible to individuals with disabilities. Young children, teenagers, elderly and disabled children and adults now have access to fitness equipment.
- The department teamed up with the cities of La Mesa, National City, San Marcos, Poway, Oceanside and Lemon Grove and local businesses to bring 33 movies to parks to over 11,000 residents, making it the largest free movie event in the county and highlighting the value of County parks.
- Reopened Jess Martin Park, the only community park in Julian. The park features a playground, three ball fields, skate park and on-site parking. A voter approved newly formed assessment district will fund ongoing operations and maintenance costs for the Park.

Required Discipline – Regional Leadership

- Received a 2008 California Park & Recreation Society (CPRS) Award of Excellence for facility design and an award from San Diego Gas & Electric San Diego Excellence in Energy (SANDEE) for the innovative Hilton Head Aquatic Playground. The Park's recirculation system conserves water and provides a needed recreation facility in the area.
- Received a 2008 Achievement Award from the National Association of Counties (NACo) and a 2008 CPRS Award of Excellence for Facility Design for the Miracle Field, the first Americans with Disabilities Act fully-accessible ball field in Southern California. Miracle Field has increased recreation opportunities available to residents with disabilities and their families, making San Diego County a place where everyone can play ball.
- Received a 2008 San Diego Gas & Electric Sustainable Communities Champion award for the San Elijo Lagoon Nature Center. The Center highlights the benefits and importance of green building. Natural and recycled construction materials, including recycled denim for insulation, were used to reduce energy consumption and impact to the environment.

2009-11 Objectives

Strategic Initiative – Kids

- Promote recreational opportunities and environmental awareness for 9,000 youth by conducting formal and informal environmental education programs in at least 12 park facilities with an emphasis on water quality, watershed awareness, and natural and cultural resources and by providing 25 outdoor adventure and education activities throughout the parks system and region.

- Increase positive and healthy recreation activities for youth by providing at least 100 health-related events and classes, including a wide variety of environmental education and teen programs for 5,000 youth in the San Diego region, in support of the County's Childhood Obesity Action Plan and the Greater San Diego Recreation and Parks Coalition for Health and Wellness.
- Increase community involvement for young people by providing volunteer opportunities for 1,800 youth and adults by facilitating 55 community volunteer work events, such as tree planting, park cleanup, and installation of fencing, in 6 park facilities.

Strategic Initiative – The Environment

- Initiate biological and historical surveys at two County preserves and complete resource management plans for four County preserves.
- Continue to be a leader in the area of sustainability by retrofitting a minimum of six County park facilities with energy efficient lighting, designed to cut energy use by up to 35%, and by improving existing irrigation systems, designed to cut water use by 5%, at a minimum of 15 parks.

Strategic Initiative – Safe and Livable Communities

- Mitigate fire fuel hazards and maintain fire safe zones in 20 park facilities through continued implementation of vegetation management practices in Forest Area Safety Taskforce (FAST) areas.
- Promote community health and well-being by providing 45 adult health-related events, classes and activities serving at least 600 older adults throughout the San Diego region.
- Enhance local and regional parks, increasing recreational opportunities for the public, by completing 12 projects in eight communities including exercise paths at Lindo Lake and Jess Martin Parks.
- Open Clemmens Lane Park in Fallbrook, which will be operated and maintained by County Service Area 81. The park will include a concrete picnic plaza with shade shelter, playgrounds, a practice soccer field, sand volleyball court and parking lot.

Required Discipline – Fiscal Stability

- Increase annual parking pass sales and the number of paid vehicles entering open day-use parks by 500 by promoting County parks and special events.

Related Links

For additional information about the Department of Parks and Recreation, refer to the Web site at http://www.sdcounty.ca.gov/parks/.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Number of parkland acres owned and managed	41,500	43,000	45,200	45,350	45,350
Number of volunteers/number of volunteer hours [1]	1,594/ 97,542	1,350/ 90,000	1,800 / 90,000	1,800 / 90,000	1,850 / 92,000
Number of unduplicated Youth Diversion participants [2]	5,231	4,000	4,700	5,000	5,000
Number of park facilities improved or developed	8	5	10	6	6
Number of miles of trails managed in the County Trails Program	315	320	320	320	325
Percent /Number of camping reservations placed online [3]	67%/ 17,511	60%/ 15,000	65%/ 15,500	65%/ 13,000[3]	65%/ 13,000[3]

Table Notes

[1] The 1,800 volunteers represent the total number of unregistered, one-day volunteers. The total number of registered volunteers, totaling 1,400, includes resident volunteers, volunteer patrol and docents.

[2] Youth Diversion programs consist of department Teen Center and Community Center programs; An Unduplicated Youth is counted once regardless of being registered in multiple programs.

[3] Helix Water District exercised the option to terminate the Lake Jennings campground park lease with the County, resulting in termination of County management of Lake Jennings Regional Park, effective December 31, 2008, resulting in a reduction of the number of overall camping spaces available in Fiscal Year 2009-10 and Fiscal Year 2010-11. Any reduction in the number of camping reservations placed online should not affect the overall percentage of online reservations.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 8.00 staff years described below are the result of a reduction in available funding causing a reduction in support services, open hours of community centers, and some park preserves.

- Decrease of 1.00 staff year in the Administrative Services Division.
- Decrease of 5.00 staff years in the Operations Division.
- Decrease of 1.00 staff year in Park Development Division.
- Decrease of 1.00 staff year in Resource Management Division.

Expenditures

Net increase of $2.6 million.

- Salaries and Benefits — decrease of $1.1 million due to staffing reductions as a result of the downturn in the overall economy.
- Services and Supplies — net increase of $1.2 million.
  - Increase of $3.1 million in new major maintenance projects for conditions assessment and water and energy conservation upgrades for various park facilities.
  - Increase of $0.3 million due to rising fuel, infrastructure and Information Technology costs.
  - Increase of $0.4 million in rebudgeted one-time costs related to vegetation and debris removal projects on south county parklands.
  - Decrease of $1.6 million for one-time projects completed in Fiscal Year 2008-09, including tree removal and other major maintenance projects.
  - Decrease of $1.0 million as these appropriations will be transferred to Operating Transfers Out to better reflect actual expenditures for Special Districts.

- Other Charges — decrease of $0.2 million due to reduction of available funding.
- Capital Assets Equipment — net decrease of $0.05 million due to completed procurement of vehicles and operating equipment.
- Reserves — increase of $1.2 million in available funds within the Special Districts funds for various parks improvements.
- Operating Transfer Out — increase of $1.5 million within the Special Districts mainly due to the technical adjustment above to better reflect actual expenditures and appropriately reimburse the General Fund.

Revenues

Net increase of $2.6 million.

- Taxes Current Property — increase of $0.2 million due to additional assessment funds from property taxes.
- Charges for Current Services — net decrease of $0.8 million.
  - Decrease of $1.5 million to appropriately budget under the Other Financing Sources category.
  - Increase of $0.3 million from the Capital Outlay Fund for additional park development activities.
  - Increase of $0.3 million in recreation fees for program revenue related to after school programs and additional program fees.
  - Increase of $0.1 million in park and camping fees.
- Miscellaneous Revenues — decrease of $0.05 million due to realignment of several recreation program revenues to special districts.
- Other Financing Sources — increase of $1.5 million previously budgeted under Charges for Current Services to appropriately reimburse the General Fund for Special District activities.
- Reserve/Designation Decreases — increase of $1.2 million in available funds within the special district funds for various parks improvements.
- Use of Fund Balance — net increase of $2.0 million. Budgeted Use of Fund Balance includes $3.1 million for new major maintenance projects in various park facilities for energy upgrades, photovoltaic and water conservation, $0.4 million for the rebudget of one-time vegetation and debris cleanup on south county parklands and $0.1 million for potential refurbishment and other projects within the special districts.
- General Revenue Allocation — decrease of $1.5 million which reflects the impact of the downturn in the overall economy.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net decrease of $4.4 million due primarily to completed major maintenance projects and one-time use of reserves for park improvement activities in Special Districts offset by an increase for negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Parks and Recreation	194.00	194.00	186.00	(4.12)	186.00
Total	194.00	194.00	186.00	(4.12)	186.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Parks and Recreation	$ 33,154,144	$ 29,396,247	$ 29,793,024	1.35	$ 26,672,955
Park Land Dedication	71,500	201,650	201,650	0.00	201,650
Park Special Districts	2,698,263	2,564,000	4,754,468	85.43	3,512,735
Total	$ 35,923,907	$ 32,161,897	$ 34,749,142	8.04	$ 30,387,340

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 16,741,984	$ 18,548,741	$ 17,446,433	(5.94)	$ 17,815,892
Services & Supplies	18,063,264	12,746,356	13,935,121	9.33	10,445,593
Other Charges	338,600	202,000	40,000	(80.20)	40,000
Capital Assets Equipment	403,059	245,800	191,800	(21.97)	191,800
Expenditure Transfer & Reimbursements	(100,000)	(100,000)	(100,000)	0.00	(100,000)
Reserves	—	—	1,241,733	—	—
Operating Transfers Out	477,000	519,000	1,994,055	284.21	1,994,055
Total	$ 35,923,907	$ 32,161,897	$ 34,749,142	8.04	$ 30,387,340

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Taxes Current Property	$ 1,780,612	$ 1,482,634	$ 1,728,129	16.56	$ 1,728,129
Taxes Other Than Current Secured	22,026	21,926	22,526	2.74	22,526
Licenses Permits & Franchises	71,500	201,650	201,650	0.00	201,650
Revenue From Use of Money & Property	591,500	833,126	870,574	4.49	870,574
Intergovernmental Revenues	1,307,168	414,453	377,661	(8.88)	284,661
Charges For Current Services	5,424,330	5,834,022	5,079,291	(12.94)	5,079,291
Miscellaneous Revenues	1,814,499	51,213	—	(100.00)	—
Other Financing Sources	477,000	519,000	1,994,055	284.21	1,994,055
Reserve/Designation Decreases	—	—	1,241,733	—	—
Use of Fund Balance	6,762,582	1,632,625	3,600,000	120.50	120,000
General Revenue Allocation	17,672,690	21,171,248	19,633,523	(7.26)	20,086,454
Total	$ 35,923,907	$ 32,161,897	$ 34,749,142	8.04	$ 30,387,340

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.

2008-09 Anticipated Accomplishments

Strategic Initiative – The Environment

- Preserved and enhanced the quality of life for County residents through habitat conservation programs such as the Multiple Species Conservation Program (MSCP) and the Special Area Management Plan (SAMP). The MSCP and SAMP are plans that streamline the development process and facilitate the creation of viable permanent open space preserves.
  - Completed Draft North County MSCP text, Biological Mitigation Ordinance and Preliminary Public Review. Based on limited resource availability by State and federal agencies, the Plan is projected to be heard by the Board of Supervisors in December 2010.
  - Presented the Draft Preserve Plan Map for the East County MSCP to the Stakeholder Committee.
  - Presented the draft of the Special Area Management Plan to the Stakeholder Committee. The Pre-Environmental Impact Report was not completed by June 2009 due to lack of funding and delays by project partners. In the fall of 2008, due to delays by external project partners, as well as the anticipated funding shortages within the County, it was determined that vacant County positions would not be filled, which delayed completion of this project.
  - Completion of the Environmental Impact Report (EIR) to amend the South County MSCP to obtain coverage for the endangered Quino checkerspot butterfly within the existing approved South County MSCP was placed on hold due to insufficient funding during the year.
- Supported local agriculture through partnerships with landowners and other stakeholders, promoted economically viable farming in the unincorporated areas of the county and recognized the value of working farms to regional conservation efforts.
  - Completed the San Diego County Farm Program, which was provided to the Board of Supervisors in March 2009. Implementation of the Farm Program will contribute to an economically viable farming industry in the San Diego region.

Strategic Initiative – Safe and Livable Communities

- Closed over 2,200 active code enforcement cases. Made initial contact with the public within 24 hours of receipt of over 2,400 new complaints. This effort ensured prompt resolution to violations impacting public health and safety and provided good customer service.
- Sustained communities and resources while accommodating growth by complying with State planning law and implementing and maintaining local plans and regulations that guide the physical development of the county's land.
  - Completed the draft of the County's General Plan Update.
  - Completed six policy and ordinance amendments to the County's land development codes that improve business process and land use, exceeding the goal of

four amendments. An amendment to the Zoning Ordinance allows "by right" Farmers Markets which will provide economic stimulus in local communities. Alternative energy opportunities in the County are being supported with a Zoning Ordinance change that allows wind energy testing equipment with an Administrative Permit, as opposed to the previous requirement for a Major Use Permit. The "by right" change will allow people to conduct a farmers market without the requirement for a conditional use permit that would otherwise be necessary. Additionally, amendments to the County Noise Ordinance allow for emergency generators. Previous requirements stipulated the need for a noise study to be completed. The revised ordinance will help emergency responders to respond to situations without the need for noise studies.

- Completed a sub-basin level evaluation of impacts to groundwater resources from the groundwater use anticipated at the maximum build-out of the proposed General Plan Update in the groundwater dependent areas of the county. The sub-basin evaluation will identify basins that would have potential impacts at the maximum build-out of the proposed General Plan Update and propose either alternatives or mitigation for potential impacts.

- Reduced the risk of structure loss during wildfires and increased wildland fire protection for the residents living within the unincorporated areas of the county.
  - Continued progress on amendments to the County Subdivision Ordinance that address issues with wildfire and subdivision design. These amendments are on schedule to be before the Board of Supervisors by fall 2010.
  - Improved fire protection and emergency response by continuing to provide ongoing funding for existing contracts and much needed resources to rural communities, such as response apparatus. Additionally, the San Diego County fire services reorganization received final approval in 2009. Under the reorganization, fire agencies now provide 24-hour firefighting and emergency medical services for nearly 1 million acres in the unincorporated areas of the county.

Required Discipline – Customer Satisfaction

- Improved efficiency and reduced unnecessary time delays associated with the post-public review process for discretionary projects by conducting a Business Process Reengineering event which was held in July 2008 and implementing the resulting recommendations. As a result several changes were implemented that decreased project processing times. Changes included enhanced communication through more working meetings and early issue identification and resolution.
- Ensured strong customer service levels despite the downturn in the economy. Customer service was consistently courteous, helpful, responsive, knowledgeable and prompt. Fundamental measurements of customer service success included:
  - Turnaround times for inspections, document review, and plan checking.
  - Wait times at the Building and Zoning Counters.
  - Work backlog level for project managers and subject area specialists.
  - Advancement of discretionary projects through the review process to a decision point and/or final resolution.

Required Discipline – Continuous Improvement

- By December 2008, completed revisions to the Guidelines for Determining Significance and Report Format and Content Requirements for Biological Resources, Dark Skies and Glare, Fire Protection Planning, Noise, Paleontology and Vectors. Revisions to these documents further improve the efficiency of the land development review process.
- Revisions to the Guidelines for Determining Significance and/or Report Format and Content Requirements were not completed for Air Quality, Agricultural Resources, Airport Hazards, Environmental Impact Report Requirements, Hazardous Materials and Existing Contamination, Hydrology, Revegetation Planning, Visual Resources, Water Supply and Water Quality. Revisions were not completed so that resources could be reallocated to complete the Service First Initiative. Customers had identified the Service First Initiative as a higher priority that provided more urgent improvements within the department.
- Updated disaster response and recovery policies and procedures, including regular disaster response training and resources, specifically in the Building, Geographic

Information System and Fire Prevention Divisions. Completed revisions to the Standard Operating Procedures for disaster response and damage assessment.

- Completed preparation of County Mining Process Guidance, including preparation of a Model Major Use Permit and Reclamation Plan and revisions to the Guidelines for Determining Significance and/or Report Format and Content Requirements for Mineral Resources.
- Prepared the Service First Initiative Implementation Plan. Completed Phase 1 of the Service First Initiative, increasing efficiencies of core programs associated with the land development review process, decreasing processing times and increasing customer service. Significant accomplishments included creation of the Development Review Team, improved pre-application process and moved land development staff from various departments to one location to ensure effective communication and streamlined processes.

Required Discipline – Fiscal Stability

- Managed budget and staffing levels by balancing housing market fluctuations with fiscal and customer service stability. Established measures which will account for increases and decreases in revenue while maintaining customer service levels through staffing, process efficiencies and forward fiscal planning.

Required Discipline – Regional Leadership

- Developed the Impact Fee Deferral Program which was approved by the Board of Supervisors. In response to the slowing housing market, the Impact Fee Deferral Program provides opportunities for economic stimulus by deferring the payment of impact fees by land development permit customers.

Required Discipline – Information Technology

- Completed multiple Information Technology projects including implementation of Documentum, KivaNet Public and KivaNet Citizen. These initiatives provide customers with an online permit database with live status of permit history and allow for several permits to be processed online.

2009-11 Objectives

Strategic Initiative – The Environment

- Preserve and enhance the quality of life for County residents by implementing habitat conservation programs such as the Multiple Species Conservation Program (MSCP) and the Special Area Management Plan (SAMP). The MSCP and SAMP are plans that streamline the development process and facilitate the creation of viable permanent open space preserves.
  - Complete the Environmental Impact Report (EIR) and public comment period to amend the South County MSCP to obtain coverage for the endangered Quino checkerspot butterfly within the existing approved South County MSCP by spring 2010.
  - Present the Draft North County MSCP and associated EIR before the Board of Supervisors for decision by winter 2010.
  - Complete the draft of the SAMP by February 2010.
- Support local agriculture through partnerships with landowners and other stakeholders, promote economically viable farming in the unincorporated areas of the county and recognize the value of working farms to regional conservation efforts.
- Present the Purchase of Agriculture Conservation Easement (PACE) Program as described in the County Farm Program for Board of Supervisors' consideration by fall 2010. The PACE Program will provide farmers a valuable tool to manage agricultural operations through land use.

Strategic Initiative – Safe and Livable Communities

- Sustain communities and resources while accommodating growth by complying with State planning law and implementing and maintaining local plans and regulations that guide the physical development of the county's land.
  - Present the County's General Plan Update and associated Environmental Impact Report for the Board of Supervisors' consideration by fall 2010.
  - Initiate updates on the implementing documents associated with the General Plan Update, including updates to the 27 County Community Plans and County Zoning Ordinance by winter 2011.

- Present four proposed amendments to the County's land development codes and ordinances that improve business process, clarify regulations and/or address energy efficiency to the Board of Supervisors by June 2010.

- Improve regional leadership of the administrative functions and land use planning services related to fire and emergency medical services, while maintaining local operational control for fire and emergency medical response.
  - Continue to work with fire service entities to improve fire protection and emergency response by continuing to provide ongoing funding for existing contracts and much needed resources to rural communities, such as response apparatus and centralized dispatch.
  - Implement Phase II of the County's Fire and Life Safety Reorganization Report, which includes the merging of the four County Service Areas into the County Fire Authority – CSA 135 by June 2011.
- Reduce the risk of structure loss during wildfires and increase wildland fire protection for the residents living within the unincorporated areas of the county by presenting proposed amendments to the County Subdivision Ordinance that address issues with wildfire and subdivision design to the Board of Supervisors by fall 2010.
- Make initial contact with the public within 24 hours of receipt of new code complaints to ensure prompt resolution of violations impacting public health and safety.

Required Discipline – Customer Satisfaction

- Implement the "one-stop-shop" building permit process; including a permit center express drop-off service by spring 2010. This new internal routing system will eliminate the customer's need to hand carry applications through the permitting process, and replace it with an internal routing system.
- Ensure customer satisfaction with the core services provided by Department staff as key indicator of the Department's operational performance. Customer service should be solution oriented, responsive, and promote clear communication. Fundamental measurements of customer service success include:
  - Turnaround times for inspections, document review and plan check.
  - Wait times at the Building and Zoning Counters.
  - Work backlog level for project managers and subject area specialists.
  - Number of discretionary projects moved through the review process to reach final decision and/or resolution.

Required Discipline – Continuous Improvement

- Complete implementation of the Service First Initiative Phase 2 and Phase 3 by spring 2010. Implementation of the Service First Initiative will increase efficiencies of core programs associated with the land development review process, decrease processing times and costs for customers and increase customer service.

Required Discipline – Fiscal Stability

- Manage budget and staffing levels by balancing housing market fluctuations with fiscal and customer service stability.

Required Discipline – Information Technology

- Initiate Accela implementation by fall 2009, with completion by spring 2011. Implementation of the Accela program will create a collaborative environment that empowers the citizens and County by increasing accessibility and transparency of information and enables the Land Use and Environment Group's business processes to deliver high value quality services in the most efficient and timely manner.

Related Links

For additional information about the Department of Planning and Land Use, refer to the Web site at http://www.sdcounty.ca.gov/dplu/.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Building and Zoning Counter Wait Time (in minutes)	18	20[1]	19	20	20
Achieve 15 day turnaround for Residential Plan Checks (% goal met)	63%	60%	65%	60%	60%
Percent age of Building Inspections completed next day	100%	100%	100%[2]	100%[3]	100%
Project Planning Average Turnaround Times (Average Days Variance - Early or Late Variance / Amount of Closed Tasks)	N/A	1 day early for 14,000 tasks	1.3 days early for 12,000 tasks[4]	2 days early for 12,000 tasks	2 days early for 12,000 tasks
Project Planning Percentage of On-Time Performance / Amount of Closed Tasks	N/A	80% of 14,000 tasks	67% of 12,000 tasks[5]	80% of 11,500 tasks	80% of 11,000 tasks
Project Planning Average Backlog in Weeks (Average weeks backlog = total open hours / total scheduled productive hours)	N/A	2.5	2.1[6]	2.1	2.1
Project Planning Number of Discretionary Projects to Reach Final Decision and Resolution	N/A	N/A	480	460[7]	440

Table Notes

[1] Average wait times increased due to a reduction in staffing related to a downturn in building permit and plan check revenue and activity. Temporary staff was eliminated and full-time staff was reduced by eight. Permit activity decreased from 6,700 permits in Fiscal Year 2007-08 to 4,212 projected permits for Fiscal Year 2008-09.

[2] 23,539 building inspections were conducted with 268,067 miles driven in Fiscal Year 2008-09.

[3] Some outlying areas of the County are inspected with less than daily frequency. Frequency may decrease for some communities depending on permit levels and associated revenue and staffing levels.

[4] New measure effective Fiscal Year 2008-09. In Fiscal Year 2006-07, Project Planning (formerly Regulatory Planning) staff closed 11,482 tasks and on average those tasks were closed 15.3 days late. In Fiscal Year 2007-08, staff completed 13,533 tasks and closed those tasks, on average, 2.76 days late. The goal is to improve turnaround times and complete assigned tasks 1 day early on average in Fiscal Year 2008-09. As of February 2009, turnaround times have improved to 1.3 days early.

[5] New measure effective Fiscal Year 2008-09. Typical review cycles in Project Planning (formerly Regulatory Planning) range from 5 to 45 days with 30 days as the median. In Fiscal Year 2006-07, staff completed 5,548 of 11,482 tasks on time (48%). In Fiscal Year 2007-08, staff completed 7,991 tasks on time (59%). The goal was to improve on-time performance to 80% in Fiscal Year 2008-09. Although this goal has not been achieved, continual improvement has been made and on-time performance for Fiscal Year 2008-09 has improved to 67% as of February 2009.

[6] New measure effective Fiscal Year 2008-09. In Fiscal Year 2006-07 average backlog in weeks was 3.6 weeks. In Fiscal Year 2007-08, Project Planning (formerly Regulatory Planning) reduced the average backlog to 2.3 weeks based on an average of 2,637 open hours assigned to staff with an average of 1,029 scheduled productive hours to work open tasks. The target backlog reduction goal was 2.5 weeks on average for Fiscal Year 2008-09 and as of February 2009 was reduced to 2.1 weeks The backlog has decreased due to increased efficiencies and process improvements within DPLU.

[7] New measure effective Fiscal Year 2009-10, intended to measure the total number of discretionary projects that have reached a final decision and/or resolution, as opposed to measuring completion of individual work tasks. For this performance measure the following permit types are being tracked: Large Scale Projects: General Plan Amendments, Plan Reclamation Plans, Vacations; Small Scale Projects: Tentative Parcel Maps, Major Use Permit Modifications and Deviations, Minor Use Permits, Site Plans, Administrative Permits, Alcoholic Beverage Control Permits, Landscape Plans, Variances, Boundary Adjustments and Certificates of Compliance. The number of discretionary projects to reach decision is estimated to decrease over next fiscal year as the number of new project applications from customers is also declining due to the current economic decline in the nation.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Net decrease of 28.00 staff years includes transfers between divisions and other departments.

- No net change in staffing for Support Services. Transfer of 1.00 staff year from the LUEG Executive Office and 1.00 staff year from Project Planning to Support Services as well as decrease 2.00 staff years as a result of reallocation of workload within the division.
- Decrease of 11.00 staff years in Advance Planning as a result in a reduction in workload and available funding and transfer of 1.00 staff year to Project Planning to better meet the needs of the organization.
- Net increase of 4.00 staff years in Project Planning from transfer of 11.00 staff years from Department of Public Works (DPW) Road Fund for the Permit Counter activities, transfer of 2.00 staff years from the Building Division, and a decrease of 9.00 staff years that is directly related to a reduction in discretionary permit processing intake.
- Decrease of 8.00 staff years in MSCP as a result in a reduction in available funding as well as the transfer of 5.00 staff years to Department of Public Works to consolidate Watershed activities.
- Decrease of 12.00 staff years in Building that are directly related to a downturn in building permit and plan check activity.
- Decrease of 1.00 staff year in the Fire Authority as a result of reorganization of administrative duties within the department.

Expenditures

Net increase of $5.7 million.

- Salaries and Benefits — net decrease of $0.5 million. Decrease of $2.1 million due to the reduction of 28.00 staff years as a result of a reduction in workload and available funding offset by an increase of $1.6 million in adjustments in salaries for Fiscal Year 2008-09 related to 21.00 vacant positions.
- Services and Supplies — net increase of $7.1 million.
  - Increase of $8.9 million for the following programs: Move Up and Cover/Volunteer Stipend program, Volunteer Equipment and Turnouts, contracted services and grant match funding related to the Fuels Reduction Program, funding for the General Plan Update – Zoning Ordinance Revision, Public Nuisance abatements and back file conversion project.
  - Increase of $1.4 for Fire Prevention Capital and Major Maintenance projects.
  - Decrease of $2.6 million in consultant contracts related to the completion of one time only projects in MSCP; a portion of the General Plan Update, a portion of the Environmental Impact Report related to the Boutique Winery Zoning Ordinance, and overflow contracts for Project Planning.
  - Decrease of $0.6 million due to the transfer of Watershed activities to DPW.
- Capital Assets Equipment - decrease of $0.9 million in Capital Assets accounts related to the Fire Authority Division.

Revenues

Net increase of $5.7 million.

- Taxes Other Than Current Secured – decrease of $0.1 related to a downturn in the overall economy.
- Licenses, Permits & Franchises — decrease of $2.1 million related to a downturn in the overall economy.
- Fines, Forfeitures & Penalties — increase of $0.2 million related to increased issuance of Administrative Citations and Abatements to offset operating costs.

- Intergovernmental Revenues — increase of $4.8 million related primarily to new grants received for the Fuels Reduction Program; Risk Analysis Mapping and Valley Center Village Design Project.
- Charges for Current Services — decrease of $2.1 million related to the downturn in the overall economy.
- Use of Fund Balance — a total of $13.9 million is budgeted for use in Fiscal Year 2009-10 as follows: $8.5 million of General Fund fund balance for the Move Up and Cover/ Volunteer Stipend program, Volunteer Equipment and Turnouts, contracted services and grant match funding related to the Fuels Reduction Program ($3.05 million), funding for the General Plan Update – Zoning Ordinance Revision ($1.5 million), Public Nuisance abatements and temporary staffing for backlog ($0.75 million); back file conversion project ($0.4 million); and funding to offset building permit fee waivers related to Firestorm 2007and funding of core services ($2.75 million). $5.4 million of Land Use & Environmental Fund Balance is budgeted for use as follows: $5.1 million due to the rebudgeting of one-time funding related to the Service First Initiative, Business Case Management System, General Plan Update and the Fire Prevention Program; and $0.3 million additional funding for temporary staffing and damage assessment equipment.
- General Revenue Allocation — net decrease of $1.9 million due to $1.2 million which reflects the impact of the downturn in the overall economy and $0.7 million for the transfer of the Watershed activities to DPW.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net decrease of $13.0 million due to the anticipated completion of one-time projects, offset by a net increase in Salaries and Benefits due primarily to negotiated wage and benefit increases and an increase of $0.4 million in Capital Assets Equipment.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Support Services	18.00	20.00	20.00	0.00	20.00
Advance Planning	—	21.00	10.00	(52.38)	10.00
Regulatory Planning	86.00	77.00	81.00	5.19	81.00
Multi-Species Conservation	13.00	13.00	5.00	(61.54)	5.00
Building	65.00	65.00	53.00	(18.46)	53.00
Fire Prevention	11.00	14.00	13.00	(7.14)	13.00
Codes Enforcement	23.00	23.00	23.00	0.00	23.00
Total	230.00	233.00	205.00	(12.02)	205.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Support Services	$ 2,641,657	$ 2,952,871	$ 3,075,199	4.14	$ 3,094,036
Advance Planning	—	4,451,556	4,543,126	2.06	1,487,776
Regulatory Planning	10,264,938	10,137,787	10,479,389	3.37	10,205,813
Multi-Species Conservation	2,708,040	2,687,905	1,021,636	(61.99)	755,504
Building	6,474,847	7,048,206	6,636,050	(5.85)	6,346,036
Fire Prevention	11,464,594	17,395,780	24,065,726	38.34	15,563,397
Codes Enforcement	2,459,560	2,736,149	3,271,355	19.56	2,587,947
County Service Areas - Fire Prevention Program	1,424,970	1,167,952	1,182,286	1.23	1,182,652
Total	$ 40,819,281	$ 48,578,206	$ 54,274,767	11.73	$ 41,223,161

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 22,070,501	$ 22,611,918	$ 22,122,135	(2.17)	$ 22,495,309
Services & Supplies	17,279,610	24,513,468	31,627,112	29.02	17,783,332
Other Charges	18,706	23,113	23,113	0.00	23,113
Capital Assets Equipment	1,265,000	1,283,000	348,000	(72.88)	767,000
Operating Transfers Out	185,464	146,707	154,407	5.25	154,407
Total	$ 40,819,281	$ 48,578,206	$ 54,274,767	11.73	$ 41,223,161

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Taxes Current Property	$ 455,113	$ 580,615	$ 580,615	0.00	$ 580,615
Taxes Other Than Current Secured	—	86,650	—	(100.00)	—
Licenses Permits & Franchises	4,068,790	4,310,745	2,175,274	(49.54)	4,071,245
Fines, Forfeitures & Penalties	353,123	375,037	564,572	50.54	586,050

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Intergovernmental Revenues	1,204,332	695,434	5,455,315	684.45	913,940
Charges For Current Services	12,341,597	12,969,701	10,913,404	(15.85)	13,981,615
Other Financing Sources	185,464	146,707	154,407	5.25	154,407
Use of Fund Balance	6,264,127	7,033,968	13,944,364	98.24	184,294
General Revenue Allocation	15,946,735	22,379,349	20,486,816	(8.46)	20,750,995
Total	$ 40,819,281	$ 48,578,206	$ 54,274,767	11.73	$ 41,223,161

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

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; 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.

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Enhanced school children's safety throughout the unincorporated areas of the county.
  - Worked with school administrators to analyze, identify and implement school zone improvements for pedestrians, bicyclists, buses and automobiles at 13 schools (goal was 10, 9% of all public schools in the unincorporated area).
  - Initiated installation of flashing beacons at the entrance to 25 MPH school zones on roads with prevailing speeds of 40 MPH or greater. Identified six candidate locations eligible for flashing beacons, and are seeking grant funding through application to the California Office of Traffic Safety and other funding resources.
  - Repainted and re-marked crosswalks and roadway legends adjacent to all 116 public school locations throughout the unincorporated areas of the county.
  - Completed construction or awarded construction contracts for six projects (goal of five) that improved traffic flow around schools and provided safe routes to schools. Projects included: Ridgeway Drive and Grove Street in Lincoln Acres, Alvarado Street in Fallbrook, Sunnyside School in Bonita, Parkside Street East in Lakeside and Tavern Road Intersection Improvements in Alpine.
  - Reviewed all private projects near schools and school projects within the unincorporated areas of the county and neighboring cities (approximately 80 projects) during the environmental process to ensure impacts to traffic on county roads, pedestrian access and safety concerns were identified and mitigated.

Strategic Initiative – The Environment

- Protected and preserved the county's environmental resources.
  - Instituted a policy that all new landscaping installed by the department be Xeriscaped to save water and decrease green waste.
  - Provided energy efficiencies by changing first generation Light Emitting Diode (LED) lamps that have higher rate of burnouts with energy efficient LEDs that have a longer service life span at traffic signalized intersections. Identified 30 candidate intersections (goal was 25) with traffic signals eligible for LED lamp replacement and replaced over 500 LED units. This resulted in energy savings and reduced future replacement costs at each intersection.
  - Created wetland habitat at the Ruxton Road Channel Conversion site and Viejas Bridge Replacement Project. A prior plan to create wetland at Ramona Landfill buffer parcel was explored and determined to be infeasible due to land-based constraints.

- Reviewed all private development traffic improvement projects to ensure that they provided an adequate level of service in accordance with the County California Environmental Quality Act (CEQA) Guidelines.
- Ensured 100% of County Airports' development and improvement projects were designed to meet future demands and will be completed in accordance with Federal Aviation Administration environmental regulations and County CEQA Guidelines.

- Protected and preserved the County's water quality and watersheds.
  - Converted concrete-bottomed segments of Ruxton Road Channel in the Sweetwater Watershed to natural, vegetated watercourses that provide natural filtration.
  - Conducted 385 watershed site investigations (goal was 340) by June 2009. These investigations provided crucial data for understanding the condition of receiving waters in all eight watersheds and how they are impacted by discharges from unincorporated communities.
  - Removed 27,000 cubic yards of debris from culverts, drainage channels and roads through a systematic cleaning program to prevent pollution of the county's rivers, bays and ocean (goal was 25,000 cubic yards).
  - Swept 16,193 lane-miles of roadway to clean debris from road surfaces and prevent pollution of the county's rivers, bays and ocean, meeting the goal.
  - Cleaned 500 miles (goal was 440 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.
  - Inspected, by closed-circuit television, nearly 7.5% (goal was 5%) of the County's sanitary sewer system to protect public health and the environment by identifying facility defects and deficiencies.
  - Educated children on watershed protection and water quality by conducting presentations to school children at 40% of the unincorporated area's 57 Kindergarten – 8th grade schools as a long-term strategy for achieving positive behavioral changes.
  - Established erosion control pilot project comparing different types of cylinder tubes wrapped in netting that are used to control erosion, specifically compost-filled wattles and straw-filled wattles, to determine which is more effective at improving quality of runoff.
- Worked to maintain at least 50% solid waste diversion from landfills.
  - Worked with all private developments with permits or permits pending (estimated 41) that have 40,000 square feet or more of building space to increase tonnage of construction and demolition materials being diverted from landfills; diverting 6,000 tons (goal was 2,000) of material from projects that completed construction before June 2009.
  - Educated local commercial businesses and multifamily complexes with 79 inspections and presentations to help ensure they were diverting recyclable materials (goal was 60).
  - Recycled 80,000 gallons of used oil and 12,000 used oil filters.
  - Distributed 15,000 information brochures about the importance of recycling to 40 schools in the unincorporated county.
  - Conducted two used tire collection events; 400 tires were collected at each event.

Strategic Initiative – Safe and Livable Communities

- The Land Use and Environment Group, in partnership with the County's Office of Emergency Services and the Forest Area Safety Task Force, coordinated the region's efforts to create a master fuel management plan to reduce the region's vulnerability to wildfires. This involved working with representatives from the 18 incorporated cities, other governmental jurisdictions and the private sector.
- Negotiated an agreement with the Pauma Band of Mission Indians that set forth commitments of the Pauma Indians to provide mitigation necessitated by their development and operation of the expansion of their casino. This agreement provided a mechanism for the Pauma Indians to compensate the County for the costs of law enforcement and problem gambling programs.
- Established emergency contracting capability for goods and services to eliminate immediate safety hazards to the public and restore critical infrastructure. This expedited contracting enhances the County's ability for rapid mobilization of repair and recovery efforts after a disaster.
- Enhanced safety for motorists and pedestrians.
  - Identified two candidate crosswalk locations (on Fuerte Drive at Damon Lane and on Fuerte Drive at Vernette Drive) for in-pavement flashers and/or school flashers and sought grant funding from the State Legislated Safe Routes to School Program administrated by the California Department of Transportation (Caltrans).

- Awarded construction contracts for twelve (goal of seven) non school-related Capital Improvement Projects in county communities that enhance safety and improve traffic flow. Projects included: Alpine II Burn Site Mitigation and Traffic Signal Installation at South Grade and East Victoria Street in Alpine, Pala Mission Road Culverts in Pala, Julian Wastewater Treatment Plant Improvements in Julian, Lakeside Sewer Interceptor in Lakeside, Jamacha Siphon/ La Presa Sewer Bypass, Sweetwater Road Berm Landscaping and Olive Drive/Helix Street Sidewalks in Spring Valley, Valley Center Road Bridge in Valley Center, Campo Road Division 1 Head Quarters in Valle De Oro, Metal Beam Guardrail Repair/Replacement at various locations throughout the unincorporated county, Via De LaValle Slope Repair in Rancho Santa Fe.
- Retrofitted 68 signalized intersections with countdown pedestrian indicators that display a clear message to the pedestrians (goal was six).
- Completed 90% of construction of the Valley Center Road widening project (goal is completion by December 2009).

- Updated Drainage Master Plans in Bostonia and Lakeside that will identify and help prioritize flood control projects that will ultimately reduce flooding risks in communities.
- Increased flood warning capability for public safety in the San Luis Rey River watershed by preparing a flood inundation model by July 2009.
- Enhanced safety and convenience for the flying public through completing construction of the McClellan-Palomar Airport Terminal by December 2008.
- Engaged children and their families in enriching activities – Encouraged interest in aviation by providing 13 tours (goal was eight), presentations and community events at County Airports, and through active participation in airfield events including special events at the Gillespie Field Airport, McClellan Palomar Airport, Fallbrook Airpark, Ramona Airport and Borrego Airport.

Required Discipline – Fiscal Stability

- Accomplished an additional five percent rate reduction on flood insurance premiums for the unincorporated area residents through the Federal Emergency Management Agency's (FEMA) Community Ratings System Program.
- Avoided impacts to services and road infrastructure by managing cash flow to road infrastructure contracts during the State's seven-month gas tax deferral to counties, which delayed payment of the local portion of the State gas tax to cities and counties beginning in February 2008; and again in 2009.
- Rate analyses were completed for all Sanitation and Sewer Maintenance Districts to ensure financial stability for future infrastructure.

Required Discipline – Customer Satisfaction

- Implemented the County's Service First Initiative with the Department of Planning and Land Use to improve land development customer service and streamline permit processing.
- Provided and promoted 5,300 Internet sales through an online Survey Records System so those customers do not have to travel to the Kearny Mesa public counter to obtain survey records (goal was serving 4,500 customers).

Required Discipline – Regional Leadership

- Received award from the San Diego Chapter of the Association of Environmental Professionals for providing animal under-crossings and permanent water quality features as part of the Valley Center Road widening project.

Required Discipline – Skilled, Competent and Diverse Workforce

- Ensured a safe work environment by conducting 33 safety inspections at DPW job sites by June 2009 (goal was 26).

2009-11 Objectives

Strategic Initiative – Kids

- Enhance school children's safety throughout the unincorporated areas of the county.
  - Complete construction or award construction contracts for at least five Capital Improvement Projects that improve traffic flow around schools and provide safe routes to schools.
  - Repaint and re-mark crosswalks and roadway legends adjacent to all 116 public school locations throughout the unincorporated areas of the county. This is an annual goal because markings need to be very fresh and visible to ensure maximum benefit.

- Work with school administrators to analyze, identify and implement school zone improvements for pedestrians, bicyclists, buses and automobiles at 9 schools. This represents 7% of all public schools in the unincorporated areas of the county.

Strategic Initiative – The Environment

- Protect and preserve the county's water quality and watersheds.
- Remove 25,000 and 27,000 cubic yards of debris from culverts, drainage channels and roads through a systematic cleaning program to prevent pollution of the county's rivers, bays and ocean in Fiscal Years 2009-10 and 2010-11, respectively.
- Sweep 16,200 lane-miles of roadway to clean debris from road surfaces and prevent pollution of the county's rivers, bays and ocean.
- Identify two roadway corridors with closely spaced signalized intersections, develop traffic signal retiming plans and implement traffic signal coordination.
- Clean 450 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.
- Inspect 5% of the County's sanitary sewer system by Closed-Circuit Television to protect public health and the environment by identifying facility defects and deficiencies.
- Work to maintain at least 50% solid waste diversion from landfills.
  - Work with all private developments with permits or permits pending (estimated 50) that have 40,000 square feet or more of building space, to increase tonnage of construction and demolition materials being diverted from landfills, with a goal of diverting at least 2,500 tons of material from projects that complete construction before June 2010.
  - Educate local commercial businesses and multifamily complexes to help ensure they are diverting recyclable materials (goal is 60 inspections and presentations).
  - Recycle 80,000 gallons of used oil and 12,000 used oil filters by June 2010.
- Restore the 8-acre Valley Center Bridge Site with native vegetation by 2011 and create 0.5 acres of wetland habitat offsite by 2010.
- Create a Geographic Information System (GIS) Layer of the DPW Mitigation Sites to track and inventory permit compliance and incorporate into the **Multiple Species Conservation Program**.
- Initiate formation of a Community Facilities District to fund the New Development Post-Construction Stormwater Best Management Practices Inspection and Maintenance Program by June 2011.

Strategic Initiative – Safe and Livable Communities

- Enhance safety for motorists and pedestrians.
  - Award construction contracts for seven (non school-related) Capital Improvement Projects in county communities that enhance safety and improve traffic flow.
  - Identify five signalized intersections that have inductive loops and replace them with video-based vehicle detection system. Seek grant funding through application to Caltrans and other funding resources.
- Engage children and their families in enriching activities – Encourage interest in aviation by providing 15 tours, presentations and community events at County Airports, and through active participation in airfield events including special events at the Gillespie Field Airport, the Fallbrook Airpark and the Ramona Airport.

Required Discipline – Skilled, Competent and Diverse Workforce

- Ensure a safe work environment by conducting 36 safety inspections at department job sites by June 2010.

Related Links

For additional information about the DPW, refer to the Web site at http://www.sdcounty.ca.gov/dpw/.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Percentage of school zone circulation improvements identified and implemented at existing public schools in the unincorporated areas of the county for pedestrians, bicyclists, buses, and automobiles[1]	11 % of 116	9% of 116	10% of 116	9% of 116	9% of 116
Percentage of developments at and near schools that include pedestrian facilities and traffic safety features to enhance safe routes to schools[2]	100% of 60	100% of 60	100% of 53	100% of 21	100% of 20
Number of cubic yards removed through DPW Roads/Drainage waste/debris removal to protect water quality	29,580	25,000	27,000	25,000	27,000
Percentage of new construction sites which utilize erosion control measures[3]	100% of 40	100% of 40	100% of 30	100% of 35	100% of 35
Miles of sewer mains cleaned in County Sanitation and Sewer Maintenance Districts (there are a total of 450 miles of mains in County systems, some are re-cleaned during the year)	407	440	500	450	450
Construction contracts awarded for Capital Improvement Projects in county communities and construction contracts completed or awarded for projects near schools that enhance safety and improve traffic flow (total number of Capital Improvement Projects) [4]	18	12	18	12	12

Table Notes

[1] Traffic-safe school zones are one of DPW's top priorities. Traffic Engineering staff worked with school administrations at 10% of the 116 public schools located throughout the unincorporated areas of the county in Fiscal Year 2008-09 to enhance school pedestrian safety and improve on-and off-site circulation for parents and others driving near schools.

[2] Developments include both school projects (such as major improvements completed by existing schools) and developments adjacent to schools. Project managers and DPW inspectors oversee the work from design through construction to ensure they meet County safety standards. In Fiscal Year 2008-09, there were a total of 53 open and 21 completed projects that included school safety elements in the review.

[3] The County has active Public Works construction sites that have to maintain proper stormwater controls throughout construction to ensure they will not cause pollution (such as silt and debris) in water systems.

[4] This reflects the number of major capital projects initiated (designed and construction contract awarded) during the year to enhance community traffic flow and safety.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

A net decrease of 16.00 staff years includes the decrease of 12.00 vacant staff years as a result of decreased gas tax and developer deposit revenue as well as decreased workload; the decrease of 11.00 staff years as a result of transfer of the Public Counter function to the Department of Planning and Land Use for the Service First Initiative; offset by an increase of 7.00 staff years from transfers from Agriculture, Weights and Measures (1.00), Land Use and Environment Group (1.00), and Department of Planning and Land Use (5.00) to satisfy operational needs and Service First Initiative requirements. The transfers of staff between DPW funds or divisions to meet operational needs result in no net change in staffing.

- Net decrease of 21.00 staff years in the Road Fund.
  - Transportation Program decrease of 4.00 staff years includes the decrease of 2.00 vacant staff years to align expenditures with available gas tax revenue and the transfer of 2.00 staff years to Land Development Program for Service First Initiative requirements.
  - Land Development (LD) Program decrease of 20.00 staff years includes the decrease of 11.00 staff years resulting from staff transfers to the Department of Planning and Land Use for the Service First Initiative, mid-year transfer of 1.00 staff year to Engineering Services, mid-year increase of 4.00 staff years from internal transfers in the Road Fund to LD for Service First Initiative, decrease of 8.00 vacant staff years resulting from decreased developer deposit revenue and decreased workload, transfer of 4.00 staff years to various DPW programs: Capital Improvement Plan (2.00), Watershed Protection Program (1.00), and Wastewater Enterprise Fund (1.00). The decrease of 8.00 vacant staff years in LD aligns expenditures with available revenue.
  - Engineering Services Program net increase of 2.00 staff years includes transfers from Land Development Program (3.00) for increased contract and project workload, and the decrease of 1.00 staff year due to decreased gas tax revenue. The impact of the staff reduction is distribution of administrative duties to existing staff.
  - Management Services Program increase of 1.00 staff year resulting from transfer from Agriculture, Weights and Measures. The additional staff year will assist with Land Development projects and rate development.
- Decrease of 1.00 vacant staff year in Solid Waste Management Program (Inactive Waste). The resulting impact of this decrease is increased workload for remaining staff associated with stormwater and groundwater responsibilities and gas monitoring contract responsibilities to ensure compliance with State and local regulations.
- General Fund
  - Increase of 6.00 staff years includes the transfer of 1.00 staff year between the Road Fund and the Watershed Protection Program resulting in no increase and the transfer of 6.00 staff years from other departments: 1.00 staff year from Land Use and Environment Executive Office and 5.00 staff years from the Department of Planning and Land Use - Watershed Protection Program.

Expenditures

Net decrease of $11.1 million.

- Salaries and Benefits — net decrease of $1.5 million due primarily to the decrease of 12.00 vacant staff years and the net transfer of 4.00 staff years to other departments.
- Services and Supplies — net decrease of $7.6 million due primarily to completion of projects in the Detailed Work Program and targeted reductions to offset revenue losses.
- Other Charges — net increase of $11.6 million due primarily to $9.0 million one-time funding for the Environmental Trust Fund, planned right-of-way purchases and depreciation expense increases.
- Capital Assets/Land Acquisition — net decrease of $12.2 million due to the completion of capital projects in Sanitation Districts and the Airport Enterprise Fund.
- Capital Assets Equipment — net increase of $0.4 million due to planned vehicle/equipment purchases in the Internal Service Funds.
- Reserve/Designation Increase — net decrease of $0.03 million due to decreased contribution to the reserves in the Sanitation Districts.
- Operating Transfers Out — net decrease of $1.9 million due to cessation of bond revenue in the Alternative Minimum Tax and Non-Alternative Minimum Tax funds for Airport Enterprise capital projects.

Revenues

Net decrease of $11.1 million.

- Taxes Current Property — net decrease of $0.07 million due to projected loss of property tax associated with the troubled housing market and overall economic downturn.
- Taxes Other Than Current Secured — net decrease of $4.4 million due to the reduction of TransNet sales tax.
- Licenses, Permits, & Franchises — net decrease of $0.4 million due to transfer of the Public Counter function and associated building construction permits, moving permits, road construction permits, encroachment permits, excavation permits, and other licenses and permits revenue to the Department of Planning and Land Use.
- Revenue from Use of Money & Property — Net decrease of $0.3 million due to declining interest rates on investments and deposits.
- Intergovernmental Revenues — net decrease of $5.4 million includes a $5.3 million decrease in *Highway User Tax* revenue due to the economic downturn; a $6.2 million decrease in *Federal Aviation Administration* revenue and a $0.2 million decrease in State Aid for Aviation revenue due to completed airport related projects; a $0.6 million decrease in federal grant revenue and a $0.2 million decrease in other state grants associated with various completed grant projects; $0.1 million decrease for State Oil Grant due to declining availability of State discretionary funding for recycling programs and programs; and $0.1 million decrease in Aid from Other Government Agencies to match cooperative agreement; offset by a $1.1 million increase in *Federal Aid for Disaster* for 2007 Fire Debris Removal; $0.6 million increase in *Federal Highway Administration* for road bridge projects; an increase of $5.5 million in *Traffic Congestion Relief (Prop 42)* for various road projects; and an increase of $0.1 million in State match revenue from the *Regional Surface Transportation Program (RSTP) Federal Exchange and State Match program*.
- Charges for Current Services — net increase of $13.0 million due to the shift in reporting revenue for operations in the Other Charges for Current Services account, previously reported in Miscellaneous Revenue, and an increase in Sanitation Other Government revenue due to collection of operation and maintenance share of cost from participating government agencies.
- Miscellaneous Revenues — net decrease of $10.5 million due to the shift in reporting revenue for operations in Charges for Current Services.
- Other Financing Sources — net decrease of $1.9 million due to depletion of available bond revenue in the Alternative Minimum Tax and Non-Alternative Minimum Tax funds for transfer to Airport Enterprise capital projects.
- Reserve/Designation Decreases — net decrease of $1.8 million due to completion of capital improvement projects in the Sanitation Districts.
- Use of Fund Balance — net increase of $0.7 million. Budgeted Use of Fund Balance includes:
  - Rebudget of $5.8 million of Land Use and Environment Group fund balance in DPW General Fund for one-time projects: Stormwater-Quality of Life, Internet Rainfall Data Service, Webcams at Low Water Crossings, Residential Pest Management (NPDES), Graphic Computer Upgrades, Algal Research of Rainbow Creek, Valley Center Interpretive Signs, Inland Rail Trail, Geographic Information System Asset layers, Sweetwater-Prospect-Euclid Underground Utility Conversion -Design Phase, and Debris Removal.
  - One-time funding of $18.9 million budgeted for projects in various DPW funds including purchase of replacement or new equipment in the DPW Internal Service Equipment Acquisition funds, capital projects and match for Federal Aviation Administration projects in the Airport Enterprise Fund, one-time Capital Improvement Plan projects in the Sanitation Districts, maintenance for paving projects and potential emergencies in the Permanent Road Division, and irrigation projects in the County Service Area Landscaping Districts.
  - One-time funding of $9.0 million for the Environmental Trust Fund to sustain operations in future years at County maintained landfills.
- General Revenue Allocation — Net increase of $0.008 due to $0.9 million decrease in Services and Supplies which reflects the impact of the downturn in the overall economy offset by an $0.908 million increase due to the transfers from the Land Use Environment Group ($0.2 million) and Department of Planning and Land Use Watershed Protection Program ($0.7 million) and benefit adjustments. The decrease will impact the Watershed Protection Program (WPP), Underground Utility District (UUD) and

County Service Areas/Permanent Road Division formation. The reduction in UUD and formation activities of special districts will reduce the ability of the County to assist communities in pursuing districts and to move forward with pending formations.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net decrease of $22.5 million includes a $2.0 million increase in Salaries and Benefits for staff transfers and negotiated salary and benefit increases, offset by a $12.7 million decrease in Services and Supplies due to projected completion of projects, an $8.3 million net decrease in Other Charges due to a $9.0 million decrease in one-time funding for the Environmental Trust Fund and a $0.7 million increase for projected increases in equipment depreciation expenses and projected right-of-way purchases, and a $1.3 million decrease in Capital Assets/ Land Acquisition for projected completion of Capital Improvement Plan projects, and a $2.3 million decrease in Capital Assets Equipment for projected equipment purchases in Internal Service Funds.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Transportation Program	209.00	216.00	212.00	(1.85)	212.00
Land Development Program	110.00	115.00	95.00	(17.39)	95.00
Engineering Services Program	68.00	72.00	74.00	2.78	74.00
Solid Waste Management Program	21.00	19.00	18.00	(5.26)	18.00
Management Services Program	52.00	56.00	57.00	1.79	57.00
General Fund Activities Program	26.00	26.00	32.00	23.08	32.00
Airports Program	33.00	35.00	35.00	0.00	35.00
Wastewater Management Program	39.00	40.00	40.00	0.00	40.00
Total	558.00	579.00	563.00	(2.76)	563.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Transportation Program	$ 31,386,049	$ 34,388,965	$ 32,655,869	(5.04)	$ 33,331,482
Land Development Program	15,627,310	17,220,183	15,616,141	(9.31)	15,806,652
Engineering Services Program	55,722,341	45,237,135	38,255,267	(15.43)	35,522,025
Solid Waste Management Program	13,405,717	10,665,883	8,433,947	(20.93)	6,597,314
Management Services Program	9,928,517	11,781,697	13,735,237	16.58	13,956,534
General Fund Activities Program	8,522,173	14,893,405	24,186,785	62.40	8,357,584
Airports Program	22,749,120	24,116,973	17,618,838	(26.94)	17,129,276
Wastewater Management Program	8,348,608	6,679,999	6,548,869	(1.96)	6,696,886
Sanitation Districts	22,700,898	30,121,697	24,984,825	(17.05)	24,077,908
Flood Control	6,056,868	7,283,617	7,274,853	(0.12)	7,327,553
County Service Areas	658,654	654,093	603,370	(7.75)	603,370
Street Lighting District	1,593,762	1,677,334	1,757,463	4.78	1,833,719
Permanent Road Divisions	6,899,051	7,562,920	8,614,712	13.91	8,614,712
Equipment ISF Program	9,708,722	11,210,550	12,059,669	7.57	9,942,720
Total	$ 213,307,790	$ 223,494,451	$ 212,345,845	(4.99)	$ 189,797,735

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 57,501,761	$ 63,243,436	$ 61,786,745	(2.30)	$ 63,780,666
Services & Supplies	118,352,451	122,573,863	115,000,644	(6.18)	102,276,813
Other Charges	11,675,260	12,216,704	23,813,078	94.92	15,538,378
Capital Assets/Land Acquisition	16,097,000	18,648,695	6,468,000	(65.32)	5,217,500
Capital Assets Equipment	3,702,000	4,188,000	4,623,000	10.39	2,330,000
Reserve/Designation Increase	2,404,464	25,047	—	(100.00)	—
Operating Transfers Out	3,574,854	2,598,706	654,378	(74.82)	654,378
Total	$ 213,307,790	$ 223,494,451	$ 212,345,845	(4.99)	$ 189,797,735

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Taxes Current Property	$ 4,345,848	$ 5,143,195	$ 5,075,076	(1.32)	$ 5,075,076
Taxes Other Than Current Secured	17,447,601	14,186,598	9,743,398	(31.32)	5,726,748
Licenses Permits & Franchises	456,094	365,918	—	(100.00)	—
Fines, Forfeitures & Penalties	36,000	36,000	36,000	0.00	36,000
Revenue From Use of Money & Property	18,863,672	21,441,776	21,157,303	(1.33)	21,389,918
Intergovernmental Revenues	85,484,055	77,579,540	72,196,697	(6.94)	71,542,136
Charges For Current Services	48,950,383	50,270,703	63,213,858	25.75	63,112,765
Miscellaneous Revenues	13,205,095	10,798,230	297,465	(97.25)	296,465
Other Financing Sources	3,634,854	2,598,706	654,378	(74.82)	654,378
Reserve/Designation Decreases	569,845	1,793,382	—	(100.00)	—
Use of Fund Balance	14,008,070	33,066,767	33,749,523	2.06	15,634,736
General Revenue Allocation	6,306,273	6,213,636	6,222,147	0.14	6,329,513
Total	$ 213,307,790	$ 223,494,451	$ 212,345,845	(4.99)	$ 189,797,735

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 Group Executive Office ensures fiscal responsibility and provides management direction for six County departments and the San Diego County Redevelopment Agency. These six departments are:

- Animal Services
- Housing and Community Development
- County Library
- Registrar of Voters
- General Services
- Purchasing and Contracting

Through these departments, the Community Services Group provides a wide variety of public services to County residents and offers internal support services to County departments. Public services include animal protection and sheltering; 33 branch libraries and two mobile libraries with collections and programs; housing assistance such as rental and first-time homebuyer programs; community and economic development; and voter and election services. Internal support services include managing County facilities, major maintenance projects, capital improvements, fleet management, Countywide contracting oversight and procurement, and energy usage management.

Mission Statement

To provide cost effective and responsive services to our customers – the public and County departments. These services are provided with an emphasis on customer satisfaction, quality and value.

2008-09 Anticipated Accomplishments

Community Services Group (CSG) departments advanced the County's Strategic Initiatives by providing increased levels of service to the public.

- Ensured the public had access to library resources and services and provided books, materials, and programs that are relevant and current. Library materials turnover is expected to increase by more than 50% per item over Fiscal Year 2007-08.

- Offered down payment assistance programs through the Neighborhood Stabilization Program of the Housing and Economic Recovery Act of 2008 as well as other State and federal assistance that enable home ownership.
- Achieved a 99% lease rate for Housing Choice Voucher Program participants, providing affordable housing for the increasing number of families that need assistance.
- Conducted four elections that provide access for all voters and timely elections results, including the Presidential Election in November 2008, with a turnout of 83%, the highest percentage turnout since 1972.
- Responded to over 29,000 patrol calls about problem animals in County neighborhoods, 94% on time.
- Promoted economic development and affordable housing in County Redevelopment project areas through development plans for 70 acres at Gillespie Field and the authorization of a loan for a new multi-family housing development in Lakeside.

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 and environmentally-sensitive work environments where the public and staff conduct business. Completed during Fiscal Year 2008-09 were the following efforts to preserve, expand and enhance the places the Group does business.

- Design approval for three new libraries to replace existing branches in Ramona, Fallbrook and Lincoln Acres, expansion projects at Del Mar and Descanso Libraries, and new libraries in Borrego Springs and La Mesa.

- Completed the Edgemoor Skilled Nursing Facility, and on schedule to complete the Medical Examiner and Forensic Center by December 2009.
- Beginning construction on Phase 1A+ of the new County Operations Center, which will replace aging structures with a modern, energy-efficient campus.
- Major maintenance project improvements of $31 million in Fiscal Year 2008-09.

2009-11 Objectives

The Community Services Group Objectives reflect the departments' diverse activities as well as their unified commitment to customer service in this era of decreasing financial resources. 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 following:

- Maintaining hours of operation at libraries, adding routes for two new mobile libraries, and keeping programs relevant, even as funding is decreasing.
- Taking advantage of grant funding availability for homeless prevention and affordable housing made available through the American Recovery and Reinvestment Act.
- Maximizing the availability of public safety vehicles by performing timely maintenance and upkeep on emergency fire apparatus and patrol vehicles.

Emphasis on "green" sustainable operations of County facilities and equipment has a high profile in Community Services Group departments, including the potential for funding for energy projects with American Recovery and Reinvestment Act grants. Activities include the following efforts:

- Reducing electricity consumption by County facilities by 1% per square foot per year. This was also an objective last fiscal year and was achieved through energy audits and energy-efficient capital renewal projects.
- Renewing County facilities with energy-efficient funding availability for energy projects made available by the American Recovery and Reinvestment Act.
- Installing energy-efficient windows and water-efficient landscaping in County public housing.
- Reducing emissions in County vehicles and fuel consumption by County employees.
- Reducing water consumption in County facilities by replacing plumbing fixtures and modifying landscape watering.

Related Links

For additional information about the Community Services Group, refer to the Web site at http://www.sdcounty.ca.gov/community/.

Executive Office Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

No change in staffing.

Expenditures

Net decrease of $2.3 million due primarily to the transfer of budget management for the Documentum enterprise content management application to the Records Management division of the Department of Purchasing and Contracting.

- Salaries and Benefits — increase of $0.1 million due to wage and benefit adjustments.
- Services and Supplies — decrease of $2.4 million due to funding for one-time Documentum and other information technology projects of $1.3 million in Fiscal Year 2008-09, the transfer of $0.9 million in ongoing Documentum appropriations, and $0.2 million in other services and supplies due to General Purpose Revenue funding reduction.
- Management Reserves — budget of $3.25 million (no change from Fiscal Year 2008-09) is proposed as a contingency for emergent departmental one-time needs.

Revenues

Net decrease of $2.3 million.

- Charges for Current Services — increase of $0.1 million due to recovery of central support costs.
- Use of Fund Balance — decrease of $1.3 million due to fewer one-time projects. The proposed use of Fund Balance of $3.25 million will provide contingency management reserves to be used for unanticipated one-time operational needs and emergencies.
- General Revenue Allocation — decrease of $1.1 million due to the transfer of $0.9 million in funding for Documentum and a decrease of $0.2 million, which reflects the impact of the downturn in the overall economy.

Executive Office Proposed Changes and Operational Impact: 2009-10 to 2010-11

Increase of $0.03 million primarily due to increase in Salaries and Benefits for negotiated wage and benefit increases. The Use of Fund Balance of $3.25 million will provide contingency management reserves to be used for unanticipated one-time operational needs and emergencies.

Staffing by Department

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Community Services Group Executive Office	9.00	9.00	9.00	0.00	9.00
Animal Services	124.00	126.00	125.00	(0.79)	125.00
County Library	317.00	317.00	317.00	0.00	317.00
General Services	337.00	338.00	345.00	2.07	345.00
Housing & Community Development	103.00	102.00	102.00	0.00	102.00
Purchasing and Contracting	56.00	58.00	58.00	0.00	58.00
Registrar of Voters	63.00	63.00	63.00	0.00	63.00
Total	1,009.00	1,013.00	1,019.00	0.59	1,019.00

Expenditures by Department

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Community Services Group Executive Office	$ 8,265,002	$ 8,688,811	$ 6,346,704	(26.96)	$ 6,382,272
Animal Services	13,239,289	14,233,601	14,013,473	(1.55)	14,561,807
County Library	41,217,147	45,613,633	41,313,536	(9.43)	39,462,452
General Services	150,037,607	155,267,606	166,097,547	6.98	167,087,113
Housing & Community Development	38,327,876	35,869,453	30,388,602	(15.28)	20,612,083
Purchasing and Contracting	9,685,343	9,249,249	17,575,646	90.02	11,379,609
County of San Diego Redevelopment Agency	5,952,158	10,579,047	10,718,838	1.32	7,613,900
Registrar of Voters	36,541,222	24,232,644	18,688,606	(22.88)	20,944,883
Total	$ 303,265,644	$ 303,734,044	$ 305,142,952	0.46	$ 288,044,119

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 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 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Community Services Executive Office	$ 8,265,002	$ 8,688,811	$ 6,346,704	(26.96)	$ 6,382,272
Total	$ 8,265,002	$ 8,688,811	$ 6,346,704	(26.96)	$ 6,382,272

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 1,435,855	$ 1,500,398	$ 1,578,302	5.19	$ 1,609,960
Services & Supplies	3,579,147	3,938,413	1,518,402	(61.45)	1,522,312
Management Reserves	3,250,000	3,250,000	3,250,000	0.00	3,250,000
Total	$ 8,265,002	$ 8,688,811	$ 6,346,704	(26.96)	$ 6,382,272

Budget by Categories of Revenue

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Charges For Current Services	$ 739,456	$ 762,266	$ 829,836	8.86	$ 829,836
Use of Fund Balance	4,210,000	4,571,000	3,250,000	(28.90)	3,250,000
General Revenue Allocation	3,315,546	3,355,545	2,266,868	(32.44)	2,302,436
Total	$ 8,265,002	$ 8,688,811	$ 6,346,704	(26.96)	$ 6,382,272

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COUNTY OF
SAN DIEGO
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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 25,000 animals enter the department's three shelters annually. The department provides animal-related law enforcement, sheltering, medical and pet adoption services to the unincorporated area of the County and, by contract, to the cities of San Diego, Carlsbad, Del Mar, Encinitas, Santee and Solana Beach.

Mission Statement

To protect the health, safety and welfare of people and animals.

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Promoted child safety and injury prevention by presenting 90 animal safety and dog bite prevention presentations to area schools and other organizations that serve local youth, exceeding the goal of 80 by 13%.
- Encouraged children to read by supporting the County Library's Read for a Reason program and by providing an additional incentive to read. As a result of children reading a targeted number of books, 400 animals belonging to needy families were implanted with microchips and altered free of charge through the department's partnership with the Spay Neuter Action Project.
- Enhanced children's awareness of animal welfare issues and promoted the humane treatment of animals through participation in a joint facility tour and humane education program with the San Diego Humane Society. Co-hosted 12 classroom or youth group visits to the Campus for Animal Care or other County animal shelters.
- Assisted young people in developing job skills that will help them become thriving, self-sufficient adults through participation in the County's Workforce Academy for Youth and by providing job training opportunities to three participants, exceeding the goal of one participant.

Strategic Initiative – Safe and Livable Communities

- Provided 24 dog bite prevention presentations for local area companies to promote the safety of their employees who may encounter dogs in the scope of their employment (e.g., SDG&E and the U.S. Postal Service).

Required Discipline – Customer Satisfaction

- Achieved a 4.73 customer satisfaction rating on a scale of 1 to 5, with 5 being "excellent," exceeding goal of 4.70.

Required Discipline – Regional Leadership

- Made 10 presentations to community or industry groups describing department services, animal health and welfare issues, cruelty investigations and/or new animal-related legislation.
- Submitted three articles to trade journals or community publications to highlight department services, animal health and welfare issues, dog bite prevention and/or adoption opportunities.
- Provided 12 spay or neuter surgeries to the Feral Cat Coalition to aid in the reduction of the feral cat population in the county. Due to medical staffing shortages and unforeseen circumstances with the Feral Cat Coalition partner, DAS was not able to meet the goal of 24 spay or neuter surgeries.

Required Discipline – Skilled, Competent and Diverse Workforce

- Attended four job fairs seeking qualified diverse applicants and advertised positions in periodicals targeted to minority populations.

Required Discipline – Continuous Improvement

- Ensured that 100% of healthy, friendly animals were reunited with their owner or adopted.
- Achieved goal of 0% euthanasia of any healthy, friendly animal.
- Reduced 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.
- Ensured that at least 68.8% of an estimated 26,000 sheltered dogs and cats were reunited with their owner or adopted.
- Ensured that at least 94% of an estimated 29,152 patrol responses were on time.
- Ensured that 100% of all dogs and cats that could be safely vaccinated were vaccinated within 24 hours of intake.
- Developed and implemented three business process reengineering improvements that reduced costs or enhanced customer service, productivity or revenue.

2009-11 Objectives

Strategic Initiative – Kids

- Promote child safety and injury prevention by offering at least 80 animal safety and dog bite prevention presentations per year to area schools and other organizations that serve local youth.
- Encourage children to read by supporting the County Library's Read for a Reason program and by providing an additional incentive to read. When children read a targeted number of books, DAS will donate pet food to needy families with pets.
- Enhance children's awareness of animal welfare issues and promote the humane treatment of animals through participation in a joint facility tour and humane education program with the San Diego Humane Society, and by co-hosting a minimum of 12 classroom or youth group visits per year to the Campus for Animal Care or other County animal shelters.
- Assist young people in developing job skills that will help them become thriving, self-sufficient adults through participation in the County's Workforce Academy for Youth, the Youth Empowerment Services Program, the Animal Health Technology Program at Mesa College, the PIMA Medical Institute and Regional Occupation Programs from various schools within the County. The department will provide job training opportunities to at least one participant in each program per year.

Strategic Initiative – Safe and Livable Communities

- Ensure at least 94% of an estimated 28,700 patrol responses are on time according to department protocols for responding to various levels of priority calls.
- Participate in four Community Emergency Response Team (CERT) meetings per year to inform and educate communities on emergency preparedness for their pets.

Required Discipline – Customer Satisfaction

- Achieve a 4.70 or better customer satisfaction rating (on a scale of 1 to 5, with 5 being "excellent").

Required Discipline – Regional Leadership

- Make eight presentations per year to community or industry groups describing department services, animal health and welfare issues, cruelty investigations and/or new animal-related legislation.
- Submit at least three articles to trade journals or community publications to highlight department services, animal health and welfare issues, dog bite prevention and/or adoption opportunities.
- Provide at least 24 dog bite prevention presentations per year for local area companies to promote the safety of their employees who may encounter dogs in the scope of their employment (e.g., SDG&E and the U.S. Postal Service).

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Continue to seek qualified diverse applicants by attending four job fairs and advertising positions in periodicals targeted to minority populations to fill positions as needed.

Required Discipline – Continuous Improvement

- Ensure at least 68.8% of an estimated 26,000 sheltered dogs and cats are reunited with their owner or adopted.
- Achieve goal of 0% euthanasia of any healthy, friendly animal by reuniting animals with their owner or through adoption.
- Ensure no more than 15.9% of treatable animals are euthanized by providing medical care where resources allow and placing animals with rescue partners or adopters.

- Reduce the dependency on outsourcing veterinary clinics by increasing the number of in-house sterilization surgeries by 33% (500) to reduce or eliminate wait times for adopters to take possession of their new pet.
- Ensure 100% of all dogs and cats that can be safely vaccinated are vaccinated within 24 hours of intake at each shelter.
- Ensure 100% of all animals in the shelters longer than 60 days are examined by veterinary staff to evaluate how an animal is doing in a shelter environment.
- Develop a Responsible Pet Ownership program for animal law violators to teach responsible pet ownership and to reduce the burden on the court system. Conduct six classes per year.
- Develop and implement at least three business process reengineering improvements that reduce costs or enhance customer service, productivity or revenue.

Related Links

For additional information about the Department of Animal Services, refer to the Web site at http://www.sddac.com/.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Percentage of sheltered dogs and cats either adopted or reunited with owners	71.4% of 26,078[1]	68.8%	68.8% of estimated 26,000	68.8%	68.8%
Percentage of on-time patrol response	92.8% of 27,686 calls	94%	94% of estimated 29,152 calls[2]	94%	94.4%
Percentage of adoptable shelter animals euthanized[3]	0%	0%	0%[3]	0%	0%
Percentage of euthanized animals that were treatable[4, 5]	15.8%	15.9%	15.9%	15.9%	15.9%
Customer Satisfaction Rating[6]	4.73	4.70	4.73	4.70	4.72

Table Notes

[1] Based on 18,619 of 26,078 dispositioned dogs and cats.

[2] Patrol time response standards, varying by urgency of call, are established by contract with client cities; based on Fiscal Year 2008-09 estimate of 29,152 calls.

[3] Zero percent of euthanized adoptable animals may not always equal zero healthy, adoptable animals euthanized. For example, one out of approximately 26,000 animals was euthanized this fiscal year, but this still equates to 0% euthanized.

[4] Treatable animals are only tracked in connection with euthanasia. Animals that are claimed or adopted are not medically or behaviorally categorized.

[5] The number of animals, primarily cats, with treatable conditions has significantly increased, constraining staff's ability to perform medical diagnoses and treatment of sheltered animals. Cats with medical conditions are particularly problematic due to their numbers and lack of adoption or rescue options. In addition, medical staff continue to focus on additional in-house spay/neuter surgeries (a State mandate for adopted pets) due to fewer private veterinary clinics willing to contract with the County for those services.

[6] Scale of 1 to 5, with 5 being "excellent."

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 1.00 staff year, one Animal Control Officer, as a result of a reduction in available funding.

Expenditures

Net decrease of $0.2 million.

- Salaries and Benefits — net decrease of $0.1 million due to reduction of one staff year.
- Capital Assets Equipment — decrease of $0.1 million as a result of completion of one-time projects.

Revenues

Net decrease of $0.2 million.

- Licenses, Permits & Franchises — decrease of $0.1 million due to a decrease in revenue from pet licenses.
- Charges for Current Services — increase of $0.2 million as a result of increases based on the approved cost sharing methodology for the six contract cities.
- Use of Fund Balance — decrease of $0.1 million due to one-time information technology upgrades. The remaining $0.1 million in budgeted fund balance will be used to complete major maintenance projects at the South County Shelter in Bonita and various medical and kennel equipment upgrades.
- General Revenue Allocation — decrease of $0.2 million due to decrease of one staff year and associated services and supplies, which reflects the impact of the downturn in the overall economy.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net increase of $0.5 million is primarily a result of an increase in Salaries and Benefits for negotiated wage and benefit increases and an increase in Services and Supplies for additional enhancements to the South County Shelter in Bonita.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Animal Services	124.00	126.00	125.00	(0.79)	125.00
Total	124.00	126.00	125.00	(0.79)	125.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Animal Services	$ 13,239,289	$ 14,233,601	$ 14,013,473	(1.55)	$ 14,561,807
Total	$ 13,239,289	$ 14,233,601	$ 14,013,473	(1.55)	$ 14,561,807

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 9,399,352	$ 10,008,539	$ 9,908,726	(1.00)	$ 10,210,559
Services & Supplies	3,839,937	4,039,359	4,074,747	0.88	4,351,248
Capital Assets Equipment	—	185,703	30,000	(83.85)	—
Total	$ 13,239,289	$ 14,233,601	$ 14,013,473	(1.55)	$ 14,561,807

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Licenses Permits & Franchises	$ 2,303,714	$ 2,303,714	$ 2,231,967	(3.11)	$ 2,207,876
Fines, Forfeitures & Penalties	13,000	13,000	13,000	0.00	13,000
Revenue From Use of Money & Property	—	50,000	50,000	0.00	50,000
Charges For Current Services	7,966,542	8,770,151	8,955,191	2.11	9,238,993
Miscellaneous Revenues	35,100	35,100	35,100	0.00	35,100
Use of Fund Balance	375,000	280,703	146,000	(47.99)	360,000
General Revenue Allocation	2,545,933	2,780,933	2,582,215	(7.15)	2,656,838
Total	$ 13,239,289	$ 14,233,601	$ 14,013,473	(1.55)	$ 14,561,807

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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.

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Increased the 2008 youth summer reading enrollment by 24% (23,097 to 28,636) in Fiscal Year 2008-09 by involving parents and caregivers in library-sponsored literacy activities.
- Maintained the number of baby story times offered at 11 or more programs per month to expose families to library services and promote early literacy activities in families.

Strategic Initiative – The Environment

- Implemented a recycling and selection policy at all branches that reduced the number of non-rechargeable batteries purchased by the San Diego County Library (SDCL) by 90% and supports recycling of all batteries purchased by SDCL staff.

Strategic Initiative – Safe and Livable Communities

- Met the informational, recreational and cultural needs of the community and actively promoted reading and lifelong learning by ensuring the public had access to library resources and services and SDCL has the capacity to meet these goals.
  - Maintained the planned schedule of library operations.
  - Provided virtual library services that are available and relevant such as E-books, audio downloads and access to premium databases.
- Ensured that collections, materials and programs are current and relevant to meeting the needs and interests of a dynamic community.
  - Ensured that materials in the Library's collection stay relevant by meeting the planned Annual Average Circulation per Item.
  - Increased participation in adult programs that promote lifelong learning by 68% (from 36,950 to 62,050) by increasing programs and improving publicity.
  - Ensured quality of service is maintained by meeting performance measures for customer and mystery shopper ratings.
  - Increased the number of participants enrolled in the San Diego County Literacy Program by 18% (176 to 207).
- Worked with the design and construction teams to ensure the new library branches at Ramona, Fallbrook and Lincoln Acres will meet community needs and fulfill the Library's mission for those communities.

Required Discipline – Continuous Improvement

- Procured a printing and copy control software and hardware system on the public computers to ensure responsible use of printing resources.
- Reduced workplace injuries by 6% (from 31 to 29). Workers' compensation costs will exceed $100,000 as many of the claims consist of old claims that cannot be closed at this time.

2009-11 Objectives

Strategic Initiative – Kids

- Maintain the 2009 youth summer reading enrollment by involving parents and caregivers in library-sponsored literacy activities.
- Maintain the number of baby story times offered at 11 programs per month to expose families to library services and promote early literacy activities in families.

Strategic Initiative – The Environment

- Implement Link + to substantially replace the current Inter-Library Loan (ILL) process, resulting in savings in postage, increased availability of library materials and eliminating most of the trips to branch libraries by SDCL customers that are required by the current ILL process.

Strategic Initiative – Safe and Livable Communities

- Meet the informational, recreational and cultural needs of the community and actively promote reading and lifelong learning by ensuring the public has access to library resources and services and SDCL has the capacity to meet these goals.
  - Maintain the planned schedule of library operations.
  - Provide virtual library services that are available and relevant such as E-books, audio downloads and access to premium databases.
- Ensure that collections, materials and programs are current and relevant to meeting the needs and interests of a dynamic community.
  - Ensure that materials in the Library's collection stay relevant by meeting the planned Annual Average Circulation per Item.
  - Maintain participation in adult programs that promote lifelong learning.

Required Discipline – Continuous Improvement

- Implement a Radio Frequency Identification (RFID) based system in more than 12 branches to increase the efficiency of library operations by increasing the ability of library customers to check out items themselves.

Related Links

For additional information about the County Library, refer to the Web site at http://www.sdcl.org/.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Library hours open[1]	83,381.5	83,600	86,132	86,150	86,150
Annual average circulation per item[2]	3.1	3.1	4.68	4.75	5.25
Annual San Diego County Library Web hits[3]	40,492,834	46,900,000	30,000,000	35,000,000	40,000,000
Specialty subscription database usage per capita[4]	1.45	N/A	0.98	1.00	1.02
Use of SDCL virtual library services per capita[5]	8.25	N/A	2.24	2.25	2.26
Average satisfaction rating[6]	4.70	4.70	4.70	4.70	4.70
Average satisfaction of attendees at programs designed to meet the diverse needs of San Diego County[7]	4.75	4.75	4.75	4.75	4.75
Annual count of foot traffic at the library[8]	4,325,378	4,170,000	5,085,285	5,350,000	5,600,000

Table Notes

[1] Library hours open represents the overall level of accessibility that the community has to the library branches. The Fiscal Year 2008-09 Actual is higher than Adopted levels as redesigned staffing plans allowed an increase in hours open to the public without adding staff or staffing costs.

[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.

[3] Annual library Web hits are used by libraries as a measure of public use of virtual library services. Use of this measure allows inter-library comparisons and reflects current Internet traffic on the SDCL Web site.

[4] Specialty subscription database usage per capita measures the usage by library patrons of premium databases that are not available on the general Internet. The specialty subscription database usage per capita shown in this report reflects a count that conforms with accepted professional standards for libraries. The higher number reported for Fiscal Year 2007-08 is the result of use of a prior reporting standard that is not directly comparable to the current standard.

[5] Use of SDCL virtual library services per capita measures the use of premium databases, E-Books, audio downloads and Web Renewals by library patrons. Use of these services represents the penetration of Virtual Library Services in the community. The SDCL virtual library services usage per capita baseline usage shown in this report reflects a count that conforms with accepted professional standards for libraries. The higher number reported for Fiscal Year 2007-08 is the result of use of a prior reporting standard that is not directly comparable to the current standard.

[6] On a scale of 1 to 5, with 5 being the highest level of satisfaction. Customer satisfaction indicates how individuals perceive the Library's ability to provide services of value to them.

[7] On a scale of 1 to 5, with 5 being the highest level of satisfaction. High satisfaction for targeted programs indicates attendees' individual perception of how well the Library is meeting the needs of its diverse population.

[8] This is a new measure effective Fiscal Year 2008-09 but includes full year statistics for Fiscal Year 2007-08. The number of persons using the library is a critical measure of the success of the San Diego County Library. This measure is taken from "People Counters" that are installed at the entrance of each Branch Library. Growth of this measure shows the growth in use of physical library services. The increase in library use was greater than expected due to more effective promotion and presentation of library programs and the changing economic situation of San Diego County Library customers.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

No change in total staffing. Transfers between programs are based on operational needs.

Expenditures

Net decrease of $4.3 million.

- Salaries and Benefits — increase of $0.4 million to support scheduled step increases and benefit adjustments.
- Services and Supplies — decrease of $5.2 million due to reductions in purchases of library materials, public programs, training and travel, minor equipment, unplanned and landscaping maintenance expenses, office expenses, printing and other supplies. Reductions in the amount of $2.5 million reflect directly the impact of the downturn in the overall economy. These reductions are partially offset by one-time increases in equipment and supplies for RFID implementation, Information Technology costs, rents and utilities.
- Management Reserves — increase of $0.5 million to address unanticipated needs and potential cost escalation associated with RFID implementation.

Revenues

Net decrease of $4.3 million.

- Taxes Current Property — increase of $0.8 million to reflect projected levels of revenues.
- Taxes Other Than Current Secured — increase of $0.4 million primarily due to increases in redevelopment area revenues.
- Revenue from the Use of Money and Property — decrease of $0.1 million due to lower interest rates and cash balance.
- Intergovernmental Revenues — decrease of $0.2 million primarily due to reductions in funding from the City of Poway.
- Charges for Current Services — decrease of $0.6 million to align the budget with anticipated actual revenues.
- Other Financing Sources — decrease of $3.3 million, which reflects the impact of the downturn in the overall economy.
- Use of Fund Balance — decrease of $1.4 million for a total budget of $4.7 million due to completion and delays in one-time projects. Uses of Fund Balance include a variety of automation projects and associated renovation costs and establishing Management Reserves for unanticipated needs.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net decrease of $1.9 million is due primarily to the anticipated completion of one-time automation and construction projects offset by an increase in Salaries and Benefits for negotiated wage and benefit increases. Use of Fund Balance is decreased by $2.0 million to $2.7 million to fund completion of automation projects and establish Management Reserves for unanticipated needs.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Library Operations and Administration	23.50	23.50	24.25	3.19	24.25
Library Professional & Technical Support Service	50.50	50.25	47.25	(5.97)	47.25
Library Branch Operations	243.00	243.25	245.50	0.92	245.50
Total	317.00	317.00	317.00	0.00	317.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Library Operations and Administration	$ 4,409,772	$ 8,117,064	$ 6,361,232	(21.63)	$ 6,385,104
Library Professional & Technical Support Service	16,992,433	17,414,179	12,801,490	(26.49)	10,292,182
Library Branch Operations	19,814,942	20,082,390	22,150,814	10.30	22,785,166
Total	$ 41,217,147	$ 45,613,633	$ 41,313,536	(9.43)	$ 39,462,452

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 21,543,901	$ 22,601,139	$ 23,012,215	1.82	$ 23,798,651
Services & Supplies	19,673,246	22,012,494	16,801,321	(23.67)	14,163,801
Management Reserves	—	1,000,000	1,500,000	50.00	1,500,000
Total	$ 41,217,147	$ 45,613,633	$ 41,313,536	(9.43)	$ 39,462,452

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Taxes Current Property	$ 26,558,655	$ 28,981,792	$ 29,753,963	2.66	$ 29,972,138
Taxes Other Than Current Secured	1,205,423	983,806	1,356,442	37.88	1,400,192
Revenue From Use of Money & Property	342,935	360,835	260,835	(27.71)	260,835
Intergovernmental Revenues	821,626	971,905	758,927	(21.91)	758,927
Charges For Current Services	1,953,865	2,041,367	1,471,382	(27.92)	1,471,382
Miscellaneous Revenues	557,643	673,928	723,928	7.42	613,928
Other Financing Sources	5,077,000	5,500,000	2,250,000	(59.09)	2,250,000
Use of Fund Balance	4,700,000	6,100,000	4,738,059	(22.33)	2,735,050
General Revenue Allocation	—	—	—	—	—
Total	$ 41,217,147	$ 45,613,633	$ 41,313,536	(9.43)	$ 39,462,452

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General Services

Department Description

The Department of General Services (DGS) is primarily an internal service department within the County of San Diego. The DGS ensures that other County departments have the necessary workspaces, services and vehicles to accomplish their own business objectives. These services range from real estate leasing and acquisition support to capital improvement and architectural planning; from facility maintenance and repair services to security management; from vehicle acquisition and maintenance to refueling services.

Mission Statement

To provide cost-effective, efficient, high-quality and timely support services to County departments, groups and agencies.

2008-09 Anticipated Accomplishments

Strategic Initiative – The Environment

- Reduced electricity consumption by 1% per square foot 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 for all County facilities.
- Awarded a comprehensive recycling contract to expand the existing County paper recycling contract to include plastic, cans and glass which helps reduce the solid waste impact to local landfills.
- Establishment of a modified retro-commissioning program to assess system performance and implement improvements at a minimum of 10 Central Utility Plant locations to minimize energy consumption and maximize equipment efficiency was not achieved due to the unavailability of SDG&E funding. Anticipated contract award and program establishment will be completed by January 2010.
- Implemented best management practices for diesel trucks and off-road equipment through the installation of eight diesel particulate traps, and the replacement of 25 heavy-duty trucks, and the retrofitting of County-owned fuel sites with emissions control equipment. The implementation of a bio-diesel pilot program was not achieved as the requirements for the storage of bio-diesels in underground storage tanks changed and as of today bio-diesel cannot be stored in our existing underground tanks.

Required Discipline – Regional Leadership

- Received the California Counties Facilities Services Association *"2008 Public Facilities Award of Excellence"* for outstanding organizational leadership in the maintenance and life cycle extension of County of San Diego public facilities. The award represents exceptional dedication to facilities excellence via: Best Practices, Process Innovation, Staff Development, Department Automation and Energy Conservation.
- Received four 2008 National Association of Counties awards for 1) development of an effective and innovative Service Contract Audit and Compliance program, resulting in a County savings of an estimated $2.0 million over a three year period; 2) Countywide Specialty and Small Business Job Order Contract program; 3) Porous Pavement – Improving Stormwater Treatment program; and 4) Firestorm 2007 Rapid Community Response.
- Received the 2008 San Diego Excellence in Energy (SANDEE) Outstanding Organizational Achievement Award from the California Center for Sustainable Energy for achievement and leadership in energy efficiency, energy conservation, renewable energy and CO_2 reductions in San Diego County.

Required Discipline – Essential Infrastructure

- Completed construction of the new Edgemoor Hospital Distinct Part Skilled Nursing Facility, a modern 67,000 square foot complex with energy efficient technology.

- Awarded the County's first design-build contracts for the new libraries in the communities of Ramona and Fallbrook. Awarded design contract for the new Lincoln Acres Library, Park and Community Room project; and completed expansion projects at Del Mar and Descanso Libraries.
- Began construction on Phase 1A+ of the redevelopment of the County Operations Center (COC) campus in Kearny Mesa encompassing new Central Plant, two office buildings and a new 7-level parking structure, replacing the 1960-vintage one and two-story buildings with four-story modern and energy efficient office buildings.
- Completed remodel of the San Pasqual Academy Technology and Career Information Center to support expanded student enrollment.
- Awarded planning contract to assist with site and design criteria, and development of design-build Request for Proposals for reconstruction of housing at San Pasqual Academy destroyed in Firestorm 2007, and began plans for construction of a new east administration building.
- Ensured maximum availability of law enforcement patrol vehicles by keeping in-service units at 95% (428 of 450).
- Provided time-critical (24/7) maintenance response to emergency requests involving life and safety issues or those posing an imminent risk to County assets and infrastructure, by responding and initiating corrective action to 100% of all "emergency" requests within four hours of notification.
- Completed 100% of scheduled Preventive Maintenance actions to maximize the operational efficiency of County assets/infrastructure as well as maintain or prolong the design life of these systems.
- Reduced postage cost by $665,617 to all departments by taking maximum advantage of U.S. Postal Service postage discount (8 cents/letter) for all letters bar coded and sorted by zip code for 98% of all applicable mail on a monthly basis.
- Did not complete lease or lease/purchase for two-acre Probation Work Projects facility. Probation Work Projects facility was relocated to COC Annex away from the COC due to inability to find a suitable location that would meet permitting requirements within the City of San Diego.
- Purchased new 46,000-square-foot facility for Health and Human Services Agency's Family Resource Center and Public Health Clinic in February 2009 to enable consolidation of service functions close to the client base and accessible by most mass transit.

Strategic Initiative – Safe and Livable Communities

- Completed acquisition for 55 of 57 parcels for the South Santa Fe Road widening project in San Marcos/Vista. Two parcels remain in negotiations and 11 of the 55 acquired parcels require use of eminent domain/condemnation proceedings in court, which are ongoing.
- Ensured maximum availability of County supported fire apparatus by maintaining availability at 100% (30 of 30).
- Supported the San Diego County Fire Authority by acquiring two additional fire apparatus and 10 light-duty support vehicles.
- Provided support to the Office of Emergency Services by establishing pre-staged emergency supply caches, mobile emergency response trailers outfitted with essential supplies and pre-positioned for future emergency requirements to support shelters during disasters, and by identifying countywide transportation resources and populating Emergency Operation Center Internet databases.

Required Discipline – Fiscal Stability

- Minimized the cost of space for County operations in leased facilities by monitoring the local market and negotiating favorable rental rates, with the average rental rate for all County office leases at or below 85% of the market rate for Class B office space.
- Ensured maximum return on County-leased properties by renegotiating leases and marketing additional properties to generate a 3% growth in leased revenues over previous year. A 4% growth was not achieved due to lower than anticipated cost-of-living adjustments and delayed rent commencement for several new cell site leases.

2009-11 Objectives

Strategic Initiative – The Environment

- Reduce electricity consumption to County facilities by 1% per square foot per year.

- Develop an Environmental/Entitlement Planning and Management program for current County property and proposed/planned County Capital Projects, to identify entitlement and environmental approvals to be maintained and permits or mitigations to be attained.
- Implement best management practices in Fleet environmental programs by the following:
  - Reducing vehicle emissions for on- and off-road diesel vehicles, stationary diesel equipment and off-road large spark (gasoline) engine vehicles;
  - Integration of hybrid/alternative fuel vehicles into the County's fleet;
  - Ensuring compliance with proper vehicle maintenance procedures; and
  - Upgrading refueling equipment.
- Support client departments in evaluating their transportation needs and right-sizing the County's vehicle fleet to reduce Countywide fuel consumption and emissions.
- Support the installation of global positioning system (GPS) devices in County vehicles to improve employee efficiency, reduce fuel consumption through trip planning and monitor real-time vehicle performance information.

Required Discipline – Essential Infrastructure

- Plan and execute the County's capital projects and other infrastructure projects in a timely and cost-effective manner, to meet departments' needs.
  - Complete design-build construction of new libraries in the communities of Ramona and Fallbrook by January 2010; a new Lincoln Acres Library, Park and Community Room project by April 2011, and complete an expansion project at Cardiff Library by June 2010.
  - Complete construction, commissioning and occupancy of the new Medical Examiner and Forensic Center at the COC by December 2009.
  - Complete construction of the new San Pasqual Academy East Admin Building by October 2010 and reconstruction of the housing units destroyed in the Witch Creek Fire by July 2011.
  - Complete construction, commissioning and occupancy of the new COC Buildings 201 and 202, and the first parking structure, by June 2011.
  - Complete demolition of the old Edgemoor Skilled Nursing Facility.
- Ensure maximum availability of law enforcement vehicles to meet the needs of client departments by maintaining availability of patrol vehicles at 95% or more.
- Relocate 14,500-square-foot County Counsel Child Dependency lease from its existing Kearny Mesa site to a location closer to the Juvenile Court.
- Provide time-critical (24/7) maintenance response to emergency requests involving life and safety issues or those posing an imminent risk to County assets and infrastructure, by responding and initiating corrective action to 100% of all "emergency" requests within four hours of notification.
- Complete 96% of scheduled preventive maintenance (PM) goals to maximize the operational efficiency of County assets/infrastructure, as well as maintain or prolong the design life of these same systems.

Required Discipline – Fiscal Stability

- Minimize the cost of space for County operations in leased facilities by monitoring the local market and negotiating favorable rental rates, with average rental rate for all County office leases at or below 89% of the market rate for Class B office space.
- Ensure maximum return on County leased properties by renegotiating leases and marketing additional properties with a goal of 2% increase in revenues over previous year based on current market conditions.

Strategic Initiative – Safe and Livable Communities

- Complete acquisition of remaining two parcels of South Santa Fe Road widening project in San Marcos/Vista to enable construction of the project to proceed.
- Maintain availability of County supported fire apparatus at 95% or more, and support the San Diego County Fire Authority by acquiring Board approved apparatus, such as trucks and water tenders.

Related Links

For additional information about the Department of General Services, refer to the Web site at http://www.sdcounty.ca.gov/general_services/

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Percentage of MMIP and Capital projects completed within estimated budget	93% of 193	93% of 350	93% of 153[1]	93% of 200[1]	93% of 200[1]
Percentage of electricity consumption decrease per square foot	4% of 18.16 kWh/SF	1% of 18.02 kWh/SF	1% of 17.82 kWh/SF	1% of 17.64 kWh/SF	1% of 17.46 kWh/SF
Percentage of law enforcement patrol vehicles available	96% of 539	95% of 450[2]	95% of 450	95% of 450	95% of 450
Percentage of fire services program apparatus available	99% of 16	95% of 27	100% of 30	95% of 32	95% of 32
Percentage of time critical (24/7) emergency facilities maintenance requirements responded to and corrective action initiated within 4 hours of notification	100% of 540	100%	100% of 1,950	100%	100%
Percentage of monthly facilities' Preventive Maintenance actions completed	96% of 1,987	96% of 1,833	100% of 1,833	96% of 2,000	96% of 2,000
Percentage of all applicable monthly mail bar coded / total pieces of mail	90% of 673,858	95% of 666,000	98% of 707,501	95% of 666,000	95% of 666,000
County office space lease rate as a percentage of San Diego area Class B office rental rate	78%	89%	85%[3]	89%[3]	89%[3]
Percentage increase in lease revenue year-to-year	4.7%	4%	3%[4]	2%[4]	2%[4]

Table Notes

[1] Fiscal Year 2008-09 Estimated Actuals are less than the target because of delays in Job Order Contract capacity aggravated by pre-qualification delays from the highly competitive construction market; delays in spending plan approvals caused by funding uncertainty from the prolonged State budget crisis; decrease in the number of walk-in projects and the increase in labor-only assistance on projects not reflected in the Adopted project count. 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. The number of projects projected to be completed in Fiscal Years 2009-10 and 2010-11 is due to continued budget pressure from the economic conditions and State budget; as well as incorporation of Condition Assessments into the Major Maintenance planning, allowing for consolidation of planned projects resulting in fewer larger projects at improved efficiency and cost, with anticipation of potential economic stimulus funding that can support energy efficiency projects.

[2] Reduction in number of vehicles is due to a change in vehicle work assignment. The Sheriff's Department reassigned marked patrol vehicles from active patrol status to the Senior Volunteer program with different preventive maintenance schedules. The reassigned vehicles are still marked patrol cars but are not used in active patrol duty.

[3] Fiscal Year 2008-09 Estimated Actual is less than target because market rents in the San Diego region remained higher than expected. The Fiscal Year 2008-09 Estimated Actual of 85% is better than the 89% Adopted because it means that County leased facility rental rates are lower than the San Diego region average. In Fiscal Years 2009-10 and 2010-11, a combination of below market County leases and anticipated continued lower overall market rents throughout the San Diego region are expected to cause the percentage rate to rise to 89%.

[4] Fiscal Year 2008-09 Estimated Actual is less than target because new revenue leases were limited to four or five new cell site locations accounting for 1% of growth; remaining percentage was 2% rather than 3% due to lower consumer price index (CPI) adjustments on existing revenue lease contracts. In Fiscal Years 2009-10 and 2010-11 new revenue leases are limited to four or five new cell site locations accounting for 1% of growth; remaining percentage is 1% because anticipated (CPI) adjustments on existing revenue lease contracts are trending downward with the economic slowdown.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Net increase of 7.00 staff years and transfers among programs based on operational needs.

- Increase of 11.00 staff years related to the transfer of maintenance staff from Health and Human Services Agency (HHSA) to DGS to support the new Edgemoor Hospital Distinct Part Skilled Nursing Facility.
- Decrease of 4.00 staff years related to the complete outsourcing of landscaping services.

Expenditures

Net increase of $10.8 million.

- Salaries and Benefits — net increase of $1.2 million due primarily to the transfer of staff from HHSA associated with the new Edgemoor Facility; salary adjustments related to prior vacant positions which are currently needed for the increased workload in support of the San Diego County Fire Authority; and increased costs associated with benefit adjustments.
- Services and Supplies — increase of $5.8 million due to increased costs associated with contracted services, vehicle fuel, parts and commercial repair requirements, Purchasing and Contracting Job Order Contract (JOC) contracting surcharge and support, external department overhead payments (A-87), and Public Liability Insurance expenses.
- Other Charges — increase of $1.1 million associated with vehicle depreciation.
- Capital Assets Equipment — increase of $1.6 million associated with the Fleet ISF planned vehicle acquisition replacement program.
- Operating Transfers Out — increase of $1.1 million associated with General Fund contribution to DGS in support of Countywide general management and statutory/regulatory services provided, and support for the Major Maintenance program.

Revenues

Net increase of $10.8 million in direct relation to the increase in expenditures. As an ISF department, General Services balances revenues with expenditures.

- Revenue from Use of Money & Property — decrease of $0.1 million due to direct payment of utilities by the Global Expertise in Outsourcing (GEO) Group, Inc., resulting in the elimination of reimbursement for services.
- Intergovernmental Revenues — decrease of $0.05 million due to reduction in State grant revenues associated with the completion of the storm water/porous pavement project.
- Charges for Current Services — increase of $9.9 million due to increased cost reimbursement associated with contracted services, vehicle fuel, parts and commercial repairs.
- Miscellaneous Revenues — decrease of $0.04 million due to reduction in real estate commission fees.
- Other Financing Sources and General Revenue Allocation — increase of $1.1 million to fund the Major Maintenance program and, ongoing Countywide Capital, Space Planning, Americans with Disabilities Act management, regulatory programs and labor support for the Major Maintenance program.
- Use of Fund Balance — remains unchanged and is used for the Fleet Management ISF planned vehicle acquisition purchases. The total budgeted amount ($8.5 million) is to fund the Fleet Management ISF Countywide replacement vehicle acquisition program.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Increase of $1.0 million in Salaries and Benefits and related revenue primarily as a result of negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Facilities Management Internal Service Fund	278.00	278.00	286.00	2.88	286.00
Fleet Management Internal Service Fund	59.00	60.00	59.00	(1.67)	59.00
Total	337.00	338.00	345.00	2.07	345.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Facilities Management Internal Service Fund	$ 109,473,258	$ 113,303,681	$ 118,471,644	4.56	$ 119,262,715
Fleet Management Internal Service Fund	39,237,349	40,599,925	46,223,903	13.85	46,400,364
General Fund Contribution to GS ISF's	1,327,000	1,364,000	1,402,000	2.79	1,424,034
Total	$ 150,037,607	$ 155,267,606	$ 166,097,547	6.98	$ 167,087,113

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 29,974,121	$ 31,722,638	$ 32,946,147	3.86	$ 33,913,580
Services & Supplies	97,618,500	100,238,347	106,061,154	5.81	106,061,253
Other Charges	9,475,636	9,633,353	10,712,804	11.21	10,712,804
Capital Assets Equipment	9,542,350	9,760,280	11,383,544	16.63	11,383,544
Reserves	100,000	103,000	103,000	0.00	103,000
Operating Transfers Out	3,327,000	3,809,988	4,890,898	28.37	4,912,932
Total	$ 150,037,607	$ 155,267,606	$ 166,097,547	6.98	$ 167,087,113

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Revenue From Use of Money & Property	$ 2,181,174	$ 2,563,671	$ 2,462,729	(3.94)	$ 2,462,729
Intergovernmental Revenues	428,286	937,537	892,363	(4.82)	892,363
Charges For Current Services	133,426,411	136,990,064	146,885,169	7.22	147,830,667
Miscellaneous Revenues	639,691	748,441	710,483	(5.07)	710,483
Other Financing Sources	3,827,370	4,209,988	5,290,898	25.67	5,312,932
Use of Fund Balance	8,207,675	8,453,905	8,453,905	0.00	8,453,905
General Revenue Allocation	1,327,000	1,364,000	1,402,000	2.79	1,424,034
Total	$ 150,037,607	$ 155,267,606	$ 166,097,547	6.98	$ 167,087,113

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.

2008-09 Anticipated Accomplishments

Strategic Initiative – Kids

- Assisted 10,800 households to obtain safe, decent and affordable housing, through rental assistance subsidies, to provide a nurturing environment for community youth.
- Assisted 220 families with special needs to obtain safe, decent and affordable housing, through rental assistance subsidies, to provide a nurturing environment for community youth.
- Provided funding for seven public improvements that enrich children's lives, such as parks, athletic fields, and accessibility. The projects funded were Lemon Grove Park Site Improvements, Poway N.C. Regional Winter Shelter, Fallbrook Clemmens Lane Park Construction, Spring Valley Community Day Care Center, Rural Northeast Borrego Springs Boys and Girls Club Parking Lot Construction, Coronado Rental Rehabilitation, and Rural Northeast – Lake Cuyamaca Northshore Americans with Disabilities Act (ADA) Improvements.
- Provided information and referral services to 299 low-income participants seeking self-sufficiency through educational and support programs.
- Expanded family self-sufficiency (FSS) efforts to include additional educational partners, job-related skills and professional/career development for low-income program participants. Generated a quarterly newsletter for all FSS program participants. Awarded 17 college scholarships to public housing residents and FSS participants. Held workshops in budgeting, employment skills, life skills and computer literacy for family program participants.

Strategic Initiative – The Environment

- Ensured that 100% (62) of all federally funded projects underwent environmental review in accordance with federal program requirements.
- Awarded additional $0.2 million 2009 Recovery Act grant for Public Housing capital improvement and modernization projects. This one-time grant allocation is to be used for energy efficiency projects and projects that will lower the long-term costs of operating public housing.
- Provided San Diego Gas & Electric's Low-Income Home Energy Assistance Program information to 10,455 rental assistance participants and 4,500 landlords. These programs inform program participants and landlords about resources that can help make their homes more energy efficient.
- Installed energy efficient Energy Star-rated air conditioning units at 59 units in a senior low-income public housing complex and retrofitted 97 lighting fixtures with energy-efficient models to increase energy efficiency and promote long-term cost savings.

Strategic Initiative – Safe and Livable Communities

- Conducted 10 Community Revitalization Committee meetings to identify and address issues that impact the quality of life and economic vitality of the community.

- Assisted in the revitalization of lower-income neighborhoods with 31 Community Development improvement projects involving public facilities, public improvements and other community activities.
- Conducted 16 community outreach presentations to inform the public about funding opportunities available through federally funded entitlement programs: Community Development Block Grant, HOME Investment Partnerships Program, Emergency Shelter Grant and Housing Opportunities for Persons with AIDS.
- Ensured that assisted housing was directed towards building communities free of drugs and violence by verifying that all participants were in compliance with administrative requirements by certifying eligibility initially and annually.
- Conducted 10 outreach presentations about the Housing Choice Voucher (Section 8) program to community groups representing low-income elderly families in order to promote safe and decent housing opportunities.

Required Discipline – Customer Satisfaction

- Of the total customer surveys received, 98% (10,286) gave a rating of 4.8 based on a scale of 1 (unsatisfactory) to 5 (excellent). Although there was no increase in the number of surveys received, the department maintained the same return. The department encouraged customers to provide feedback throughout the year. Customer service feedback assisted the Department in responding to the changing needs of the public, particularly in the area of increased access to information and communication through cyber technology.
- Provided four owner/landlord seminars disseminating information on Rental Assistance program.

Required Discipline – Continuous Improvement

- Implemented business process improvements in the Home Repair Loan Program resulting in the reduction of loan processing time by 30% from current processing time.
- Conducted a business process reengineering of a component of the department's document management process. Improvements were implemented to ensure a successful transition to paperless case management through Documentum, the County's document and electronic content management tool.
- Conducted a business process reengineering of the Community Development contract monitoring process resulting in changes to staffing levels, unit responsibilities and increased efficiencies.

2009-11 Objectives

Strategic Initiative – Kids

- Increase family reunification by 25% (29 to 37) by increasing funding to the County's Substance Abuse Recovery Program tenant-based rental assistance program.
- Provide information and referral services to a minimum of 305 families engaged in the pursuit of self-sufficiency through education and support programs.
- Provide technical support for 100% (currently 10) of the computers at the lab at the Dorothy Street public housing development in Chula Vista, to further educational opportunities for low-income youth.
- Provide 50 Family Unification Program vouchers to increase family stability by providing assistance toward affordable housing.
- Increase affordable housing opportunities for "special needs" populations by increasing tenant-based rental assistance participation by 5%, from 220 families to 231 families.

Strategic Initiative – The Environment

- Ensure environmental reviews are performed on 100% of federally funded programs included in the Fiscal Year 2009-10 Annual Funding Plan. In keeping with County policy of functional threading, environmental reviews will be conducted by the Department of Public Works.
- Encourage energy efficiency in new and rehabilitation projects by offering preferential scoring on all Notice of Funding Availability applications received.
- Promote water conservation by xeriscaping one public housing landscape site. Xeriscaping is a creative form of landscaping which reduces water consumption and requires less maintenance.
- Install energy-efficient windows in all 121 units of low-income Public Housing to promote energy conservation and utility cost savings.
- Apply for available $1.9 million in U.S. Department of Housing and Urban Development Homeless Prevention funding related to the 2009 Recovery Act. This one-time grant is intended to fund housing programs to help families or individuals from becoming homeless or to rapidly re-house eligible individuals or families that are currently experiencing homelessness.

Strategic Initiative – Safe and Livable Communities

- Conduct a minimum of 10 Community Revitalization meetings annually to identify and address issues impacting community living standards.
- Conduct a minimum of 16 community outreach meetings throughout the County to inform the public and stakeholders about affordable housing and community revitalization funding opportunities available annually through four federal entitlement programs: Community Development Block Grant, HOME Investment Partnerships Program, Emergency Shelter Grant and Housing Opportunities for Persons with AIDS. At least one outreach meeting will be web-based.
- Provide funding for a minimum of eight public improvements for parks, libraries, athletic fields, community centers, health clinics, Americans with Disabilities Act improvements and affordable housing to promote wellness and enhance the quality of life for San Diego County neighborhoods.
- Assist families in jeopardy of losing homes to foreclosure by providing four foreclosure counseling seminars to inform homebuyers about financing options and strategies to avoid foreclosure.
- Assist at least 30 families with purchasing foreclosed homes by offering a homebuyer program utilizing Neighborhood Stabilization Funds to increase homeownership and revitalize impacted neighborhoods for local families.
- Ensure subsidized housing is decent, safe and sanitary by increasing monitoring of permanent affordable housing projects by performing Housing Quality Standards inspections at 100% of affordable housing complexes annually.
- Complete 15 rehabilitation loans to improve health and safety for elderly homeowners.
- Apply for available $1.3 million in one-time Community Development Block Grants and fund eligible projects, such as additional fire equipment and sidewalk improvements, in unincorporated areas of the county.

Required Discipline – Customer Satisfaction

- Hold four Section 8 owner/landlord seminars to educate owners on the requirements of the program as well as promote the benefits of participating as a partner.
- Achieve a customer service satisfaction rating of 4.7 or better. Promote superior customer service by encouraging continuous return of customer service evaluation forms. Encouraging continuous customer feedback will assist the department in responding to the changing needs of the public, particularly in the area of increased access to information and communication through cyber technology.

Required Discipline – Continuous Improvement

- Conduct a minimum of two Business Process Reengineering projects to improve efficiency, reduce costs and streamline services.

Required Discipline – Information Technology

- Conduct a Web-based community event to stimulate interest and generate applications for funding for youth and elderly programs.

Related Links

For additional information about the Department of Housing and Community Development, refer to the Web site at http://www.sdcounty.ca.gov/sdhcd/index.html.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 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]	99% of 10,455	98% of 10,455	99% of 10,455	99% of 10,455	99% of 10,455
Program participants receiving educational and job training opportunities designed to enhance self-sufficiency	280	290	299	305	305
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	0[2]	50	44	80	80
Number of Community Development projects completed to enhance low-income neighborhoods and communities	40	31	31	32	32
Provide information to Section 8 Rental Assistance and Tenant-Based Rental Assistance participants about State funded rebate programs, weatherization and minor home rehabilitation programs[3]	N/A	N/A	N/A	100% of 10,900	100% of 10,900
Level of customer satisfaction[4]	97%	98%	98%	N/A	N/A
Level of customer satisfaction[5]	N/A	N/A	N/A	4.7	4.7

Table Notes

[1] Maximum number of authorized rental assistance vouchers is 10,455; estimated funding from Housing and Urban Development for housing assistance payments is $91.0 million.

[2] Projection for units exceeding energy code is an estimate and is completely dependent on number of proposals funded through the Notice of Funding Availabilities (NOFA) process. Affordable housing construction activity as well as financing depends on the housing and financial markets. The 44 units currently under construction are a result of approximately two years work on this project. Downturns in the market resulted in zero affordable housing projects constructed in Fiscal Year 2007-08. The 80-unit affordable housing development proposed for Fiscal Year 2009-10 will be partially financed by HCD. The funding allocation for site acquisition (loan funded through HUD programs) will be released in May 2009; and construction is scheduled to commence during the first quarter of Fiscal Year 2009-10.

[3] This is a new measure effective Fiscal Year 2009-10. Approximately 10,900 families are provided housing assistance vouchers each year. Aside from assisting these families, the department in its effort to disseminate information, will ensure these groups of customers are informed about other housing assistance programs available.

[4] Percentage of customers who rated the Department of Housing and Community Development a 4 or 5 on a scale of 1 (unsatisfactory) to 5 (excellent), where 4 is "very satisfactory." This measure is being displayed using a different format effective Fiscal Year 2009-10.

[5] New format for displaying customer satisfaction rating is effective Fiscal Year 2009-10. Overall customer satisfaction rating on a scale of 1 (unsatisfactory) to 5 (excellent), where 4 is "very satisfactory."

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

No change in staffing.

Expenditures

Net decrease of $5.5 million.

- Services and Supplies — net decrease of $0.1 million resulting from projected $0.2 million cost increases in information technology, facility maintenance, contracted services and other operating needs and decrease of $0.3 million in costs to administer funding for various multi-year project programs. Budget includes $8.3 million in economic stimulus grants to fund first-time homebuyer assistance for purchase of foreclosed homes, prevention of homelessness and community block grant funding.
- Other Charges — decrease of $5.4 million in program costs for multi-year projects (such as Community Development, Residential Rehabilitation, Home Investment Partnership with other cities, and Supportive Housing) due to an alignment of appropriations with the current allocation of federal funding for various multi-year project programs adjusted for recent actual expenditure trends.

Revenues

Net decrease of $5.5 million.

- Intergovernmental Revenues — net decrease of $4.7 million primarily due to a decrease of $4.9 million in revenue directly related to the decrease in multi-year projects and an increase of $0.2 million in administrative cost allocation from the federal U.S. Department of Housing and Urban Development for Housing Choice Voucher program.
- Miscellaneous Revenues — decrease of $0.8 million primarily due to decrease in estimated reconveyances from long-term loan receivables in multi-year projects.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net decrease of $9.8 million due primarily to prior year one-time Economic Stimulus grants, offset by an increase of $0.3 million in Salaries and Benefits for negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Housing & Community Development	103.00	102.00	102.00	0.00	102.00
Total	103.00	102.00	102.00	0.00	102.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Housing & Community Development	$ 10,041,210	$ 10,117,767	$ 10,328,406	2.08	$ 10,673,661
HCD - Multi-Year Projects	28,286,666	25,751,686	20,060,196	(22.10)	9,938,422
Total	$ 38,327,876	$ 35,869,453	$ 30,388,602	(15.28)	$ 20,612,083

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 8,440,911	$ 8,816,612	$ 8,830,280	0.16	$ 9,135,138
Services & Supplies	22,740,984	17,387,289	17,263,204	(0.71)	7,173,883
Other Charges	7,176,981	9,869,152	4,498,718	(54.42)	4,506,662
Expenditure Transfer & Reimbursements	(31,000)	(203,600)	(203,600)	0.00	(203,600)
Total	$ 38,327,876	$ 35,869,453	$ 30,388,602	(15.28)	$ 20,612,083

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Intergovernmental Revenues	$ 36,949,355	$ 34,770,932	$ 30,061,013	(13.55)	$ 20,279,494
Charges For Current Services	50,000	20,000	20,000	0.00	25,000
Miscellaneous Revenues	1,550,000	1,450,000	679,068	(53.17)	679,068
General Revenue Allocation	(371,479)	(371,479)	(371,479)	(0.00)	(371,479)
Total	$ 38,327,876	$ 35,869,453	$ 30,388,602	(15.28)	$ 20,612,083

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 ISF 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.

2008-09 Anticipated Accomplishments

Required Discipline – Fiscal Stability

- Achieved cost savings of $2.0 million for County customer departments by using innovative procurement methods such as reverse auctions, cooperative agreements, blanket purchase agreements and procurement card (P-Card) usage (which serves as a credit card for small purchases).

Required Discipline – Customer Satisfaction

- Achieved an overall customer service satisfaction rating of 4.1 on a scale of 1-5, with 5 being extremely satisfied, as evidence of the department's focus on quality customer service. 4.1 reflects the results of implementing additional customer requirements in the procurement process.
- Achieved a customer service satisfaction rating of 4.5 on a scale of 1-5, with 5 being extremely satisfied, in the Property Disposal Division, as evidence that the division is providing excellent service to internal customers who dispose of and acquire excess County property and external customers who purchase excess property.

Required Discipline – Skilled, Competent and Diverse Workforce

- Provided training to 86 County staff in proper contracting procedures through the Contracts' Academy to assist department personnel in producing quality contract documents; exceeding the goal of at least 50 staff.
- Developed and published on the intranet a customer guidebook, providing step-by-step instructions for 7 of 14 essential procurement processes, which increases access to training. The remaining 50% of the processes will be documented and published during Fiscal Year 2009-10.
- Provided training for 43 contract administrators and analysts in accessing and interpreting contract fiscal data in Oracle, the County's financial system, in order to better manage contracts and budgets.
- Provided individualized training to 50 County departments ensuring required operational practices related to records and content management are being implemented.

Required Discipline – Continuous Improvement

- Converted 76% of an estimated 2,500 customer requisitions to Standard Purchase Orders within 21 calendar days of receipt to expedite service to customers; exceeding the target of 75%.
- Improved the billing and tracking of over 120,000 reels of film containing permanent County records by implementing a barcode system which will also prevent data loss.

Required Discipline – Regional Leadership

- The Department was recognized by the National Purchasing Institute with an Achievement of Excellence in Procurement award. San Diego was one of only seven counties in California to receive this national award and received it for the eighth year in a row.

Required Discipline – Information Technology

- Developed a Web-based publishing project to provide internal customers the ability to view over 1,200 (100%) active contracts and supportive documentation in order to improve the administration and management of contracts at the department level. Implementation of the project is dependent upon an upgrade to the enterprise content management system which is planned for Fiscal Year 2009-10.

2009-11 Objectives

Required Discipline – Fiscal Stability

- Achieve cost savings of $2.0 million for County customer departments by using innovative procurement methods such as reverse auctions, cooperative agreements, blanket purchase agreements and P-Card usage (which serves as a credit card for small purchases).
- Increase revenues generated from early payment of P-Card charges, and through Government Purchasing Organizations for which San Diego County is the lead agency, by 5% from prior year results - or approximately $13,250 - to offset expenditures.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Develop and publish on the intranet a customer guidebook, providing step-by-step instructions on the remaining 7 of 14 essential procurement processes, which increases access to training.
- Provide training for at least 40 County staff in accessing and interpreting purchasing fiscal data in Oracle - the County's financial system - in order to better manage contracts and budgets.
- Provide annual individualized training to all (50) County departments to ensure required operational practices related to Records and Content Management are being implemented.
- Develop a countywide training program for Contracting Officers' Technical Representatives (COTRs) who administer contracts at the department level and train 40 COTRs in 2009-10.

Required Discipline – Continuous Improvement

- Convert at least 78% of an estimated 2,500 customer requisitions to Standard Purchase Orders within 21 calendar days of receipt to expedite services to customers in Fiscal Year 2009-10 and 80% in Fiscal Year 2010-11.

Related Links

For additional information about the Department of Purchasing and Contracting, refer to the Web site at http://www.sdcounty.ca.gov/purchasing/index.html.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Cost savings realized through use of cooperative agreements, reverse auctions, increased procurements card usage and other sources	$2.7 million[1]	$2.0 million	$2.0 million	$2.0 million	$2.0 million
Customer service satisfaction rating achieved[2]	4.4	4.5	4.1[3]	N/A	N/A
Customer service satisfaction rating achieved by the Property Disposal Division[2]	N/A	4.5	4.5	N/A	N/A
Percentage of Purchase Requisitions converted to Purchase Orders within 21 days of receipt	N/A	75% of 2,500	76% of 2500	78% of 2,500	80% of 2,500
Percentage of procurement processes documented and available on the intranet (Target 100% of 14)[4]	N/A	50% of 14	50% of 14	50% of 14	N/A
Percentage increase in revenues from early payment of P-Card and from Government Purchasing Organizations[5]	N/A	N/A	N/A	5% of $270,000	5% of $283,000

Table Notes

[1] The department exceeded the Fiscal Year 2007-08 goal by $0.7 million.

[2] This measure is being deleted as of Fiscal Year 2009-10 as the department continues to develop more outcome-oriented measures.

[3] Scale of 1 to 5, with 5 being "extremely satisfied." Fiscal Year 2008-09 rating of 4.1 reflects the results of implementing additional customer requirements in the procurement process.

[4] Fourteen essential procurement processes will be included in a customer guidebook. This project, initiated in Fiscal Year 2008-09, is anticipated to be completed at the end of Fiscal Year 2009-10. Therefore, the measure will no longer be included effective Fiscal Year 2010-11.

[5] New measure effective Fiscal Year 2009-10 to better reflect outcome-based performance.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

No change in staffing.

Expenditures

Net increase of $8.3 million.

- Salaries and Benefits — decrease of $0.1 million due primarily to benefit adjustments.
- Services and Supplies — increase of $4.3 million due to the BuyNet improvements (an automated requisitioning and purchasing system) and the transfer and consolidation of the Enterprise Content Management (ECM) program to the Department of Purchasing and Contracting for efficiency in management and service delivery.
- Operating Transfers Out — increase of $4.1 million due to the transfer of the Enterprise Content Management program to Purchasing and Contracting.

Revenues

Net increase of $8.3 million.

- Charges for Current Services — decrease of $0.4 million due to the approved lower surcharge rates for procurement services, helping customer departments in their cost saving efforts.
- Miscellaneous Revenues — increase of $0.2 million due to the increase in P-Card Incentive rebate for early payment of P-Card purchases and the Intergovernmental Purchasing Alliance rebate for the Office Product Master Agreement.
- Other Financing Sources — increase of $4.1 million due to the increase in Operating Transfers In for the Enterprise Content Management program.
- Use of Fund Balance — increase of $3.6 million for the one-time BuyNet improvements, the reduction of the Contracting rate for Fiscal Year 2009-10 and for one-time Documentum End Users License Agreements (ELA) for the ECM program.
- General Revenue Allocation — increase of $0.9 million due to the transfer of the ECM program to Purchasing and Contracting.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net decrease of $6.2 million primarily due to deletion of one-time ELA costs for the ECM program ($6.4 million) offset by an increase in Salaries and Benefits as a result of negotiated wage and benefit increases ($0.2 million). A corresponding decrease in revenues includes a decrease in Other Financing Sources ($3.2 million) and the deletion of one-time Use of Fund Balance ($3.2 million), offset by an increase in Charges for Current Services ($0.2 million).

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Content/Records Services	6.00	6.00	6.00	0.00	6.00
Purchasing ISF	50.00	52.00	52.00	0.00	52.00
Total	56.00	58.00	58.00	0.00	58.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Content/Records Services	$ 874,310	$ 875,528	$ 5,009,365	472.15	$ 1,784,053
Purchasing ISF	7,826,033	7,638,721	7,702,281	0.83	7,956,868
General Fund Contribution	985,000	735,000	4,864,000	561.77	1,638,688
Total	$ 9,685,343	$ 9,249,249	$ 17,575,646	90.02	$ 11,379,609

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 5,934,299	$ 6,328,881	$ 6,235,487	(1.48)	$ 6,456,626
Services & Supplies	2,777,626	2,210,752	6,480,104	193.12	3,288,240
Other Charges	16,418	2,616	24,055	819.53	24,055
Expenditure Transfer & Reimbursements	(28,000)	(28,000)	(28,000)	0.00	(28,000)
Operating Transfers Out	985,000	735,000	4,864,000	561.77	1,638,688
Total	$ 9,685,343	$ 9,249,249	$ 17,575,646	90.02	$ 11,379,609

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Revenue From Use of Money & Property	$ 59,473	$ 146,000	$ 130,000	(10.96)	$ 120,000
Charges For Current Services	7,139,228	7,428,359	6,982,323	(6.00)	7,210,130
Miscellaneous Revenues	133,084	204,890	372,103	81.61	372,103
Other Financing Sources	985,000	735,000	4,864,000	561.77	1,638,688
Use of Fund Balance	633,558	—	3,605,220	—	400,000
General Revenue Allocation	735,000	735,000	1,622,000	120.68	1,638,688
Total	$ 9,685,343	$ 9,249,249	$ 17,575,646	90.02	$ 11,379,609

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County of San Diego Redevelopment Agency

Department Description

The County of San Diego Redevelopment Agency has two project areas, the Upper San Diego River Improvement Project (USDRIP) Area and the Gillespie Field Project Area, focused on the promotion of private sector investment and development. In addition, USDRIP goals include recreational and environmental protection and improvements. The Upper San Diego River Improvement Project Area is a redevelopment project covering approximately 532 acres located along both sides of the San Diego River and along Highway 67 in the Lakeside community. The Gillespie Field Redevelopment Project Area is an area of approximately 746 acres located at Gillespie Field Airport in the City of El Cajon, adjacent to the unincorporated area.

Mission Statements

Upper San Diego River Improvement Project

To eliminate blight, provide employment opportunities, encourage private sector investment and enhance development opportunities in the project area.

Gillespie Field Redevelopment Project

To eliminate or alleviate conditions of blight in the Gillespie Field Redevelopment Project Area and to encourage economic development in east County.

2008-09 Anticipated Accomplishments

Upper San Diego River Improvement Project

Strategic Initiative – Kids

- The Redevelopment Agency Board of Directors authorized a loan of up to $2,417,073 to partially finance the Silversage Apartments project. The Silversage Apartments project will meet and exceed the Agency's inclusionary housing obligations required by California Community Redevelopment Law.
- Provided safe and decent housing opportunities to 25 low-income families participating in the Local Rental Subsidy Program by ensuring that assisted units meet housing quality standards through annual recertification inspections. The program is temporary and provides interim assistance to participants waiting for permanent rental assistance. The goal of assisting 31 families was not achieved because the number of participants was reduced by attrition as they transitioned to a permanent rental assistance program.

Strategic Initiative – Safe and Livable Communities

- Enhanced the greater San Diego River area of the Lakeside Community by implementing programs in accordance with the project area's Redevelopment Plan and Five-Year Implementation Plan:
  - Lakeside Fire District Cooperative Agreement to assist with the financing and development of a new Lakeside fire station serving the project area.
  - Transportation Impact Fee (TIF) Reimbursement Program to reduce TIF payments for new private development within the project area.
  - Permit Processing Expedite Program for discretionary projects in the redevelopment area.
- Prepared a new Five-Year Implementation Plan and presented to the Board of Directors for approval.

Gillespie Field Redevelopment Project

Strategic Initiative – Kids

- Provided safe and decent housing opportunities to 25 low-income families participating in the Local Rental Subsidy Program by ensuring that assisted units meet housing quality standards through annual recertification inspections. The program is temporary and provides interim assistance to participants waiting for permanent rental assistance. The goal of assisting 31 families was not achieved because the number of participants is reduced by attrition as they transition to a permanent rental assistance program.

- Hosted two aviation education/career days to expose students to the aviation profession.

Strategic Initiative – The Environment

- Completed draft Environmental Impact Report/ Environmental Assessment for development of a 70-acre parcel and land/navigation easement acquisition, enabling public review process to proceed.

Required Discipline – Accountability/Transparency

- Completed and presented to the Board of Directors a review of the Redevelopment Plan and Implementation Plan for the Gillespie Field Project.

2009-11 Objectives

Upper San Diego River Improvement Project

Strategic Initiative – Kids

- Continue to cooperate with and provide financial assistance to affordable housing developers for the development or rehabilitation of affordable housing units, both inside and outside the project areas.
- Continue to provide safe and decent housing opportunities to 25 low-income families participating in the Local Rental Subsidy Program by ensuring that assisted units meet housing quality standards through annual recertification inspections.

Strategic Initiative – Safe and Livable Communities

- Enhance the greater San Diego River area of the Lakeside Community by implementing programs in accordance with the project area's Redevelopment Plan and five-year Implementation Plan:
  - Assist the Lakeside Fire District with the financing and development of a new Lakeside fire station serving the project area pursuant to the Cooperative Agreement.
  - Reduce Transportation Impact Fee (TIF) payments with the TIF Reimbursement Program for new private development within the project area.
  - Manage the Permit Processing Expedite Program for discretionary projects in the redevelopment area.
- Provide assistance to the Lakeside River Park Conservancy to develop the portions of the San Diego River Trail as yet to be completed.

Gillespie Field Redevelopment Project

Strategic Initiative – The Environment

- Complete Environmental Impact Report/Environmental Assessment review process, which may enable the development of a 70-acre parcel for aviation use as well as submittal of a grant application to the Federal Aviation Administration for acquisition of land and aviation easements to enhance the safety areas at ends of three runways on Gillespie Field.

Required Discipline – Fiscal Stability

- Maintain administrative expenses at a level not to exceed 6% of tax increment revenue received.

Required Discipline – Accountability/Transparency

- Prepare a new Five-Year Implementation Plan and present to the Board of Directors for approval by June 2010.

Related Links

For additional information about Gillespie Field, refer to the Web site at http://www.sdcounty.ca.gov/dpw/airports/gillespie.html. And for additional information about the Upper San Diego River Improvement Project, refer to the Web site at http://www.sdcounty.ca.gov/dplu/usdrip.html.

Upper San Diego River Improvement Project

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Estimated property tax increment	$1.5 million	$1.7 million	$1.7 million	$1.8 million	$1.8 million
Percentage of tax increment utilized for project administration[1]	9%	14%	10%	29%	12%

Table Notes

[1] The increased percentage in project administration for Fiscal Year 2009-10 is due to a one-time consulting agreement anticipated for assistance with the sale of bond proceeds to fund the Lakeside Fire Department station.

Gillespie Field Redevelopment Project

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Estimated property tax increment	$2.2 million	$2.2 million	$2.2 million	$2.3 million	$2.3 million
Percentage of tax increment utilized for project administration	5%	6%	6%	6%	6%
Contracts Managed	112	114	111[1]	112	122
Newly developed land leases executed (in net acres)	40	10	0[2]	25[3]	60[4]

Table Notes

[1] Fiscal Year 2008-09 – Contracts for Cajon Air Center and Marshall Avenue Industrial Park delayed due to required environmental assessments.

[2] Fiscal Year 2008-09 – Marshall Avenue Industrial Avenue Park delayed due to required environmental assessments.

[3] Fiscal Year 2009-10 – Forrester Creek Industrial Park at Weld and Cuyamaca (may be built in phases).

[4] Fiscal Year 2010-11 – Ten Marshall Avenue Industrial Park & 50 Cajon Air Center (subject to completion of environmental assessments).

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Upper San Diego River Improvement Project

Expenditures

Net increase of $0.2 million.

- Services and Supplies — increase of $0.3 million in payments for consultants to plan for the issuance of bonds.
- Other Charges — decrease of $0.1 million due to reduction in annual scheduled payment to Lakeside Fire Protection District (LFPD).

Revenues

Increase of $0.2 million.

- Taxes Other Than Current Secured — increase of $0.1 million in increased tax increment.
- Use of Fund Balance — increase of $0.1 million due to one-time costs related to planned bond issuance. The total budgeted fund balance of $3.1 million is for scheduled one-time payments for costs related to bond issuance and to the LFPD.

Gillespie Field Redevelopment Project

Expenditures

Net decrease of $0.06 million.

- Services & Supplies — increase of $0.06 million due to increased costs to promote economic development.
- Other Charges — decrease of $0.015 million due to decreased debt service payment on 2005 bond issue debt service.
- Operating Transfers Out — decrease of $0.1 million due to decreased debt service payment on 2005 bond issue and decreased interest transferred from Debt Service Reserve Fund to Debt Service Fund.

Revenues

Net decrease of $0.06 million.

- Taxes Other Than Current Secured — increase of $0.09 million in tax increment revenue.
- Revenue from Use of Money & Property — decrease of $0.04 million due to reduced interest income.
- Other Financing Sources — decrease of $0.1 million due to reduced expenditures in Debt Service and Interest accounts resulting in reduced money transferring between funds.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Upper San Diego River Improvement Project

Net decrease of $3.1 million due to non-recurring payments in Fiscal Year 2009-10 for costs related to bond issuance and to the LFPD.

Gillespie Field Redevelopment Project

No significant net changes.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Total	0.00	0.00	0.00	0.00	0.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Upper San Diego River Redevelopment Project Area	$ 641,286	$ 5,082,350	$ 5,280,100	3.89	$ 2,189,350
Gillespie Field Redevelopment Project Area	5,310,872	5,496,697	5,438,738	(1.05)	5,424,550
Total	$ 5,952,158	$ 10,579,047	$ 10,718,838	1.32	$ 7,613,900

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Services & Supplies	$ 606,276	$ 588,269	$ 966,173	64.24	$ 1,062,184
Other Charges	2,338,739	6,612,503	6,463,634	(2.25)	3,312,008
Operating Transfers Out	3,007,143	3,378,275	3,289,031	(2.64)	3,239,708
Total	$ 5,952,158	$ 10,579,047	$ 10,718,838	1.32	$ 7,613,900

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Taxes Other Than Current Secured	$ 1,992,447	$ 3,895,422	$ 4,068,467	4.44	$ 4,103,602
Revenue From Use of Money & Property	188,803	305,350	270,590	(11.38)	270,590
Other Financing Sources	3,007,143	3,378,275	3,289,031	(2.64)	3,239,708
Use of Fund Balance	763,765	3,000,000	3,090,750	3.02	—
General Revenue Allocation	—	—	—	0.00	—
Total	$ 5,952,158	$ 10,579,047	$ 10,718,838	1.32	$ 7,613,900

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Registrar of Voters

Department Description

The Registrar of Voters is entrusted with providing the means for all eligible citizens of San Diego County to exercise their right to actively participate in the democratic process. The department works to ensure widespread, ongoing opportunities to register and vote in fair and accurate elections for all federal, State and local offices and measures. The Registrar of Voters is also responsible for providing access to the information needed to utilize the initiative, referendum and recall petition processes.

Mission Statement

Conduct voter registration and voting processes with the highest level of professional election standards, including accountability, security, and integrity, and thereby earn and maintain public confidence in the electoral process.

2008-09 Anticipated Accomplishments

Strategic Initiative – The Environment

- Distributed information on County environmental issues to educate citizens about conservation efforts or to reduce environmental risks regarding disaster preparation and proper disposal of hazardous wastes by using "filler" pages printed in the Sample Ballot and Voter Information pamphlet mailed to all registered voters for the November 2008 Presidential General Election.

Strategic Initiative – Safe and Livable Communities

- Conducted the August 2008 Tri-City Healthcare District Special Election, the November 2008 Presidential General Election and will conduct the May 5, 2009 City of Chula Vista Special Mail Ballot Election and the May 19, 2009 Statewide Special Election.

Required Discipline – Customer Satisfaction

- Achieved overall customer satisfaction survey rating of 4.7 (on a scale of 1 to 5).
- Processed 24,562 (50.2%) of the 48,843 valid voter registrations received on or after the 15-day close of registration by the seventh day before the November 2008 Presidential General Election. Due to the extremely high volume of voter registration activity associated with this election, the department was unable to achieve the target of 100%.

Required Discipline – Regional Leadership

- The Registrar received 3,545 high school student poll worker applications which was a record number. However, due to the overall interest in the election, the office was only able to place 39% of the applicants. The number of students placed decreased by 9% (1,539 to 1,393) for the November 2008 Presidential General Election. High school juniors and seniors are only able to fill two of the four positions at a poll (the touch screen inspector or clerk position) and a general attempt is made to place them in close proximity to their homes or schools.
- Processed 94% (540,237 of 573,169) of mail ballots received by Monday after Election Day for the November 2008 Presidential General Election. Although this was below target percentage of 97%, the 540,237 mail ballots processed exceeded all previous amounts tallied on this date by 212,987 ballots.
- Ensured polling sites were sufficiently staffed with qualified personnel through the following efforts:
  - Recruited 100% of Precinct Inspectors 41 days prior to Election Day for the November 2008 Presidential General Election. This was 18 days ahead of the goal of 23 days.
  - Recruited 90% of Touch Screen Inspectors 40 days prior to Election Day for the November 2008 Presidential General Election. This was 19 days ahead of the goal of 21 days.
  - Recruited 100% of bilingual poll workers 18 days prior to Election Day for the November 2008 Presidential General Election. This was 7 days ahead of the goal of 11 days.

Required Discipline – Continuous Improvement

- Enhanced the processing efficiency and effectiveness of vote-by-mail ballots by implementing electronic processes to screen, scan and verify signatures on returned envelopes. The labor cost attributed to processing 345,449 returned mail ballots in the November 2004 Presidential General Election was 33 cents per ballot. The labor cost for processing 573,169 returned mail ballots for the November 2008 Presidential General Election was 25 cents per ballot. This is an eight cent decrease per mail ballot processed, even with an increase of 227,720 more mail ballots.

2009-11 Objectives

Strategic Initiative – The Environment

- Continue to 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 Voters Information Guide mailed to all registered voters for both the June 2010 Gubernatorial Primary Election and the November 2010 Gubernatorial General Election.
- Use recycled paper in the printing of the Sample Ballot and Voter Information pamphlet for the June 2010 Gubernatorial Primary and the November 2010 Gubernatorial General elections.

Strategic Initiative – Safe and Livable Communities

- Conduct the June 2010 Gubernatorial Primary and the November 2010 Gubernatorial General elections.

Required Discipline – Customer Satisfaction

- Maintain a 4.7 or better customer satisfaction rating (on a scale of 1 to 5).
- Process 100% of valid voter registrations received on or before the 15-day close of registration by the seventh day before the election to ensure eligible registrants are printed in the official roster and have the opportunity to vote in all elections in Fiscal Years 2009-11.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Enhance the skill set and knowledge of employees by outlining individual development plans for 100% of permanent staff using the Learning Management System.
- Increase poll workers participation in online training by 15% (from 1,483 to 1,706) for the June 2010 Gubernatorial Primary Election and an additional 15% (from 1,706 to 1,962) for the November 2010 Gubernatorial General Election.
- Ensure 95% of trainers complete online training assessments with scores of 90% (or higher) no later than 26 days prior to the election.

Required Discipline – Regional Leadership

- Increase participation in the Student Poll Worker Program for high school students by 5% (170 to 179) for the June 2010 Gubernatorial Primary Election.
- By Monday after Election Day, process 98% of mail ballots received for both the June 2010 Gubernatorial Primary and the November 2010 Gubernatorial General elections.
- Ensure polling sites are sufficiently staffed with qualified personnel through the following efforts:
  - Recruit 100% of Precinct Inspectors by 34 days prior to the June 2010 Gubernatorial Primary and by 40 days prior to the November 2010 Gubernatorial General elections.
  - Recruit 90% of Touch Screen Inspectors by 33 days prior to the June 2010 Gubernatorial Primary and by 39 days prior to the November 2010 Gubernatorial General elections.
  - Recruit 90% of Assistant Inspectors by 32 days prior to the June 2010 Gubernatorial Primary and the November 2010 Gubernatorial General elections.
  - Recruit 100% of bilingual poll workers by 11 days prior to the June 2010 Gubernatorial Primary and by 18 days prior to the November 2010 Gubernatorial General elections.

Required Discipline – Continuous Improvement

- Continue to enhance the processing efficiency of vote-by-mail ballots by implementing effective processes to screen, scan and verify signatures on returned envelopes:
  - Reduce per mail ballot labor cost of vote-by-mail ballots returned in the June 2010 Gubernatorial Primary Election to 20 cents, for a 5-cent reduction from the November 2008 Presidential General Election.
  - Reduce per mail ballot labor costs of vote-by-mail ballots returned in the November 2010 Gubernatorial General Election to 17 cents, for a 3-cent reduction from the June 2010 Gubernatorial Primary Election.

Related Links

For additional information about the Registrar of Voters, refer to the Web site at http://www.sdcounty.ca.gov/voters/Eng/Eindex.shtml.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Overall Customer Satisfaction Rating[1]	4.63	4.65	4.70	4.70	4.70
Percentage of valid voter registrations received at close of registration that are processed by 7 days before the election (E-7) / Total # of registrations received[2]	100% of 25,191	100% of 55,000	50.2% of 48,843	100% of 15,000	100% of 25,000
Percentage of precincts tallied by 11:30 p.m. Election Night[3]	36% of 1,652	10% of 1,650	12.5% of 1,697	38% of 1,650	20% of 1,680
Percentage of total mail ballots received that are tallied by the Monday after Election Day[4]	99.8% of 282,182	97% of 408,500	94% of 573,169	98% of 420,000	98% of 507,500
Number of days prior to Election Day that 100% of Precinct Inspectors are recruited[5]	40 days	23 days	41 days	34 days	40 days
Number of days prior to Election Day that 90% of Touch Screen Inspectors are recruited[5]	38 days	21 days	40 days	33 days	39 days
Number of days prior to Election Day that 90% of Assistant Inspectors are recruited[5]	N/A	N/A	N/A	32 days	32 days
Number of days prior to Election Day that 100% of bilingual poll workers are recruited[5]	9 days	11 days	18 days	11 days	18 days
Cost of processing returned vote-by-mail ballots[6]	N/A	N/A	25 cents	20 cents	17 cents

Table Notes

[1] Scale of 1-5, with 5 being "excellent." During Fiscal Year 2007-08, requirements imposed by the Secretary of State led to converting from electronic voting to paper ballot voting processes. For Fiscal Year 2008-09, although a 4.65 rating was maintained due to the uncertain election process, the actual rating rose to 4.70.

[2] This measure tracks the number of valid registrations that are processed at the 15 -day close of registration. In Fiscal Year 2008-09 the office conducted the November 2008 Presidential General Election, which traditionally has the highest activity level of the four-year election cycle. Due to this unprecedented high volume of voter registration activity, the department was unable to process 100% of valid registrations by 7 days before the election as originally targeted. The number of voter registrations is projected to be lower in Fiscal Years 2009-11 because these years include the June 2010 Gubernatorial Primary Election and the November 2010 Gubernatorial General Election, which typically have a lower volume of voter registration activity than in presidential election years. It is anticipated that all registrations received by the close of registration in Fiscal Years 2009-11 will be entered on the voter file by the seventh day before the election in order that these names will appear on a single supplemental roster.

[3] During Fiscal Year 2007-08, requirements imposed by the Secretary of State caused the office to convert from electronic voting to paper ballot voting, thus lowering the tally percentage. For Fiscal Year 2008-09 and Fiscal Year 2009-10, the percentage is reduced due to this change. The Fiscal Year 2007-08 Actuals reported are for the regularly scheduled June 2008 Statewide Primary.

[4] The number of mail 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. The number of mail ballots projected for Fiscal Year 2009-10 is for the regularly scheduled June 2010 Gubernatorial Primary Election.

[5] This measure tracks the timely recruitment of poll workers prior to major elections, including Precinct Inspectors, Touch Screen Inspectors, Assistant Inspectors, and poll workers with targeted language skills. The more days prior to the election that workers are recruited, the better the likelihood there will be sufficient staffing at the polls on Election Day. For Fiscal Year 2009-10, the goal is to recruit poll workers earlier in order for the first week of training classes to be filled (22 days before the election) and for poll workers to receive that training class notice as early as 34 days before the election. It should be noted that poll worker recruitment is always more difficult in a June primary election. For Fiscal Year 2010-11, the goal is to recruit bilingual poll workers 18 days before the election which is before the close of registration. In Fiscal Year 2010-11, the goal is to recruit 90% of Assistant Inspectors as early as 32 days before the election.

[6] This measure tracks the efficiency in validating returned vote-by-mail ballot envelopes through a combination of seven electronic and manual envelope and ballot verification processes. The actual cost per returned ballot processed compared the two latest Presidential General Elections of November 2004 and 2008, respectively. These elections will represent the highest activity levels of the four-year election cycle. Fiscal Year 2009-10 projected savings is increased due to the lower activity expected from the June 2010 Gubernatorial Primary Election.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

No change in staffing.

Expenditures

Net decrease of $5.5 million.

- Salaries and Benefits — net decrease of $1.6 million due to a decrease in overtime and temporary help as a result of the reduced activity level associated with the Gubernatorial Primary Election as compared to the Presidential General Election, offset by a negotiated benefit adjustment for permanent staff.
- Services and Supplies — increase of $0.3 million associated primarily with one-time major maintenance projects.
- Capital Assets Equipment — decrease of $0.2 million due to one-time budgeted amount in Fiscal Year 2008-09 for purchase of equipment.
- Reserve/Designation Increase — decrease of $4.0 million for a one-time establishment in Fiscal Year 2008-09 to provide sustaining funding for election years with a fewer number of participating billable jurisdictions.

Revenues

Net decrease of $5.5 million.

- Intergovernmental Revenues — net decrease of $1.3 million due to a decrease of $1.1 million of State funding for Senate Bill 90, *State Mandated Reimbursement*, and $0.2 million in Help American Vote Act (HAVA) grant revenue reimbursement.
- Charges for Current Services (Election Services) — decrease of $4.2 million as a result of the fewer number of billable jurisdictions that participate in the Gubernatorial Primary Election as compared to the Presidential General Election.
- Reserve/Designation Decreases — increase of $3.6 million to provide funding for the Gubernatorial Primary Election which has a fewer number of participating billable jurisdictions.
- Use of Fund Balance — decrease of $3.3 million. Fund balance was used in Fiscal Year 2008-09 to provide funding for the Gubernatorial Primary Election which has a fewer number of participating billable jurisdictions. The proposed used of fund balance of $0.9 million is for one-time major maintenance projects, information technology enhancements, and equipment.
- General Revenue Allocation — decrease of $0.4 million, which reflects the impact of the downturn in the overall economy.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net increase of $2.3 million due primarily to anticipated one-time purchase of election equipment funded by HAVA grant revenue. An increase in Salaries and Benefits reflects negotiated wage and benefit increases. The increase in non-grant intergovernmental revenue and charges for current services reflect increased participating jurisdictions in the Gubernatorial Election in November 2010. The proposed Use of Fund Balance is for consultant costs related to the 2010 Census and subsequent redistricting process.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Registrar of Voters	63.00	63.00	63.00	0.00	63.00
Total	63.00	63.00	63.00	0.00	63.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Registrar of Voters	$ 36,541,222	$ 24,232,644	$ 18,688,606	(22.88)	$ 20,944,883
Total	$ 36,541,222	$ 24,232,644	$ 18,688,606	(22.88)	$ 20,944,883

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 12,013,819	$ 9,551,278	$ 7,938,072	(16.89)	$ 8,159,578
Services & Supplies	19,068,478	10,449,063	10,730,991	2.70	12,785,305
Capital Assets Equipment	5,458,925	214,200	19,543	(90.88)	—
Reserve/Designation Increase	—	4,018,103	—	(100.00)	—
Total	$ 36,541,222	$ 24,232,644	$ 18,688,606	(22.88)	$ 20,944,883

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Intergovernmental Revenues	$ 6,486,926	$ 2,757,540	$ 1,481,411	(46.28)	$ 5,168,066
Charges For Current Services	2,550,000	5,055,000	871,204	(82.77)	3,697,373
Miscellaneous Revenues	150,000	150,000	150,000	0.00	150,000
Reserve/Designation Decreases	1,200,000	—	3,573,412	—	—
Use of Fund Balance	14,221,296	4,218,103	923,000	(78.12)	100,000
General Revenue Allocation	11,933,000	12,052,001	11,689,579	(3.01)	11,829,444
Total	$ 36,541,222	$ 24,232,644	$ 18,688,606	(22.88)	$ 20,944,883

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

Finance and General Government Group & Executive Office

Group Description

The Finance and General Government Group provides essential support services and infrastructure to external customers and the County organization that enables achievement of the goals laid out in the County's Strategic Plan and adherence to the General Management System (GMS). The Finance and General Government Group maintains and continually strengthens the financial backbone of County operations and bears responsibility for human resources, technology, communications, legal, legislative and other key government functions. Services are provided to internal and external customers based on the following principles that align with the Required Disciplines:

- *Consistent and fair administration of laws, regulations and policies.*
- *Targeted and effective training and support to ensure that employees are informed of laws and regulations.*
- *Genuine respect for our fiduciary duties as stewards of taxpayer resources.*
- *Maintenance of a skilled, adaptable and diverse workforce focused on employee development and growth as knowledge workers prepared to serve the needs of today and tomorrow.*
- *Use of enabling technologies to improve business processes and operational excellence.*
- *Commitment to demonstrating the value of the services provided to County departments and the public, through performance monitoring and management.*
- *Active efforts to identify significant needs, challenges and risks through long-range strategic planning.*

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
- Grand Jury
- Human Resources
- Media and Public Relations

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.

2008-09 Anticipated Accomplishments

The Finance and General Government Group provided superior financial, human resources, legal, legislative, audit and other services for the County of San Diego to ensure financial integrity, promote accountability in government and maintain the public trust. Under the leadership of the Chief Financial Officer, the Group remained committed to strategic planning, developing a structurally balanced budget, limiting the use of one-time funding to one-time projects, maintaining prudent reserves, investing in preventative maintenance and managing long-term debt. These strong fiscal and management practices enable the County to manage through periods of economic uncertainty while continuing to deliver superior services to residents.

Required Discipline – Fiscal Stability

- Earned an affirmation of the County's strong issuer credit ratings from Fitch Ratings AA+ and Moody's Aa2 and received an issuer upgrade from AA+ to AAA by Standard & Poor's.

- Refinanced $445.1 million of Pension Obligation Bonds (POBs) resulting in an estimated $215 million in savings over the life of the bonds and giving investors access to assets that were previously frozen due to the collapse of the Auction Rate Securities Market. Along with the refinancing, the County made a $44 million early payment toward the POBs which accelerates the pay down of this debt.
- Successfully issued $136.9 million in bonds for the County Operations Center Phase 1A in a recessionary market environment and secured extremely competitive interest rates that set the benchmark for subsequent types of municipal bond transactions in California. Lower than anticipated interest rates resulted in $800,000 in General Fund savings annually over the life of the loan.
- Effectively managed the Treasurer's Investment Pool for the County and other local public entities to maximize cash resources without sacrificing the safety of principal or liquidity. Standard & Poor's affirmed its AAAf rating of the Investment Pool.
- Throughout a time of unprecedented economic uncertainty, continued efforts to accurately forecast current and future revenue, costs and cash flow trends and make budget and operational adjustments as needed to ensure adequate resources are available to support essential service delivery by County groups and departments.

Required Discipline – Customer Satisfaction

- Delivered the highest quality legal services in an efficient and economic manner including a 95% success rate in lawsuits filed against the County to facilitate the achievement of County government's goal to better serve the region's residents.
- Supported the County's customer service program Serving Everyone with Excellence, in its first year, by training 500 employees through Customer Service Boot Camp and other activities such as Customer Service Hero Awards and Prize Patrol trophies.

Required Discipline – Regional Leadership

- Earned the Government Finance Officers Association of the United States and Canada Distinguished Budget Presentation Award and Certificate of Achievement for Excellence in Financial Reporting.
- Ranked first in the 2008 National Digital Counties Survey by the Center for Digital Government and the National Association of Counties for the County's use of information technology.
- Hosted the 25th Annual San Diego County Economic Roundtable, the region's longest running local economic forecasting event. The event was open to the public and co-sponsored by the County of San Diego, San Diego Union Tribune, San Diego Workforce Partnership, the University of San Diego School of Business Administration, and Qualcomm.
- Successfully secured approval of the Assessor/Recorder/County Clerk's multi-county agreement for a shared electronic recording system which will allow authorized submitters including title companies and other municipalities to record documents online, reducing processing time and costs while improving communication.

Required Discipline – Skilled, Competent and Diverse Workforce

- Promoted improved efficiency to support the recruitment and hiring of highly qualified employees by enhancing on-campus relationships with student and faculty organizations to market County employment opportunities through the attendance of seven recruitment events at colleges and universities.
- Continued to safeguard public resources by ensuring that employees adhere to laws, regulations and policies through ongoing training and employee development programs such as management seminars, training academies and continuing legal education.
- Began negotiations for fiscally responsible successor labor agreements with the County's 25 bargaining units, which are anticipated to be completed by June 2009.
- Successfully completed a Request for Proposal (RFP) process and contract award to Nationwide Retirement Solutions for administration of the County's deferred compensation program, a voluntary method for employees to save for retirement outside of the County's pension system.

Required Discipline – Accountability/Transparency

- Provided high-quality audit services, including State mandated and operational/performance audits that ensure the integrity of management control systems, consistent performance across the enterprise and a best use of resources.

- Created, maintained and provided official County records so that all members of the public may benefit from these services.

Required Discipline – Information Technology

- Launched a revamped County Web site (www.sdcounty.ca.gov) which earned second place in the Center for Digital Government's national Best of the Web Awards, which recognize the most innovative, user-friendly state and local government Web sites and honors efforts to improve access and efficiency in the Web delivery of public services.
- Provided key information technology (IT) support to County departments to enhance services available to customers and focused on related reengineering of business processes to achieve improvements in efficiency, performance and service to maximize value to the taxpayers. Implementation of a new Integrated Property Tax System was not completed for contractual reasons.
- Completed the County's first IT Strategic Plan linked to the vision of the GMS to ensure that the County has the technology available to serve the customers of today and the future.
- Continued activities to upgrade the County's core financial and human resources software applications, including data warehouse technology, to improve operational efficiencies.
- Launched an effort to upgrade all desktop and laptop computer operating systems from Windows 2000 to XP to continue to advance in technology and to maintain required support agreements.

2009-11 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 implement the County's Strategic Plan using the strength and discipline of the GMS and the effort to adapt to the increased pace of change through GMS 2.0. The Group's effectiveness will continue to be demonstrated through ongoing planning, monitoring and analysis of emergent issues.

Required Discipline – Fiscal Stability

- Aggressively pursue opportunities to reduce costs associated with the County's existing debt portfolio through strategies such as refunding and/or restructuring debt and early repayment of high interest rate debt.
- Effectively manage the Treasurer's Investment Pool for the County and other local public entities to maximize cash resources without sacrificing the safety of principle or liquidity.
- Continue efforts to anticipate changing market and economic conditions and analyze their impact on County finances and operations in order to ensure short- and long-term fiscal stability and facilitate the delivery of essential services to the public.

Required Discipline – Customer Satisfaction

- Deliver the highest quality legal services in an efficient and economic manner to facilitate the achievement of County government's goal to better serve the residents of San Diego County.
- Support and maintain the County's customer service program, Serving Everyone with Excellence, to ensure that the residents of San Diego County receive superior County services in terms of quality, timeliness and value.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Safeguard public resources by ensuring that employees adhere to laws, regulations and policies through ongoing training and employee development programs such as management seminars, training academies and continuing legal education.
- Support efforts to ensure County employees develop as knowledge workers with the key competencies necessary to serve the County's business and customers of today and tomorrow.
- Engage in active workforce transition planning efforts including a Web site and other support elements to assist employees facing potential job changes or termination.

Required Discipline – Accountability/Transparency

- 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 best use of resources.
- Implement the Countywide Management Controls Initiative to further ensure accuracy, accountability and transparency in the County's operations and financial reporting.

- Create, maintain and provide official County records so that all members of the public may benefit from these services.

Required Discipline – Information Technology

- Provide IT support to County departments to enhance services available to County residents, including the replacement of obsolete property tax systems with a state-of-the-art Integrated Property Tax System, and focus on related reengineering of business processes to achieve improvements in efficiency, performance and service to maximize value to the taxpayers.
- Continue activities to upgrade the County's core financial and human resources software applications to improve operational efficiency.
- Aggressively pursue opportunities for server consolidation and virtualization to reduce costs and improve efficiencies of resources.

Related Links

For more information on the Finance and General Government Group, refer to the Web site at http://www.sdcounty.ca.gov/fg3/.

Executive Office Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 3.0 staff years as a result of a reduction in available funding. This reduction in staffing levels will result in the elimination of resources available to provide administrative financial support to Finance and General Government departments.

Expenditures

Net increase of $69.3 million.

- Salaries and Benefits — decrease of $0.3 million as a result of a decrease in staffing levels described above and negotiated benefit increases.
- Services and Supplies — net increase of $74.5 million as a result of the removal of one-time information technology funding of $13.0 million included in the prior year budget; one-time funding of $87.9 million to support key information technology initiatives including the upgrade of Oracle Financials, PeopleSoft, and the implementation of an Integrated Property Tax System; and a decrease of $0.4 million in ongoing expenditures including travel and training due to a reduction in available funding.
- Management Reserves — decrease of $4.9 million in one-time funding to mitigate potential revenue shortfalls and/or unanticipated costs. The remaining $4.8 million will be used to mitigate unanticipated costs associated with the major information technology initiatives described above and/or other unanticipated costs within Finance and General Government Group departments.

Revenues

Net increase of $69.3 million.

- Use of Fund Balance — increase of $70.0 million to support the one-time information technology initiatives and management reserves described above.
- General Revenue Allocation — decrease of $0.7 million, which reflects the impact of the downturn in the overall economy.

Executive Office Proposed Changes and Operational Impact: 2009-10 to 2010-11

Significant changes include a decrease in funding associated with the one-time information technology initiatives ($87.9 million) and management reserves ($4.8 million) and an increase in Salaries and Benefits ($0.2 million) for negotiated wage and benefit increases.

Staffing by Department

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Finance & Genl Govt Exec Office	11.00	11.00	8.00	(27.27)	8.00
Board of Supervisors	59.00	59.00	56.00	(5.08)	56.00
Assessor / Recorder / County Clerk	462.00	462.00	397.50	(13.96)	397.50
Treasurer - Tax Collector	123.00	123.00	121.00	(1.63)	121.00
Chief Administrative Office	16.00	16.00	15.50	(3.13)	15.50
Auditor and Controller	267.00	267.00	249.00	(6.74)	249.00
County Technology Office	16.00	16.00	16.00	0.00	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	141.00	141.00	137.00	(2.84)	135.00
Grand Jury	1.00	1.00	1.00	0.00	1.00
Human Resources	122.00	122.00	118.00	(3.28)	118.00
Media and Public Relations	22.00	22.00	22.00	0.00	22.00
Total	1,281.00	1,281.00	1,182.00	(7.73)	1,180.00

Expenditures by Department

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Finance & Genl Govt Exec Office	$ 12,060,744	$ 29,089,616	$ 98,371,444	238.17	$ 5,822,300
Board of Supervisors	7,597,440	7,827,003	7,671,647	(1.98)	7,674,629
Assessor / Recorder / County Clerk	55,649,281	58,762,157	52,195,380	(11.18)	49,337,099
Treasurer - Tax Collector	17,098,592	17,765,381	17,124,158	(3.61)	17,442,053
Chief Administrative Office	4,702,831	4,843,316	4,614,209	(4.73)	4,666,473
Auditor and Controller	36,239,139	37,522,608	34,063,269	(9.22)	34,512,081
County Technology Office	124,446,810	135,131,468	135,368,619	0.18	112,519,003
Civil Service Commission	624,424	648,340	621,605	(4.12)	630,950
Clerk of the Board of Supervisors	8,434,027	9,078,806	8,199,379	(9.69)	8,009,910
County Counsel	22,454,457	23,271,577	22,318,667	(4.09)	22,426,347
Grand Jury	733,362	737,162	678,122	(8.01)	680,076
Human Resources	22,508,736	22,857,113	22,384,701	(2.07)	22,391,356
Media and Public Relations	3,000,256	3,094,902	3,430,213	10.83	3,003,169
Total	$ 315,550,099	$ 350,629,449	$ 407,041,413	16.09	$ 289,115,446

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Executive Office	11.00	11.00	8.00	(27.27)	8.00
Total	11.00	11.00	8.00	(27.27)	8.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Executive Office	$ 12,060,744	$ 29,089,616	$ 98,371,444	238.17	$ 5,822,300
Total	$ 12,060,744	$ 29,089,616	$ 98,371,444	238.17	$ 5,822,300

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 1,599,376	$ 1,624,181	$ 1,266,561	(22.02)	$ 1,429,931
Services & Supplies	5,461,368	17,765,435	92,304,883	419.58	4,392,369
Management Reserves	5,000,000	9,700,000	4,800,000	(50.52)	—
Total	$ 12,060,744	$ 29,089,616	$ 98,371,444	238.17	$ 5,822,300

Budget by Categories of Revenue

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Use of Fund Balance	$ 5,750,000	$ 22,700,000	$ 92,700,000	308.37	$ —
General Revenue Allocation	6,310,744	6,389,616	5,671,444	(11.24)	5,822,300
Total	$ 12,060,744	$ 29,089,616	$ 98,371,444	238.17	$ 5,822,300

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 634,828 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 in the south. At the heart of the district lies San Diego Bay, a 23-square mile resource for commerce, ecology and recreation. The First Supervisorial District includes the incorporated cities of Coronado, Imperial Beach, Chula Vista, National City and communities within the City of San Diego, including Barrio Logan, Chollas View, 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 is assisted by a highly experienced professional staff whose fundamental mission is to make County government work for citizens by focusing on outcome and results, not process and paperwork. Supervisor Cox's staff assists him in policy development, research and review of the County budget and operations.

Since joining the Board of Supervisors, Supervisor Cox has brought about an evolution in County government by demanding accountability and fiscal discipline to reduce administration and increase services to the public. Supervisor Cox has focused on improving public safety to better protect residents and fight child and elder abuse; 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 safety 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, the expansion of the Sweetwater River Regional Park and the Tijuana River Valley Regional Park.

Cox co-chairs the 2010 Campaign for Active Transportation, which advocates for federal funding for projects, and programs that encourage people to switch from driving to walking and bicycling, thus reducing toxic auto emissions that pollute our air. Supervisor Cox has received praise from local environmental groups for leading a regional effort with all the coastal cities in the County to locate funding to restore the Beach Quality Safety Program, which preserves critical monitoring of our region's beaches, bays and waterways.

Supervisor Cox was elected by his peers to serve as the President of the U.S./Mexico Border Counties Coalition and the California State Association of Counties and remains active on the boards of both organizations. He also serves on the board of the National Association of Counties.

District 2

Supervisor Dianne Jacob is proud to represent the people of San Diego County's majestic Second District which encompasses all of East County and includes the U.S./Mexico Border as its southern boundary, stretches to the mountains of the greater Julian area in its northern reaches and extends to the Imperial County line. The largest of the County's five districts, the Second District features 2,000 square miles of dynamic landscape including stunning chaparral, bustling downtowns, quiet forest and breathtaking desert. Home to more than 578,598 residents, including 269,783

unincorporated residents, the Second District has more unincorporated area residents than the other four districts combined. For this reason, many residents depend on County government for nearly all local public services and have more contact with their supervisor than in more urban districts.

Stronger fire protection and a more streamlined County government have been the hallmarks of Supervisor Jacob's leadership. She helped transform a county on the brink of bankruptcy into a strong, lean, service-driven organization that puts taxpayers first. Even before the Cedar Fire in 2003, Supervisor Jacob was working with rural fire agencies to improve fire protection and emergency medical services in rural areas where the threat of wildfire is the most severe. Since 2003, County government has invested over $135 million to make the region safer from wildfire. A former teacher, Supervisor Jacob has long made kids a top priority. Whether it's expanding health care coverage for young children or building and improving places for kids to play, Supervisor Jacob believes safe and healthy kids represent the district's bright future.

The Second District includes the unincorporated communities of Alpine, Boulevard, Campo, Casa de Oro, Crest, Cuyamaca, Dehesa, Descanso, Dulzura, Granite Hills, Guatay, Harbison Canyon, Jacumba, Jamul, Julian, Lake Morena, Lakeside, Mount Laguna, Mount Helix, Pine Hills, Pine Valley, Potrero, Ramona, Rancho San Diego, San Pasqual, Santa Ysabel, Shelter Valley, Spring Valley, Tecate, Vallecitos and Wynola, as well as the Indian Reservations of Barona, Campo, Ewiiaapaayp, Inaja/Cosmit, Jamul, La Posta, Manzanita, Santa Ysabel, Sycuan and Viejas. The Second District encompasses the cities of El Cajon, La Mesa, Lemon Grove, Santee, Poway and the communities of Allied Gardens, Del Cerro and Grantville in the City of San Diego.

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. Over 622,000 people reside in the district, which encompasses a majority of the City of San Diego. Since his election to the Board of Supervisors in 1994, Supervisor Roberts has focused his energy on a wide variety of issues - from improving the plight of foster youth and enhancing public safety, to making sure that the County of San Diego remains one of the best-managed counties in America.

Because all of the Fourth Supervisorial District is located within the City of San Diego, the bulk of municipal services, like street improvements, trash collection and tree trimming fall under the jurisdiction of the San Diego City Council. In general, the Board of Supervisors is responsible for issues that are more regional in nature, such as public health, air quality, water quality, probation and operation of the jail system.

The Fourth Supervisorial District spans 100 square miles, extending north to University City and southern Mira Mesa, west to Old Town, east to the College Area and south to Paradise Hills. The district also includes the neighborhoods of Adams North, Alta Vista, Bay Ho, Bay Park, Birdland, Castle, Cherokee Point, Chollas Creek, Clairemont Mesa, Colina Del Sol, Corridor, Cortez, El Cerrito, Emerald Hills, Encanto, Fairmount Park, Fairmount Village, Golden Hill, Hillcrest, Jamacha Lomita, Kearny Mesa, Kensington, Linda Vista, Little Italy, Middletown, Miramar, Mission Gorge, Mission Hills, Mission Valley, Morena, Normal Heights, North Park, Oak Park, Park West, Redwood Village, Rolando, Serra Mesa, Skyline, South Park, Sorrento Valley, Swan Canyon, Talmadge Park, Tierra Alta, University Heights, Valencia Park, Webster and northeastern Downtown San Diego. Points of interest within the district include Marine Corps Air Station Miramar, 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, 649,009 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, emergency preparedness 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, 4S Ranch, 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 fifth most important in the county) in the Fifth District, with many hills and valleys covered with groves of avocado and citrus trees. Decorative flowers, grown commercially, paint the hills of Carlsbad each year with a rainbow of colors. Elsewhere, cattlemen tend their herds in the oak-studded inland valleys and farmers plant and harvest their crops that include strawberries and tomatoes. In springtime, wildflowers carpet the Borrego desert.

Tourism and light industrial development are thriving in the Fifth District. The Biotechnology industry is represented in Oceanside, Carlsbad, Vista and San Marcos. Many of the major golf club makers are also part of the business success of the Fifth District and recently the County-owned McClellan-Palomar airport in Carlsbad underwent a $24 million improvement without using money from the County's general fund and paid for by the Federal Aviation Administration and Airport Enterprise funding. The changes include a new terminal and parking lots, new aircraft ramp, restaurant and an Immigration Customs Enforcement facility that allows private aircraft to bypass Lindbergh Field on international flights. Supervisor Horn is committed to property rights, public safety, balanced growth, traffic relief and properly using our natural resources.

Related Links

For additional information about the Board of Supervisors, refer to the Web site at http://www.sdcounty.ca.gov/general/bos.html.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Board of Supervisors District 1	10.00	10.00	9.00	(10.00)	9.00
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	10.00	(16.67)	10.00
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	56.00	(5.08)	56.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Board of Supervisors District 1	$ 1,264,572	$ 1,308,832	$ 1,308,832	0.00	$ 1,308,832
Board of Supervisors District 2	1,345,058	1,392,135	1,392,135	0.00	1,392,135
Board of Supervisors District 3	1,228,827	1,271,836	1,271,836	0.00	1,271,836
Board of Supervisors District 4	1,175,797	1,216,950	1,216,950	0.00	1,216,950
Board of Supervisors District 5	1,360,977	1,408,611	1,408,611	0.00	1,408,611
Board of Supervisors General Offices	1,222,209	1,228,639	1,073,283	(12.64)	1,076,265
Total	$ 7,597,440	$ 7,827,003	$ 7,671,647	(1.98)	$ 7,674,629

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 6,435,663	$ 6,657,866	$ 6,655,952	(0.03)	$ 6,659,528
Services & Supplies	1,161,777	1,169,137	1,015,695	(13.12)	1,015,101
Total	$ 7,597,440	$ 7,827,003	$ 7,671,647	(1.98)	$ 7,674,629

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
General Revenue Allocation	$ 7,597,440	$ 7,827,003	$ 7,671,647	(1.98)	$ 7,674,629
Total	$ 7,597,440	$ 7,827,003	$ 7,671,647	(1.98)	$ 7,674,629

Assessor/Recorder/County Clerk

Department Description

The Assessor is mandated by the Constitution of the State of California to locate, identify and establish values for all vacant land, improved real estate, business property and certain mobile homes, boats and aircraft. In addition, the Assessor maintains records on all taxable properties within the boundaries of the County of San Diego, including maintaining maps of all real property parcels. The Recorder is mandated by the Government Code to examine, record, index and archive records submitted for recordation or filing and to make available to the public all records in the custody of the Recorder. The Clerk is mandated by the Government Code to issue and maintain a record of fictitious business names, issue marriage licenses, offer civil marriage ceremonies and provide certified copies of vital records, including birth 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.

2008-09 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Recorded property ownership in a timely manner facilitating access to ownership information for the buying, selling and financing of property.
- Located, identified and appraised all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules and regulations.
- Recorded births, deaths, marriages and Fictitious Business Name statements in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs.
- Successfully implemented an interim day forward redaction solution. This fulfilled the State-mandated requirement that social security numbers be truncated on all recorded documents.

- Completed departmental Business Continuity Plan that will ensure that the department can continue its essential mandated and operational functions in the event of an emergency and to reduce the consequences of a disaster to an acceptable level.

Required Discipline – Fiscal Stability

- Collected, distributed and accounted for all mandated fees and transfer taxes so County departments, federal and State agencies, cities and special districts can fulfill their legal responsibilities.
- Completed an analysis of existing fee structure which resulted in recommendations for adjustments to various fees.

Required Discipline – Information Technology

- Issued a competitive solicitation for the procurement of a new integrated recording/vital records system. This new integrated system will allow the department to obtain the technology necessary to maintain a high level of fiscal stability and service to its citizens.

Required Discipline – Customer Satisfaction

- Provided the public with the services that are of value to them in a competent and professional manner. These services include locating, identifying, and appraising all property in San Diego County; recording all property ownership records; recording birth, death, marriage, and Fictitious Business Name statements; issuing marriage licenses and offering civil marriage ceremonies; and issuing certified copies of vital records.

- Implemented a successful marriage application reservation process to manage increased workload without adding staff resources. This process allows couples to make an appointment for completing the application process which in turn reduces the customer's waiting time in the office.

2009-11 Objectives

Strategic Initiative – Safe and Livable Communities

- Record property ownership in a timely manner facilitating access to ownership information for the buying, selling and financing of property.
- Locate, identify and appraise all property so the public and businesses are assured a fair and uniform assessment of their property under the auspices of all applicable State property tax laws, rules and regulations.
- Record births, deaths, marriages and Fictitious Business Name statements in a timely manner to enable the public and businesses to establish identity in order to conduct their affairs.

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.
- Implement a plan to ensure that the departmental fee structure is reviewed annually to ensure that costs for services are fully recovered.

Required Discipline – Information Technology

- Implement a new computer-aided mass appraisal system that will enable the Assessor/Recorder/County Clerk (ARCC) to replace an aging legacy valuation system and allow the department to fully participate in the implementation of a new integrated property tax system.
- Procure and install a new integrated recording/vital records system that will allow the ARCC to obtain the technology necessary to maintain a high level of fiscal stability and service to its citizens.
- Implement a records asset management solution to ensure compliance with business continuity objectives as well as any legal retention requirements.

Required Discipline – Customer Satisfaction

- Provide the public with the services that are of value to them in a competent and professional manner. These services include locating, identifying and appraising all property in San Diego County; recording all property ownership records; recording birth, death, marriage and Fictitious Business Name statements; issuing marriage licenses and offering civil marriage ceremonies; and issuing certified copies of vital records.

Related Links

For more information on the Assessor/Recorder/County Clerk, refer to the Web site at http://sdarcc.com.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Percentage of ownership records indexed within two business days[1]	98%	99%	99%	99%	99%
Percentage of mandated assessments completed by close of annual tax roll[2]	100%	100%	100%	100%	100%
Percentage of vital records, certificates and licenses indexed within 48 hours of receipt of all files so the public can have the most current information[3]	98%	98%	98%	98%	98%
Satisfactory customer service rating[4]	98%	94%	96%	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. One hundred percent 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. This rating is determined based on the number of positive comments received to the total number of customers surveyed.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 64.50 staff years due to reduction in workload and available funding. As a result of the economic downturn in the real estate market and resulting revenue shortfalls, a reduction in staff is necessary to align expenditures with program revenues. This reduction in staffing levels will result in the elimination of public services in two branch offices, elimination of Saturday services, appointment only services for marriage license application process/ceremonies, reduction of customer service hours (8:00 a.m. – 4:00 p.m. daily), and elimination of Weddings on the Web.

Expenditures

Net decrease of $6.6 million.

- Salaries and Benefits — net decrease of $4.1 million as a result of a decrease in staffing levels described above and a net increase in benefit adjustments.
- Services and Supplies — net decrease of $2.3 million due to decrease of $0.6 million in ongoing information technology costs, contracted services, printing costs and other discretionary expenses; and a decrease of $6.5 million used to fund Fiscal Year 2008-09 one-time initiatives offset by $4.8 million to fund Fiscal Year 2009-10 one-time information technology projects. One-time initiatives include the procurement of an integrated recording/vital records system ($4.0 million), redaction projects ($0.5 million), and outsourced microfilm services ($0.3 million).
- Management Reserves — decrease of $0.2 million previously budgeted to fund unanticipated events.

Revenues

Net decrease of $6.6 million including a net shortfall in ongoing revenues of $10.1 million offset by a net increase in General Purpose Revenue and funding to support one-time initiatives described above. Details of the specific revenue changes are as follows:

- Revenue from Use of Money & Property – decrease of $0.2 million to align budget with historical actuals.
- Charges for Current Services — net decrease of $8.9 million due to:
  - Decrease of $12.1 million in Assembly Bill 2890, *Supplemental Tax Administrative Reimbursement*, revenues ($5.4 million) and recorded document fees and related revenues ($6.7 million). These revenue shortfalls are a direct result of the current economic condition, specifically the slowdown in housing sales and refinancing activities which have a direct influence on the department's program revenues.
  - Increase of $1.2 million in Property Tax System Administration revenue to reflect anticipated collections from cities for services rendered.
  - Increase of $0.9 million in E-Recording and $1.1 million in Social Security Truncation revenues to be used to fund one-time initiatives.
- Miscellaneous Revenues — increase of $0.6 million to align budget with historical actuals. These revenues are a result of ongoing annual maintenance fees for the tracking of timeshare parcels in San Diego County.
- Use of Fund Balance — decrease of $2.2 million as a result of 1) a decrease of $0.2 million in Finance and General Government Group fund balance to reflect a decrease in management reserves; and 2) a net decrease of $2.0 million of General Fund fund balance due to a decrease of $5.0 million for prior year one-time initiatives offset by $3.0 million to support Fiscal Year 2009-10 one-time initiatives.
- General Revenue Allocation — increase of $4.1 million to maintain required levels of service by partially mitigating program revenue shortfalls.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

A net decrease of $2.9 million primarily due to a decrease in Services and Supplies for Fiscal Year 2009-10 one-time project initiatives ($4.8 million), an increase in ongoing information technology costs and postage expenses ($0.9 million), and an increase in Salaries and Benefits for negotiated wage and benefit increases ($1.0 million).

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Property Valuation ID	294.50	294.50	265.00	(10.02)	265.00
Recorder / County Clerk	131.00	131.00	103.00	(21.37)	103.00
Public Information Services	19.50	19.50	15.50	(20.51)	15.50
Management Support	17.00	17.00	14.00	(17.65)	14.00
Total	462.00	462.00	397.50	(13.96)	397.50

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Property Valuation ID	$ 33,089,696	$ 32,460,017	$ 29,430,409	(9.33)	$ 30,288,480
Recorder / County Clerk	18,134,713	22,644,097	19,548,717	(13.67)	15,808,581
Public Information Services	1,264,873	1,314,271	976,037	(25.74)	1,011,392
Management Support	3,159,999	2,343,772	2,240,217	(4.42)	2,228,646
Total	$ 55,649,281	$ 58,762,157	$ 52,195,380	(11.18)	$ 49,337,099

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 38,648,048	$ 39,360,945	$ 35,283,624	(10.36)	$ 36,235,857
Services & Supplies	16,626,233	19,201,212	16,891,756	(12.03)	13,101,242
Capital Assets Equipment	75,000	—	20,000	—	—
Management Reserves	300,000	200,000	—	(100.00)	—
Total	$ 55,649,281	$ 58,762,157	$ 52,195,380	(11.18)	$ 49,337,099

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Licenses Permits & Franchises	$ 469,345	$ 469,345	$ 500,000	6.53	$ 515,000
Revenue From Use of Money & Property	198,987	198,987	20,000	(89.95)	20,000
Charges For Current Services	39,622,401	36,670,190	27,764,422	(24.29)	27,798,733
Miscellaneous Revenues	30,000	30,000	630,000	2,000.00	30,000
Use of Fund Balance	300,000	5,200,000	3,000,000	(42.31)	—
General Revenue Allocation	15,028,548	16,193,635	20,280,958	25.24	20,973,366
Total	$ 55,649,281	$ 58,762,157	$ 52,195,380	(11.18)	$ 49,337,099

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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 $5.2 billion in public funds; the billing and collection of approximately $4.5 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.

2008-09 Anticipated Accomplishments

Treasury

Treasury consists of the Investment Division and the Accounting Division. The Investment Division is responsible for setting the daily cash balance for the County Pooled Investment Fund (Pool), investing for the Pool and dedicated portfolios, and reviewing documents and advising on the structure and pricing of all County and school debt issues. The Accounting Division performs various accounting functions related to tax collection and investments and provides financial services such as electronic fund transfers to other County departments and investment pool members.

Required Discipline – Fiscal Stability

- To safeguard public funds and maintain public trust, the Treasurer-Tax Collector managed the provisions of banking services for 348 accounts for public entities and County departments. The Treasurer-Tax Collector also provided accurate recording of all funds on deposit and facilitated daily reconciliation of 103 bank accounts that are linked to the Master Treasury account.

- The Treasury Investment staff continued to effectively protect the County Pool's assets and mitigate risk despite unprecedented volatility and substantial credit concerns facing the financial markets. In a period when other counties and cities have experienced significant investment losses and bankruptcies, the Pool's assets remain stable and continue to be managed in a safe and consistent manner.
- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector invested public monies held in the Treasury and maximized cash resources for an estimated 2.5% rate of return on investment (below the target of 3.00%), without sacrificing the principle of safety or liquidity. The investment pooled money fund received reaffirmation of its Standard & Poor's AAAf/S1 rating.

Required Discipline – Regional Leadership

- To assist public agencies in making informed decisions that minimize taxpayer cost when issuing debt and ensuring correct and timely payments to bond holders, the Treasurer-Tax Collector assisted 17 local agencies in the San Diego region with the issuance of their bond transactions during Fiscal Year 2008-09 and made 241 bond payments, all in a timely manner.
- Provided a learning platform and forum to address current issues on debt financing and investing public funds by facilitating one Investment Symposium, one Debt Symposium and one Fraud Prevention Seminar. Each event had a high attendance of over 100 participants from the County and local agencies.

Required Discipline – Continuous Improvement

- Issued request for proposal to solicit proposals from vendors for tax payment credit card processing. A vendor was selected and implementation will begin before June 30, 2009, to coincide with the printing of the 2010 property tax bills. The new credit card processing vendor will allow the Tax Collection Division to offer a full range of payment options over the counter, the telephone and the Internet. The outsourcing of credit card processing helps to streamline reconciliations and free up internal customer service resources.
- Treasury Accounting developed and tested internal control matrices that outline the key controls in place for Treasury operations. The matrices, in conjunction with the Treasurer's Investment Manual, provide clear and objective policies for the management of cash and investments. The matrices include functional areas such as financial statement preparation, investment policy compliance, cash disbursement controls and fraud prevention. The matrices were tested by the County's external auditors, Macias & Gini, and were found to be in compliance with the newly effective Statements on Auditing Standards 104-112, Risk Assessment Suite.

Required Discipline – Skilled, Competent and Diverse Workforce

- Increased the number of certified Cash Handlers in the San Diego region by 80 (for a total of 320) through a certified Cash Handler's seminar hosted by the Treasurer-Tax Collector and the Association of Public Treasurers (United States and Canada). This award winning program has strengthened internal controls and increased efficiency in processing and safeguarding cash.

Tax Collection

Tax Collection is responsible for mailing, sorting and batching approximately 1.4 million tax bills and statements per year; managing property tax refund activity, research of payment exceptions and erroneous payments and payment processing; collecting property taxes on personal property (unsecured taxes) and several other types of specialty taxes; issuing tax clearance certificates for mobile homes and maps; payment plan activities; and the management of all tax sale activities. Tax Collection is also responsible for providing full service to County residents at the Main Branch and four additional branches located throughout the county.

Strategic Initiative – Safe and Livable Communities

- Supported services that protect San Diego County residents' quality of life.
  - Processed 33,000 supplemental property tax refunds. As a result of the struggling housing market, there has been a 62% increase in the number of supplemental property tax refunds issued. This is an 800% increase over supplemental property tax refunds that were issued in Fiscal Year 2005-06. The Treasurer-Tax Collector has maintained its current level of refund processing times although faced with the enormous increase in the volume of refunds.
  - Processed 2,200 new cases established for taxpayers who are in bankruptcy and have secured or unsecured taxes due. This poses a challenge for the Treasurer-Tax Collector to maintain these essential services in this time of budgetary and economic uncertainty. As a result of the struggling housing market, there has been an 18% increase in the number of new bankruptcy cases received. This is a 780% increase over new bankruptcy cases that were received in Fiscal Year 2005-06.

Required Discipline – Fiscal Stability

- Prepared and mailed property tax bills and notices in a timely manner. Processed all secured and unsecured property tax payments received timely and efficiently, enabling timely deposits. Deposited funds promptly and optimized investment opportunities on behalf of San Diego taxpayers. Collected tax payments at an estimated collection rate of 96% of secured taxes, and an estimated 98% of unsecured taxes, meeting targets.

Required Discipline – Customer Satisfaction

- Promoted public property tax education by conducting an on-site operations tour with the Korean Consulate.
- Postponed polling customer satisfaction through a Tax Tent Customer Satisfaction Survey and a Customer Satisfaction Focus Group until next fiscal year; target completion by June 2010. In order to cut costs during this fiscally challenging time, the Treasurer-Tax Collector will perform this objective bi-annually.

Required Discipline – Information Technology

- Participated in the development of the Integrated Property Tax System (IPTS) with the Assessor/Recorder/County Clerk, Auditor and Controller, and County Technology Office. The original development plans and implementation schedule for the IPTS have been revised. Treasurer-Tax

Collector participated in new planning strategies; issued a request for information; attended new vendor demonstrations; engaged in governance meetings; and is assisting in the development of a new timeline. New deployment dates for IPTS are to be determined.

Deferred Compensation

The Deferred Compensation Program administers all aspects of the 401(a) Incentive Retirement Deferred Compensation Plan and the 457 Deferred Compensation Plan. The Deferred Compensation Program is a voluntary way to save for retirement outside of the County's pension system. These plans are available to full-time and part-time permanent employees of the County of San Diego.

During Fiscal Years 2007-09, the County conducted a request for proposal (RFP) process to select a single outside administrator for deferred compensation. As a result, Nationwide Retirement Solutions was awarded the contract as the single service provider for the Deferred Compensation Program for San Diego County.

Strategic Initiative – Safe and Livable Communities

- Promoted the health, well-being and self-sufficiency of adults and seniors. Although there was a decline in employee participation in the Deferred Compensation program, efforts to inform and educate employees continued. The following measures reflect the outcome of the program.
  - Enrollment in the 457 Deferred Compensation Plan decreased by 0.6% (73 participants) due to market conditions causing employees to suspend their contributions towards fulfilling their retirement goals (below the target of 1% increase).
  - The average participant contribution in the 457 Deferred Compensation Plan decreased by $7.00 per participant, well below the target of an increase of $5.00 per participant. Market conditions remain an impediment to stimulating increases in retirement contributions.
  - Educated employees on the Deferred Compensation Program by presenting one Investment & Retirement Symposium in January 2009 for 265 attendees and one Investment & Retirement Symposium in May 2009, estimating 225 attendees.
  - Increased employee awareness of the 457 Deferred Compensation Plan by holding five Retirement Dreaming Fairs across the County for a total of approximately 1,400 attendees.

Required Discipline – Continuous Improvement

- Increased employee awareness and understanding of how employees can leverage their tax obligations when they leave County service. The Treasurer-Tax Collector trained payroll staff during the monthly countywide payroll meeting on techniques to inform employees. This education was especially important during the Workforce Transition Process. In addition, Deferred Compensation education was expanded through attendance at 33 SDCERA Retirement Planning seminars.

2009-11 Objectives

Treasury

Required Discipline – Fiscal Stability

- To safeguard public funds and maintain public trust, the Treasurer-Tax Collector will manage the provisions of banking services for public entities and County departments. The department will also provide accurate recording of all funds on deposit and facilitate daily reconciliation of funds.
- To continue to fund the delivery of superior services throughout the San Diego County region, the Treasurer-Tax Collector will invest public monies held in the Treasury and maximize cash resources, without sacrificing the principle of safety or liquidity for an anticipated weighted average rate of return of 1.00% in Fiscal Year 2009-10 and 1.50% in Fiscal Year 2010-11.

Required Discipline – Regional Leadership

- To assist public agencies in making informed decisions that minimize taxpayer cost when issuing debt and ensuring correct and timely payments to bond holders, the Treasurer-Tax Collector will provide broad-based financial and consulting services to public agencies within the San Diego County region.
- Provide a learning platform and forum to address current government finance issues by facilitating three seminars for Fraud Prevention, Debt Financing and Investment of Public Funds for the local agencies.

Required Discipline - Skilled, Adaptable and Diverse Workforce

- Increase the number of certified Cash Handlers by 60 in Fiscal Year 2009-10 and by 60 in Fiscal Year 2010-11 through a certified Cash Handler's seminar hosted by the Treasurer-Tax Collector and the Association of Public Treasurers (United States and Canada). This award winning program will continue to strengthen internal controls and increase efficiency in processing and safeguarding cash.

Required Discipline – Continuous Improvement

- Issue a request for proposal for audit services in Fiscal Year 2009-10. By selecting a firm that has specialized expertise in Local Government Investment Pool audits, the Treasury will improve the efficiency of the audit process and gain valuable recommendations for improvement.
- Implement the outsourcing of credit card and electronic property tax payments by June 30, 2010. Acquisition of this capability will improve customer satisfaction, enhance efficiency of payment processing, and reduce staff time.

Tax Collection

Required Discipline – Fiscal Stability

- Maintain a collection rate of 96% for secured taxes and 97% for unsecured taxes (from a baseline collection rate of 96% and 98% respectively) by preparing and mailing property tax bills/notices, and processing tax payments in a timely manner to ensure timely revenue collection on behalf of San Diego County's taxpayers, by June 30, 2010.
- Participate in the development of IPTS with the Assessor/ Recorder/County Clerk, Auditor and Controller and Chief Technology Office to prepare IPTS for deployment by date that is determined.

Deferred Compensation

Strategic Initiative – Safe and Livable Communities

- Broaden the countywide base of employees who are planning for financial security during retirement by the following measures:
  - Increase enrollment in the 457 Deferred Compensation Plan to 42% (100 additional participants) by June 2010 and to 44% (145 additional participants for a total of 245 over current) by June 2011.
  - Maintain the average participant contribution in the 457 Deferred Compensation Plan at $209 during these extremely turbulent economic times.
  - Continue to educate employees on the Deferred Compensation Plan by presenting two Investment & Retirement Symposiums by June 2010 and two additional Investment & Retirement Symposiums by June 2011.
  - Continue to increase employee awareness and understanding by increasing the training of payroll staff and redesigning promotional materials and presentations to increase the knowledge base of all employees, by June 2010.

Related Links

For additional information about the Treasurer-Tax Collector, refer to the Web site at http://www.sdtreastax.com/.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Secured Taxes Collected (% of total)[1]	96%	96%	96%	96%	96%
Unsecured Taxes Collected (% of total)[1]	98%	98%	98%	97%	97%
Rate of Return on Investment Pool (%)	4.40%	3.00%	2.50%[2]	1.00%[3]	1.50%[3]
Customer Satisfaction Ratings (Scale of 1-5, 5 being highest)	4.60	4.70	4.60[4]	4.70	4.70
Deferred Compensation Plan Asset Growth	0.3%	5%	(28%)[5]	1%[5]	1%[5]
457 Deferred Compensation Plan average deferral amount per employee per pay period	$216	$221	$209[6]	$209[6]	$209[6]
Percentage of eligible County employees participating in the 457 Deferred Compensation Plan	44%	45%	40%[7]	42%[7]	44[7]
Number of newly Certified Cash Handlers for the County and other government entities	105	70	80	60[8]	60[8]

Table Notes

[1] With a county the size of San Diego, it is anticipated that a small percentage of taxpayers will not pay their taxes. The low actual collection rate is a result of the struggling real estate market. Continued lower collection percentages through 2011 are anticipated as the real estate market continues to struggle.

[2] The Rate of Return on Investment Pool is estimated to be 2.50% in Fiscal Year 2008-09 due to the Federal Reserve funds rate being lowered from 2.00% to 0.00%.

[3] Going forward, since the Federal Reserve lowered the federal funds from 2.00% to 0.00%, this will lower the rates as the Pool reinvests the securities that had a 3% rate. As the older investments mature, proceeds from maturities and new money will be reinvested at lower rates.

[4] The Treasurer-Tax Collector mails more than one million tax bills per year. The public reaction to property taxes is strongly affected by economic conditions. This reaction is reflected on their Customer Satisfaction Surveys. They give excellent ratings for having their questions answered and the level of courtesy experienced, however, their overall experience is less than exceptional because they believe the taxes are too high.

[5] The Deferred Compensation Plan performed well earlier in the fiscal year but we have seen market conditions deteriorate at a startling rate. Market value of investment has seen a 28% decline for Fiscal Year 2008-09; the S&P 500 is down 41% year over year, for a net of 13%. Future growth is anticipated to be marginal due to increased distributions from the first wave of "baby boomers" retiring and consensus economic forecasts of slower growth for the economy; both will affect net assets.

[6] Uncertainty in the economic health of our country has lead employees to conserve cash by dropping their Deferred Compensation average deferral amount per employee per pay period. Maintaining current deferral amounts will be a challenge in this tough economic environment, but one the department will strive for by increasing plan awareness and promoting new plan services obtained through the transition to the new provider.

[7] The Deferred Compensation program has experienced a decrease in the percentage of eligible County employees participating in the 457 plan because financial market conditions have created a hardship situation for many employees who are conserving cash by suspending the contributions to the Deferred Compensation program. Due to the transition to a new provider and market conditions, participation in the plan is expected to increase slightly until a level of comfort is created through education programs by Deferred Compensation.

[8] The number of newly Certified Cash Handlers will decrease in Fiscal Years 2009-10 and 2010-11 because most employees who require Cash Handling certification have been certified. It is also anticipated that turnover of cash handlers will be lower.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 2.00 staff years in the Tax Collection Program as a result of reduction in available funding. Service levels for enforcement of collections will be impacted. The department has taken action to minimize the impact of the loss of staff through business process reengineering. Transfers among divisions are based on operational needs.

Expenditures

Net decrease of $0.6 million.

- Salaries and Benefits — net increase of $0.1 million primarily due to benefit adjustments.
- Services and Supplies — net decrease of $0.5 million primarily as a result of the completion of one-time projects in Fiscal Year 2008-09 ($0.2 million) and cost savings measures ($0.3 million) implemented to address revenue shortfalls.
- Management Reserves — decrease of $0.2 million as a result of a reduction in available funding.

Revenues

Net decrease of $0.6 million.

- Fines, Forfeitures & Penalties — increase of $0.01 million due to anticipated revenue from fees and penalties for delinquent tax payments.
- Charges for Current Services — net increase of $0.2 million.
  - Increase of $0.1 million in tax collection fees for title searches and tax sales.
  - Decrease of $1.0 million in Assembly Bill 2890, *Supplemental Tax Administrative Reimbursement and Recorded Document Fees (Recovered Cost)*, due to shortfalls in revenue for the collection of supplemental taxes based on housing market conditions.
  - Increase of $0.1 million in Property Tax Administrative fees.
  - Increase of $1.0 million in Banking Services Pooled Money due to implementation of enhanced technology solutions to provide improved performance and streamlined Treasury operations, thus increasing service and value to the Pool Participants.
- Use of Fund Balance — decrease of $0.7 million as a result of the completion of one-time projects in Fiscal Year 2008-09 and a reduction in Management Reserves.
- General Revenue Allocation — decrease of $0.2 million, which reflects the impact of the downturn in the overall economy.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Increase of $0.3 million in Salaries and Benefits for negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Treasury	29.00	26.00	23.00	(11.54)	23.00
Deferred Compensation	—	—	3.00	—	3.00
Tax Collection	83.00	85.00	83.00	(2.35)	83.00
Administration - Treasurer / Tax Collector	11.00	12.00	12.00	0.00	12.00
Total	123.00	123.00	121.00	(1.63)	121.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Treasury	$ 5,875,910	$ 5,763,990	$ 5,417,056	(6.02)	$ 5,497,584
Deferred Compensation	—	—	306,405	—	314,705
Tax Collection	9,403,763	9,762,812	9,244,130	(5.31)	9,424,634
Administration - Treasurer / Tax Collector	1,818,919	2,238,579	2,156,567	(3.66)	2,205,130
Total	$ 17,098,592	$ 17,765,381	$ 17,124,158	(3.61)	$ 17,442,053

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 10,390,698	$ 10,349,266	$ 10,411,415	0.60	$ 10,729,310
Services & Supplies	6,507,894	7,216,115	6,712,743	(6.98)	6,712,743
Management Reserves	200,000	200,000	—	(100.00)	—
Total	$ 17,098,592	$ 17,765,381	$ 17,124,158	(3.61)	$ 17,442,053

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Fines, Forfeitures & Penalties	$ 942,450	$ 992,450	$ 1,002,450	1.01	$ 1,002,450
Charges For Current Services	10,623,636	10,220,012	10,450,956	2.26	10,654,175
Miscellaneous Revenues	103,721	203,021	200,000	(1.49)	200,000
Use of Fund Balance	200,000	700,000	—	(100.00)	—
General Revenue Allocation	5,228,785	5,649,898	5,470,752	(3.17)	5,585,428
Total	$ 17,098,592	$ 17,765,381	$ 17,124,158	(3.61)	$ 17,442,053

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COUNTY OF
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Chief Administrative Office

Department Description

The Chief Administrative Office (CAO) is responsible for implementing the policy directives of the Board of Supervisors as well as achieving the County's overall mission, goals and objectives through the County's five business groups - which include Community Services, Finance and General Government, Land Use and Environment, Public Safety and the Health and Human Services Agency.

The Chief Administrative Office department includes the Chief Administrative Officer, the Assistant Chief Administrative Officer, a small support staff, the Office of Internal Affairs and the Office of Strategy and Intergovernmental Affairs.

Mission Statement

Work with the Board of Supervisors, public and County employees to create a County government that is customer-focused and responsive to residents' needs and priorities, effectively implementing the policy direction of the Board of Supervisors, efficiently managing the day-to-day operations and functions of County government and preparing the organization to meet the needs and address the issues that will emerge in the future.

2008-09 Anticipated Accomplishments

Strategic Initiatives and Required Disciplines

During Fiscal Year 2008-09, the Chief Administrative Officer maintained County programs, as well as the organization's commitment to customer service and reputation for excellence, despite unprecedented economic uncertainty, by ensuring that General Management System (GMS) disciplines were strictly followed. This was accomplished by accurately forecasting current and future revenues, costs and cash flow trends; proactive risk management; aggressively managing vacancies in the workforce; and readjusting budgets and operational practices, as needed, to ensure that resources were deployed to support the delivery of essential services. Specifically, during Fiscal Year 2008-09, the Chief Administrative Office:

- Continued to ensure the County's fiscal stability by maintaining and managing to a structurally-balanced budget, earning strong credit ratings from the three municipal credit rating agencies, maintaining prudent reserves in compliance with the Board of Supervisors reserve policy, and extinguishing millions of dollars in long-term debt.
- Completed negotiations for fiscally responsible successor labor agreements with most of the County's 25 bargaining units, with the remaining negotiations anticipated to be completed by June 2009.
- Continued to aggressively reduce financial and legal risks throughout the organization to ensure that County operations meet the highest legal and ethical standards, protect the public's tax dollars and provide transparency. During Fiscal Year 2008-09, the County implemented 94% of all audit recommendations, achieved a 95% success rate in lawsuits filed against the County, and continued to reduce workers' compensation costs.
- Ranked first in the 2008 National Digital Counties Survey by the Center for Digital Government and the National Association of Counties for innovative, efficient use of information technology.
- Launched a redesigned County Web site, which earned second place in the Center for Digital Government's national Best of the Web Awards for innovative, user-friendly government Web sites, increased the number of County services on-line and began using social media tools to reach more people with information about County issues and services.
- Implemented a process to aggressively seek federal stimulus dollars, with over $69.6 million anticipated to be received for County programs and facilities over the next several years, and ensured that the interests of San Diego County residents were effectively communicated to State and federal officials.

- Conducted four elections, providing access for all voters and timely elections results, including the Presidential Election in November 2008, in which 83% of eligible voters participated - the highest percentage turnout since 1972.
- Worked with the Board of Supervisors to identify and fund firefighting strategies to improve the region's preparedness and firefighting capabilities by continuing to provide ongoing funding for existing contracts and much needed resources to rural communities, and establishing the San Diego County fire services reorganization in which fire agencies now provide 24-hour firefighting and emergency medical services for nearly one million acres in the unincorporated areas of the county.
- Further strengthened emergency response capabilities by partnering with Scripps Hospital to develop the Mobile Field Hospital Program, a new and innovative way to respond to an emergency anywhere in California. It can be deployed and have 250 beds operational within 72 hours.
- Implemented a successful outreach campaign for the County's AlertSanDiego emergency notification system, registering 148,000 new users who will now receive emergency notices on their cell phones, increasing the effectiveness of future County emergency notification efforts and improving public safety.
- Strengthened the health care safety net by providing vital health and wellness program for infants, kids, families and seniors. Also, implemented key Healthcare Safety Net strategies through a public-private partnership to improve access for uninsured residents in San Diego County.
- Created a Rapid Response DNA team that cut the amount of time the Crime Lab needs to analyze street crime DNA evidence from an average of 161 days to 88 days.
- Working within the framework of the County's Capital Improvement Needs Assessment (CINA) process, and as responsible stewards of the public's buildings and infrastructure, maintained County facilities and replaced facilities that no longer efficiently meet the region's needs.
  - Completed the Edgemoor Hospital Distinct Part Skilled Nursing Facility.
  - Continued construction of the Medical Examiner and Forensic Center, which is on schedule to be completed by December 2009.
  - Began construction on Phase 1A of the County Operations Center redevelopment plan, to replace aging structures with a modern, energy-efficient campus, reduce the County of San Diego's need for leased space and improve operational efficiency.
  - Completed environmental studies needed to build a new regional women's detention facility.
  - Expanded and protected park resources by adding 4,100 acres of additional parkland throughout the County.
  - Designed three new libraries to replace existing branches in Ramona, Fallbrook and Lincoln Acres; expanded library branches in Del Mar and Descanso; and opened two new libraries in Borrego Springs and La Mesa.
  - Performed $31 million of major maintenance work on public County facilities to ensure that the public's facilities are safe and efficient spaces for customers and employees to conduct business and to ensure that future generations are not saddled with more costly repair or replacement expenses.
- Increased public access to library resources and services, by providing books, materials and programs that are relevant and current, resulting in a 50% circulation increase over Fiscal Year 2007-08.
- Expanded the County's energy conservation and sustainability efforts, resulting in numerous departmental reductions in use of water, electricity, fuel and paper and earning the County a "San Diego Excellence in Energy (SANDEE) Award" for Outstanding Organizational Achievement in energy efficiency and environmentally-sound practices from the Center for Sustainable Energy.
- Reengineered numerous business processes throughout the organization as part of the County's on-going Business Process Reengineering (BPR) efforts, including Phase 1 of the Service First Initiative, which streamlined the County's land development process to reduce processing times, increase customer service and improve communication with customers and community residents.

Additional specific goals relating to the County's Strategic Initiatives and Required Disciplines are summarized under each County Department that reports to the CAO through the County's five business groups.

2009-11 Objectives

During the next two fiscal years, the Chief Administrative Office will continue to analyze and respond to changing economic conditions, using the General Management System, to deploy resources to support essential or core services, as directed by the Board of Supervisors, and will continue to develop and implement innovative new ways to deliver services, to ensure the short- and long-term viability of County services for current and future generations. Specifically, during Fiscal Years 2009-11, the Chief Administrative Office will:

Strategic Initiatives and Required Disciplines

- Aggressively pursue opportunities to reduce costs associated with the County's existing debt portfolio through strategies such as refunding and/or restructuring debt and early repayment of high interest rate debt.
- Continue to promote the GMS 2.0 initiative and futurist thinking, including efforts to support County employees' development as knowledge workers, with the competencies they will need to adapt to current and future changes in the workplace, service delivery methods and customer needs.
- Engage in active workforce transition planning efforts, providing a Web site and other support activities to assist employees facing potential job changes or termination.
- Implement the Countywide Management Controls Initiative to further ensure accuracy, accountability and transparency in the County's operations and financial reporting.
- Provide IT support to County departments to enhance services available to County residents, including the replacement of obsolete property tax systems with a state-of-the-art Integrated Property Tax System.
- Identify options for In-Home Supportive Services to keep its costs manageable and maintain its original intent of serving needy seniors and persons with disabilities, including preparation of legislative proposals to implement recommended changes.
- Address health improvements for County residents.
  - Develop a health strategy to integrate public health, physical health and behavioral health services.
  - Strengthen the health care safety net by continuous engagement with community partners and reviewing current systems for operational efficiencies.
  - Pursue enhanced funding for safety net.
  - Implement chronic disease prevention strategies to address the growing concerns of chronic diseases that are related to personal behavior such as physical inactivity, poor nutrition and smoking.
  - Implement the Mental Health Services Act's Prevention and Early Intervention program for previously underserved and unserved populations.
- Increase public safety and reduce crime.
  - Ensure that youth who leave custodial settings are prepared for success in the community through successful participation in rehabilitative opportunities.
  - Ensure that the highest risk adults under intensive supervision are held accountable for their actions and are provided with rehabilitative opportunities in order to reduce further offenses.
  - Reduce incidents of rape by expanding the "Preventing Rape by Intoxication" campaign in partnership with the community, assault survivors, Children's Hospital, law enforcement and local schools and universities; produce and distribute a crime prevention video to help college age youth avoid becoming victims of sexual assault by intoxication.
  - Improve the crime solving/closure rate by implementing a "Tracking Known Offenders" process that will use information from multiple law enforcement agencies and systems to more effectively solve crimes by correlating the whereabouts of known offenders to crimes and crime locations.
  - Increase the recovery rate of stolen vehicles by coordinating the successful implementation and utilization of various license plate reader technologies.
- Protect residents from wildfire and other natural disasters.
  - Mitigate fire fuel hazards and maintain fire safe zones in 20 park facilities through continued implementation of vegetation management practices in Forest Area Safety Taskforce areas.
  - Reduce the risk of structure loss during wildfires and increase wildland fire protection for the residents living within the unincorporated areas of the county by presenting proposed amendments to the County Subdivision Ordinance that address issues with wildfire and subdivision design to the Board of Supervisors by fall 2010.

- Continue to work with fire service entities to improve fire protection and emergency response by continuing to provide funding for existing contracts and resources to rural communities, such as response apparatus and centralized dispatch.
- Implement a door-to-door Wildfire Awareness Campaign, targeting approximately 400,000 households, to help communities in wildland urban interface areas prepare to respond safely to future emergencies.

- Continue Business Process Reengineering efforts and pursue strategies that will allow staff to serve customers more efficiently and streamline processes, while preparing for future needs.
  - Fully implement the multi-year "social services safety net" project to streamline the business processes of three major federal and State mandated public assistance programs that provide access to health care, nutrition and temporary financial assistance (Medi-Cal, Food Stamps and CalWORKs). This major continuous improvement project will improve customer service, maintain program integrity and increase efficiency of services provided to more than 480,000 people by over 1,000 staff.
  - Implement a Nutritional Security Plan to simplify the Supplemental Nutrition Assistance Program (SNAP, formerly Food Stamps) eligibility process while maintaining program integrity to manage the program's increasing number of applicants.
  - Implement the "one-stop-shop" building permit process, including a permit center express drop-off service by spring 2010. This new system will eliminate the customer's need to hand carry applications through the permitting process and replace it with an internal routing system.
  - Continue to leverage information technology tools to automate more services and offer more information and services to the public online.
  - Create new and expand existing cross-department partnerships to streamline business processes, maximize use of limited resources and improve service to common customer groups.

- Identify and implement opportunities to increase "green" sustainable operations of County facilities and equipment, including the following:
  - Continue to reduce electricity consumption to County facilities by 1% per square foot per year. This was an objective in Fiscal Year 2008-09 and was achieved through energy audits and energy-efficient capital renewal projects.
  - Renew County facilities with energy-efficient funding availability for energy projects made available by the American Recovery and Reinvestment Act.
  - Install energy-efficient windows and water-efficient landscaping in County public housing.
  - Reduce emissions in County vehicles and fuel consumption by County employees.
  - Retrofit a minimum of six County park facilities with energy efficient lighting, designed to cut energy use by up to 35%, and improve existing irrigation systems to cut water use by 5%, at a minimum of 15 parks.
  - Maintain at least 50% solid waste diversion from landfills, by working with private developments to recycle construction and demolition materials; divert at least 2,500 tons of material from projects that complete construction before June 2010; recycle 80,000 gallons of used oil and 12,000 used oil filters by June 2010.
  - Promote water conservation in the agricultural industry through four workshops and a Web-based outreach program to 400 participants.
  - Conduct five business outreach sessions for businesses that generate hazardous waste and universal waste. Measure effectiveness at each session by conducting a pre- and post-test to monitor the improvement in attendees' knowledge of the hazardous waste management laws and regulations applicable to their businesses.

- Continue to work within the framework of the County's Capital Improvement Needs Assessment (CINA) process, and as responsible stewards of the public's buildings and infrastructure, to maintain County facilities and replace facilities that no longer efficiently meet the region's needs.
  - Complete construction of the new Medical Examiner and Forensic Center to provide a modern facility sized to handle the region's growing population and forensic science and public health needs.
  - Continue construction on Phase 1A of the County Operations Center redevelopment plan, to replace aging structures with a modern, energy-efficient campus, reduce the County of San Diego's need for leased space and improve operational efficiency,

- Continue to work toward replacement of the region's women's detention facility in Santee.
- Continue to perform maintenance work on public County facilities to ensure that the public's facilities are safe and efficient spaces for customers and employees to conduct business and to ensure that future generations are not saddled with more costly repair or replacement expenses.

Additional specific goals relating to the County's Strategic Initiatives and Required Disciplines are summarized under each County Department that reports to the CAO through the County's five business groups.

Related Links

For additional information about the Chief Administrative Office, refer to the Web site at http://www.sdcounty.ca.gov/cao/.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

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

Decrease of 0.5 staff years as a result of anticipated reductions in available funding. This reduction will not have an immediate impact on department operations; however, it may reduce the CAO's flexibility to respond to future workload increases or special projects.

Expenditures

Net decrease of $0.2 million.

- Salaries and Benefits — decrease of $0.1 million primarily due to the reduction of 0.5 staff years.
- Services and Supplies — decrease of $0.1 million as a result of the reduction in external department overhead payments (A-87). The reduction in services and supplies will result in decreases to professional and specialized services, temporary contract help, travel and printing.

Revenues

Net decrease of $0.2 million.

- Charges for Current Services — decrease of $0.2 million in A-87 revenue resulting from changes to timekeeping postings for allowable activities.
- General Revenue Allocation — decrease of $0.05 million, which reflects the impact of the downturn in the overall economy.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net increase of $0.05 million in expenditures primarily due to an increase in Salaries and Benefits as a result of negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Executive Office	7.00	7.00	7.00	0.00	7.00
Office of Intergovernmental Affairs	5.00	5.00	4.50	(10.00)	4.50
Internal Affairs	4.00	4.00	4.00	0.00	4.00
Total	16.00	16.00	15.50	(3.13)	15.50

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Executive Office	$ 1,900,973	$ 1,847,121	$ 1,764,820	(4.46)	$ 1,796,317
Office of Intergovernmental Affairs	1,666,991	1,651,175	1,499,123	(9.21)	1,509,523
County Memberships and Audit	540,855	739,221	757,196	2.43	760,837
Internal Affairs	594,012	605,799	593,070	(2.10)	599,796
Total	$ 4,702,831	$ 4,843,316	$ 4,614,209	(4.73)	$ 4,666,473

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 2,640,987	$ 2,606,298	$ 2,504,844	(3.89)	$ 2,553,467
Services & Supplies	2,041,844	2,217,018	2,109,365	(4.86)	2,113,006
Management Reserves	20,000	20,000	—	(100.00)	—
Total	$ 4,702,831	$ 4,843,316	$ 4,614,209	(4.73)	$ 4,666,473

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Charges For Current Services	$ 65,615	$ 192,887	$ 30,753	(84.06)	$ 34,420
Use of Fund Balance	20,000	20,000	—	(100.00)	—
General Revenue Allocation	4,617,216	4,630,429	4,583,456	(1.01)	4,632,053
Total	$ 4,702,831	$ 4,843,316	$ 4,614,209	(4.73)	$ 4,666,473

Auditor and Controller

Department Description

Governed by the overriding principles of fiscal integrity, customer service and continuous improvement, the Auditor and Controller has four primary responsibilities. First, in accordance with the County Charter and generally accepted accounting principles, the department maintains accounts for the financial transactions of all departments and of those agencies or special districts whose funds are kept in the County Treasury and provides reports necessary to manage the County operations. The department furnishes customer focused financial decision-making support to the Board of Supervisors and the Chief Administrative Officer, and advances the goals and visions of the Board utilizing the General Management System and County's Strategic Plan. Additionally, the department performs independent, objective and cost-effective audit services. Finally, the department provides cost effective and efficient professional collections and accounts receivable management services to maximize recovery of monies due the County. The department is the leading financial management resource of the County and its long-term objective is to continue to broaden its role of controller into provider of value-added financial services.

Mission Statement

To provide superior financial services for the County of San Diego that ensure financial integrity, promote accountability in government and maintain the public trust.

2008-09 Anticipated Accomplishments

Required Discipline – Regional Leadership

- Received the State Controller's Award for Achieving Excellence in Financial Reporting for the Fiscal Year ended June 30, 2008.
- Received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the County's Comprehensive Annual Financial Report (CAFR) for Fiscal Year ended June 30, 2008.
- Received the GFOA Distinguished Budget Presentation Award for the two-year 2008-10 Operational Plan.

Required Discipline – Information Technology

- Commenced work on a request for proposal to obtain proposals from qualified contractors for upgrades to Oracle EBS R12, Data Warehouse, and the Oracle Fusion Middleware applications. The upgrades to Oracle Financials (the County's financial system) and implementation of additional applications will add cross application reporting capabilities and create a standard interface/workflow environment and management.
- Upgrades to the Kronos timekeeping system have begun and are scheduled for completion in the third quarter of Fiscal Year 2009-10. Upgrades are based upon the improvements identified through business process reengineering efforts and will provide for the most efficient use of these applications and place the County on a fully supported version.
- In coordination with the Assessor/Recorder/County Clerk, Treasurer-Tax Collector and the County Technology Office, continued efforts on a new Integrated Property Tax System (IPTS) which will significantly improve assessment, collection and apportionment activities in the County. The original development plans and implementation schedule for the IPTS have been revised and a new timeline is being developed. New deployment dates for IPTS are still to be determined.
- Established a process for External Entities (School Districts) to access the Oracle Financials system, which provides better reporting and management of their funds. Allowing the External Entities to have direct access has reduced the need for County employees to perform their data entry.

- Implemented the Client View software program, a Web-based application that allows client departments to access information on debtor accounts via any computer that is connected to the County network.

Required Discipline – Fiscal Stability

- Through prudent fiscal management and adherence to the GMS principles, earned an affirmation of the County's strong issuer credit ratings from Fitch Ratings AA+ and Moody's Aa2 and received an issuer upgrade from AA+ to AAA by Standard & Poor's, resulting in lower debt interest costs.
- Actual General Purpose Revenue received was 2.1% less than the budgeted General Purpose Revenue, which met the target that the variance be no greater than 2.5% of the actual revenue received. Maintaining accurate projections improves the County's ability to allocate limited resources.
- Completed the County's CAFR for the Fiscal Year ending June 30, 2008. The CAFR report presents the financial results of the fiscal year, promoting transparency and accountability in government.
- Projections of General Fund cash flows used in determining cash borrowing needs each year as part of the Tax and Revenue Anticipation Notes (TRANs) borrowing program was within 1% of arbitrage limits which exceeded the goal of 2%.
- 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.

Required Discipline – Accountability/Transparency

- Submitted 100% (1,698) 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.
- Provided audit services, including State mandated and operations/performance audits, to ensure the integrity of management control systems, improve uniformity and consistent performance across the enterprise, and best use of county resources. Implemented 94% (130) of current year scheduled audit recommendations contained in internal audit reports issued by the Office of Audits and Advisory Services (OAAS).
- Processed 100% of County payments within five business days after receipt of invoice by Accounts Payable, exceeding the target of 95%.

2009-11 Objectives

Required Discipline – Information Technology

- Upgrade the Oracle financial and Kronos timekeeping systems based upon the improvements identified through business process reengineering efforts that will provide for the most efficient use of these applications.
- 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.

Required Discipline – Fiscal Stability

- Maintain the County's strong issuer credit ratings of Aa2 (Moody's Investor Service), AAA (Standard & Poor's), and AA+ (Fitch Ratings) to ensure lower debt interest costs.
- 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.

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.
- Process 100% of County payments within five business days after receipt of invoice by Accounts Payable.
- Provide audit services, including State mandated and operational/performance audits that ensure integrity of management control systems, consistent performance across the enterprise, and the best use of resources.

Required Discipline – Regional Leadership

- Continue to apply for recognitions through GFOA - Certificate of Achievement for Excellence in Financial Reporting for the CAFR and the Distinguished Budget Award.

Related Links

For additional information about the Auditor and Controller, refer to the Web site at http://www.sdcounty.ca.gov/auditor/.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Planning – Project General Purpose Revenue[1] accurately – projection variance should be no greater than 2.5% of the actual received	2.7%	2.5%	2.1%	2.5%	2.5%
Planning – Project General Fund cash flows[2] within 2% of arbitrage[3] limits	1%	1%	1%	1%	1%
Processing – Percentage of County payments processed within 5 days of receipt of invoice in Accounts Payable	100% of 182,314	95%	100%	95%	100%
Reporting – Percentage of financial reports/disclosures in the Auditor and Controller that are submitted on or before their respective due date / total number of reports and disclosures	100% of 1,698	100% of 1,698	100% of 1,698	100% of 1,698	100%
Auditing – Percentage of current year scheduled audit recommendations[4] contained in internal audit reports issued by OAAS for audits performed that are implemented	98% (174)[5]	92%	94% of 140	92%	94%

Table Notes

[1] General Purpose Revenue (GPR) represented approximately 27.6% of the General Fund financing sources in Fiscal Year 2008-09. This revenue comes from property taxes, property tax in lieu of vehicle license fees, sales taxes (and property tax in lieu of sales tax), real property transfer tax and miscellaneous other sources. GPR is an integral component of the County's overall budget. Therefore, it is essential to maintain accurate forecasts of this revenue.

[2] This performance measure relates to the accuracy of cash flow projections used in determining cash borrowing needs each year as part of the TRANs borrowing program.

[3] 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.

[4] 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.

[5] Audit recommendations are corrective actions that are based on findings during the performance of an audit. Because audit findings can not be determined until an audit is performed, the number of audit recommendations may vary from the prior year's total number of recommendations.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 18.00 staff years as a result of anticipated reductions in available funding. The reduced staffing will result in staff reassignments, cross-training and altered work functions to meet existing and future needs during normal and peak workload demands.

Expenditures

Decrease of $3.5 million.

- Salaries and Benefits — decrease of $1.0 million primarily due to the reduction in staffing.
- Services and Supplies — decrease of $1.0 million as a result of the anticipated reduction in available funding. The reduction to information technology accounts will result in the reduced capability to upgrade or enhance existing systems, and the overall reductions to services and supplies accounts will reduce the ability to perform special projects.
- Management Reserves — decrease of $1.5 million in funding previously budgeted to support unanticipated events.

Revenues

Net decrease of $3.5 million.

- Charges For Current Services— increase of $0.4 million primarily related to increased revenue from A-87 Cost Reimbursements for Superior Court and an increase in reimbursement of Property Tax Administration Fees.
- Use of Fund Balance — decrease of $1.5 million due to management reserve change described above.
- General Revenue Allocation — decrease of $2.4 million, which reflects the impact of the downturn in the overall economy.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net increase of $0.5 million in expenditures is the result of an increase in Salaries and Benefits for negotiated wage and benefit adjustments ($0.8 million) and a reduction in Services and Supplies ($0.3 million).

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Audits	17.00	17.00	15.00	(11.76)	15.00
Office of Financial Planning	13.00	13.00	13.00	0.00	13.00
Controller Division	100.00	100.00	95.00	(5.00)	95.00
Revenue and Recovery	105.50	105.50	96.00	(9.00)	96.00
Administration	20.50	19.50	19.00	(2.56)	19.00
Information Technology Mgmt Services	11.00	12.00	11.00	(8.33)	11.00
Total	267.00	267.00	249.00	(6.74)	249.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Audits	$ 2,690,750	$ 2,674,756	$ 2,511,259	(6.11)	$ 2,575,630
Office of Financial Planning	2,226,735	2,289,260	2,264,738	(1.07)	2,317,872
Controller Division	10,977,325	11,312,272	10,823,622	(4.32)	11,093,275
Revenue and Recovery	9,832,874	9,783,273	9,581,390	(2.06)	9,847,196
Administration	4,619,893	4,740,214	2,740,069	(42.20)	2,804,773
Information Technology Mgmt Services	5,891,562	6,722,833	6,142,191	(8.64)	5,873,335
Total	$ 36,239,139	$ 37,522,608	$ 34,063,269	(9.22)	$ 34,512,081

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 23,229,721	$ 23,920,477	$ 22,941,455	(4.09)	$ 23,700,239
Services & Supplies	12,009,418	12,107,131	11,121,814	(8.14)	10,811,842
Management Reserves	1,000,000	1,495,000	—	(100.00)	—
Total	$ 36,239,139	$ 37,522,608	$ 34,063,269	(9.22)	$ 34,512,081

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Intergovernmental Revenues	$ 41,730	$ 31,736	$ 33,699	6.19	$ 33,699
Charges For Current Services	5,855,161	5,863,811	6,277,199	7.05	6,277,199
Miscellaneous Revenues	530,500	440,500	437,688	(0.64)	437,688
Use of Fund Balance	1,000,000	1,495,000	—	(100.00)	—
General Revenue Allocation	28,811,748	29,691,561	27,314,683	(8.01)	27,763,495
Total	$ 36,239,139	$ 37,522,608	$ 34,063,269	(9.22)	$ 34,512,081

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County Technology Office

Department Description

The County Technology Office (CTO) supports a full range of information technology (IT) services for County employees and San Diego County residents. The purpose of the CTO is to lead, guide and facilitate the optimal business management of IT for County business groups and departments.

Mission Statement

To enable the delivery of County services to its customers through the application of advanced information technologies. To protect the privacy and security of County information and records. To support business productivity and ensure best value through the effective use of people, process and technology.

2008-09 Anticipated Accomplishments

Required Discipline – Information Technology

- Completed the data storage consolidation process. All storage has been moved to centralized and manageable storage devices located in the Data Centers.
- Enhanced the CTO Continuity of Operations Plan, incorporating many IT-related improvements and clarifications to the enterprise-wide business continuity. The initiation of server consolidation has been ongoing, resulting in a reduction in infrastructure support servers.
- Developed the application portfolio management plan, which included a phased approach for the software assessment process. A pilot assessment was completed and resulted in several recommendations for those applications. The project also included development of a tool for gathering and reporting data from the assessments over multiple years.
- The Enterprise Data Warehouse has now been included in the Oracle financial system upgrade project and is scheduled to be completed in Fiscal Year 2010-11.

Required Discipline – Essential Infrastructure

- Created and approved a plan for the systematic upgrade of all County desktop computers to a common supported operating system. Upgrades are scheduled to be completed by June 30, 2010.

- Provided high quality services such as Internet, intranet, e-mail, telephone and application development consistently through joint governance meetings covering each of the applicable frameworks and monthly capacity and performance reporting.

Required Discipline – Customer Satisfaction

- Strived for continuous improvement in meeting customers' needs through the following:
  - Conducted monthly surveys, distributed to all County users in support of IT services and all-County IT customer satisfaction.
  - Utilized weekly CTO Newsletter and "IT Threading Meetings" to provide consistent communication and feedback forums. IT Threading Meetings are sponsored by the CTO bi-monthly and focus on technology presentations and status of ongoing CTO projects. These meetings are for the benefit of Groups and Departments to ensure consistent communication is provided.
  - Customer Service initiatives have been the focus of the Customer Service Subcommittee which e reaches across all levels of IT, with representation from County business groups, departments, CTO and Group IT Managers. A standard technology communication process and survey corrective action plans are examples of issues being addressed with positive results. Strategic Initiatives, planning and budgeting are key focus areas addressed through collaborative meetings with Business Advisory Services, Group IT Managers and Group Finance Directors. As a result,

this year a list of Enterprise Initiatives was generated to support the budget and planning cycle, and ensure minimal unanticipated IT costs to Groups.

Required Discipline – Fiscal Stability

- Maintained IT costs for services at the rates established in the contract, and created new resource units that were analyzed for best value to the County at a fair and reasonable price.

Required Discipline – Continuous Improvement

- Completed the IT Strategic Plan that is linked to the vision expressed in the General Management System (GMS). This plan is subject to quarterly review to ensure that it continues to be forward thinking and to ensure that it provides the County with technology that allows that vision to be realized.
- Improved IT services and security through the use of capacity and performance reporting and tools. This resulted in a more proactive approach with the ability to predict and correct potential service failures before they happen.
- Initiated the reorganization and restructuring of the Chargeback system for efficiencies to ensure the accurate, timely and efficient billing for IT services and to ensure the maximum value for the County and taxpayers.

Required Discipline – Regional Leadership

- Participated in Governing Magazine's "Managing Technology" Panel on IT Outsourcing and continued participation in the California Counties Information Systems Directors Association and other IT Leadership forums.

2009-11 Objectives

Required Discipline – Information Technology

- Initiate an IT Security and Risk Management Program that complies with industry standards and position the County to maintain compliance with current and future federal financial audit requirements.
- Initiate Phase 2 of the Application Server Consolidation and Virtualization projects that will reduce the total physical server population; reduce down time associated with hardware outages; and improve the overall application development process by reducing and improving lifecycle management of the application process.
- Initiate a project to re-architect the County storage environment to reduce costs, eliminate over stated capacity, eliminate duplication and outdated information by constructing a multi-tiered environment that moves information to a lower cost storage solution and eventually to archive tapes or delete them depending on the information classification.

Required Discipline – Essential Infrastructure

- Complete the systematic upgrade of all County desktop computers to the new operating system standard and the remediation of applications, as needed, to ensure compatibility with the new standard.
- Continue to provide consistently high quality services such as e-mail, phones, Internet, intranet and application development to support County departments. Certain services will be benchmarked against industry standards through continuous monitoring of services for compliance with contract requirements.
- Provide application and infrastructure projects review and oversight to ensure service impacts are minimized. Continue the delivery of services according to industry standards and agreed to objectives.

Required Discipline – Customer Satisfaction

- Continue use of All-County Survey, CTO newsletter and IT Threading Meetings to monitor feedback and provide for continuous improvements. Develop new programs for outreach as needed, based on feedback provided by Users.
- Build on current outreach programs, utilizing the Customer Satisfaction Subcommittee to provide educational opportunities to help IT users better understand what they should expect in service.

Required Discipline – Fiscal Stability

- Complete the alignment of the IT Strategic Plan with the GMS' planning cycle link to the GMS calendar. The goal of this exercise is to ensure that the General Managers (GMs) receive critical information regarding the nature and cost of required IT initiatives prior to preparing the County's operating budget for the upcoming year. This will also provide the GMs with additional information regarding those initiatives that may not be required but are desirable to help fulfill the County's strategic vision. They can then determine, in advance, whether these initiatives merit funding.

- Continue the reorganization and restructuring of the Chargeback system to ensure the accurate, timely and efficient billing for IT services to ensure the maximum value for the County and taxpayers.
- Reduce the overall IT disputes for Fiscal Year 2009-10 by 10% using Fiscal Year 2008-09 as the baseline.
- Maintain IT costs for services at rates established in the contract. New services will be benchmarked and analyzed for best value to the County at a fair and reasonable price.

Required Discipline – Continuous Improvement

- Provide technical solutions that provide continuous improvement in processes related to applications, infrastructure upgrade services, data center management, capacity/performance management and security.
- Utilize data from *Lessons Learned* documents, Customer Satisfaction surveys and Project Review meetings to work with the County's IT Outsourcing Provider on improving project performance.

Required Discipline – Regional Leadership

- Continue to speak at national conferences on IT-related topics including, but not limited to, providing IT management in an outsourced environment.

Related Links

For additional information about the CTO, refer to the Web site at http://www.sdcounty.ca.gov/cto/.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Percentage of projects implemented on time and within budget[1]	95% of 70	95% of 75	91% of 70	95% of 65	95% of 65
Percentage of customers who report satisfaction with Contractor Support Services[2]	87%	90%	95%	95%	95%
Percentage of accuracy of contractor billing for IT outsourcing services, with a minimum 95% accuracy rate	97.5%	97.0%	97.2%	97.5%	97.5%
Percentage of reduction of overall IT disputes with a minimum reduction of 10%[3,4]	NA	NA	NA	10%	10%
IT initiatives resulting from CTO-driven advanced planning[5]	4	3	4	3	3
The number of new online services added to the County's intranet and/or Internet accessible to the County's residents and/or employees.	3	5	5	5	5

Table Notes

[1] The estimated actual is based on 64 out of 70 projects meeting the success criteria. The term "project" refers to IT-related events conducted by County employees as part of County operations. Several efforts are under way to improve project performance against budget and schedule.

[2] 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."

[3] Fiscal Year 2008-09 data will be used as the baseline in determining the 10% reduction in overall IT disputes for Fiscal Year 2009-10.

[4] New measure effective Fiscal Year 2009-10 to better reflect outcome-based performance.

[5] Initiatives such as Chargeback Business Process Reengineering, formalized Project reviews, Applications Portfolio Catalog, and myRequests alignment.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

No change in staffing.

Expenditures

- Net decrease of $1.5 million in the County Technology Office's operating budget.
  - Salaries and Benefits — net increase of $0.04 million due primarily to benefit adjustments.
  - Services and Supplies — decrease by a net $1.3 million due to one-time initiative expenditures on Server Consolidation ($0.4 million), Integrated Property Tax System ($0.7 million), and support miscellaneous contract administration ($0.2 million). Includes $1.0 million of one-time funding to support the Server Consolidation information technology initiative.
  - Management Reserves — decrease of $0.2 million previously funded to support unanticipated events.
- Net increase of $1.7 million in the Information Technology Internal Service Fund (ISF) due to anticipated one-time information technology initiatives including purchasing of enterprise-wide licenses and the Business Case Management System.

Revenues

- Net decrease of $1.5 million in the County Technology Office's operating budget.
  - Use of Fund Balance — decrease of $1.4 million for prior year one-time initiatives ($1.2 million) and the reduction of Management Reserves ($0.2 million). The remaining $1.0 million in budgeted fund balance will be used to support the one-time initiative described above.
  - General Revenue Allocation — increase of $0.04 million to fund expenditure changes described above.
- Net increase of $1.7 million in the Information Technology ISF. Increases in Charges for Current Services and Other Financing Sources to support expenditure changes described above.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Total expenditures decrease by $22.8 million primarily as a result of a decrease of $21.9 million in the Information Technology ISF due to anticipated completion of one-time IT projects and changes in service levels by various County departments; a $1.0 million reduction in the County Technology Office's operating budget due to the anticipated completion of a one-time IT initiative; and an increase of $0.1 million for negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
CTO Office	16.00	16.00	16.00	0.00	16.00
Total	16.00	16.00	16.00	0.00	16.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
CTO Office	$ 9,339,747	$ 8,950,138	$ 7,462,777	(16.62)	$ 6,513,579
Information Technology Internal Service Fund	115,107,063	126,181,330	127,905,842	1.37	106,005,424
Total	$ 124,446,810	$ 135,131,468	$ 135,368,619	0.18	$ 112,519,003

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 2,652,172	$ 2,683,144	$ 2,725,402	1.57	$ 2,794,711
Services & Supplies	121,394,638	132,248,324	132,643,217	0.30	109,724,292
Management Reserves	400,000	200,000	—	(100.00)	—
Total	$ 124,446,810	$ 135,131,468	$ 135,368,619	0.18	$ 112,519,003

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Intergovernmental Revenues	$ 2,710,000	$ 3,210,000	$ 1,004,047	(68.72)	$ 1,004,047
Charges For Current Services	111,310,274	121,884,941	124,614,528	2.24	102,655,246
Miscellaneous Revenues	500	100	75,000	74,900.00	500
Other Financing Sources	1,670,670	1,670,670	2,667,275	59.65	2,800,639
Use of Fund Balance	3,530,000	2,400,000	1,000,000	(58.33)	—
General Revenue Allocation	5,225,366	5,965,757	6,007,769	0.70	6,058,571
Total	$ 124,446,810	$ 135,131,468	$ 135,368,619	0.18	$ 112,519,003

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.

2008-09 Anticipated Accomplishments

Required Discipline – Customer Satisfaction

- Achieved a positive customer satisfaction rating of greater than 95%.
- Provided customers with hearings that were fair, impartial and efficient in order to achieve legally sound decisions.
- Ensured proper referral of inquiries by departments, employees, employee representatives and organizations and the public, relating to human resources matters resulting in direct access to requested information.
- Provided a neutral environment that facilitated open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.

Required Discipline – Skilled, Competent and Diverse Workforce

- Resolved 56% of 60 personnel disputes without the need for a full evidentiary hearing, resulting in time and cost savings.
- Provided ongoing staff training in areas of human resources, computer technology, workplace safety and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.
- Trained County human resources professionals on procedures involved in presenting information before the Civil Service Commission at public meetings and hearings.

Required Discipline – Accountability/Transparency

- Ensured all decisions made by the Commission took into consideration fairness, due process and were in compliance with the law. The decisions were thoroughly reviewed by Commissioners, staff and County Counsel.
- Distributed 100% of 29 Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public. This exceeded target of 95%.

Required Discipline – Continuous Improvement

- Increased operational efficiency and improved staff effectiveness in serving customers, through the following efforts.
  - Maintaining and updating desk book manual on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information.
  - Creating a new paperless referral system that decreases costs.
  - Updating Hearing Guide pamphlet to include information frequently requested from staff by customers.
  - Creating a new tracking system for current discrimination complaints.
- Improved operational efficiency, reduced costs and paper usage, and limited liability through improved records management activities that included:
  - Completing a new departmental Records Management Plan.
  - Eliminating all off-site storage of Commission files.

- Developing and implementing a plan that identifies measures to reduce unnecessary electronic files stored on employee's home directories and shared directory.

2009-11 Objectives

Required Discipline – Customer Satisfaction

- Maintain a positive customer satisfaction rating of 95% or above.
- Provide customers with hearings that are fair, impartial and efficient in order to achieve legally sound decisions.
- Ensure proper referral of inquiries by departments, employees, employee representatives and organizations and the public relating to human resources matters in order to provide direct access to requested information.
- Provide a neutral environment that facilitates open discussion of issues for departments, employees and employee representatives resulting in fair and unbiased outcomes.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Resolve 55% of personnel disputes without the need for a full evidentiary hearing resulting in time and cost savings.
- Provide ongoing staff training in areas of human resources, technology, workplace safety and pertinent legal updates to increase staff's knowledge in order to provide superior customer service.

Required Discipline – Accountability/Transparency

- Ensure all decisions made by the Commission will take into consideration fairness, due process and are in compliance with the law. The decisions will be thoroughly reviewed by Commissioners, staff and County Counsel.
- Distribute at least 95% of Commission decisions within 48 hours of Commission approval in order to provide timely notification of outcomes to parties and the public.

Required Discipline – Continuous Improvement

- Maintain and update desk book manual on Commission proceedings and easily searchable electronic database of Commission case law and precedents, counsel advice, key issues and other relevant information to increase staff efficiency and effectiveness.

Related Links

For additional information about the Civil Service Commission, refer to the Web site at http://www.sdcounty.ca.gov/civilservice/.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Positive customer satisfaction rating	99%	95%	> 95%	95%	95%
Percentage of personnel disputes resolved without need of an evidentiary hearing / total number of personnel disputes	66% of 71	55%	56% of 60	55%	55%
Percentage of Commission decisions distributed within 48 hours of Commission approval / total number of decisions	100% of 42	95%	100% of 29	95%	95%

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

No change in staffing.

Expenditures

Net decrease of $0.03 million primarily as a result of a decrease in Management Reserves previously budgeted to support unanticipated events and a minor increase in Salaries and Benefits due to benefit adjustments.

Revenues

Net decrease of $0.03 million in revenue (primarily Use of Fund Balance) as a result of the expenditure decrease described above.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net increase of $0.01 million reflects an increase in Salaries and Benefits for negotiated wage and benefit increases and a minor decrease in Services and Supplies.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 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 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Civil Service Commission	$ 624,424	$ 648,340	$ 621,605	(4.12)	$ 630,950
Total	$ 624,424	$ 648,340	$ 621,605	(4.12)	$ 630,950

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 477,083	$ 494,012	$ 495,606	0.32	$ 506,267
Services & Supplies	117,341	124,328	125,999	1.34	124,683
Management Reserves	30,000	30,000	—	(100.00)	—
Total	$ 624,424	$ 648,340	$ 621,605	(4.12)	$ 630,950

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Charges For Current Services	$ 44,894	$ 50,837	$ 53,133	4.52	$ 53,133
Use of Fund Balance	30,000	30,000	—	(100.00)	—
General Revenue Allocation	549,530	567,503	568,472	0.17	577,817
Total	$ 624,424	$ 648,340	$ 621,605	(4.12)	$ 630,950

Clerk of the Board of Supervisors

Department Description

The Executive Officer acts as the administrative head of the department, serves as the Clerk of the Board of Supervisors and performs duties as provided in the Government Code and formal orders of the Board of Supervisors. He serves as the administrative officer of four Assessment Appeals Boards, as filing officer for economic disclosure statements, Deputy Secretary of the County Housing Authority, Clerk of the Air Pollution Control Board and various other special districts and committees. The department administers the Board of Supervisors General Office and manages over $16 million of budgets and trust accounts as well as the 18-acre County Administration Center (CAC), a designated federal historic landmark, which includes over 360,600 square feet of building space. Five program areas are included within the department: Executive Office, Public Services, Legislative Services, CAC Facilities Services and CAC Major Maintenance.

Mission Statement

To provide consistently excellent service and support to the Board of Supervisors and the people we serve in an efficient and friendly manner.

2008-09 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Processed over 40,000 property tax appeal applications quickly and accurately without increasing staff, ensuring the efficiency and integrity of the appeal process. This volume is three times more than 2007 and over ten times more than the average of the previous five years.

Strategic Initiative – The Environment

- Reduced CAC water consumption by 12% through the installation of automatic faucets, low-flow toilets, a waterless urinal pilot program, the use of drought-tolerant ground cover, and replacement of spray head sprinklers with a drip system, conserving limited resources.

Required Discipline – Regional Leadership

- Hosted the 2008 California Clerks of the Board of Supervisors Conference as part of California State Association of Counties, exhibiting leadership among the 58 California Clerks. Featured speakers included former State Senator Dede Alpert and 2008 Chairman of the Board of Supervisors Greg Cox.

Required Discipline – Skilled, Competent and Diverse Workforce

- Hosted the County's 2009 Administrative Professionals Luncheon, helping to retain and motivate the County's administrative professionals.

Required Discipline – Continuous Improvement

- Implemented electronic notary public application at all public service carrels to enhance customer satisfaction with notary services offered and improve security measures.
- Replaced Public Services and Legislative Services file systems with a secure and updated system to facilitate public access and enhance the department's ability to organize and secure public records.

Required Discipline – Customer Satisfaction

- Surveyed over 1,650 customers, through the development and e-mail distribution of e-survey cards as well as hard copy survey cards, and received consistently excellent feedback, ensuring that the citizens of San Diego are satisfied with the department's services.

Required Discipline – Essential Infrastructure

- Completed timely maintenance and repair of the historic County Administration Center to ensure the safety of visitors and employees as well as continued enjoyment and utility of the building and grounds through:
  - Repair and seal-coat of the CAC's parking lot.

- Obtaining technical manuals for all cafeteria equipment and adding that equipment to the CAC preventive maintenance schedule.
- Completion of over 2,000 preventative maintenance work orders as scheduled.
- Replacement of the CAC's uninterruptible power supply to ensure reliable backup electrical power throughout the building.

Required Discipline – Accountability/Transparency

- Provided open access to County business by making audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

Required Discipline – Information Technology

- Implemented Citizen Advisory Board software application facilitating public participation in local government by automating the process through which appointments are made to Citizen Advisory Boards.

2009-11 Objectives

Strategic Initiative – The Environment

- Manage CAC water consumption in a manner that ensures environmental sustainability and preserves limited resources.

Strategic Initiative – Safe and Livable Communities

- Ensure the efficiency and integrity of the property tax assessment appeal process by processing property tax assessment appeal applications quickly and accurately.
- Provide open access to County business by making audio recordings of Board of Supervisors meetings available on the Internet in a timely manner.

Required Discipline – Essential Infrastructure

- Maintain the CAC physical infrastructure in a superior manner by completing preventative maintenance work orders as scheduled.

Required Discipline – Customer Satisfaction

- Ensure satisfaction with the services provided by achieving consistently high ratings on surveys of over 1,000 customers.

Related Links

For additional information about the Clerk of the Board of Supervisors, refer to the Web site http://www.sdcounty.ca.gov/cob/.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Average score on internal customer surveys[1]	4.9 of over 1,600 surveys	4.9	4.9 of over 1,650 surveys	4.9	4.9
Percentage of property tax assessment appeal applications quality reviewed and entered into the computer system within seven days of receipt during the filing period to increase efficiency of the appeal process[2]	92% of 13,150	92%	97% of 40,917 applications	92%	92%
Percentage of CAC Facilities Services preventive maintenance work orders completed as scheduled	96% of 2,045 work orders	98%	98% of 2,045 work orders	98%	98%
Percentage of audio recordings of Board of Supervisors meetings added to Clerk of the Board Internet site within five days of the related meeting	100% of 42 recordings	100%	100% of 42 recordings	100%	100%
Percentage decrease in landscape water consumption at the CAC[3]	11%	12%	12%	10%	10%

Table Notes

[1] Scale of 1-5, with 5 being "excellent."

[2] During Fiscal Year 2008-09, total applications received were 40,917. Target varies with volume: 1-5,000 received - 92%, 5,001 – 10,000 received - 90%, 10,001 or more received - 80%.

[3] Percentage is of total water consumption.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

No change in staffing.

Expenditures

Net decrease of $0.9 million.

- Services and Supplies — decrease of $0.7 million due to utility savings as the result of implementing energy saving devices ($0.4 million), and a decrease in funding for prior year a one-time information technology initiative ($0.2 million) and one-time facility maintenance projects ($0.1 million).
- Management Reserves — decrease of $0.2 million previously budgeted to address unanticipated events.

Revenues

Net decrease of $0.9 million.

- Charges for Current Services and Miscellaneous Revenue — decrease of $0.1 million as a result of the decline in revenue from sources tied to real estate activity.
- Use of Fund Balance — decrease of $0.5 million due to decreases in one-time information technology funding and management reserves described above.
- General Revenue Allocation — decrease of $0.3 million, which reflects the impact of the downturn in the overall economy.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net decrease of $0.2 million reflects an increase of $0.1 million for negotiated wage and benefit increases offset by an anticipated decrease of $0.3 million in major maintenance expenses.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 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 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Legislative Services	$ 1,027,512	$ 1,002,890	$ 1,023,937	2.10	$ 1,067,216
CAC Facilities Services	3,730,602	3,707,846	3,296,287	(11.10)	3,245,846
Public Services	905,056	1,163,764	975,536	(16.17)	1,024,260
Executive Office	1,127,857	1,218,225	1,008,670	(17.20)	1,029,588
CAC Major Maintenance	1,643,000	1,986,081	1,894,949	(4.59)	1,643,000
Total	$ 8,434,027	$ 9,078,806	$ 8,199,379	(9.69)	$ 8,009,910

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 3,084,581	$ 3,147,558	$ 3,186,187	1.23	$ 3,325,782
Services & Supplies	5,149,446	5,731,248	5,013,192	(12.53)	4,684,128
Management Reserves	200,000	200,000	—	(100.00)	—
Total	$ 8,434,027	$ 9,078,806	$ 8,199,379	(9.69)	$ 8,009,910

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Revenue From Use of Money & Property	$ 34,949	$ 49,949	$ 64,949	30.03	$ 64,949
Charges For Current Services	325,750	259,750	234,750	(9.62)	234,750
Miscellaneous Revenues	40,170	41,170	9,500	(76.92)	9,500
Use of Fund Balance	1,828,051	2,396,132	1,880,000	(21.54)	1,628,051
General Revenue Allocation	6,205,107	6,331,805	6,010,180	(5.08)	6,072,660
Total	$ 8,434,027	$ 9,078,806	$ 8,199,379	(9.69)	$ 8,009,910

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County Counsel

Department Description

The San Diego County Charter provides that County Counsel serves as the civil legal advisor for the County and represents the County in all civil actions by and against the County, its officers, boards, commissions and employees. County Counsel serves as the attorney for the County through the Board of Supervisors, County officers, employees, departments, boards and commissions. County Counsel maintains proactive participation in all phases of governmental decision-making and a very active and successful trial litigation program. County Counsel also provides representation of the County's Health and Human Services Agency (HHSA) in juvenile dependency matters and provides legal services on a fee basis to several special districts. County Counsel oversees the County's Claims Division, which administers claims filed against the County by members of the public, as well as employee lost property claims.

Mission Statement

To deliver the highest quality legal services to our clients as efficiently and economically as possible in order to facilitate the achievement of County government's goal to better serve the residents of San Diego County.

2008-09 Anticipated Accomplishments

Required Discipline – Fiscal Stability

County Counsel aggressively represented the County in litigation, protecting fiscal stability and advanced the overall interests of the County of San Diego and the public it serves.

- Prevailed in over 95% of court decisions in all lawsuits filed against the County that were resolved during Fiscal Year 2008-09.
- Achieved a success rate of 91% in County lawsuits filed against other parties by winning court decisions or obtaining favorable financial settlements.
- Handled 99% of the defense of all lawsuits filed against the County, unless a conflict of interest required outside counsel to handle a case, thereby reduced outside counsel costs to the County and taxpayers.

Required Discipline – Customer Satisfaction

County Counsel provided quality, accurate, effective and timely legal advice to all County departments so that they could fulfill their mission and objectives in accordance with the law, reduced the risk of liability and used taxpayer dollars efficiently and effectively.

- Completed 100% of all advisory assignments (12) for the Board of Supervisors and Chief Administrative Officer by their due dates.
- Completed 99% of all advisory assignments for County departments by the agreed upon due dates.

Required Discipline – Regional Leadership

County Counsel attorneys engaged in numerous leadership roles in the County and throughout the State, which provided positive and constructive influences in the professional practice of law in the region.

- Maintained significant involvement in the activities of more than 12 regional organizations and committees.

Required Discipline – Skilled, Competent and Diverse Workforce

County Counsel provided education and risk mitigation training to County officers and employees in furtherance of a committed, capable and diverse workforce.

- Provided 98 education programs to County employees on selected legal subjects, thereby enabled these employees to better serve San Diego County residents. County Counsel is providing fewer training sessions than expected during the fiscal year due to staff reductions experienced in anticipation of future budget reductions.

- Provided 64 specialized training sessions, risk roundtables, settlement committee discussions and post-litigation debriefings to address risk issues, which helped to promote risk management and decrease future legal liability. County Counsel is providing fewer risk mitigation sessions than expected during the fiscal year due to staff reductions experienced in anticipation of future budget reductions.
- Issued 12 Special Bulletins to inform County staff of new developments involving court rulings and new legislation, thus assisted County staff to better perform their duties within the law.
- Conducted 125 internal and/or external training sessions for staff, including Mandatory Continuing Legal Education, to ensure they continue to provide the highest quality legal services to the County by remaining current on developments in the law.

Required Discipline – Continuous Improvement

County Counsel improved its operational efficiencies, thereby maximizing value for taxpayers.

- Revised the Client Department Request for Legal Services assignment process which streamlined the opening, extending and closing of legal services assignments for our clients, and improved the use of staff time and resources.
- Developed a Training Quality Assurance Committee which has assessed and monitored the effectiveness and applicability of trainings provided by County Counsel.

Required Discipline – Information Technology

County Counsel optimized its information technology systems to improve operational efficiency and service to customers.

- Implemented the first phase of the five-year Documentum Management Business Process Reengineering Plan to scan County Counsel Opinions, to allow electronic retrieval of case information.
- Implemented online training library and placed five training videos on the County Counsel intranet to allow County department staff to access training from the convenience of their office workstations, thus facilitated more time for their day-to-day job duties and saved on travel costs.

2009-11 Objectives

Required Discipline – Fiscal Stability

County Counsel will aggressively represent the County in litigation, maintaining fiscal stability while advancing the overall interests of the County of San Diego and the public it serves.

- Prevail in 95% or more of court decisions in all lawsuits filed against the County.
- Achieve a success rate of 90% or more in County code enforcement and other lawsuits where the County is the plaintiff by winning in court or obtaining favorable financial settlements.
- Handle 95% or more of the defense of all lawsuits filed against the County, unless a conflict of interest requires outside counsel to handle a case, thereby reducing outside counsel costs to the County and taxpayers.

Required Discipline – Customer Satisfaction

County Counsel will provide quality, accurate, effective and timely legal advice to all County departments so that they can fulfill their mission and objectives in accordance with the law, reduce the risk of liability and use taxpayer dollars efficiently and effectively.

- Complete 100% of all advisory assignments for the Board of Supervisors and Chief Administrative Officer by their due dates.
- Complete 85% or more of all advisory assignments for County departments by the agreed upon due dates.

Required Discipline – Regional Leadership

County Counsel attorneys will engage in numerous leadership roles in the County and throughout the State, which will provide positive and constructive influences in the professional practice of law in the region.

- Maintain significant involvement in the activities of at least 12 regional organizations and committees.

Required Discipline – Skilled, Adaptable and Diverse Workforce

County Counsel will provide education and risk mitigation training to County officers and employees in furtherance of a committed, capable and diverse workforce.

- Provide 30 or more education programs on selected legal subjects.

- Provide 60 or more specialized training sessions, such as risk roundtables, settlement committee discussions and post-litigation debriefings to address risk issues, helping to promote risk management and decrease future legal liability.
- Provide 24 or more internal and/or external training sessions, including Mandatory Continuing Legal Education, to ensure staff continues to provide the highest quality legal services to the County by remaining current on developments in the law.

Strategic Initiative – The Environment

County Counsel will continue to promote and emphasize resource conservation in the office.

- Implement a "Go Green" campaign which provides education to staff and opportunities for cost savings through conservation and behavior modification.
- Modify overall purchasing habits by purchasing recycled and/or environmentally-friendly office products.
- Create a paperless travel request procedure.

Required Discipline – Continuous Improvement

County Counsel will improve its operational efficiencies, thereby maximizing value for taxpayers.

- Develop a Business Processing Reengineering Committee consisting of a variety of staff in order to identify ways to improve office processes.
- Revise the current County car policy and assignment system to improve the efficiency of departmental resources.
- Improve the efficiency of employee timekeeping and payroll processing by decentralizing Kronos (County's timekeeping system) data entry.

Required Discipline – Information Technology

County Counsel will optimize its information technology systems to improve operational efficiency and service to customers.

- Reduce the amount of storage on the department's shared drive by developing and implementing internal guidelines, policies and procedures.
- Implement a collaborative electronic work environment through the use of the SharePoint application to maximize efficient use of information and staff time.

Related Links

For additional information about County Counsel, refer to the Web site at http://www.sdcounty.ca.gov/CountyCounsel/.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Percentage of resolved court cases filed against the County in which County will prevail (County success rate)	92% (73–6 record)	95%	95%	95%	95%
Percentage of cases against the County that were handled by County Counsel	100% (100 cases)	99%	99%	95%	95%
Success rate in County cases against other parties	88%	91%	91%	90%	90%
Percentage of advisory assignments for Board of Supervisors to be completed by the due date	100% (22 assignments)	100%	100%	100%	100%
Percentage of advisory assignments for all departments completed by the due date	98% (1,301 assignments)	99%	99%	85%[1]	85%[1]
Number of training programs presented by County Counsel[2]	160	226	98	30	30
Number of risk mitigation education sessions provided by County Counsel[2]	44	75	64	60	60
Number of legal bulletins issued[3]	14	12	12	N/A	N/A

Table Notes

[1] Due to a decrease in staffing in advisory services, County Counsel may experience a reduced ability to provide advisory legal guidance and assistance to departments in a timely manner.

[2] County Counsel is providing fewer risk mitigation sessions than expected during the fiscal year in anticipation of the staffing reductions described below.

[3] This measure is being discontinued effective Fiscal Year 2009-10.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 4.00 staff years primarily in advisory services as a result of a reduction in available funding. The decrease in staff years may result in a reduced ability to provide advisory legal guidance and assistance to departments in a timely manner; reduce ability to provide training programs; and, therefore, may increase the County's exposure to litigation.

Expenditures

Net decrease of $1.0 million.

- Salaries and Benefits — decrease of $0.04 million primarily due to staffing changes described above and $0.2 million in one-time anticipated costs associated with upcoming staff retirements.
- Services and Supplies — decrease of $0.2 million as a result of a reduction in available funding.
- Management Reserves — decrease of $0.7 million due to the completion of prior year one-time initiatives.

Revenues

Net decrease of $1.0 million.

- Charges for Current Services — increase of $0.5 million primarily due to anticipated increases in Road Fund workloads.

- Use of Fund Balance — decrease of $0.5 million due to the reduction in management reserves as described above, offset by one-time salary and benefit costs.
- General Revenue Allocation — decrease of $0.9 million, which reflects the impact of the downturn in the overall economy.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Decrease of 2.00 staff years due a reduction in available funding, which reflects the impact of the downturn in the overall economy, and a net increase of $0.1 million primarily due to negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
County Counsel	141.00	141.00	137.00	(2.84)	135.00
Total	141.00	141.00	137.00	(2.84)	135.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
County Counsel	$ 22,454,457	$ 23,271,577	$ 22,318,667	(4.09)	$ 22,426,347
Total	$ 22,454,457	$ 23,271,577	$ 22,318,667	(4.09)	$ 22,426,347

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 20,715,849	$ 21,588,510	$ 21,549,306	(0.18)	$ 21,633,079
Services & Supplies	1,594,151	1,640,971	1,443,649	(12.02)	1,481,041
Expenditure Transfer & Reimbursements	(655,543)	(627,904)	(674,288)	7.39	(687,773)
Management Reserves	800,000	670,000	—	(100.00)	—
Total	$ 22,454,457	$ 23,271,577	$ 22,318,667	(4.09)	$ 22,426,347

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Charges For Current Services	$ 8,765,549	$ 9,624,279	$ 10,122,722	5.18	$ 10,231,434
Miscellaneous Revenues	25,000	20,000	5,300	(73.50)	5,300
Use of Fund Balance	800,000	670,000	166,973	(75.08)	—
General Revenue Allocation	12,863,908	12,957,298	12,023,672	(7.21)	12,189,613
Total	$ 22,454,457	$ 23,271,577	$ 22,318,667	(4.09)	$ 22,426,347

San Diego County Grand Jury

Department Description

The Grand Jury is a body of 19 citizens who are charged and sworn to investigate County matters of civil concern as well as inquire into public offenses committed or triable within the County. Grand Jury duties, powers, responsibilities, qualifications and selection processes are outlined in the California Penal Code §888 et seq. The Grand Jury reviews and evaluates procedures, methods and systems utilized by government to determine whether they can be made more efficient and effective. It may examine any aspect of county government and city government, including special legislative districts and joint powers agencies, to ensure that the best interests of San Diego County citizens are being served. The Grand Jury may inquire also into written complaints brought to it by the public. Additionally, Penal Code §904.6 authorizes the empanelment of a second Grand Jury to issue criminal indictments. Civil grand jurors are selected from a pool of applicants nominated by Superior Court Judges. Grand jurors serve in office for one year. Jurors impaneled to review and issue criminal indictments are drawn from the petit (regular trial) jury pool, as needed, at the request of the District Attorney. Department support staff consists of one full-time coordinator and one part-time assistant.

Mission Statement

Representing the citizens of San Diego County by investigating, evaluating, and reporting on the actions of local governments and special districts.

2008-09 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- Reviewed and investigated 84 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 20 criminal indictments, and prepared other reports and declarations as mandated by law (Penal Code §939.8, et seq.).

2009-11 Objectives

Strategic Initiative – Safe and Livable Communities

- Review, prioritize and investigate all citizens' complaints, issues and other County matters of civil concern brought before the Grand Jury by assembling a well-qualified and widely representative civil panel to ensure that city and county governmental entities are operating as efficiently as possible.
- Support the District Attorney with hearings on criminal matters.

Related Links

For additional information about the Grand Jury, refer to the Web site at http://www.sdcounty.ca.gov/grandjury/.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

No change in staffing.

Expenditures

Net decrease of $0.06 million.

- Services and Supplies — decrease of $0.04 million as a result of the reduction in General Purpose Revenue due to the impact of the downturn in the overall economy. The jury expense and transcript accounts were reduced, which may diminish the Grand Jury's ability to service cases that are sent from the District Attorney's Office on a month-to-month basis.

- Management Reserves — decrease of $0.02 million of reserves previously budgeted to address unanticipated events.

Revenues

Decrease of $0.06 million.

- Use of Fund Balance — decrease of $0.02 million due to management reserve change described above.
- General Revenue Allocation — decrease of $0.04 million which reflects the impact of the downturn in the overall economy.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

No significant changes.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 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 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Grand Jury	$ 733,362	$ 737,162	$ 678,122	(8.01)	$ 680,076
Total	$ 733,362	$ 737,162	$ 678,122	(8.01)	$ 680,076

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 135,711	$ 112,728	$ 113,808	0.96	$ 116,061
Services & Supplies	577,651	604,434	564,314	(6.64)	564,015
Management Reserves	20,000	20,000	—	(100.00)	—
Total	$ 733,362	$ 737,162	$ 678,122	(8.01)	$ 680,076

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Use of Fund Balance	$ 20,000	$ 20,000	$ —	(100.00)	$ —
General Revenue Allocation	713,362	717,162	678,122	(5.44)	680,076
Total	$ 733,362	$ 737,162	$ 678,122	(8.01)	$ 680,076

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Human Resources

Department Description

The Department of Human Resources (DHR) is responsible for all aspects of labor relations and human resources management for the County of San Diego. DHR serves as the in-house human resources consultant to the Chief Administrative Officer, executive staff and County departments. Activities are diverse, including classification, compensation, recruitment and selection for all County jobs. Additional responsibilities include: administration of employee benefits programs; risk management activities including Workers' Compensation program and property and casualty insurances; employee training programs; labor relations; and administration of employee incentive and career development programs.

Mission Statement

To provide and retain a skilled and competent workforce for County of San Diego departments so that they may deliver superior services to residents and visitors.

2008-09 Anticipated Accomplishments

Required Discipline – Skilled, Competent and Diverse Workforce

- Enhanced on-campus relationships with student and faculty organizations to market County employment opportunities by attending seven recruitment events at colleges and universities. On-site testing was discontinued due to lack of employment opportunities for entry level professional positions this year.
- Marketed County employment opportunities by advertising in a variety of culturally diverse publications and Web sites, and by attending job fairs that are targeted at diverse populations, in order to maintain a 60% ratio of diverse applicants of the overall applicant pool.
- Completed 97% of 203 recruitment plan/service agreements within established goal dates.
- Supported and maintained the new customer service program, Serving Everyone with Excellence, by implementing Customer Service Boot Camp and by training 500 employees. This Web-based training course is available to all employees through the Learning Management System - an online system accessible to all employees for enrolling, scheduling, delivering, evaluating and reporting on training.

- Ensured no additional lost hours of productivity for injured workers as compared to Fiscal Year 2007-08, (104,698 hours) by conducting 40 training sessions for departments in support of the Work Safe/Stay Healthy program.
- Ensured selection of best candidates by improving the reliability of background investigations through the implementation of a fingerprint driven federal level criminal check.
- Completed 100% of 300 classification activity requests (reclassification requests, salary studies, position maintenance studies, etc.) within prescribed goal dates.

Required Discipline – Fiscal Stability

- Negotiations for fiscally prudent successor labor agreements with 25 bargaining units are anticipated to be completed by June 2009.

Required Discipline – Customer Satisfaction

- Marketed various customer service programs by conducting nine presentations to 1,694 employees; presenting 1,984 employees with Customer Service Hero Awards; and presenting Customer Service Prize Patrol Trophies to six groups countywide.

Required Discipline – Information Technology

- Promoted the utilization of the Human Resources Information System capabilities in the County by creating 80% use awareness among unclassified managers and

selected sworn Sheriff's personnel. This system provides managers with the access to workforce information, on demand, for their decision making purposes.

- Successfully completed both the database upgrade and associated tools upgrade for the Human Resources Information System to ensure technology and security standards were met.
- Implemented by fall 2008 an automated benefit system for the processing of benefits for open enrollment, new hires and family status changes. This system provides a convenient, user-friendly, cost effective Web-based enrollment process for employees. This project had been deferred from the previous fiscal year.

2009-11 Objectives

Required Discipline – Skilled, Adaptable and Diverse Workforce

- Assist departments with reorganization efforts related to workforce transition activity by December 2009 in order to increase efficiencies with fewer resources.
- Conduct Train-the-Trainer Knowledge Worker training to department representatives by December 2009, to ensure that the General Management System 2.0 initiatives are introduced to 100% of employees.
- Train 50% of all human resources professionals in the Advanced Human Resources Certificate Program by January 2010, to ensure consistency in administering County policies and procedures.
- Develop a retention program designed to extend the work-life of baby boomer/mature workers in order to ensure knowledge transfer and continuity of program success, by June 2010.
- Support a skilled, adaptable and safe workforce by developing 10 safety trainings available via the County's Learning Management System, by June 2010.
- Conduct one Discipline Case Advocacy Institute training session by June 2011, to increase departmental human resources officers' ability to represent the County effectively in disciplinary hearings.

Required Discipline – Continuous Improvement

- Procure the employee benefit Flexible Spending Benefit Account administration contract for improved services and pricing, by June 2010.
- Ensure 100% of all employment applications will be obtained via the Web, by January 2010.
- Administer recently negotiated contract Memorandum of Agreements in order to reduce the number of grievances, by June 2011.

Required Discipline – Information Technology

- Roll out online support tool to approximately 3,000 supervisors by July 2009, through the implementation of a Supervisors' Resource Center with training resources, materials and links that will support and enable supervisors to access training materials without enrolling in a classroom-based training program.
- Complete full application upgrade on the Human Resources Information System in order to maintain adequate services' support levels and enhance personnel, payroll and benefits tracking for County employees, by December 2010.
- Enhance the countywide employee performance evaluation process by incorporating tracking and form completion within the Human Resources Information System to ensure delivery to the appropriate supervisor and minimize hard copy distribution, by December 2010.
- Implement an online certificate of insurance tracking program through partnership with Purchasing and Contracting and the Health and Human Services Agency to ensure appropriate insurance requirements are incorporated in all contracts, by June 2010.

Related Links

For additional information about the Department of Human Resources, refer to the Web site at http://www.co.san-diego.ca.gov/hr.

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Percentage of classification activity requests completed within prescribed time frame	98% of 398	94% of 580	100% of 300	94% of 300	94% of 300
Percentage of recruitment plan/service agreements/timelines are met	97% of 537	94% of 548	97% of 400	94% of 400	95% of 400

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

Decrease of 4.00 staff years in Human Resources Services Division as a result of a reduction in available funding. This will result in delays in hiring and classification reviews.

Expenditures

Net decrease of $0.5 million.

- Salaries and Benefits — net decrease of $0.3 million due to the staffing changes described above.
- Management Reserves — decrease of $0.2 million previously budgeted to address unanticipated events.

Revenues

Net decrease of $0.5 million.

- Charges for Current Services – increase of $0.3 million from external department overhead payments (A-87) and Superior Court due to reimbursement of costs for services rendered.
- Miscellaneous Revenues – increase of $0.1 million from Workers Compensation Internal Service Fund due to increased contracted services program costs.
- Use of Fund Balance — decrease of $0.2 million in Finance and General Government Group fund balance due to the decrease in Management Reserves described above. The remaining $0.3 million of Finance and General Government Group Fund balance will provide one-time money for the Workforce Academy for Youth (WAY) program.
- General Revenue Allocation — decrease of $0.7 million, which reflects the impact of the downturn in the overall economy.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

No significant net change. An increase in Salaries and Benefits for negotiated wage and benefit increases is offset by a decrease in Services and Supplies, including a decrease in one-time funding associated with the Workforce Academy for Youth (WAY) program.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Department of Human Resources	122.00	122.00	118.00	(3.28)	118.00
Total	122.00	122.00	118.00	(3.28)	118.00

Budget by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Department of Human Resources	$ 22,508,736	$ 22,857,113	$ 22,384,701	(2.07)	$ 22,391,356
Total	$ 22,508,736	$ 22,857,113	$ 22,384,701	(2.07)	$ 22,391,356

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 12,370,035	$ 13,201,047	$ 12,926,642	(2.08)	$ 12,993,297
Services & Supplies	9,838,701	9,456,066	9,458,059	0.02	9,398,059
Management Reserves	300,000	200,000	—	(100.00)	—
Total	$ 22,508,736	$ 22,857,113	$ 22,384,701	(2.07)	$ 22,391,356

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Charges For Current Services	$ 1,033,303	$ 1,075,980	$ 1,418,893	31.87	$ 1,418,893
Miscellaneous Revenues	6,466,388	6,505,372	6,638,200	2.04	6,740,401
Use of Fund Balance	575,000	475,000	275,000	(42.11)	—
General Revenue Allocation	14,434,045	14,800,761	14,052,608	(5.05)	14,232,062
Total	$ 22,508,736	$ 22,857,113	$ 22,384,701	(2.07)	$ 22,391,356

Media and Public Relations

Department Description

Established by the Board of Supervisors in 1997, the Department of Media and Public Relations (DMPR) ensures that information about County issues, programs and services moves quickly and accurately to the public, employees and news organizations. Moreover, the department oversees County communications; including emergency communications, media relations and overall content of the County's external and internal Web sites. The department is responsible for news releases, newsletters, publications and presentations; as well as the operation and programming of the County government access channel, County Television Network (CTN). Additionally, DMPR administers and monitors the County and State franchise agreements with video providers operating within unincorporated areas of the county. The DMPR team is comprised of award-winning writers, producers, videographers and public affairs professionals. The staff has extensive experience in communications for the public, private and nonprofit sectors, through Web, print and broadcast media. As part of their duties, staff members explore emerging technologies and social media to ensure that the County continues to be able to communicate effectively with residents.

Mission Statement

To build confidence in County government by providing clear and accurate information on the County's objectives, goals, services and issues.

2008-09 Anticipated Accomplishments

Strategic Initiative – Safe and Livable Communities

- During emergency drills, provided accurate and timely emergency response and recovery information to the public and media. Tested computers and social media, televisions, radios, cell phones and newspapers to ensure the public had the information needed to minimize loss, accelerate recovery and maintain confidence in County government.
  - Met 97% (29 of 30 points) of DMPR benchmarks for each emergency response drill in Fiscal Year 2008-09.

Required Discipline – Accountability/Transparency

- Informed San Diego County residents, decision makers and media on the scope, role and benefits of County government so that residents can get the most out of government services and can see an improvement in the overall quality of life in our region.
  - Produced 115 programs, segments or public service announcements (PSAs) highlighting County Strategic Initiative programs and services in Fiscal Year 2008-09.
- Collected and promoted County stories on Strategic Initiatives and/or performance providing information, accountability and transparency to taxpayers, the public and County employees.
  - Placed 1,002 stories about the County's Strategic Initiatives or performance stories through the media.

Required Discipline – Skilled, Competent and Diverse Workforce

- Provided timely, accurate and appropriate information to the media and internal customers so that a relationship of trust and cooperation could be maintained to ensure the questions and concerns of the public were addressed.
  - Provided 20 media trainings to County departments, so that departments were able to enhance the quality of their job performance and ensure that information provided to the public and media was accurate and appropriate.

2009-11 Objectives

Strategic Initiative – Safe and Livable Communities

- 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. Use computers and social media, cell phone alerts, televisions, radios and newspapers to ensure the public has the information needed to minimize loss, accelerate recovery and maintain confidence in County government.
  - Meet at least 93% (28 of 30) DMPR benchmarks for each emergency response drill in Fiscal Years 2009-10 and 2010-11.

Required Discipline – Accountability/Transparency

- 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 at least 100 programs, segments, PSAs, presentations and Web videos highlighting County Strategic Initiative programs and services in Fiscal Year 2009-10 and 105 in Fiscal Year 2010-11.
- Collect and promote County stories on Strategic Initiatives and/or performance providing information, accountability and transparency to taxpayers, the public and County employees.
  - Place at least 1,000 stories about the County's Strategic Initiatives and/or performance stories through the media in Fiscal Years 2009-10 and 2010-11.

Required Discipline – Information Technology

- Improve the design and navigation of the County's overall intranet system by June 2010 to promote self-sufficiency, improve employee productivity and as a result, provide better customer service to the public.

Required Discipline – Customer Satisfaction

- Set up digital signage information centers in at least three County locations by June 2010 to promote self-sufficiency and customer satisfaction.

Required Discipline – Skilled, Adaptable and Diverse Workforce

- 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 23 media trainings to County departments in Fiscal Years 2009-10 and 2010-11, 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.
  - Help the County's employees become knowledge workers by exploring new technological communication tools and by providing information and/or training on how to best use those tools to communicate to others either externally or internally. Examples of such tools involve e-mail subscriptions, social media and mental desktops.
  - Provide at least 15 one-on-one or group trainings to County employees in Fiscal Years 2009-10 and 2010-11, so that the County uses all the tools necessary to communicate to others in today's changing technological world.

Related Links

For additional information about the Department of Media and Public Relations and/or CTN, refer to the Web site at http://www.sdcounty.ca.gov/dmpr/ or http://www.ctn.org

Performance Measures	2007-08 Actuals	2008-09 Adopted	2008-09 Estimated Actuals	2009-10 Proposed	2010-11 Proposed
Number of trainings by DMPR staff in new technological communications tools[1]	N/A	N/A	N/A	15	15
Number of media trainings conducted by DMPR staff for other departments	20	20	20	23	23
Number of new presentations[2], programs, segments, PSAs and Web videos produced by CTN highlighting one or more Strategic Plan Initiative or performance stories	111	100	115	100	105
Media placements coordinated by DMPR staff and HHSA	1,650[3]	1,000	1,002	1,000	1,000
Benchmarks met for each emergency drill or training[4]	97%	90%	97%	93%	93%

Table Notes

[1] New measure effective Fiscal Year 2009-10.

[2] CTN's duties expand to the production of more presentations and Web videos.

[3] Target was exceeded due to full staffing of Media & Public Relations Specialists in DMPR and Health and Human Services Agency.

[4] DMPR uses a point system to determine whether staff members are meeting benchmarks on technology, individual preparedness, contact lists, news releases and briefings, County Web site updates and CTN emergency information.

Proposed Changes and Operational Impact: 2008-09 to 2009-10

Staffing

No change in staffing.

Expenditures

Net increase of $0.3 million.

- Services and Supplies — increase of $0.4 million for one-time expenditures for intranet redesign, digital signage information centers, and the replacement and/or upgrade of aging video equipment.
- Capital Assets Equipment — increase of $0.1 million for one-time capital expenditures to replace and/or upgrade aging CTN production equipment.
- Management Reserves — decrease of $0.2 million previously budgeted to address unanticipated events.

Revenues

Net increase of $0.3 million.

- Licenses, Permits & Franchises – decrease of $2.5 million in Cable Franchise Fee Revenues as a result of the reclassification of the Media and Public Relations Special Revenue Fund to a General Fund organization. These revenues will be recognized in the General Fund as General Purpose Revenue. $0.2 million of Public Educational Governmental (PEG) Access Fees, which will be used to fund one-time expenditures noted above.
- Charges for Current Services — decrease of $0.2 million as a result of the proposed conversion of Media and Public Relations from a Special Revenue Fund to a General Fund department.
- Use of Fund Balance — increase of $0.1 million for a total of $0.3 million, which will be used to fund one-time expenditures noted above.

- General Revenue Allocation — The Department of Media and Public Relations is recommended to be converted from a Special Revenue Fund to a General Fund department. This change will result in an increase of $3.0 million due to the elimination of the Media and Public Relations Special Fund Revenue. Revenues previously realized in the Media and Public Relations Special Revenue fund will be recognized in the General Fund.

Proposed Changes and Operational Impact: 2009-10 to 2010-11

Net decrease of $0.4 million in expenditures and revenues as a result of a decrease in one-time expenditures in Services and Supplies and Capital Assets Equipment, partially offset by a minor increase in Salaries and Benefits for negotiated wage and benefit increases.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 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 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Media and Public Relations	$ 3,000,256	$ 3,094,902	$ 3,430,213	10.83	$ 3,003,169
Total	$ 3,000,256	$ 3,094,902	$ 3,430,213	10.83	$ 3,003,169

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 2,360,268	$ 2,451,725	$ 2,475,806	0.98	$ 2,541,406
Services & Supplies	439,988	443,177	814,907	83.88	461,763
Capital Assets Equipment	—	—	139,500	—	—
Management Reserves	200,000	200,000	—	(100.00)	—
Total	$ 3,000,256	$ 3,094,902	$ 3,430,213	10.83	$ 3,003,169

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Licenses Permits & Franchises	$ 2,300,000	$ 2,744,902	$ 216,000	(92.13)	$ —
Charges For Current Services	150,000	150,000	—	(100.00)	—
Use of Fund Balance	550,256	200,000	260,000	30.00	—
General Revenue Allocation	—	—	2,954,213	—	3,003,169
Total	$ 3,000,256	$ 3,094,902	$ 3,430,213	10.83	$ 3,003,169

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County of San Diego

Capital Program

Capital Program

2009-10 Proposed Capital Appropriations

Operating Impact of Capital Program

Major Project Highlights

Capital Program Summary

Capital Outlay Fund

County Health Complex Fund

Justice Facility Construction Fund

Library Projects 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 and other health facilities other than the County's Edgemoor property (described below).
- **Justice Facility Construction Fund** contains budgeted amounts for capital projects related to the County's detention facilities, Sheriff's stations, crime laboratories, and other criminal justice facilities.
- **Library Project Fund** contains budgeted amounts for the acquisition and construction of libraries throughout San Diego County.
- **Capital Outlay Fund** includes land acquisitions and capital projects that do not fall into the previous three program categories.
- **Edgemoor Development Fund**. In 1979, the Board of Supervisors approved Board Policy F-38, *Edgemoor Property Development*, which provides guidelines for the use, development, and disposition of the County's 326 acres of property located in the City of Santee, known as the Edgemoor property. The Edgemoor Development Fund was established pursuant to the policy and states that 100% of the revenues produced by this property from the lease and sale of land are to assist in the reconstruction of the Edgemoor Skilled Nursing Facility. As a fund established to account for the financial resources to be used for the acquisition or construction of major capital facilities, it is included in the Capital Program. 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.

Capital Program Funds are used to account 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 the following expenses are not to be funded from the Capital Program Funds:

- Expenditures which do not extend the useful life of a structure or will only bring the facility to a sound condition. These are considered maintenance expenses.
- Feasibility studies, facility master plans, or other analytical or research activities 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 §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. DGS coordinates the implementation of Policy G-16 by setting a schedule, designing a process, and creating evaluation criteria for establishing the Capital Improvements Needs Assessment (CINA).

In accordance with Board of Supervisors Policy B-37, the CINA is prepared and presented annually to the Board of Supervisors to guide the development of both immediate and long-term capital projects for funding 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. Funded projects are given first priority, followed by partially funded projects, and finally unfunded projects. Preparation of the CINA involves the following process:

- A "Call for Projects" begins in August when departments submit projects including a description, estimated costs, and level of available funding. This is an opportunity for departments to submit high priority capital projects for review and evaluation. Capital requests are defined per County Administrative Manual, Item 0050-01-06, 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 and prioritizes the projects. 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 automatically roll over into the next fiscal year along with any related encumbrances 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 of Supervisors.

The tables beginning on page 404 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.

2009-10 Proposed Capital Appropriations

The Fiscal Year 2009-10 Proposed Operational Plan includes $87.9 million in new appropriations for various capital projects. The following section briefly describes the amount and purpose of each capital item.

Women's Detention Facility Construction

In 2001, the Sheriff's Department completed a Master Plan that forecasts the expected growth in the County's inmate population through the year 2020 and defines a long-range capital program to meet the projected local needs for male and female inmates (System Master Plan - Final Report, Carter Goble Associates, Inc. April 2001).

That Master Plan and subsequent planning efforts incorporated statistical analyses that projected the need for a 1,216-bed replacement women's facility. In March 2008, the County of San Diego Board of Supervisors approved the submission of an application to the State of California for funding under the provisions of Assembly Bill 900, the Public Safety and Offender Rehabilitation Services Act of 2007. The State of California has announced a conditional award of $100 million for the County of San Diego, requiring at least a 25% match of County funds. Due to the matching requirement and additional capital costs not covered by the State, the County proposes to budget $75.0 million to begin the project in Fiscal Year 2009-10 and an additional $75.0 million in the Fiscal Year 2010-11. The total estimated cost of the project will be finalized following the completion of environmental reviews, program and design parameters and the decision of the Board of Supervisors to authorize construction.

San Luis Rey Park Acquisition

On March 11, 2003 the San Diego County Board of Supervisors allocated $500,000 to begin planning efforts for the San Luis Rey River Park. The adopted San Luis Rey River Park Master Plan establishes the framework for the acquisition and development of the river park within an eight-mile stretch of the San Luis Rey River corridor between I-15 and the old Bonsall Bridge in northern San Diego County. Over the years, the County of San Diego has purchased over 116 acres of open space. Proposed funding of $2.6 million will be used to purchase a 69-acre parcel, planned as a future active recreation park within San Luis Rey River Park. The San Luis Rey River Park is a recreational and open space legacy for San Diego County residents. The park balances accommodation of the recreational needs of surrounding communities with the establishment of a large open space preserve, protecting one of the most biologically diverse segments of the San Luis Rey river corridor, and critical habitat for several threatened and endangered species.

Jess Martin Exercise Path and Park Improvements

The proposed funding of $0.3 million will be used to design and construct an exercise path, a shade pavilion, and related improvements to the Jess Martin Park. Jess Martin Park is a nine-acre multi-use recreational area, with ball fields, a skate park, and playgrounds located in the community of Julian. Construction of the exercise path and park improvements is scheduled to be completed in the summer of 2010.

Multiple Species Conservation Program

The Multiple Species Conservation Program preserves San Diego's unique, native habitats. The County acquires natural lands for the preservation of wildlife and for the enjoyment of future generations. Funding of $10.0 million ($7.5 million one-time funding in Fiscal Year 2009-10 and $2.5 million on-going funding in Fiscal Year 2009-10 and beyond) will allow for the continuation of this conservation program.

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 2009-11 and may, therefore, have some impact on the Fiscal Year 2009-11 Operational Plan.

County Operations Center (COC) and Annex Redevelopment - Phase 1A

The Department of General Services of the Community Services Group has begun construction of Phase 1A of the County Operations Center (COC) and Annex Redevelopment project. The COC and COC Annex currently cover nearly 57 acres of land in the Kearny Mesa area north of downtown San Diego. The existing 824,000 square feet of facility space house 2,280 County employees from 26 County departments. The County also currently leases 120,000 square feet of facility space for 650 employees in support of COC and COC Annex operations. The existing County facilities are more than 40 years old, and are not responsive to present day County operations, public access and energy performance requirements.

The COC and Annex Redevelopment project aims to consolidate and streamline County operations, achieving the County's objective of redeveloping the existing site to support the efficient, modern operational needs of the County. The overall plan includes construction of six 150,000 square foot office buildings, two multi-level parking structures, a new central plant, and a conference center with food services. The project will provide a single, cohesive campus for County employees who are currently located at the COC, the COC Annex, and leased properties; provide more parking and improved accessibility to County clients; and be designed to Leadership in Energy and Environmental Design silver standards with improved energy efficiency and sustainability. Completion of this project will avert the need for capital renewal costs that were projected to be approximately $216 million over the next 20 years, of which over $67 million was to be needed within the first six years.

Phase 1A, with a total cost of approximately $188.5 million, including furniture and equipment, includes the construction of two office buildings, an energy efficient central plant, and one parking structure. This Phase will provide improved working space for the County employees currently located at the COC. Phase 1A is designed to "stand-alone" and is not dependent on subsequent phases of the project. Construction

is anticipated to be completed in December 2010, and authorization for Phase 1B will be sought in late 2010. No additional staff years will be required.

Medical Examiner and Forensic Center

The Medical Examiner Department and the Office of the County Veterinarian are currently located in separate facilities at the County Operations Center (COC). The current Medical Examiner's facility is approximately 40 years old and is comprised of 17,222 square feet and the County Veterinarian is currently located in offices and laboratories that total 3,500 square feet of space. Additionally, the infrastructure available to them is antiquated and inefficient. Medical Examiner and County Veterinarian staff provide forensic death investigations, 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 84,000 square foot facility, which includes - where feasible and allowed by professional standards of practice and legal requirements - laboratories, offices, storage, and equipment to be shared with entities who have a common mission with the Medical Examiner and County Veterinarian. Funding in the amount of $80.0 million for construction of the new facility, also at the COC, was adopted for Fiscal Year 2006-07 and the estimated time frame for completion is December 2009. It is anticipated the project will come in within or under budget. Although the planning and construction of this project was in advance of the comprehensive COC project described above, it benefits from the efficiencies of the larger projects, such as the Central Plant. The operating costs of the new facility are estimated to be $480,000 in annual maintenance and $430,000 in utilities. This facility will allow the Medical Examiner to respond to the requirements of a growing County population for the next 30 years. The Medical Examiner and the County Veterinarian have begun preparing for the transition to the new facility.

Ramona Library

The existing Ramona Library is a 5,319 square foot facility built in the early 1970s. It provides an important function as a focal point for the Ramona community, and has the 13th largest circulation among the 35 branches in the County library system. Since its construction, the population of Ramona has increased six-fold, and the current facilities no longer meet the needs of the community and lack the amenities and space for children's and special programs, meeting and performance rooms, additional computers, and other service improvements.

The new library will be located at County-owned Ramona Intergenerational Community Campus (RICC) parcel at Main Street between 12th and 13th Streets, and will be approximately 21,500 square feet. The new construction is consistent with the Ramona Community Plan and responds to community input by providing a larger community room and more facilities for public internet access. The new Ramona Library is scheduled for completion in the winter of 2010, and will be able to accommodate program expansion via a community room and facilities for more public Internet access. The capital project budget is $10.7 million, and the Friends of Ramona Library will provide donations to purchase furnishings and equipment. The estimated operating costs of the new Ramona Library are $64,070 for maintenance and $74,400 for utilities. No additional staff years will be required.

Fallbrook Library

The current Fallbrook Library was reconstructed in 1987 after fire destroyed the original building, and is 8,100 square feet, serving a population of 44,405. It has the eighth highest circulation in the County Library system, and the current facilities are no longer meeting the needs of the growing Fallbrook community.

The capital project budget is $10.3 million. Funds to furnish the new 19,100 square foot library will be provided by the Friends of the Fallbrook Library, who have so far raised over

$2 million. The new facility is scheduled for completion in the winter of 2010. There will be no additional staff required and the operating and maintenance cost increases are $95,869.

Lincoln Acres Library

The existing Lincoln Acres Library first opened in 1947 and is comprised of 800 square feet of a combination County library/ park/community room facility. This facility has been a vital gathering spot for the community since 1947, and is currently in need of expansion.

The project, which is budgeted at approximately $3.2 million, will include the construction of a new, expanded Lincoln Acres library, community room, Sheriff's Office, and offices for the Lower Sweetwater Fire Protection District ("Fire Protection District"), which together will be 4,820 square feet. This expansion requires acquisition of two adjacent properties on Granger Avenue. One of the properties, a 0.07-acre parcel located at 2711 Granger Avenue, belonged to the Fire Protection District. The Fire Protection District has transferred the property to the County in exchange for temporary and permanent no-cost space to house their administrative offices. $125,000 has been budgeted to furnish and equip the newly constructed library, and the estimated operating costs are $16,565 for maintenance and $20,685 for utilities. The new facility is scheduled for completion in the spring of 2011. No additional staff years will be required.

Major Project Highlights

In addition to the major capital projects that will be completed in Fiscal Years 2009-11, the following major capital projects are either slated to begin or to significantly progress during the same time period.

Women's Detention Facility Replacement

The existing Las Colinas Women's Detention Facility is comprised of 11 housing units on 15 acres in Santee in east San Diego County. The facility was converted from a juvenile facility in 1977 and today serves as the primary booking and holding facility for women arrested in San Diego County. Many of the Las Colinas buildings were designed as temporary structures and the physical plant is beyond its useful life. The current facility is inadequate to serve projected future inmate populations and, in addition, cannot provide for programs to serve the counseling training and education needs that are vital to reducing the recidivism of women offenders.

In 2001, the Sheriff's Department completed a Master Plan that forecasts the expected growth in the County's inmate population through the year 2020 and defines a long-range capital program to meet the projected local needs for inmates. As a result of this Master Plan, the Women's Detention Facility replacement is proposed to be a new 1,216-bed multi-custody women's detention facility. These facilities include a maximum of 512,537 square feet of building floor area consisting of inmate housing, administration areas, a visitation center, security administration, program and employment facilities, medical and food services, and facility support services on a 45-acre site. To date, $1.6 million has been authorized for planning, programming and CEQA compliance (Environmental Impact Report). In March 2008, the County of San Diego Board of Supervisors approved the submission of an application to the State of California for funding under the provisions of Assembly Bill 900, the Public Safety and Offender Rehabilitation Services Act of 2007. The State has announced a conditional award of $100 million for the County of San Diego, requiring at least a 25% match of County funds. In anticipation of the matching requirement and additional capital costs not covered by the State, the County proposes to budget $75.0 million to begin the project in Fiscal Year 2009-10 and an additional $75.0 million in Fiscal Year 2010-11.

County Operations Center (COC) and Annex Redevelopment - Phase 1B

As described in the Operating Impacts of the Capital Program, Phase 1A will provide improved facilities for all County employees currently located at the COC and provide better public access to these County departments. Phase 1B will build upon Phase 1A with the addition of two four-story office buildings of 150,000-square feet each and a conference center with food services. Phase 1B will continue to consolidate and streamline County operations by providing office space for County employees currently located at the COC Annex and by providing additional facilities for conferences and meetings. Phase 1B is anticipated to commence at the end of 2010 if funding is approved by the Board of Supervisors. It is anticipated that Phase 1B construction will be completed in 2012 and have a total cost of approximately $118 million.

Completion of Phase 1B is designed to be a stand-alone finished project along with Phase 1A if Phase 2, the final phase of the overall project, is not implemented.

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 15,500 acres have been acquired throughout the County for the present or future MSCPs. Since 1997, $33 million from the General Fund has been spent on MSCP and Open Space acquisition, which leveraged $83 million in federal, state and local grants.

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 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Capital Outlay Fund	$ 26,297,800	$ 392,816,372	$ 12,920,000	(96.71)	$ 2,500,000
Justice Facility Construction Fund	4,000,000	—	75,000,000	—	75,000,000
County Health Complex Fund	—	7,000,000	—	(100.00)	—
Library Projects Fund	3,000,000	3,200,000	—	(100.00)	—
Edgemoor Development Fund	822,000	3,139,500	9,968,982	217.53	9,782,095
Total	$ 34,119,800	$ 406,155,872	$ 97,888,982	(75.90)	$ 87,282,095

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Services & Supplies	$ 822,000	$ 864,500	$ 903,907	4.56	$ 497,000
Capital Assets/Land Acquisition	33,297,800	403,016,372	87,920,000	(78.18)	77,500,000
Reserve Designation Increase	—	—	250,000	—	—
Operating Transfers Out	—	2,275,000	8,815,075	287.48	9,285,095
Total	$ 34,119,800	$ 406,155,872	$ 97,888,982	(75.90)	$ 87,282,095

Budget by Categories of Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Revenue From Use of Money & Property	$ 822,000	$ 1,556,521	$ 515,239	(66.90)	$ 430,999
Intergovernmental Revenues	627,800	1,000,000	6,974,935	597.49	4,271,144
Miscellaneous Revenues	50,000	1,016,372	—	(100.00)	—
Other Financing Sources	32,620,000	401,000,000	90,148,808	(77.52)	77,500,000
Reserve/Designation Decrease	—	250,000	250,000	—	—
Use of Fund Balance	—	1,332,979	—	(100.00)	5,079,952
Total	$ 34,119,800	$ 406,155,872	$ 97,888,982	(75.90)	$ 87,282,095

Revenue Detail

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Interest On Deposits & Investments	$ 555,000	$ 581,521	$ 225,093	(61.29)	$ 187,117
Rents & Concessions	267,000	975,000	290,146	(70.24)	243,882
State Coastal Protection Bonds Prop 40	—	1,000,000	2,625,000	162.50	—
Fed. Aid HUD CDBG	627,800	—	295,000	—	—
Federal Other	—	—	4,054,935	—	4,271,144
Other Miscellaneous	50,000	1,016,372	—	(100.00)	—
Operating Transfer From General Fund	28,120,000	167,700,000	89,000,000	(46.93)	77,500,000
Operating Transfer From Parkland Dedication	1,500,000	—	—	—	—
Operating Transfer From Prop 172 Fund	3,000,000	—	—	—	—
Sale of Fixed Assets	—	—	1,148,808	—	—
Proceeds Long Term Debt	—	233,300,000	—	(100.00)	—
32222 Designated Justice System	—	250,000	—	(100.00)	—
33300 General Reserve - All Funds	—	—	250,000	—	—
Use of Fund Balance - All Other Funds	—	1,332,979	—	(100.00)	5,079,952
Total	$ 34,119,800	$ 406,155,872	$ 97,888,982	(75.90)	$ 87,282,095

Capital Outlay Fund

Budget by Categories of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Capital Assets/Land Acquisition	$ 26,297,800	$ 392,816,372	$ 12,920,000	(96.71)	$ 2,500,000
Total	$ 26,297,800	$ 392,816,372	$ 12,920,000	(96.71)	$ 2,500,000

Capital Projects Detail

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Capital Assets/Land Acquisition					
1009268 Otay Valley Regional Park Trail	$ 3,000,000	$ —	$ —	—	$ —
1009548 Lakeside Soccer Fields Acquisition	500,000	—	—	—	—
1011214 County Operations Center	—	308,300,000	—	(100.00)	—
1011443 Agua Caliente Pavilion Replacement	275,000	—	—	—	—
1011445 Tijuana River Valley Trails/Habitat Restoration	470,000	—	—	—	—
1011446 Felicita Wedding Area Improvement	1,000,000	—	—	—	—
1011447 Whaley Compound ADA Improvements	100,000	—	—	—	—
1011448 Los Penasquitos Adobe/Barn ADA Access	100,000	—	—	—	—
1011449 Ranger Housing Improvements	2,500,000	—	—	—	—
1011450 Fallbrook Comm Ctr Playground Shade Structures	135,000	—	—	—	—
1011454 Ramona Collier Park Playground Shade Structures	180,000	—	—	—	—
1011462 Spring Valley Comm Park ADA Perimeter Path	200,000	—	—	—	—
1011472 Julian Jess Martin Paving Improvements	112,800	—	—	—	—
1011473 Brodiaea Restoration Enhancement & Protection	50,000	—	—	—	—
1011474 Open Space Land Acquisitions	1,300,000	—	—	—	—
1012152 Oakoasis Park Improvements	—	1,016,372	—	(100.00)	—
1012285 HHSA PSG CSG Office Relocations	—	56,000,000	—	(100.00)	—
1012286 San Pasqual Academy Residences	—	14,500,000	—	(100.00)	—

Capital Projects Detail

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
KA5321 Stowe Trail Acquisition	150,000	—	—	—	—
KA9500 Multi-Species Conservation Program	5,000,000	10,000,000	10,000,000	—	2,500,000
KK3421 CAC Waterfront Park	3,000,000	1,000,000	—	(100.00)	—
KN3106 Sweetwater Summit Campground	3,500,000	2,000,000	—	(100.00)	—
KN3412 Lakeside Baseball Park	3,000,000	—	—	—	—
KN3414 Felicita Park Improvements	400,000	—	—	—	—
KN3419 Sweetwater Bikeway Trails Construction	500,000	—	—	—	—
KN4464 San Elijo Nature Center	735,000	—	—	—	—
KN5498 Spring Valley Community Center Expansion	90,000	—	—	—	—
KA5325 San Luis Rey River Park Acquisition	—	—	2,625,000	—	—
1013102 Jess Martin Exercise Path and Park Improvements	—	—	295,000	—	—
Total Capital Assets/Land Acquisition	$ 26,297,800	$ 392,816,372	$ 12,920,000	(96.71)	$ 2,500,000
Total Capital Outlay Fund	$ 26,297,800	$ 392,816,372	$ 12,920,000	(96.71)	$ 2,500,000

Funding Source

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
General Fund					
1009268 Otay Valley Regional Park Trail Improvements *	$ 3,000,000	$ (1,000,000)	$ —	(100.00)	$ —
1009548 Lakeside Soccer Fields Acquisition	500,000	—	—	—	—
1011214 County Operations Center	—	75,000,000	—	(100.00)	—
1011443 Agua Caliente Pavilion Replacement	275,000	—	—	—	—
1011445 Tijuana River Valley Trails Habitat Restoration	470,000	—	—	—	—
1011446 Felicita Wedding Area Improvement	1,000,000	—	—	—	—
1011447 Whaley Compound ADA Improvements	100,000	—	—	—	—
1011448 Los Penasquitos Adobe/Barn ADA	100,000	—	—	—	—
1011449 Ranger Housing Improvements	2,500,000	—	—	—	—
1011474 Open Space Land Acquisitions	1,300,000	—	—	—	—
1012285 HHSA PSG CSG Office Relocations	—	56,000,000	—	(100.00)	—
1012286 San Pasqual Academy Residences	—	14,500,000	—	(100.00)	—
KA5321 Stowe Trail Acquisition	150,000	—	—	—	—
KA5324 Lakeside Sports Park Acquisition *	—	—	—	—	—
KA9500 Multi-Species Conservation Program *	5,000,000	10,000,000	10,000,000	—	2,500,000
KK3421 CAC Waterfront Park	3,000,000	1,000,000	—	(100.00)	—
KN3106 Sweetwater Summit Campground and Local Park Improvements *	2,000,000	2,000,000	—	(100.00)	—
KN3412 Lakeside Baseball Park *	3,000,000	—	—	—	—
KN3414 Felicita Park Improvements	400,000	—	—	—	—
KN3419 Sweetwater Trails/ Bikeways Construction	500,000	—	—	—	—
KN4464 San Elijo Lagoon Nature Center Expansion	735,000	—	—	—	—
* indicates multiple funding sources					

Funding Source

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
KN5498 Spring Valley Community Center Expansion *	90,000	—	—	—	—
Total - General Fund	$ 24,120,000	$ 157,500,000	$ 10,000,000	(93.65)	$ 2,500,000
Community Development Block Grants					
1011450 Fallbrook Community Center Playground Shade Structures *	$ 135,000	$ —	$ —	—	$ —
1011454 Ramona Collier Park Playground Shade Structures	180,000	—	—	—	—
1011462 Spring Valley Community Park ADA Perimeter Path	200,000	—	—	—	—
1013102 Jess Martin Exercise Path and Park Improvements	—	—	295,000	—	—
Total - Community Development Block Grants	$ 627,800	$ —	$ 295,000	—	$ —
Regional Building Authority Reimbursement Funds					
1011214 County Operations Center	$ —	$ 233,300,000	$ —	(100.00)	$ —
Total - Regional Building Authority Reimbursement Funds	$ —	$ 233,300,000	$ —	(100.00)	$ —
State Prop 40					
1009268 Otay Valley Regional Park Trail Improvements*	$ —	$ 1,000,000	$ —	(100.00)	$ —
KN3106 Sweetwater Summit Campground and Local Park Improvements *	1,500,000	—	—	—	—
* indicates multiple funding sources					

Funding Source

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
1007108 San Luis Rey Active Park Acquisition	—	—	2,625,000	—	—
Total - State Prop 40	$ 1,500,000	$ 1,000,000	$ 2,625,000	162.50	$ —
Miscellaneous Revenue					
1011473 Brodiaea Restoration Enhancement & Protection	$ 50,000	$ —	$ —	—	$ —
1012152 Oakoasis Park Improvements	—	1,016,372	—	(100.00)	—
1012286 San Pasqual Academy Residences	—	—	—	—	—
Total - Miscellaneous Revenue	$ 50,000	$ 1,016,372	$ —	(100.00)	$ —
Total Capital Outlay Funding Sources	$ 26,297,800	$ 392,816,372	$ 12,920,000	(96.71)	$ 2,500,000

County Health Complex Fund

County Health Complex Fund

Budget by Category of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Capital Assets/Land Acquisition	$ —	$ 7,000,000	$ —	—	$ —
Total	$ —	$ 7,000,000	$ —	—	$ —

Capital Projects Detail

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Capital Assets/Land Acquisition					
1012284 North Central Public Health Clinic	$ —	$ 7,000,000	$ —	—	$ —
Total - Capital Assets/Land Acquisition	$ —	$ 7,000,000	$ —	—	$ —

Funding Source

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
General Fund					
1012284 North Central Public Health Clinic	$ —	$ 7,000,000	$ —	—	$ —
Total - General Fund	$ —	$ 7,000,000	$ —	—	$ —
Total County Health Complex Funding Sources	$ —	$ 7,000,000	$ —	—	$ —

Justice Facility Construction Fund

Justice Facility Construction Fund

Budget by Category of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Capital Assets/Land Acquisition	$ 4,000,000	$ —	$ 75,000,000	—	$ 75,000,000
Total	$ 4,000,000	$ —	$ 75,000,000	—	$ 75,000,000

Capital Projects Detail

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Capital Assets/Land Acquisition					
1011477 Ramona Station Land Acquisition	$ 1,000,000	$ —	$ —	—	$ —
KK5485 Rancho SD Station	3,000,000	—	—	—	—
KK8032 Women's Detention Facility	—	—	75,000,000	—	75,000,000
Total - Capital Assets/Land Acquisition	$ 4,000,000	$ —	$ 75,000,000	—	$ 75,000,000

Funding Source

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
General Fund					
1011477 Ramona Station Land Acquisition	$ 1,000,000	$ —	$ —	—	$ —
KK8032 Women's Detention Facility	—	—	75,000,000	—	75,000,000
Total - General Fund	$ 1,000,000	$ —	$ 75,000,000	—	$ 75,000,000
Prop 172 Fund					
KK5485 Rancho San Diego Sheriff Station	$ 3,000,000	$ —	$ —	—	$ —
Total - Prop 172 Fund	$ 3,000,000	$ —	$ —	—	$ —
Total Justice Facility Contruction Funding Sources	$ 4,000,000	$ —	$ 75,000,000	—	$ 75,000,000

Library Projects Fund

Library Projects Fund

Budget by Category of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Capital Assets/Land Acquisition	$ 3,000,000	$ 3,200,000	$ —	(100.00)	$ —
Total	$ 3,000,000	$ 3,200,000	$ —	(100.00)	$ —

Capital Projects Detail

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Capital Assets/Land Acquisition					
1012133 Lincoln Acres Library & Community Center	$ —	$ 3,200,000	$ —	(100.00)	$ —
KL1974 Fallbrook Library	3,000,000	—	—	—	—
Total - Capital Assets/Land Acquisition	$ 3,000,000	$ 3,200,000	$ —	(100.00)	$ —

Funding Source

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
General Fund					
1012133 Lincoln Acres Library & Community Center	$ —	$ 3,200,000	$ —	(100.00)	$ —
KL1974 Fallbrook Library	3,000,000	—	—	—	—
Total - General Fund	$ 3,000,000	$ 3,200,000	$ —	(100.00)	$ —
Total Library Projects Funding Sources	$ 3,000,000	$ 3,200,000	$ —	(100.00)	$ —

Edgemoor Development Fund

Edgemoor Development Fund

Budget by Category of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Approved Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Services & Supplies	$ 822,000	$ 864,500	$ 903,907	4.56	$ 497,000
Reserve Designation Increase	—	—	250,000	—	—
Operating Transfers Out	—	2,275,000	8,815,075	287.48	9,285,095
Total	$ 822,000	$ 3,139,500	$ 9,968,982	217.53	$ 9,782,095

Expenditure Detail

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Services & Supplies					
Routine Maintenance of Structures	$ —	$ —	$ —	—	$ —
Professional & Specialized Services	522,000	522,000	173,730	(66.72)	—
Inter-Departmental Costs	5,000	5,000	13,000	160.00	13,000
Consultant Contracts	100,000	100,000	299,000	199.00	264,000
Out-Of-County Travel & Transp - Lodging	—	—	—	—	—
Purchasing ISF - Non Merchandise	7,500	7,500	20,000	166.67	20,000
Facilty Management Real Property ISF Costs	157,500	200,000	200,000	—	200,000
Major Maintenance - ISF	30,000	30,000	198,177	560.59	—
Total Services & Supplies	$ 822,000	$ 864,500	$ 903,907	4.56	$ 497,000
Reserve Designation Increase					
32223 Designated Justice System	$ —	$ —	$ 250,000	—	$ —
Total - Reserve Designation Increase	$ —	$ —	$ 250,000	—	$ —
Operating Transfers Out					
Operating Transfers Out - Current Year	$ —	$ 2,275,000	$ 8,815,075	287.48	$ 9,285,095
Total - Operating Transfers Out	$ —	$ 2,275,000	$ 8,815,075	287.48	$ —
Total	$ 822,000	$ 3,139,500	$ 9,968,982	217.53	$ 9,782,095

Funding Source

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Interest On Deposits & Investments	$ 555,000	$ 581,521	$ 225,093	(61.29)	$ 187,117
Rents & Concessions	267,000	975,000	290,146	(70.24)	243,882
Federal Other	—	—	4,054,935	—	4,271,144
Recovered Expenditures	—	—	—	—	—
Other Miscellaneous	—	—	—	—	—
Sale Of Fixed Assets	—	—	1,148,808	—	—
32222 Designated Justice System	—	250,000	—	(100.00)	—
33300 General Reserve - All Funds	—	—	250,000	—	—
Fund Balance - All Other Funds	—	1,332,979	—	(100.00)	5,079,952
Operating Transfer from General Fund	—	—	4,000,000	—	—
Total Edgemoor Development Funding Sources	$ 822,000	$ 3,139,500	$ 9,968,982	217.53	$ 9,782,095

Lease Payments

Budget by Category of Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Lease Payments	$ 38,773,719	$ 35,263,304	$ 39,824,151	12.93	$ 40,700,129
Total	$ 38,773,719	$ 35,263,304	$ 39,824,151	12.93	$ 40,700,129

Lease Payments Detail

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
1993 Master Refunding - South County	$ 2,977,804	$ 1,871,941	$ 1,663,146	(11.15)	$ 1,662,114
1993 Master Refunding - East County	3,960,677	2,489,192	2,211,392	(11.16)	2,210,018
1993 Master Refunding - Topaz	368,133	233,050	207,555	(10.94)	207,429
1993 Master Refunding – Health Complex	1,995,415	1,255,924	1,116,357	(11.11)	1,115,666
1993 Master Refunding – East Mesa	578,328	365,798	325,686	(10.97)	325,487
1993 Master Refunding – Juvenile Hall	342,542	217,772	187,165	(14.05)	187,048
1993 Master Refunding – Clairemont Hospital	1,436,399	904,672	804,317	(11.09)	803,820
1993 Master Refunding – East Mesa Land	1,874,544	1,179,830	1,048,714	(11.11)	1,048,065
1993 Master Refunding – SD Muni Building	598,803	378,656	330,107	(12.82)	329,902
1993 Master Refunding – Housing	319,894	200,895	178,436	(11.18)	178,325
1996 Ohio Street Lease Purchase	174,541	10,000	—	(100.00)	—
1997 Central Jail	5,260,411	5,180,741	5,500,920	6.18	5,504,000
1998 Hall of Justice	5,092,016	5,008,171	4,936,298	(1.44)	5,511,760
1999 East Mesa Refunding	1,819,228	1,728,730	367,106	(78.76)	—
2001 MTS Tower	3,052,774	2,938,445	2,934,575	(0.13)	3,144,746
2002 Motorola	3,489,835	3,487,815	3,485,515	(0.07)	3,484,890
2005 Regional Communications System	2,988,588	2,995,887	2,981,088	(0.49)	2,979,488
2005 North & East County Justice Facility Refinance	2,443,788	2,540,783	2,730,700	7.47	2,722,275
2005 Edgemoor	—	2,275,000	5,824,174	156.01	6,140,113
2006 Edgemoor	—	—	2,990,901	—	3,144,983
Total	$ 38,773,719	$ 35,263,304	$ 39,824,151	12.93	$ 40,700,129

Revenue Detail

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
AB189	$ 3,151,345	$ 2,806,428	$ 2,717,272	(3.18)	$ 2,716,950
Aid from Redevelopment Agency	800,000	800,000	800,000	—	800,000
Rents and Concessions	1,233,356	1,114,510	1,127,917	1.20	1,208,336
Charges in Other Funds	622,955	622,955	622,955	—	622,955
Miscellaneous Revenue	57,112	57,180	23,113	(59.58)	—
Use of Reserve/Designation	319,894	200,895	178,436	(11.18)	178,325
Operating Transfer Capital Outlay for Edgemoor	—	2,275,000	8,815,075	287.48	9,285,095
General Revenue Allocation	32,589,057	27,386,336	25,539,383	(6.74)	25,888,469
Total	$ 38,773,719	$ 35,263,304	$ 39,824,151	12.93	$ 40,700,129

Funding Source

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
General Fund					
1993 Master Refunding – South County	$ 2,977,804	$ 1,871,941	$ 1,663,146	(11.15)	$ 1,662,114
1993 Master Refunding – East County	3,960,677	2,489,192	2,211,392	(11.16)	2,210,018
1993 Master Refunding – Topaz	368,133	233,050	207,555	(10.94)	207,429
1993 Master Refunding – Health Complex	1,995,415	1,255,924	1,116,357	(11.11)	1,115,666
1993 Master Refunding – East Mesa	578,328	365,798	325,686	(10.97)	325,487
1993 Master Refunding – Clairemont Hospital	1,436,399	904,672	804,317	(11.09)	803,820
1993 Master Refunding – East Mesa Land	1,874,544	1,179,830	1,048,714	(11.11)	1,048,065
1996 Ohio Street Lease Purchase	174,541	10,000	—	(100.00)	—
1997 Central Jail	5,260,411	5,180,742	5,500,920	6.18	5,504,000
1998 Hall of Justice	1,456,555	1,363,328	1,317,069	(3.39)	1,884,244
1999 East Mesa Refunding	1,796,116	1,705,617	343,994	(79.83)	—
2001 MTS Tower	2,444,879	2,458,779	2,425,886	(1.34)	2,563,927
2002 Motorola	2,866,880	2,864,860	2,862,560	(0.08)	2,861,935
2005 Regional Communications System	2,971,812	2,979,088	2,981,088	0.07	2,979,488
2005 North & East County Just Fac Ref	2,426,564	2,523,515	2,730,700	8.21	2,722,275
Total - General Fund	$ 32,589,057	$ 27,386,336	$ 25,539,383	(6.74)	$ 25,888,469
Charges to Other Districts					
2002 Motorola	$ 622,955	$ 622,955	$ 622,955	—	$ 622,955

Funding Source

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Total - Charges to Other Districts	$ 622,955	$ 622,955	$ 622,955	—	$ 622,955
Rents and Concessions					
1998 Hall of Justice	$ 625,461	$ 634,843	$ 619,229	(2.46)	$ 627,516
2001 MTS Tower	607,894	479,666	508,688	6.05	580,819
Total - Rents and Concessions	$ 1,233,355	$ 1,114,509	$ 1,127,917	1.20	$ 1,208,336
AB189					
1993 Master Refunding – Juvenile Hall	$ 342,542	$ 217,772	$ 187,165	(14.05)	$ 187,048
1993 Master Refunding – SD Muni Building	598,803	378,656	330,107	(12.82)	329,902
1998 Hall of Justice	2,210,000	2,210,000	2,200,000	(0.45)	2,200,000
Total - AB189	$ 3,151,345	$ 2,806,428	$ 2,717,272	(3.18)	$ 2,716,950
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 Sanitation District	17,224	17,267	—	(100.00)	—
Julian Sanitation District	16,776	16,800	—	(100.00)	—
Total Miscellaneous Revenue	$ 57,113	$ 57,180	$ 23,113	(59.58)	$ —
Use of Reserve/ Designation					

Funding Source

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
1993 Master Refunding – Housing	$ 319,894	$ 200,895	$ 178,436	(11.18)	$ 178,325
Total Use of Reserve/ Designation	$ 319,894	$ 200,895	$ 178,436	(11.18)	$ 178,325
Operating Transfer Capital Outlay					
2005 Edgemoor	$ —	$ 2,275,000	$ 5,824,174	156.01	$ 6,140,113
2006 Edgemoor	—	—	2,990,901	—	3,144,983
Total Operating Transfer Capital Outlay	$ —	$ 2,275,000	$ 8,815,075	287.48	$ 9,285,095
Total Lease Payment Funding Sources	$ 38,773,719	$ 35,263,304	$ 39,824,151	12.93	$ 40,700,129

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 2/28/09
San Diego Downtown Courthouse Remodel	KK4901 - 4651	93/94	$ 2,158,514	$ 63,025
Womens Detention Facility	KK8032 - 4832	97/98	3,600,000	1,223,151
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	1,150,269
East Mesa Juvenile Detention Facility	KK0781 - 4781	99/00	52,093,748	75,013
Sheriff Crime Lab Remodel	KK2994 - 4994	01/02	2,596,618	7,922
Rancho San Diego Sheriff Station Land Acquisition	KA5485 - 4485	04/05	2,000,000	1,890,357
Alpine Station	KK5302 - 4302	04/05	6,550,000	42,722
Rancho San Diego Sheriff Station	KK5485 - 4301	04/05	9,000,000	8,621,549
Medical Examiner and Forensic Center	KK5497 - 4497	04/05	85,400,000	49,042,630
Ramona Station Land Acquisition	1011477 - 54060	07/08	1,000,000	1,000,000
Sheriff Defensive Tactics Building	1012261 - 54839	07/08	465,000	465,000
Total - Public Safety Group			$ 167,235,031	$ 63,655,704

Health and Human Services Agency

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 2/28/09
Edgemoor Skilled Nursing Facility	KK0866 - 4866	99/00	$ 123,485,556	$ 961,313
HHSA Office Parking Structure	KK4463 - 4463	03/04	1,300,000	15,124
Public Health Lab Remodel and HVAC Replacement	KK4459 - 4459	04/05	4,300,000	2,712
Total - Health and Human Services Agency			$ 129,085,556	$ 979,149

Land Use and Environment Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 2/28/09
Heritage Park Carousel	KN6019 - 4619	95/96	$ 475,000	$ 379,481
Otay Lakes Park Restoration	KN7022 - 4741	96/97	2,486,774	38,431
Rancho Guajome Adobe Restoration	KN7915 - 4790	96/97	1,889,085	2,647
Waste Site Land Acquisitions	KA8950 - 4540	97/98	8,238,400	6,250,786
Guajome Regional Park Community Sportsfields and Visitor Center	KN8015 - 4815	97/98	265,000	211,198
Oakoasis Log House Restoration	KN8045 - 4845	97/98	100,000	30,913
Multiple Species Conservation Program Acquisitions	KA9500 - 4545	98/99	48,054,053	19,418,302
Ramona Collier Park Facility Design Boys and Girls Gymnasium	KN9032 - 4932	98/99	490,000	375,356
Otay Valley Regional Park Phase II Acquisition	KA0550 - 4550	99/00	9,592,198	170,053
Escondido Creek Acquisitions	KA0551 - 4551	99/00	5,370,000	1,045,372

Land Use and Environment Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 2/28/09
Spring Valley Gymnasium	KK0865 - 4865	99/00	2,620,392	144,370
Spring Valley Teen Center	KK0880 - 4880	99/00	1,171,949	19,637
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	2,888
San Elijo Acquisitions	KA1971 - 4971	00/01	2,450,000	503,682
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	4,081
Trail Easement Acquisitions	KA2973 - 4973	01/02	84,211	65,183
Tijuana River Valley Regional Park Fencing	KN2630 - 4588	01/02	150,000	20,665
Sweetwater Regional Park Equestrian Center Phase I	KN2669 - 4669	01/02	120,000	117,556
Otay Valley Regional Park Fencing/Trees	KN2752 - 4752	01/02	131,000	13,071
Agua Caliente Campground Improvements	KN2955 - 4955	01/02	1,287,000	57,807
Cactus Park Sports Fields	KN2968 - 4968	01/02	497,150	7,002
Volcan Mountain West Acquisition	KA3438 - 4438	02/03	2,396,923	543,831
Sweetwater Summit Campground and Local Park Improvements	KN3106 - 4872	02/03	7,915,482	5,118,060
Jess Martin Park Sportsfield	KN3401 - 4401	02/03	100,000	99,352
Sweetwater Park State Route 125 Mitigation	KN3406 - 4406	02/03	410,000	52,576
Lindo Lake Well	KN3407 - 4407	02/03	34,730	33,604
Potrero Park Playground Improvements	KN3409 - 4409	02/03	378,696	24,484
Lakeside Baseball Park	KN3412 - 4412	02/03	10,600,446	1,213,404
Felicita Park Improvements	KN3414 - 4414	02/03	1,287,613	354,064
Guajome Park Playground/Restroom/Dock Improvements	KN3415 - 4415	02/03	662,101	44,999
Sweetwater Trails/Bikeways Construction	KN3419 - 4419	02/03	2,721,105	1,833,623
San Luis Rey River Park Planning and Development	KN3432 - 4432	02/03	1,581,179	519,850
Santa Maria Creek Restoration and Trail Development	KN3443 - 4445	02/03	67,160	67,160
Valley Park Acquisition	KA4478 - 4478	03/04	500,000	493,773
I-122 Loss Allotment - Supervisorial District 5 Acquisitions	KA4480 - 4480	03/04	839,800	8,456
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	5,658,896	1,178,170
San Dieguito Park Recycled Water Retrofit Improvements	KN4481 - 4481	03/04	94,880	68,394
Stowe Trail Acquisition	KA5321 - 4321	04/05	565,000	512,529
I-122 Loss Allotment - Supervisorial District 3 Acquisitions	KA5495 - 4495	04/05	341,550	341,550
Pine Valley Ballfield Improvements	KN5303 - 4303	04/05	450,000	444,920

Land Use and Environment Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 2/28/09
Fallbrook Community Center Interior Remodel Design	KN5491 - 4491	04/05	355,435	38,388
Jess Martin Well Improvements	KN5496 - 4496	04/05	330,000	5,941
Spring Valley Community Center Expansion	KN5498 - 4498	04/05	1,892,000	1,715,752
Lakeside Sports Park Acquisition	KA5324 - 4324	05/06	3,544,034	466
San Luis Rey River Park Acquisition	KA5325 - 4325	05/06	8,163,070	4,870,264
Goodan Ranch Compound Improvements	KN6329 - 4329	05/06	1,700,000	126,250
Americans With Disabilities Act Ballfield	1008292 - 54749	05/06	1,605,000	415,367
East County Trail Acquisition	1008954 - 54057	05/06	231,016	221,275
Lakeside Soccer Fields Acquisition	1009548 - 54059	05/06	800,000	789,937
Lindo Lake Boathouse Restoration	1009269 - 54767	05/06	214,286	155,085
Lake Morena Pacific Crest Trail Staging/Camping Area	1008289 - 54746	05/06	164,000	26,087
Mountain Empire Community Center Playground	1008291 - 54748	05/06	90,000	24,394
Otay Valley Regional Park Trail Improvements	1009268 - 54766	05/06	9,000,001	4,955,779
Lakeside Linkage Habitat Enhancement	1010184 - 54769	06/07	120,800	3,116
Agua Caliente Ranger Housing	1010299 - 54770	06/07	367,813	14,644
Hilton Head Park Phase II Improvements	1010406 - 54776	06/07	1,614,360	146,270
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	211,981
Otay Valley Regional Park Active Recreation Area	1010432 - 54779	06/07	420,000	358,274
Stelzer Well Replacement	1010592 - 54785	06/07	250,000	128,456
Heise Well Replacement	1010593 - 54786	06/07	250,000	66,497
Lakeside Community Center Improvements	1010594 - 54787	06/07	150,000	150,000
Tijuana River Valley Sports Complex Concept Plan	1010973 - 54809	06/07	466,603	389,549
Otay Valley Regional Park Local Staging Area	1010977 - 54810	06/07	300,000	300,000
Trans County Trail Acquisition	1011720 - 54062	07/08	501,138	463,081
I-122 Loss Allotment Supervisorial District 2 Acquisitions	1011758 - 54063	07/08	240,600	240,600
Agua Caliente Pavilion Replacement	1011443 - 54796	07/08	275,000	273,450
Tijuana River Valley Trails Habitat Restoration	1011445 - 54797	07/08	470,000	272,361
Felicita Wedding Area Improvements	1011446 - 54798	07/08	1,000,000	1,000,000
Whaley Compound ADA Improvements	1011447 - 54799	07/08	100,000	100,000
Los Penasquitos Adobe Barn ADA Access	1011448 - 54801	07/08	100,000	100,000
Ranger Housing Improvements	1011449 - 54802	07/08	2,500,000	2,488,950
Fallbrook Community Center Playground Shade Structures	1011450 - 54804	07/08	135,000	9,029
Ramona Collier Park Playground Shade Structures	1011454 - 54805	07/08	180,000	39,078
Spring Valley Community Park ADA Perimeter Path	1011462 - 54806	07/08	200,000	11,611
Julian Jess Martin Paving Improvements	1011472 - 54807	07/08	112,800	1,773
Brodiaea Restoration Enhancement and Protection	1011473 - 54808	07/08	50,000	50,000

Land Use and Environment Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 2/28/09
Lincoln Acres Community Center ADA Ramp	1011387 - 54812	07/08	25,000	14,296
Fire Recovery Erosion Control Hellhole Canyon Open Space Preserve	1011440 - 54814	07/08	81,200	73,306
Fire Recovery Erosion Control El Capitan Open Space Preserve	1011441 - 54815	07/08	67,500	738
Fire Recovery Erosion Control William Heise Park	1011442 - 54816	07/08	161,300	21,320
Clemmens Lane Park Design	1011719 - 54819	07/08	720,000	671,594
Trans County Trail Development	1011721 - 54820	07/08	300,000	297,683
Live Oak Park Pavilion Phase II	1011722 - 54821	07/08	74,000	8,831
Tijuana River Valley Trail Construction	1011723 - 54822	07/08	323,999	323,999
Mt Olympus Preserve Improvements	1011952 - 54824	07/08	350,000	350,000
San Dieguito Sports	1011977 - 54065	07/08	22,500	272
Lindo Lake ADA Fitness Area	1012325 - 54066	07/08	200,000	190,914
Campo Community Center	1012118 - 54834	07/08	210,000	56,672
Oakoasis Park Improvements	1012152 - 54838	08/09	1,292,354	1,274,081
HHSA PSG CSG Office Relocation	1012285 - 54835	08/09	56,000,000	56,000,000
San Pasqual Academy Residences	1012286 - 54837	08/09	14,500,000	14,499,387
MSCP Lauderbaugh Land Acquisition	1012504 - 54067	08/09	257,700	47,274
Hilton Head Park Irrigation	1012343 - 54840	08/09	100,000	100,000
Guajome Regional Park Improvements	1012922 - 54841	08/09	122,711	122,711
Lakeside Washrack	1012937 - 54842	08/09	503,500	503,500
Fallbrook Community Center	1012950 - 54843	08/09	100,000	100,000
County Reserve Fire Recovery	1012951 - 54844	08/09	247,993	247,993
Lindo Lake Tennis Courts Renovation	1012953 - 54845	08/09	216,000	216,000
Spa Water Well Project	1012959 - 54846	08/09	250,000	250,000
Total - Land Use and Environment Group			$ 243,241,356	$ 142,414,384

Community Services Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 2/28/09
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
Valley Center Branch Library	KL9023 - 4923	98/99	4,421,280	12,336
Bonita Branch Library	KL9540 - 4753	98/99	4,490,950	24,572
Cardiff Branch Library	KL9542 - 4778	98/99	2,091,077	5,260
Valley Center Museum	KK1953 - 4953	00/01	255,000	10,642
Fallbrook Branch Library	KL1974 - 4974	00/01	10,598,999	10,189,941
Alpine Branch Library Land Acquisition	KA2983 - 4435	01/02	533,067	9,329
Ramona Senior Center Predevelopment/ Acquisition	KA2987 - 4987	01/02	2,905,000	6,176
Julian Shared Use Library	KL2981 - 4981	01/02	3,085,516	21,185
Alpine Branch Library	KL2983 - 4983	01/02	383,385	138,434

Community Services Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 2/28/09
Ramona Branch Library	KL2987 - 4465	01/02	11,696,036	10,883,148
Bonita History Museum	KK3458 - 4458	02/03	1,275,000	477
Descanso Branch Library Expansion	KL3460 - 4460	02/03	426,000	24,338
Campo Community Center Stormwater System Improvements	1010779 - 54795	06/07	185,000	32,635
County Operations Center	1011214 - 54811	07/08	194,881,944	180,824,486
Borrego Springs Library	1011406 - 54813	07/08	114,000	114,000
San Pasqual Academy Technology And Career Information Center	1011679 - 54818	07/08	1,040,000	201,604
Lincoln Acres Library and Community Center	1012133 - 54825	08/09	3,200,000	3,102,316
COC Annex / North Central Public Health Clinic	1013010 - 54847	08/09	7,000,000	6,109,000
Total - Community Services Group			$ 255,203,072	$ 211,728,706

Finance and General Government Group

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 2/28/09
County Administrative Center Waterfront Park	KK3421 - 4421	02/03	$ 9,450,000	$ 6,883,930
Total - Finance & General Government Group			$ 9,450,000	$ 6,883,930

Total Outstanding Capital Projects

Project Name	Project Number	Project Established	Total Appropriations	Remaining Balance as of 2/28/09
Total - Outstanding Capital Projects			$ 804,215,015	$ 425,661,873

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 funding levels for these programs are explained below and shown in the table that follows.

Cash Borrowing

These appropriations fund the cost of financing the County's short-term cash borrowing program. During the course of the fiscal year, the County could experience temporary shortfalls in 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). Typically, they are issued at the beginning of the fiscal year and mature at the end of that fiscal year. The TRANs amount for Fiscal Year will be determined subsequent to the printing of this document. See, also, the section on Debt Management Policies and Obligations on page 64.

Community Enhancement

The Community Enhancement program provides grant funding for cultural activities, museums, visitor and convention bureaus, economic development councils, and other similar institutions that promote and generate tourism and/or economic development at the regional and community levels throughout San Diego County. Per Board of Supervisors Policy B-58, *Funding of the Community Enhancement Program*, the amount of funding available for the Community Enhancement program approximately equals the amount of Transient Occupancy Tax (TOT) revenues estimated to be collected each fiscal year. Applications for grants are submitted to the Board of Supervisors by March 1 for the upcoming fiscal year, with approval of projects given through the budget adoption process. The Community Enhancement program funding level for Fiscal Year 2009-10 is $3.5 million, $3.3 million of which reflects anticipated TOT revenues. The additional $0.2 million

is a one-time appropriation based on actual TOT revenues exceeding budgeted levels in past years. The funding level for Fiscal Year 2010-11 is also proposed to be $3.5 million.

Community Projects

The Community Projects program provides grants to community organizations for the 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 General Fund fund balance. The proposed 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 of Supervisors as a whole.

Contributions to the County Library System

These General Fund appropriations are provided to augment the resources of the County Library Fund. The amount increased from $3.6 million in Fiscal Year 2006-07 to $5.1 million in Fiscal Year 2007-08 to support the addition of new branch libraries. The augmentation in Fiscal Year 2007-08 also included one-time funding of $0.4 million for enhancements to branch libraries. For Fiscal Year 2008-09, the General Fund contribution was $5.5 million, and it included one-time funding of $0.7 million in order to augment the Cardiff Branch improvement project. For Fiscal Year 2009-10, the General Fund contribution is proposed to be $2.3 million, a decrease of $3.2 million. These appropriations reflect a $2.5 million reduction due to the overall decline in the County's General Purpose Revenues, and a $0.7 million decrease attributed to the non-recurrence of the one-time project funded in Fiscal Year 2008-09. For Fiscal Year 2010-11, the General Fund contribution is projected to be $2.3 million.

Contingency Reserve-General Fund

A Contingency Reserve of $20.0 million is proposed for Fiscal Years 2009-10 and 2010-11. These appropriations comply with the 2% of General Purpose Revenues target set for the Contingency Reserve in Board Policy B-71, *Fund Balance and Reserves.* At $20.0 million, the Contingency Reserve represents 2.1% of the Fiscal Years 2009-10 and 2010-11 estimated general purpose revenues ($950.7 million and $952.9 million, respectively). 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.

Contributions to Capital Program

These appropriations represent the General Fund cost for new or augmented capital development or land acquisition projects. For Fiscal Year 2009-10, $85.0 million is budgeted. Of this total, $75.0 million is seed money for the replacement of the Las Colinas Women's Detention Facility and $10.0 million is for land acquisition under the Multiple Species Conservation Program (MSCP). The funding source for the Women's Detention Facility project is general purpose revenues. The MSCP land acquisition project is funded by $2.5 million of general purpose revenues and $7.5 million of General Fund fund balance. For Fiscal Year 2010-11, $77.5 million is proposed, consisting of an additional $75.0 million for the new Women's Detention Facility and $2.5 million for continued MSCP land acquisition, both funded with general purpose revenues. See the Capital Program section on page 395 for more information on these 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) and the San Diego Regional Building Authority (SDRBA) on the County's outstanding Certificates of Participation (COPs) used to finance various capital projects. There is a net increase of $4.6 million in Fiscal Year 2009-10 as a result of the reduction in certain scheduled payments and payments increasing for the Edgemoor Skilled Nursing Facility. Funding from the Edgemoor Development Fund will be transferred to the General Fund to offset these new payments. The Fiscal Year 2010-11 payments are expected to increase by a net of $0.9 million. 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 $6.7 million lease payment to SANCAL for the COPs issued in May 2000 to finance the County's new Enterprise Resource Planning (ERP) System. The final payment will be made in Fiscal Year 2009-10, and consequently no appropriations are planned for this purpose in Fiscal Year 2010-11.

Debt Reduction

Appropriations in this program reflect amounts allocated for the early retirement of debt. A General Fund contribution of $24.1 million to the Pension Obligation Bond fund is proposed in Fiscal Year 2009-10 to be used towards the pay-off of the Series B (variable rate) portion of the County's 2008 Pension Obligation Bonds refunding. See also the discussion below on Pension Obligation Bonds.

Contribution to the General Reserve

No changes are proposed to the amount set aside for the General Reserve. Government Code §§29085-29086 allow the creation of a general reserve and restrict increasing or decreasing the amount to the time of budget adoption. Subsequent to budget adoption, the General Reserve may only be used for legally declared emergencies as defined in Government Code §29127. The County's General Reserve of $55.5 million equates to 5.8% of the Fiscal Year 2009-10 estimated general purpose revenues of $950.7 million and therefore exceeds the 5% target established by Board Policy B-71, *Fund Balance and Reserves.* No additional contributions to the General Reserve are projected for Fiscal Year 2010-11 because the reserve will still be in excess of the 5% target.

Designation - Economic Uncertainty

Board Policy B-71, *Fund Balance and Reserves*, requires that the County maintain prudent levels of fund balance and reserves to help ensure fiscal stability and establishes target levels for the Contingency Reserve, the General Reserve and for unreserved, undesignated fund balance. The first two of these three components are discussed above. For the third component, the target requires that an amount of fund balance equivalent to 10% of the budgeted general purpose revenues remain unappropriated. For Fiscal Year 2009-10, the 10% target level would be $95.1 million. It is proposed to

instead create a fund balance designation to represent this target. The designation would be set at $100.0 million, slightly above the 10% level.

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 in Fiscal Year 2009-10 are:

- Contribution to the Information Technology (IT) Internal Service Fund to support the Countywide component of the IT outsourcing contract.
- Contribution to the Employee Benefits Internal Service Fund to support workers' compensation costs based on the transfer settlement between the County and the State for pre-calendar year 2000 workers' compensation cases for Court employees.
- A one-time appropriation of $4.0 million for an operating transfer to the Edgemoor Development Fund to augment the resources being accumulated in that fund to make future debt service payments on the new Edgemoor Hospital Distinct Part Skilled Nursing Facility. The current recession has slowed the expected rate of leasing and sale of property in the surrounding Edgemoor property that were planned as partial funding sources for the debt service payments.
- A Pension Stabilization Fund in anticipation of significantly higher County payments to the retirement fund in future years as a result of the negative impact of the current recession on the assets of the fund.

Countywide Shared Major Maintenance

In Fiscal Year 2009-10, appropriations totaling $2.0 million are budgeted for major maintenance projects at County facilities that are shared by departments from multiple groups. The funding level for Fiscal Year 2010-11 is projected to be $2.0 million. Appropriations for major maintenance projects are otherwise budgeted by the department/group that directly benefits from the improvements.

Employee Benefits Internal Service Fund

In Fiscal Year 1994-95, the County established an Employee Benefits Internal Service Fund (ISF) to report all of its employee-risk management activities. The appropriations for this fund support claim payments and administrative costs of the County's self-insured Workers' Compensation program and Unemployment Expenses.

The rates charged to individual departments for Workers' Compensation costs are based 80% on the last ten years' actual claims experience and 20% 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 June 30, 2008, the estimated liability was $86.8 million and the cash balance as of June 30, 2008 was $82.9 million. The estimated liability as of June 30, 2009 is $88.6 million and the cash balance as of June 30, 2009 is anticipated to be $84.8 million. The proposed budget for fiscal year 2009-10 includes a $1.35 million contingency reserve, and the proposed budget for fiscal year 2010-11 includes a $3.4 million contingency reserve. The fund's cash balance is expected to improve if the contingency appropriations are not required to be spent during the year. As a result of the County's Work Safe/Stay Healthy program, claims expenses have been reduced in past years and the current proposed increase has been moderated, 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 amounts reflect a marginal increase for inter-departmental costs and a 1.3% increase in Workers' Compensation claims. Interest earnings are budgeted to decrease due to interest rate declines.

Local Agency Formation Commission Administration

These appropriations reflect the County's contribution to the San Diego Local Agency Formation Commission (LAFCo) in accordance with provisions in State Law (Government Code §56381). LAFCo is a state chartered regulatory agency with countywide authority. LAFCo performs studies and renders jurisdictional decisions affecting the boundaries and government structure of cities and special districts. Through Fiscal Year 2000-01, LAFCo was funded exclusively by the County and user fees. Beginning with Fiscal Year 2001-02, funding for LAFCo is shared by the County, the 18 cities and 63 independent special districts in San Diego County.

Public Liability Internal Service Fund

In Fiscal Year 1994-1995, the County established the Public Liability Internal Service Fund (ISF) to report all of its public-risk management activities. The County is self-insured through the ISF for premises liability at medical facilities, medical malpractice, errors and omissions, false arrest, forgery, automobile and general liability. The cost to General Fund departments, other funds and special districts is distributed based on a weighted risk factor: 90% allocated based on the last five years' loss experience, and 10% based on staff hours of exposure. The County contracts with an actuary to annually assess the long-term liability of the fund to determine an adequate level of reserves. The estimated liability for June 30, 2008 was $19.4 million. As of June 30, 2008, the fund had a cash balance of $26.6 million. The estimated liability for June 30, 2009 increased to $20.0 million and the cash balance as of June 30, 2009 is anticipated to be $26.4 million. The proposed appropriations of $15.4 million in Fiscal Year 2009-10 are offset by $15.0 million in charges to departments and by $0.4 million in interest earnings of the fund.

Pension Obligation Bonds

The budgeted appropriations for this debt service fund for Fiscal Year 2009-10 allow the County to make the scheduled principal and interest payments and related administrative expenses for the 2002, 2004 and the 2008 taxable Pension Obligation Bonds (POBs) and to pay down the $100.0 million of outstanding principal of the 2008 POBs, Series B, resulting in approximately $4.5 million of annual debt service savings and a shortening of the County's final maturity for its taxable POBs to Fiscal Year 2026-27. The sources of funds for the early pay down of these bonds include: 1) POB fund balance of $12.0 million; 2) a contribution from the General Fund of $24.1 million; and 3) charges to departments of $63.9 million made possible by a reduction in the required retirement system contribution rates for Fiscal Year 2009-10. The approved budget for Fiscal Year 2010-11 reflects the scheduled principal and interest payments and related administrative expenses for the remaining 2002, 2004 and 2008 POBs. With the early pay down of the $100.0 million of POBs in Fiscal Year 2009-10, the County will have no outstanding variable rate debt. See the Debt Management Policies and Obligations section on page 64 for more information on the POBs, including the history, outstanding principal and scheduled payments.

Debt Service Local Boards

This cost represents the debt service cost for Majestic Pines, which was issued in January 1973 for the construction of a water distribution system in the Julian area. The debt will be paid off in January 2012. The cost is offset by a special assessment on properties located within the service area. The amount budgeted for Fiscal Year 2009-10 reflects the normal debt service payment.

Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Cash Borrowing Program	$ 12,700,000	$ 12,700,000	$ 7,700,000	(39.4%)	$ 7,700,000
Community Enhancement	3,203,000	3,350,000	3,500,000	4.5%	3,500,000
Community Projects	10,000,000	10,000,000	10,000,000	0.0%	10,000,000
Contributions to County Library	5,077,000	5,500,000	2,250,000	(59.1%)	2,250,000
Contingency Reserve - General Fund	20,000,000	20,294,000	20,000,000	(1.4%)	20,000,000
Contributions to Capital Program	28,120,000	167,700,000	85,000,000	(49.3%)	77,500,000
Lease Payments - Certificates of Participation - Capital Projects	38,773,718	35,263,304	39,824,151	12.9%	40,700,129
Lease Payments - Certificates of Participation - ERPs	6,700,000	6,700,000	6,700,000	0.0%	—
Debt Reduction	95,000,000	—	24,096,328	—	—

Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Contribution to General Reserve	55,500,000	—	—	—	—
Designation-Economic Uncertainty	—	—	100,000,000	—	—
Countywide General Expenses	58,085,957	76,183,084	34,359,222	(54.9%)	23,408,024
Countywide Shared Major Maintenance	2,000,000	2,000,000	2,000,000	0.0%	2,000,000
Employee Benefits ISF	33,322,822	35,908,123	33,549,715	(6.6%)	36,579,389
Local Agency Formation Commission Administration	341,986	343,581	342,880	(0.2%)	353,166
Public Liability ISF	13,274,140	13,000,000	15,400,000	18.5%	15,400,000
Pension Obligation Bonds	234,451,889	152,259,915	183,480,131	20.5%	81,460,374
Debt Service Local Boards	26,750	47,500	23,250	(51.1%)	26,250
Total	$ 616,577,262	$ 541,249,507	$ 568,225,677	5.0%	$ 320,877,332

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Appendices

Appendix A: All Funds - Budget Summary

Appendix B: Budget Summary and Changes in Fund Balance

Appendix C: General Fund Budget Summary

Appendix D: Health & Human Services - Regional Operations

Appendix E: Operational Plan Abbreviations and Acronyms

Appendix F: Glossary of Operational Plan Terms

Appendix A: All Funds - Budget Summary

Countywide Totals

Staffing - Staff Years

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Total - Staff Years	17,040.50	17,189.00	16,431.00	(4.41)	16,418.00

Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 1,613,152,892	$ 1,691,564,149	$ 1,628,006,959	(3.76)	$ 1,673,796,761
Services & Supplies	1,636,005,629	1,741,740,166	1,798,158,441	3.24	1,626,094,314
Other Charges	863,362,400	785,651,780	867,177,180	10.38	745,340,756
Capital Assets/Land Acquisition	49,394,800	421,665,067	94,388,000	(77.62)	82,717,500
Capital Assets Equipment	32,123,192	24,873,331	21,156,939	(14.94)	16,851,846
Expenditure Transfer & Reimbursements	(19,032,774)	(19,748,932)	(20,355,309)	3.07	(20,610,054)
Reserves	24,100,000	24,397,000	22,694,733	(6.98)	23,503,000
Reserve/Designation Increase	57,904,464	4,066,400	100,250,000	2,365.33	4,000
Operating Transfers Out	446,215,769	472,678,810	402,427,589	(14.86)	364,132,044
Management Reserves	28,477,802	41,219,694	29,550,000	(28.31)	24,750,000
Total	$ 4,731,704,174	$ 5,188,107,465	$ 4,943,454,532	(4.72)	$ 4,536,580,167

Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Taxes Current Property	546,050,110	580,917,926	535,096,780	(7.89)	536,012,730
Taxes Other Than Current Secured	411,486,125	432,595,008	419,703,254	(2.98)	416,450,791
Licenses Permits & Franchises	47,503,853	48,517,418	46,836,397	(3.46)	49,232,098
Fines, Forfeitures & Penalties	54,600,227	53,834,885	54,048,729	0.40	53,483,839
Revenue From Use of Money & Property	62,467,228	65,803,321	57,966,482	(11.91)	61,444,135
Intergovernmental Revenues	2,119,778,870	2,160,279,742	2,182,615,312	1.03	2,174,946,915
Charges For Current Services	709,598,442	773,056,628	815,521,061	5.49	738,202,071
Miscellaneous Revenues	75,058,405	79,420,994	31,855,954	(59.89)	31,477,485
Other Financing Sources	434,476,959	692,579,630	390,177,217	(43.66)	350,732,864
Reserve/Designation Decreases	57,590,239	2,295,881	7,777,105	238.74	20,634,470
Use of Fund Balance	213,093,716	298,806,032	401,856,241	34.49	103,962,769
Total	$ 4,731,704,174	$ 5,188,107,465	$ 4,943,454,532	(4.72)	$ 4,536,580,167

Public Safety Group

Staffing - Staff Years

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Staff Years	7,475.50	7,574.50	7,191.00	(5.06)	7,191.00

Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 788,968,752	$ 835,396,327	$ 797,123,977	(4.58)	$ 817,822,790
Services & Supplies	221,313,619	222,356,641	212,044,883	(4.64)	208,629,519
Other Charges	99,717,808	95,822,194	106,326,668	10.96	102,779,931
Capital Assets Equipment	2,648,666	5,509,642	3,518,346	(36.14)	1,396,296
Expenditure Transfer & Reimbursements	(17,724,566)	(18,185,919)	(18,470,491)	1.56	(18,711,751)
Operating Transfers Out	260,331,853	240,336,687	215,515,099	(10.33)	215,515,099
Management Reserves	10,700,000	7,650,000	—	(100.00)	—
Total	$ 1,365,956,132	$ 1,388,885,572	$ 1,316,058,482	(5.24)	$ 1,327,431,884

Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Licenses Permits & Franchises	$ 363,601	$ 612,601	$ 583,101	(4.82)	$ 583,101
Fines, Forfeitures & Penalties	24,848,388	22,894,014	22,093,172	(3.50)	21,688,817
Revenue From Use of Money & Property	10,562,549	10,226,046	10,348,468	1.20	10,488,477
Intergovernmental Revenues	441,240,082	435,638,922	404,950,198	(7.04)	397,597,693
Charges For Current Services	128,520,010	130,434,369	125,592,229	(3.71)	126,971,058
Miscellaneous Revenues	7,390,982	8,046,571	8,166,087	1.49	8,437,897
Other Financing Sources	257,235,853	240,336,687	215,515,099	(10.33)	215,515,099
Use of Fund Balance	28,610,667	23,108,362	10,294,459	(55.45)	16,300,237
General Revenue Allocation	467,184,000	517,588,000	518,515,669	0.18	529,849,505
Total	$ 1,365,956,132	$ 1,388,885,572	$ 1,316,058,482	(5.24)	$ 1,327,431,884

Health and Human Services Agency

Staffing - Staff Years

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Staff Years	5,663.00	5,677.50	5,477.00	(3.53)	5,466.00

Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 451,962,730	$ 469,413,589	$ 454,283,054	(3.22)	$ 468,824,413
Services & Supplies	811,839,873	873,803,684	905,964,358	3.68	913,150,108
Other Charges	398,591,769	398,891,248	429,263,910	7.61	429,263,910
Capital Assets Equipment	7,209,206	2,759,206	523,206	(81.04)	523,206
Expenditure Transfer & Reimbursements	(493,665)	(213,930)	(213,930)	0.00	(213,930)
Operating Transfers Out	37,999,180	37,999,180	37,999,180	0.00	37,999,180
Management Reserves	5,000,000	15,000,000	20,000,000	33.33	20,000,000
Total	$ 1,712,109,093	$ 1,797,652,977	$ 1,847,819,778	2.79	$ 1,869,546,887

Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Taxes Current Property	$ 1,490,250	$ 1,644,225	$ 1,653,670	0.57	$ 1,690,049
Taxes Other Than Current Secured	42,390	43,004	43,004	0.00	43,949
Licenses Permits & Franchises	1,016,795	1,013,402	1,009,340	(0.40)	1,019,294
Fines, Forfeitures & Penalties	4,475,984	5,852,264	5,842,264	(0.17)	5,842,264
Revenue From Use of Money & Property	899,644	1,334,470	11,914,769	792.85	11,884,619
Intergovernmental Revenues	1,498,219,220	1,563,008,907	1,621,818,928	3.76	1,635,835,615
Charges For Current Services	45,158,278	45,174,585	53,414,018	18.24	53,572,331
Miscellaneous Revenues	10,495,532	10,544,642	9,922,912	(5.90)	9,922,912
Other Financing Sources	24,296,000	24,200,000	24,200,000	0.00	24,200,000
Reserve/Designation Decreases	—	29,478	—	(100.00)	19,671,943
Use of Fund Balance	48,600,000	72,597,000	50,438,180	(30.52)	37,426,965
General Revenue Allocation	77,415,000	72,211,000	67,562,693	(6.44)	68,436,946
Total	$ 1,712,109,093	$ 1,797,652,977	$ 1,847,819,778	2.79	$ 1,869,546,887

Land Use and Environment Group

Staffing - Staff Years

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Staff Years	1,612.00	1,643.00	1,562.00	(4.93)	1,562.00

Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 158,738,960	$ 168,026,991	$ 163,614,091	(2.63)	$ 168,646,531
Services & Supplies	171,078,819	179,244,389	187,424,242	4.56	148,687,891
Other Charges	17,162,131	17,641,497	28,930,679	63.99	20,155,979
Capital Assets/Land Acquisition	16,097,000	18,648,695	6,468,000	(65.32)	5,217,500
Capital Assets Equipment	7,189,045	6,444,300	5,522,800	(14.30)	3,548,800
Expenditure Transfer & Reimbursements	(100,000)	(489,579)	(765,000)	56.26	(765,000)
Reserves	—	—	1,241,733	—	—
Reserve/Designation Increase	2,404,464	25,047	—	(100.00)	—
Operating Transfers Out	10,497,923	9,074,010	8,840,703	(2.57)	8,790,703
Management Reserves	1,057,802	1,184,694	—	(100.00)	—
Total	$ 384,126,144	$ 399,800,044	$ 401,277,248	0.37	$ 354,282,404

Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Taxes Current Property	$ 6,581,573	$ 7,206,444	$ 7,383,820	2.46	$ 7,383,820
Taxes Other Than Current Secured	17,469,627	14,295,174	9,765,924	(31.68)	5,749,274
Licenses Permits & Franchises	36,154,398	36,007,220	33,064,610	(8.17)	35,623,134
Fines, Forfeitures & Penalties	1,809,583	1,413,893	1,827,039	29.22	1,851,394
Revenue From Use of Money & Property	19,693,359	22,474,902	22,137,877	(1.50)	22,370,492
Intergovernmental Revenues	112,635,258	105,995,448	102,508,210	(3.29)	96,974,286
Charges For Current Services	81,230,916	81,353,645	93,627,434	15.09	97,135,154
Miscellaneous Revenues	16,604,924	12,399,387	2,053,013	(83.44)	2,103,645
Other Financing Sources	10,557,923	9,074,010	8,840,703	(2.57)	8,790,703
Reserve/Designation Decreases	569,845	1,793,382	3,774,257	110.45	784,202
Use of Fund Balance	28,942,537	45,580,967	59,838,367	31.28	18,028,609
General Revenue Allocation	51,876,201	62,205,572	56,455,994	(9.24)	57,487,691
Total	$ 384,126,144	$ 399,800,044	$ 401,277,248	0.37	$ 354,282,404

Community Services Group

Staffing - Staff Years

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Staff Years	1,009.00	1,013.00	1,019.00	0.59	1,019.00

Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 88,742,258	$ 90,529,485	$ 90,449,229	(0.09)	$ 93,284,092
Services & Supplies	169,904,194	160,863,986	163,896,096	1.88	150,408,226
Other Charges	19,007,774	26,117,624	21,699,211	(16.92)	18,555,529
Capital Assets Equipment	15,001,275	10,160,183	11,433,087	12.53	11,383,544
Expenditure Transfer & Reimbursements	(59,000)	(231,600)	(231,600)	0.00	(231,600)
Reserves	100,000	103,000	103,000	0.00	103,000
Reserve/Designation Increase	—	4,018,103	—	(100.00)	—
Operating Transfers Out	7,319,143	7,923,263	13,043,929	64.63	9,791,328
Management Reserves	3,250,000	4,250,000	4,750,000	11.76	4,750,000
Total	$ 303,265,644	$ 303,734,044	$ 305,142,952	0.46	$ 288,044,119

Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Taxes Current Property	$ 26,558,655	$ 28,981,792	$ 29,753,963	2.66	$ 29,972,138
Taxes Other Than Current Secured	3,197,870	4,879,228	5,424,909	11.18	5,503,794
Licenses Permits & Franchises	2,303,714	2,303,714	2,231,967	(3.11)	2,207,876
Fines, Forfeitures & Penalties	13,000	13,000	13,000	0.00	13,000
Revenue From Use of Money & Property	2,772,385	3,425,856	3,174,154	(7.35)	3,164,154
Intergovernmental Revenues	44,686,193	39,437,914	33,193,714	(15.83)	27,098,850
Charges For Current Services	153,825,502	161,067,207	166,015,105	3.07	170,303,381
Miscellaneous Revenues	3,065,518	3,262,359	2,670,682	(18.14)	2,560,682
Other Financing Sources	12,896,513	13,823,263	15,693,929	13.53	12,441,328
Reserve/Designation Decreases	1,200,000	—	3,573,412	—	—
Use of Fund Balance	33,261,294	26,623,711	24,206,934	(9.08)	15,298,955
General Revenue Allocation	19,485,000	19,916,000	19,191,183	(3.64)	19,479,961
Total	$ 303,265,644	$ 303,734,044	$ 305,142,952	0.46	$ 288,044,119

Finance and General Government Group

Staffing - Staff Years

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Staff Years	1,281.00	1,281.00	1,182.00	(7.73)	1,180.00

Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Salaries & Benefits	$ 124,740,192	$ 128,197,757	$ 122,536,608	(4.42)	$ 125,218,935
Services & Supplies	182,920,450	209,924,596	280,219,593	33.49	164,584,284
Capital Assets Equipment	75,000	—	159,500	—	—
Expenditure Transfer & Reimbursements	(655,543)	(627,904)	(674,288)	7.39	(687,773)
Management Reserves	8,470,000	13,135,000	4,800,000	(63.46)	—
Total	$ 315,550,099	$ 350,629,449	$ 407,041,413	16.09	$ 289,115,446

Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Licenses Permits & Franchises	$ 2,769,345	$ 3,214,247	$ 716,000	(77.72)	$ 515,000
Fines, Forfeitures & Penalties	942,450	992,450	1,002,450	1.01	1,002,450
Revenue From Use of Money & Property	233,936	248,936	84,949	(65.88)	84,949
Intergovernmental Revenues	2,751,730	3,241,736	1,037,746	(67.99)	1,037,746
Charges For Current Services	177,796,583	185,992,687	180,967,356	(2.70)	159,357,983
Miscellaneous Revenues	7,196,279	7,240,163	7,995,688	10.44	7,423,389
Other Financing Sources	1,670,670	1,670,670	2,667,275	59.65	2,800,639
Use of Fund Balance	14,603,307	36,306,132	99,281,973	173.46	1,628,051
General Revenue Allocation	107,585,799	111,722,428	113,287,976	1.40	115,265,239
Total	$ 315,550,099	$ 350,629,449	$ 407,041,413	16.09	$ 289,115,446

Capital Program

Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Services & Supplies	$ 822,000	$ 864,500	$ 903,907	4.56	$ 497,000
Capital Assets/Land Acquisition	33,297,800	403,016,372	87,920,000	(78.18)	77,500,000
Reserve/Designation Increase	—	—	250,000	—	—
Operating Transfers Out	—	2,275,000	8,815,075	287.48	9,285,095
Total	$ 34,119,800	$ 406,155,872	$ 97,888,982	(75.90)	$ 87,282,095

Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Revenue From Use of Money & Property	$ 822,000	$ 1,556,521	$ 515,239	(66.90)	$ 430,999
Intergovernmental Revenues	627,800	1,000,000	6,974,935	597.49	4,271,144
Miscellaneous Revenues	50,000	1,016,372	—	(100.00)	—
Other Financing Sources	32,620,000	401,000,000	90,148,808	(77.52)	77,500,000
Reserve/Designation Decreases	—	250,000	250,000	0.00	—
Use of Fund Balance	—	1,332,979	—	(100.00)	5,079,952
General Revenue Allocation	—	—	—	0.00	—
Total	$ 34,119,800	$ 406,155,872	$ 97,888,982	(75.90)	$ 87,282,095

Finance Other

Expenditures

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Services & Supplies	$ 78,126,674	$ 94,682,370	$ 47,705,362	(49.62)	$ 40,137,286
Other Charges	328,882,918	247,179,217	280,956,712	13.67	174,585,407
Reserves	24,000,000	24,294,000	21,350,000	(12.12)	23,400,000
Reserve/Designation Increase	55,500,000	23,250	100,000,000	430,007.53	4,000
Operating Transfers Out	130,067,670	175,070,670	118,213,603	(32.48)	82,750,639
Total	$ 616,577,262	$ 541,249,507	$ 568,225,677	4.98	$ 320,877,332

Revenues

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Taxes Current Property	$ 26,250	$ 23,375	$ 22,250	(4.81)	$ 26,250
Fines, Forfeitures & Penalties	3,151,346	2,806,429	2,717,272	(3.18)	2,716,950
Revenue From Use of Money & Property	2,483,355	5,364,509	2,405,917	(55.15)	4,635,336
Intergovernmental Revenues	8,468,690	806,918	807,808	0.11	807,808
Charges For Current Services	123,067,153	168,599,881	195,470,665	15.94	130,427,910
Miscellaneous Revenues	29,230,163	36,636,493	23,113	(99.94)	—
Other Financing Sources	95,200,000	2,475,000	33,111,403	1,237.83	9,485,095
Reserve/Designation Decreases	55,820,394	223,021	179,436	(19.54)	178,325
Use of Fund Balance	59,075,911	93,256,881	157,796,328	69.21	10,200,000
General Revenue Allocation	240,054,000	231,057,000	175,691,485	(23.96)	162,399,658
Total	$ 616,577,262	$ 541,249,507	$ 568,225,677	4.98	$ 320,877,332

Total General Purpose Revenue

General Purpose Revenue

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Taxes Current Property	$ 511,393,382	$ 543,062,090	$ 496,283,077	(8.61)	$ 496,940,473
Taxes Other Than Current Secured	390,776,238	413,377,602	404,469,417	(2.15)	405,153,774
Licenses Permits & Franchises	4,896,000	5,366,234	9,231,379	72.03	9,283,693
Fines, Forfeitures & Penalties	19,359,476	19,862,835	20,553,532	3.48	20,368,964
Revenue From Use of Money & Property	25,000,000	21,172,081	7,385,109	(65.12)	8,385,109
Intergovernmental Revenues	11,149,897	11,149,897	11,323,773	1.56	11,323,773
Charges For Current Services	—	434,254	434,254	0.00	434,254
Miscellaneous Revenues	1,025,007	275,007	1,024,459	272.52	1,028,960
Total	$ 963,600,000	$ 1,014,700,000	$ 950,705,000	(6.31)	$ 952,919,000

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Appendix B: Budget Summary of All Funds

Appropriations by Fund Type

County Funds by Type

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
General Fund	$ 3,520,897,828	$ 3,679,480,328	$ 3,750,438,472	1.93	$ 3,500,792,307
Debt Service County Family	234,451,889	152,259,915	183,480,131	20.50	81,460,374
County Proprietary Enterprise Funds	29,441,532	30,328,295	23,712,303	(21.81)	23,393,546
County Proprietary Internal Service Funds	333,497,144	353,908,932	371,876,219	5.08	348,885,333
Air Pollution Control District	31,349,309	30,715,597	30,371,169	(1.12)	29,821,169
County Service Areas	13,031,990	13,244,101	15,764,783	19.03	14,780,869
Miscellaneous Special Districts	9,943,109	11,384,975	11,482,634	0.86	11,654,804
Permanent Road Divisions	6,899,051	7,562,920	8,614,712	13.91	8,614,712
Sanitation Districts	20,320,059	27,584,509	22,421,343	(18.72)	21,471,212
Miscellaneous Local Agencies	5,978,908	10,626,547	10,742,088	1.09	7,640,150
Special Revenue Funds	491,773,555	464,855,474	416,661,696	(10.37)	400,783,596
Capital Funds	34,119,800	406,155,872	97,888,982	(75.90)	87,282,095
Total	$ 4,731,704,174	$ 5,188,107,465	$ 4,943,454,532	(4.72)	$ 4,536,580,167

Appropriations by Group and Fund

Public Safety Group

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
General Fund	$ 1,096,476,426	$ 1,139,919,032	$ 1,091,225,830	(4.27)	$ 1,102,999,232
Sheriff's Asset Forfeiture Program	1,100,000	1,100,000	1,100,000	0.00	1,100,000
District Attorney Asset Forfeiture Program Fed	263,000	650,000	600,000	(7.69)	200,000
District Attorney Asset Forfeiture State	200,000	200,000	200,000	0.00	200,000
Probation Asset Forfeiture Program	50,000	50,000	50,000	0.00	50,000
Sheriff's Inmate Welfare	4,707,609	4,750,414	5,303,800	11.65	5,303,800
Probation Inmate Welfare	225,000	225,000	225,000	0.00	225,000
Public Safety Prop 172 Special Revenue	257,379,247	235,918,649	210,918,649	(10.60)	210,918,649

Public Safety Group

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
CSA 135 Regional 800 MHZ Radio System	632,954	632,954	632,954	0.00	632,954
CSA 135 Del Mar 800 MHZ Zone B	60,000	60,000	60,000	0.00	60,000
CSA 135 Poway 800 MHZ Zone F	150,000	150,000	150,000	0.00	150,000
CSA 135 Solana Beach 800 MHZ Zone H	38,449	38,449	38,449	0.00	38,449
Jail Stores Internal Service Fund	4,673,447	5,191,074	5,553,800	6.99	5,553,800
Total	$ 1,365,956,132	$ 1,388,885,572	$ 1,316,058,482	(5.24)	$ 1,327,431,884

Health and Human Services Agency

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
General Fund	$ 1,677,328,753	$ 1,762,289,488	$ 1,812,089,686	2.83	$ 1,833,559,342
Tobacco Securitization Special Revenue	27,500,000	27,500,000	27,500,000	0.00	27,500,000
CSA 17 San Dieguito Ambulance	2,551,200	2,645,076	2,719,107	2.80	2,763,433
CSA 69 Heartland Paramedic	4,729,140	5,218,413	5,510,985	5.61	5,724,112
Total	$ 1,712,109,093	$ 1,797,652,977	$ 1,847,819,778	2.79	$ 1,869,546,887

Land Use and Environment Group

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
General Fund	$ 143,749,485	$ 156,512,799	$ 176,571,615	12.82	$ 138,087,047
Road Fund	112,574,217	108,537,980	99,962,514	(7.90)	98,526,693
Air Pollution Control Dist Operations	20,915,248	19,777,430	19,566,428	(1.07)	19,566,428
APCD Air Quality Improvement Trust	5,867,227	6,294,073	6,295,329	0.02	6,295,329
Air Quality State Moyer Program	4,566,834	4,644,094	3,959,412	(14.74)	3,959,412
Air Quality GMERP - Match Fund	—	—	550,000	(14.74)	—
San Diego County Lighting Maint Dist 1	1,593,762	1,677,334	1,757,463	4.78	1,833,719
Inactive Waste Site Management	13,139,391	10,373,682	8,102,228	(21.90)	6,293,641
Hillsborough Landfill Maintenance	251,326	275,901	281,419	2.00	287,047
Duck Pond Landfill Cleanup	15,000	16,300	50,300	208.59	16,626
Parkland Ded Area 4 Lincoln Acres	3,000	4,450	4,450	0.00	4,450

Land Use and Environment Group

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Parkland Ded Area 15 Sweetwater	5,000	9,000	9,000	0.00	9,000
Parkland Ded Area 16 Otay	2,000	2,000	2,000	0.00	2,000
Parkland Ded Area 19 Jamul	3,000	13,000	13,000	0.00	13,000
Parkland Ded Area 20 Spring Valley	2,000	4,000	4,000	0.00	4,000
Parkland Ded Area 25 Lakeside	3,000	13,000	13,000	0.00	13,000
Parkland Ded Area 26 Crest	3,000	5,000	5,000	0.00	5,000
Parkland Ded Area 27 Alpine	5,000	10,000	10,000	0.00	10,000
Parkland Ded Area 28 Ramona	5,000	20,000	20,000	0.00	20,000
Parkland Ded Area 29 Escondido	3,000	8,000	8,000	0.00	8,000
Parkland Ded Area 30 San Marcos	1,000	4,000	4,000	0.00	4,000
Parkland Ded Area 31 San Dieguito	5,000	20,000	20,000	0.00	20,000
Parkland Ded Area 32 Carlsbad	1,000	2,500	2,500	0.00	2,500
Parkland Ded Area 35 Fallbrook	5,000	20,000	20,000	0.00	20,000
Parkland Ded Area 36 Bonsall	3,000	5,000	5,000	0.00	5,000
Parkland Ded Area 37 Vista	1,000	4,000	4,000	0.00	4,000
Parkland Ded Area 38 Valley Center	5,000	20,000	20,000	0.00	20,000
Parkland Ded Area 39 Pauma Valley	5,000	12,000	12,000	0.00	12,000
Parkland Ded Area 40 Palomar Julian	2,000	6,000	6,000	0.00	6,000
Parkland Ded Area 41 Mountain Empire	3,000	5,000	5,000	0.00	5,000
Parkland Ded Area 42 Anza Borrego	1,000	5,000	5,000	0.00	5,000
Parkland Ded Area 43 Central Mountain	3,000	5,000	5,000	0.00	5,000
Parkland Ded Area 44 Oceanside	1,000	1,200	1,200	0.00	1,200
Parkland Ded Area 45 Valle de Oro	1,500	3,500	3,500	0.00	3,500
PRD 6 Pauma Valley	258,554	205,414	200,487	(2.40)	200,487
PRD 8 Magee Road Pala	247,863	295,197	352,812	19.52	352,812
PRD 9 Santa Fe Zone B	70,134	44,366	70,946	59.91	70,946
PRD 10 Davis Drive	25,176	27,045	33,299	23.12	33,299
PRD 11 Bernardo Road Zone A	38,378	35,706	44,489	24.60	44,489

Land Use and Environment Group

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
PRD 11 Bernardo Road Zone C	37,249	26,060	23,683	(9.12)	23,683
PRD 11 Bernardo Road Zone D	22,739	24,391	25,221	3.40	25,221
PRD 12 Lomair	184,685	200,435	215,716	7.62	215,716
PRD 13 Pala Mesa Zone A	235,701	212,283	256,989	21.06	256,989
PRD 13 Stewart Canyon Zone B	58,658	52,055	60,336	15.91	60,336
PRD 14 Rancho Diego	3,783	2,740	2,740	0.00	2,740
PRD 16 Wynola	142,287	62,933	87,843	39.58	87,843
PRD 18 Harrison Park	181,221	209,639	249,282	18.91	249,282
PRD 20 Daily Road	359,166	645,742	673,661	4.32	673,661
PRD 21 Pauma Heights	167,722	294,020	383,652	30.48	383,652
PRD 22 West Dougherty St	18,380	17,100	18,154	6.16	18,154
PRD 23 Rock Terrace Road	6,579	9,068	7,331	(19.16)	7,331
PRD 24 Mt Whitney Road	21,511	34,362	42,561	23.86	42,561
CSA 26 Rancho San Diego	233,500	235,000	295,000	25.53	233,000
CSA 26 Cottonwood Village Zone A	247,241	207,724	194,068	(6.57)	194,068
CSA 26 Monte Vista Zone B	360,668	408,595	371,788	(9.01)	371,788
SD Landscape Maintenance Zone 1	125,000	136,000	168,000	23.53	168,000
Landscape Maintenance Dist Zone 2 - Julian	—	100,000	99,000	(1.00)	99,000
PRD 30 Royal Oaks Carroll	39,315	41,398	38,991	(5.81)	38,991
PRD 38 Gay Rio Terrace	48,797	58,684	68,689	17.05	68,689
PRD 39 Sunbeam Lane	12,069	11,815	11,066	(6.34)	11,066
PRD 45 Rincon Springs Rd	168,021	48,111	42,858	(10.92)	42,858
PRD 46 Rocoso Road	27,791	40,039	46,174	15.32	46,174
PRD 49 Sunset Knolls Road	24,186	31,962	45,138	41.22	45,138
PRD 50 Knoll Park Lane	95,532	103,529	114,070	10.18	114,070
PRD 53 Knoll Park Lane Extension	165,616	185,291	211,885	14.35	211,885
PRD 54 Mount Helix	61,182	103,662	124,019	19.64	124,019
PRD 55 Rainbow Crest Rd	376,400	200,331	256,469	28.02	256,469
PRD 60 River Drive	50,907	70,415	85,791	21.84	85,791
PRD 61 Green Meadow Way	166,648	154,417	169,679	9.88	169,679
PRD 63 Hillview Road	271,650	486,670	531,901	9.29	531,901
PRD 64 Lila Lane	10,945	14,189	13,776	(2.91)	13,776
PRD 70 El Camino Corto	30,082	37,838	44,608	17.89	44,608
PRD 75 Gay Rio Dr Zone A	172,738	189,786	217,365	14.53	217,365
PRD 75 Gay Rio Dr Zone B	266,718	297,400	330,805	11.23	330,805
PRD 76 Kingsford Court	17,989	24,980	25,721	2.97	25,721
PRD 77 Montiel Truck Trail	145,566	171,699	196,761	14.60	196,761
PRD 78 Gardena Way	112,421	56,694	34,870	(38.49)	34,870
PRD 80 Harris Truck Trail	186,548	204,426	226,921	11.00	226,921

Land Use and Environment Group

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
CSA 81 Fallbrook Local Park	177,785	241,000	803,148	233.26	675,415
CSA 83 San Dieguito Local Park	560,000	600,000	1,651,786	175.30	616,786
CSA 83A Zone A4S Ranch Park 95155	803,000	350,000	593,890	69.68	593,890
PRD 88 East Fifth St	54,310	58,317	63,014	8.05	63,014
PRD 90 South Cordoba	53,093	42,037	42,311	0.65	42,311
PRD 94 Roble Grande Road	397,616	419,944	421,612	0.40	421,612
PRD 95 Valle Del Sol	229,161	191,401	296,972	55.16	296,972
PRD 99 Via Allondra Via Del Corvo	35,444	37,512	45,261	20.66	45,261
PRD 100 Viejas Lane View	18,263	22,716	26,492	16.62	26,492
PRD 101 Johnson Lake Rd	55,330	106,041	133,977	26.34	133,977
PRD 101 Hi Ridge Rd Zone A	26,055	34,203	37,013	8.22	37,013
PRD 102 Mountain Meadow	182,741	223,258	269,857	20.87	269,857
PRD 103 Alto Drive	134,016	207,348	236,500	14.06	236,500
PRD 104 Artesian Rd	119,167	103,563	78,753	(23.96)	78,753
PRD 105 Alta Loma Dr	27,918	51,676	58,156	12.54	58,156
PRD 105 Alta Loma Dr Zone A	31,297	64,318	74,148	15.28	74,148
PRD 106 Garrison Way Et Al	47,646	55,103	80,439	45.98	80,439
CSA 107 Elfin Forest Fire District	316,787	333,154	358,154	7.50	358,154
CSA 107 Elfin Forest Fire Mitigation Fee	4,407	4,407	4,407	0.00	4,407
CSA 109 Mt Laguna Fire Medical	45,127	63,147	72,647	15.04	72,647
CSA 109 Mt Laguna Fire Mitigation Fee	1,593	—	—	15.04	—
CSA 110 Mount Palomar Fire Medical	162,437	106,223	113,965	7.29	112,823
CSA 110 Mt Palomar Fire Mitigation Fee	15,128	—	—	7.29	—
CSA 111 Boulevard Fire District	64,705	91,291	84,891	(7.01)	84,891
CSA 111 Boulevard Fire Mitigation Fee	11,614	—	—	(7.01)	—
CSA 112 Campo Fire District	185,128	68,064	76,064	11.75	76,064
CSA 112 Campo Fire Mitigation Fee	144,065	—	—	11.75	—
CSA 113 San Pasqual Fire District	101,053	119,397	107,889	(9.64)	109,397
CSA 113 San Pasqual Fire Mitigation Fee	8,657	18,000	—	(100.00)	—
CSA 115 Pepper Drive Fire District	364,269	364,269	364,269	0.00	364,269
PRD 117 Legend Rock	26,463	29,185	25,077	(14.08)	25,077

Land Use and Environment Group

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
CSA 122 Otay Mesa East	50,745	37,774	37,514	(0.69)	37,514
PRD 123 Mizpah Lane	28,529	38,515	47,440	23.17	47,440
PRD 125 Wrightwood Road	57,885	35,893	74,716	108.16	74,716
PRD 126 Sandhurst Way	28,780	29,831	33,059	10.82	33,059
PRD 127 Singing Trails Drive	32,743	41,816	46,332	10.80	46,332
CSA 128 San Miguel Park Dist	798,978	902,000	1,143,644	26.79	1,126,644
PRD 130 Wilkes Road	110,811	128,567	167,824	30.53	167,824
PRD 133 Ranch Creek Road	25,717	63,725	72,289	13.44	72,289
PRD 134 Kenora Lane	35,063	45,659	42,078	(7.84)	42,078
CSA 136 Sundance Detention Basin	88,360	113,164	113,164	0.00	113,164
San Diego County Flood Control District	5,960,880	7,162,825	7,154,061	(0.12)	7,206,761
Blackwolf Stormwater Maint ZN 349781	7,628	7,628	7,628	0.00	7,628
PRD 1002 Sunny Acres	7,252	12,372	21,481	73.63	21,481
PRD 1003 Alamo Way	4,400	5,422	10,631	96.07	10,631
PRD 1004 Butterfly Lane	12,951	19,316	12,192	(36.88)	12,192
PRD 1005 Eden Valley Lane	33,729	41,239	49,484	19.99	49,484
PRD 1007 Tumble Creek	200	200	200	0.00	200
PRD 1008 Canter	22,476	24,824	25,625	3.23	25,625
PRD 1009 Golf Drive	2,200	2,200	2,200	0.00	2,200
PRD 1010 Alpine High	152,476	130,950	177,840	35.81	177,840
PRD 1011 La Cuesta	15,547	20,620	28,733	39.35	28,733
PRD 1012 Millar Road	69,756	33,600	24,322	(27.61)	24,322
PRD 1013 Singing Trails	91,692	90,184	78,996	(12.41)	78,996
PRD 1014 Lavender Point Lane	25,149	69,596	101,460	45.78	101,460
PRD 1015 Landavo Drive	119,060	108,685	57,490	(47.10)	57,490
PRD 1016 El Sereno Way	53,208	41,192	63,979	55.32	63,979
Survey Monument Preservation Fund	90,000	90,000	300,000	233.33	90,000
Special Aviation	1,313,162	124,758	110,404	(11.51)	87,616
Special Aviation Debt Service	343,034	343,919	345,000	0.31	345,000
Co Fish and Game Propogation	47,000	37,000	37,000	0.00	37,000
Airport Enterprise Fund	21,092,924	21,710,420	17,163,434	(20.94)	16,696,660
Airport Non AMT - Public 2005	—	1,400,267	—	(100.00)	—
Airport AMT - Private 2005	—	537,609	—	(100.00)	—
Liquid Waste Enterprise Fund	8,348,608	6,679,999	6,548,869	(1.96)	6,696,886
Wintergardens Sewer Maintenance Dist	1,286,709	1,464,672	1,419,070	(3.11)	1,460,334
East Otay Mesa Sewer Maint Dist	—	34,176	125,755	267.96	125,755

Land Use and Environment Group

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
CWSMD-Zone B (Campo Hills Water)	393,000	454,420	400,913	(11.77)	402,863
Campo Water Sewer Maint District - Sewer	359,030	249,667	263,344	5.48	263,344
Campo WSMD-Zone A (Rancho Del Campo Water)	342,100	334,253	354,400	6.03	354,400
Alpine Sanitation Maint and Oper	1,344,181	3,546,278	2,266,576	(36.09)	1,860,843
Julian Sanitation Maint and Oper	380,387	264,561	258,609	(2.25)	259,729
Lakeside Sanitation Maint and Oper	5,852,955	7,187,824	5,873,903	(18.28)	5,675,406
Pine Valley Sanitation Maint and Oper	183,881	83,015	80,893	(2.56)	81,501
DPW Equipment Internal Svc Fund	3,926,664	4,450,735	4,743,354	6.57	4,885,655
DPW ISF Equipment Acq Road Fund	4,946,740	5,922,233	6,396,233	8.00	4,223,233
DPW ISF Equipment Acq Inactive Waste	50,082	91,452	66,452	(27.34)	86,452
DPW ISF Equipment Acq Airport Ent	210,144	211,280	142,780	(32.42)	117,780
DPW ISF Equipment Acq Liquid Waste	575,092	534,850	710,850	32.91	629,600
Spring Valley Sanitation Maint and Oper	12,558,655	16,502,831	13,941,362	(15.52)	13,593,733
Total	$ 384,126,144	$ 399,800,044	$ 401,277,248	0.37	$ 354,282,404

Community Services Group

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
General Fund	$ 70,398,723	$ 59,371,823	$ 55,643,189	(6.28)	$ 55,625,345
HCD Special Revenue Fund	28,286,666	25,751,686	20,060,196	(22.10)	9,938,422
County Library	41,217,147	45,613,633	41,313,536	(9.43)	39,462,452
05 Redev Gill Field - Special Revenue DS	2,135,736	2,316,422	2,389,467	3.15	2,424,602
Co Redev Agy 05 Gillespie Redev Debt Service Fd	1,204,830	1,207,214	1,143,439	(5.28)	1,143,451
Co Redev Agy 05 Gillespie Redev - Interest	884,830	872,214	798,439	(8.46)	783,451
Co Redev Agy 05 Gillespie Redev - Principal	320,000	335,000	345,000	2.99	360,000
Co Redev Agy 05 Gillespie Redev DS Reserve	60,000	60,000	40,000	(33.33)	40,000
Co Redev Agy Gillespie Field Cap Admin Fund	205,476	200,260	200,500	0.12	144,126

Community Services Group

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Co Redev Agy Upper SD River Capital	460,000	4,744,000	4,924,750	3.81	1,834,000
Co Redev Agy Gillespie Housing Capital	500,000	505,587	521,893	3.23	528,920
Co Redev Agy Upper SD River Housg Cap	181,286	338,350	355,350	5.02	355,350
Purchasing ISF	8,700,343	8,514,249	12,711,646	49.30	9,740,921
Fleet Services Internal Service Fund	6,176,135	6,658,666	6,565,286	(1.40)	6,712,708
Fleet ISF Equipment Acq General	18,938,646	19,350,117	21,915,623	13.26	21,924,333
Fleet ISF Materials Supply Inventory	13,730,755	14,187,575	17,339,427	22.22	17,359,756
Fleet ISF Accident Repair	166,614	171,612	171,612	0.00	171,612
Fleet ISF Accidents Sheriff	225,199	231,955	231,955	0.00	231,955
Facilities Management Internal Service Fund	77,419,236	79,904,625	84,074,824	5.22	84,865,895
Major Maintenance Internal Svc Fund	32,054,022	33,399,056	34,396,820	2.99	34,396,820
Total	$ 303,265,644	$ 303,734,044	$ 305,142,952	0.46	$ 288,044,119

Finance and General Government Group

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
General Fund	$ 197,442,780	$ 221,353,217	$ 279,135,571	26.10	$ 183,110,022
CATV Cable TV Media Public Relations	3,000,256	3,094,902	—	(100.00)	—
Information Technology Internal Svc Fund	115,107,063	126,181,330	127,905,842	1.37	106,005,424
Total	$ 315,550,099	$ 350,629,449	$ 407,041,413	16.09	$ 289,115,446

Capital Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Capital Outlay Fund	$ 29,297,800	$ 392,816,372	$ 12,920,000	(96.71)	$ 2,500,000
County Health Complex COF	—	7,000,000	—	(100.00)	—
Justice Facility Const COF	4,000,000	—	75,000,000	(100.00)	75,000,000
Library Projects Capital Outlay Fund	—	3,200,000	—	(100.00)	—
Edgemoor Development Fund	822,000	3,139,500	9,968,982	217.53	9,782,095
Total	$ 34,119,800	$ 406,155,872	$ 97,888,982	(75.90)	$ 87,282,095

Finance Other

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
General Fund	$ 335,501,661	$ 340,033,969	$ 335,772,581	(1.25)	$ 187,411,319
Pension Obligation Bonds	234,451,889	152,259,915	183,480,131	20.50	81,460,374
Employee Benefits Internal Svc Fund	33,322,822	35,908,123	33,549,715	(6.57)	36,579,389
Public Liabilty ISF	13,274,140	13,000,000	15,400,000	18.46	15,400,000
Majestic Pines County Service District Debt	26,750	47,500	23,250	(51.05)	26,250
Total	$ 616,577,262	$ 541,249,507	$ 568,225,677	4.98	$ 320,877,332

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Appendix C: General Fund Budget Summary

Expenditures and Financing Sources

Public Safety Group

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Public Safety Group	$ 14,018,574	$ 13,956,840	$ 8,071,798	(42.17)	$ 6,602,186
District Attorney	138,334,358	149,425,185	146,725,766	(1.81)	148,318,409
Sheriff	554,779,222	567,352,113	542,201,593	(4.43)	554,580,220
Alternate Public Defender	16,140,133	16,979,135	15,647,134	(7.84)	15,798,236
Child Support Services	52,314,448	50,784,583	51,573,524	1.55	51,945,961
Citizens' Law Enforcement Review Board	560,194	579,027	499,027	(13.82)	509,800
Office of Emergency Services	9,177,639	10,759,122	6,952,525	(35.38)	2,846,398
Medical Examiner	8,116,092	8,420,637	8,330,793	(1.07)	8,399,215
Probation	165,141,147	182,801,525	175,582,835	(3.95)	177,311,533
Public Defender	54,381,777	56,857,144	63,243,526	11.23	64,289,965
Contribution for Trial Courts	74,139,424	72,835,301	71,985,970	(1.17)	71,985,970
Defense Attorney / Contract Administration	9,373,418	9,168,420	411,339	(95.51)	411,339
Total	$ 1,096,476,426	$ 1,139,919,032	$ 1,091,225,830	(4.27)	$ 1,102,999,232

Health and Human Services Agency

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Regional Operations	$ 460,594,318	$ 465,738,686	$ 469,538,597	0.82	$ 476,011,265
Strategic Planning & Operational Support	149,916,426	149,427,300	146,812,596	(1.75)	147,396,376
Aging and Independence Services	280,320,071	304,027,413	326,351,091	7.34	352,002,005
Behavioral Health Services	372,698,911	400,600,805	419,717,521	4.77	421,325,145
Administrative Support	75,351,499	98,606,549	91,621,357	(7.08)	75,245,070
Child Welfare Services	256,143,446	264,356,319	265,041,881	0.26	267,051,769
Public Health Services	77,959,018	75,130,279	88,575,651	17.90	90,033,126
Public Administrator / Public Guardian	4,345,064	4,402,137	4,430,992	0.66	4,494,586
Total	$ 1,677,328,753	$ 1,762,289,488	$ 1,812,089,686	2.83	$ 1,833,559,342

Land Use and Environment Group

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Land Use and Environment Executive Group	$ 5,489,524	$ 5,923,861	$ 9,459,993	59.69	$ 3,912,310
San Diego Geographic Information Source (SanGIS)	1,054,525	1,071,904	1,140,265	6.38	1,153,237
Agriculture, Weights and Measures	17,728,655	18,630,101	17,070,920	(8.37)	17,413,189
Environmental Health	37,638,352	38,265,174	40,943,885	7.00	39,638,886
Farm and Home Advisor	767,801	921,853	884,262	(4.08)	898,377
Parks and Recreation	33,154,144	29,396,247	29,793,024	1.35	26,672,955
Planning and Land Use	39,394,311	47,410,254	53,092,481	11.99	40,040,509
Public Works	8,522,173	14,893,405	24,186,785	62.40	8,357,584
Total	$ 143,749,485	$ 156,512,799	$ 176,571,615	12.82	$ 138,087,047

Community Services Group

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Community Services Group Executive Office	$ 8,265,002	$ 8,688,811	$ 6,346,704	(26.96)	$ 6,382,272
Animal Services	13,239,289	14,233,601	14,013,473	(1.55)	14,561,807
General Services	1,327,000	1,364,000	1,402,000	2.79	1,424,034
Housing & Community Development	10,041,210	10,117,767	10,328,406	2.08	10,673,661
Purchasing and Contracting	985,000	735,000	4,864,000	561.77	1,638,688
Registrar of Voters	36,541,222	24,232,644	18,688,606	(22.88)	20,944,883
Total	$ 70,398,723	$ 59,371,823	$ 55,643,189	(6.28)	$ 55,625,345

Finance and General Government Group

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Finance & Genl Govt Exec Office	$ 12,060,744	$ 29,089,616	$ 98,371,444	238.17	$ 5,822,300
Board of Supervisors	7,597,440	7,827,003	7,671,647	(1.98)	7,674,629
Assessor / Recorder / County Clerk	55,649,281	58,762,157	52,195,380	(11.18)	49,337,099
Treasurer - Tax Collector	17,098,592	17,765,381	17,124,158	(3.61)	17,442,053
Chief Administrative Office	4,702,831	4,843,316	4,614,209	(4.73)	4,666,473
Auditor and Controller	36,239,139	37,522,608	34,063,269	(9.22)	34,512,081
County Technology Office	9,339,747	8,950,138	7,462,777	(16.62)	6,513,579
Civil Service Commission	624,424	648,340	621,605	(4.12)	630,950

Finance and General Government Group

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Clerk of the Board of Supervisors	8,434,027	9,078,806	8,199,379	(9.69)	8,009,910
County Counsel	22,454,457	23,271,577	22,318,667	(4.09)	22,426,347
Grand Jury	733,362	737,162	678,122	(8.01)	680,076
Human Resources	22,508,736	22,857,113	22,384,701	(2.07)	22,391,356
Media and Public Relations	—	—	3,430,213	—	3,003,169
Total	$ 197,442,780	$ 221,353,217	$ 279,135,571	26.10	$ 183,110,022

Finance Other

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Cash Borrowing Program	$ 12,700,000	$ 12,700,000	$ 7,700,000	(39.37)	$ 7,700,000
Community Enhancement	3,203,000	3,350,000	3,500,000	4.48	3,500,000
Community Projects	10,000,000	10,000,000	10,000,000	0.00	10,000,000
Contribution to County Library	5,077,000	5,500,000	2,250,000	(59.09)	2,250,000
Contingency Reserve General Fund	20,000,000	20,294,000	20,000,000	(1.45)	20,000,000
Contributions to Capital Outlay Funds	66,893,718	202,963,304	124,824,151	(38.50)	118,200,129
Countywide General Expense	217,285,957	84,883,084	167,155,550	96.92	25,408,024
Local Agency Formation Commission Administration	341,986	343,581	342,880	(0.20)	353,166
Total	$ 335,501,661	$ 340,033,969	$ 335,772,581	(1.25)	$ 187,411,319

Financing Sources By Category

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-09 Adopted Budget	Fiscal Year 2009-10 Proposed Budget	% Change	Fiscal Year 2010-11 Proposed Budget
Taxes Current Property	$ 511,393,382	$ 543,062,090	$ 496,283,077	(8.61)	$ 496,940,473
Taxes Other Than Current Secured	390,776,238	413,464,252	404,469,417	(2.18)	405,153,774
Licenses Permits & Franchises	35,992,658	37,216,274	38,716,477	4.03	41,012,178
Fines, Forfeitures & Penalties	52,534,461	52,082,635	52,096,479	0.03	51,531,589
Revenue From Use of Money & Property	34,265,093	31,297,942	17,398,770	(44.41)	18,619,198
Intergovernmental Revenues	1,731,653,453	1,803,781,445	1,859,493,699	3.09	1,864,165,438
Charges For Current Services	277,643,344	280,100,074	270,592,510	(3.39)	278,941,485
Miscellaneous Revenues	25,121,624	37,732,745	23,879,247	(36.71)	23,636,278
Other Financing Sources	281,158,853	265,833,588	248,873,029	(6.38)	249,343,049
Total Revenues	$ 3,340,539,106	$ 3,464,571,045	$ 3,411,802,705	(1.52)	$ 3,429,343,462
Reserve/Designation Decreases	57,019,894	200,896	6,284,372	3,028.17	20,634,470
Use of Fund Balance	123,338,828	214,708,387	332,351,395	54.79	50,814,375
Total Financing Sources	$ 3,520,897,828	$ 3,679,480,328	$ 3,750,438,472	1.93	$ 3,500,792,307

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Appendix D: Health & Human Services - Regional Operations

Health and Human Services - Regional Operations

This appendix provides a different view of the same information found in the Regional Operations section of the Health and Human Services Agency Operational Plan. Arriving at the same totals, these charts summarize the staffing and budget for the Regional Operations programs based on the type of program or administrative service rather than by location of services.

Staffing by Program

	Fiscal Year 2007-08 Adopted Budget	Fiscal Year 2008-2009 Adopted Budget	Fiscal Year 2009-2010 Proposed Budget	% Change	Fiscal Year 2010-2011 Proposed Budget
Regional Administration	50.00	50.00	33.00	(34.00)	33.00
Public Health Services	171.00	171.00	165.00	(3.51)	165.00
Family Resource Centers/ Assistance Payments	1,389.00	1,390.00	1,384.00	(0.43)	1,384.00
Child Welfare Services	673.50	670.50	641.00	(4.40)	641.00
Welfare to Work/Employment Administration	101.00	101.00	101.00	—	101.00
California Children Services (North Central Region)	154.75	154.75	—	(100.00)	—
Child Care (East Region)	102.00	102.00	99.00	(2.94)	99.00
Community Action Partnership (Central)	13.00	13.00	15.00	15.38	15.00
Office of Violence Prevention (South)	4.00	4.00	—	(100.00)	—
Total	2,658.25	2,656.25	2,438.00	(8.22)	2,438.00

Budget by Program

	Fiscal Year 2007-2008 Adopted Budget	Fiscal Year 2008-2009 Adopted Budget	Fiscal Year 2009-2010 Proposed Budget	% Change	Fiscal Year 2010-2011 Proposed Budget
Regional Administration	$ 6,463,687	$ 6,698,994	$ 5,011,694	(25.19)	$ 5,113,952
Public Health Services	18,848,494	19,378,858	18,794,838	(3.01)	19,247,542
Family Resource Centers/ Assistance Payments	278,732,887	281,375,649	307,314,105	9.22	310,700,996
Child Welfare Services	63,772,425	64,375,766	62,468,172	(2.96)	64,542,169
Welfare to Work/Employment Administration	15,253,649	15,757,771	15,832,075	0.47	16,125,718
California Children Services (North Central Region)	21,043,226	20,304,415	—	(100.00)	—
Child Care (East Region)	45,871,902	47,193,085	51,626,477	9.39	51,779,698
Community Action Partnership (Central)	8,476,022	8,465,887	8,491,236	0.30	8,501,190
Office of Violence Prevention (South)	2,132,026	2,188,261	—	(100.00)	—
Total	$ 460,594,318	$ 465,738,686	$ 469,538,597	0.82	$ 476,011,265

Appendix E: Operational Plan Abbreviations and Acronyms

A&C: Auditor and Controller

ACAO: Assistant Chief Administrative Officer

ADA: Americans with Disabilities Act

AIS: Aging and Independence Services

APCD: Air Pollution Control District

AWM: Agriculture, Weights and Measures

BHS: Behavioral Health Services

BPR: Business Process Reengineering

CAC: County Administration Center

CAFR: Comprehensive Annual Financial Report

CAO: Chief Administrative Officer

CDBG: Community Development Block Grant

CFO: Chief Financial Officer

CINA: Capital Improvement Needs Assessment

CLERB: Citizens' Law Enforcement Review Board

COC: County Operations Center

COF: Capital Outlay Fund

COPs: Certificates of Participation

CSA: County Service Area

CSG: Community Services Group

CTN: County Television Network

CTO: County Technology Office

CWS: Child Welfare Services

DAS: Department of Animal Services

DCAO: Deputy Chief Administrative Officer

DCSS: Department of Child Support Services

DEH: Department of Environmental Health

DGS: Department of General Services

DHR: Department of Human Resources

DIBBS: Do-It-Better-By-Suggestion

DMPR: Department of Media and Public Relations

DPLU: Department of Planning and Land Use

DPW: Department of Public Works

ERP: Enterprise Resource Planning

FGG: Finance and General Government Group

FHA: Farm and Home Advisor

FY: Fiscal Year

GAAP: Generally Accepted Accounting Principles

GASB: Governmental Accounting Standards Board

GFOA: Government Finance Officers Association

GIS: Geographic Information System

GMS: General Management System

GPR: General Purpose Revenue

HCD: Housing and Community Development

HHSA: Health and Human Services Agency

ISF: Internal Service Fund

IT: Information Technology

LUEG: Land Use and Environment Group

MSCP: Multiple Species Conservation Program

NACo: National Association of Counties

OAAS: Office of Audits and Advisory Services

OES: Office of Emergency Services

OPEB: Other Post Employment Benefit

PA/PG: Public Administrator/Public Guardian

PHS: Public Health Services

PINES: Public Income Notes

POB: Pension Obligation Bond

PRD: Permanent Road Division

PSG: Public Safety Group

RPTT: Real Property Transfer Tax

SANDAG: San Diego Association of Governments

SanGIS: San Diego Geographic Information Source

SDCERA: San Diego County Employees Retirement Association

SPOS: Strategic Planning & Operational Support

TANF: Temporary Assistance to Needy Families

TOT: Transient Occupancy Tax

TRANs: Tax and Revenue Anticipation Notes

UAAL: Unfunded Acturial Accrued Liability

USDRIP: Upper San Diego River Improvement Project

VLF: Vehicle License Fees

Appendix F: Glossary of Operational Plan Terms

Account: A distinct reporting category in a ledger used for budgeting or accounting purposes. All budgetary transactions, whether revenue or expenditure related, are recorded in accounts. Also called Object in the County's Budgeting, Reporting, and Analysis Support System (BRASS).

Activity: A departmental effort that contributes to the accomplishment of specific identified program objectives.

Actuarial Accrued Liability: Computed differently under different funding methods, the actuarial accrued liability generally represents 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.

Adopted Budget: The annual budget formally decided upon by the Board of Supervisors for a specific fiscal year.

Adopted Operational Plan: The Board of Supervisors' two-year financial plan that includes the adopted budget for the first year and a tentative budget that is approved in principle for the second year.

Amended Budget: Reflects the adopted budget plus carry forward items from the previous year and any mid-year changes authorized during the budget year.

Americans with Disabilities Act (ADA): A federal law that, among other provisions, requires modification of public buildings to ensure access for people with disabilities.

Appropriation: Legal authorization to make expenditures and to incur obligations for specific purposes.

Appropriation for Contingency: A budgetary provision representing that portion of the financing requirements set aside to meet unforeseen expenditure requirements or to offset revenue shortfalls.

Arbitrage: As defined by treasury regulations, arbitrage is the profit earned from investing low yielding tax-exempt proceeds in higher yielding taxable securities. In general, arbitrage profits earned must be paid to the United States Treasury as rebate unless a specific exception to the rebate requirements applies.

Assessed Valuation: A valuation set upon real estate or other property by a government as a basis for levying taxes.

Asset: A probable future economic benefit obtained or controlled by a particular entity as a result of past transactions or events.

Balance Sheet: The financial statement disclosing the assets, liabilities and equity of an entity at a specified date in conformity with generally accepted accounting principles (GAAP).

Balanced Budget or Balanced Operational Plan: A budget in which the planned expenditures and the means of financing them are equal. A balanced annual budget is required by the State of California per Government Code Section 29000, et al.

Board of Supervisors: 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.

Budget: A plan of financial operation embodying an estimate of expenditures for a given period and the proposed means of financing them; a financial plan for a single fiscal year.

Business Process Reengineering (BPR): Refers to the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical measures of performance, such as cost, quality, service, and speed. One goal of BPR is to generate budgetary savings to permit reallocations of resources to other priority needs and services.

California Department of Food and Agriculture (CDFA): A governmental department established by the California Legislature in 1919 to protect and promote agriculture.

California State Association of Counties (CSAC): An organization that represents county government before the California Legislature, administrative agencies and the federal government.

CalWIN: CalWORKs Information System. A fully integrated information network that provides client eligibility, status, and compliance information for CalWORKs.

CalWORKs: California Work Opportunities and Responsibilities to Kids Program. A welfare program that gives cash aid and services to eligible needy California families.

Capital Assets: Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Capital assets include buildings, equipment, improvements other than buildings, infrastructure, and land.

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 construction of buildings and improvements.

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 Expenditures: Expenditures incurred for the improvement to or acquisition of land, facilities, and infrastructure.

Capital Improvement Needs Assessment (CINA): An annually updated five-year list of planned capital projects, developed by the Department of General Services in compliance with Board of Supervisors Policies G-16 and B-37.

Capital Outlay Fund (COF): 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 of cash receipts (revenues) to required payments (expenditures) and reporting of net cash balance projections. The Auditor and Controller prepares cash flow reports that project the inflow, outflow, and net balance of cash on a monthly, quarterly, and annual basis.

Certificates of Participation (COPs): Certificates issued for the financing of capital assets. A certificate is similar to a bond and represents an undivided interest in the payments made by the public agency pursuant to a financing lease. Even though they are not treated as indebtedness of the issuer by California state law, the federal tax law treats the lease obligation as if it were a debt.

Charges for Current Services: This group of revenue accounts includes 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.

Chief Administrative Officer of the County (CAO): 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 over 50 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 protection and regulation and elections services. They also manage the allocation of personnel, capital and budgetary resources within the County organization.

Community Development Block Grant (CDBG): A federal grant administered by the County for housing and development activities that: (1) benefit lower income persons; (2) prevent/eliminate slums and blight; or (3) meet urgent community development needs.

Comprehensive Annual Financial Report (CAFR): Represents the annual audited financial statement 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, environment, and information necessary to demonstrate compliance with finance-related legal and contractual provisions. The financial section contains: (a) the basic financial statements and required supplementary information, (b) combining statements to support columns in the basic financial statements that aggregate information from more than one fund or component unit, and (c) individual fund statements as needed. The statistical section provides trend data and non-financial data to assist users in utilizing the basic financial statements, notes to the basic financial statement, and required supplementary information in order to assess the economic condition of the County.

Contingency Reserve: Appropriations set aside to meet unforeseen economic and operational circumstances.

County Administration Center (CAC): The County facility located at 1600 Pacific Highway, San Diego, California.

County Service Area (CSA): An assessment district comprised of unincorporated area property owners who pay for special services, such as park maintenance, fire suppression, and paramedic services, through special assessments on their property tax bills.

County Television Network (CTN): The County's television station, which broadcasts Board of Supervisors meetings and programs of community interest.

Credit Rating: A rating determined by a credit rating agency that indicates the agency's opinion of the likelihood that a borrower such as the County will be able to repay its debt. The rating agencies include Standard & Poor's, Fitch, and Moody's.

Current Assets: Assets which are available or can be made readily available to finance current operations or to pay current liabilities. Those assets which will be used up or converted into cash within one year (i.e. temporary investments and taxes receivable that will be collected within on year).

Current Liabilities: Liabilities which are payable within one year.

Custodian Bank: In finance, a custodian bank, or simply custodian, refers to a financial institution responsible for safeguarding a firm's or individual's financial assets. The role of a custodian in such a case would be the following: to hold in safekeeping assets such as equities and bonds, arrange settlement of any purchases and sales of such securities, collect information on and income from such assets (dividends in the case of equities and interest in the case of bonds), provide information on the underlying companies and their annual general meetings, manage cash transactions, perform foreign exchange transactions where required and provide regular reporting on all their activities to their clients.

DCAO: Deputy Chief Administrative Officer or Group General Manager. See 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 long-term debt.

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.

Deferred Revenue: Amounts for which asset recognition criteria have been met, but for which revenue recognition criteria have not been met, revenues to be collected beyond 180 days of the end of the fiscal year.

Department: The basic organizational unit of government which is functionally unique in its delivery of services.

Depreciation: Expiration in the service life of capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, or obsolescence. The portion of the cost of a capital asset charged as an expense during a particular period.

District Attorney: An elected official of the County whose department is included 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.

Do It Better By Suggestion (DIBBS): A program administered through the Department of Human Resources that recognizes and rewards employees by providing cash awards and certificates of appreciation for submitting

suggestions for reducing costs, increasing revenues and improving operations through tangible savings, productivity savings and/or intangible benefits to the County.

Educational Revenue Augmentation Fund (ERAF): The fund that was set up in each county at the direction of the State Legislature in the early 1990s to enable a shift of a portion of county, city and special district property taxes to school districts in response to State budget shortfalls.

Employee Benefits: The portion of an employee compensation package that is in addition to wages. Included are the employer's share of costs for Social Security and the various pension, medical, and life insurance plans.

Encumbrance: The Commitments related to unperformed contracts for goods or services. Used in budgeting, encumbrances represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

Enterprise Fund: A fund established to account for operations that are financed and operated in a manner similar to private business enterprises (e.g. water, gas and electric utilities; airports; parking garages; or transit systems). The governing body intends that the costs of providing goods and services to the general public on a continuing basis be financed or recovered primarily through user charges.

Enterprise Resource Planning (ERP)/**Enterprise Systems** (ES): New applications to replace, enhance, and integrate existing Financial and Human Resources systems.

Entitlement Program: A program in which funding is allocated according to eligibility criteria; all persons or governments that meet the criteria specified by federal or State laws may receive the benefit.

Estimated Revenue: The amount of revenue expected to accrue or to be collected during a fiscal year.

Expenditure: 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: This account group, which is shown as a decrease in expenditures, consists of 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.

Final Amended Budget: The amended budget at the end of the fiscal year.

Fines, Forfeitures & Penalties: This group of accounts includes vehicle code fines, other court fines, forfeitures and penalties, and penalties and costs on delinquent taxes.

Firestorm 2003: A devastating wildfire that occurred in San Diego County in October 2003 that financially affected every department and has resulted in continued programs and services to either recover from the damage or implement plans to avert another fire-related disaster.

Firestorm 2007: A devastating wildfire that occurred in San Diego County in October 2007 that financially affected the County and has resulted in the implementation of new programs or services to recover from the damage of the disaster.

Fiscal Year (FY): A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations. The County of San Diego's fiscal year is July 1 through June 30.

Fund: A fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and equities, or balances, and changes therein, are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: The difference between fund assets and fund liabilities of governmental funds. Fund Balance may be used in the budget by a Group or department for the upcoming year as a funding source for one-time projects/services.

Fund Balance Designation: A segregation of a portion of the unreserved fund balance to indicate plans for financial resources utilization in a future period.

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 Chief Administrative Officer for additional description.

General Obligation Bonds: Bonds backed by the full faith and credit of a governmental entity.

General Plan 2020 (GP2020): See General Plan Update.

General Plan Update: (Previously referred to as General Plan 2020). A multi-year project to revise the San Diego County Comprehensive General Plan which forms the framework for growth in the unincorporated communities.

General Purpose Revenues: Revenues derived from sources not specific to any program or service delivery. Examples of general purpose revenues include property taxes, sales taxes, property tax in lieu of vehicle license fees, court fines, real property transfer tax, and miscellaneous other sources. General Purpose Revenues may be used for any purpose that is a legal expenditure of County funds.

General Reserve: A fund equity restriction to help protect the overall fiscal health of the County. The general reserve can only be adjusted during the annual budget adoption process. It is not available for estimated financing requirements except during a legally declared emergency.

General Revenue Allocation: The amount of general purpose revenue that is budgeted to fund a group's or a department's services after all other funding sources for those services are taken into account. It has the same meaning as net county cost, which is a term often used by other county governments.

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 encompasses 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 provides 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.

Governmental Accounting Standards Board (GASB): The authoritative accounting and financial reporting standard-setting body for state and local governments.

Government Finance Officers Association (GFOA): An organization comprised of government accounting and finance professionals throughout the United States and Canada, whose goals include but are not limited to improving financial management practices and encouraging excellence in financial reporting and budgeting by state and local governments.

Government-wide Financial Statements: Financial statements that incorporate all of a government's governmental and business-type activities, as well as its nonfiduciary component units. There are two basic government-wide financial statements: the statement of net assets and the statement of activities. Both basic government-wide financial statements are presented using the economic resources measurement focus and the accrual basis of accounting.

Grant: Payment in the form of cash or other assets from one entity to another 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.

Group/Agency: The Group/Agency represents the five highest organizational units to which all County departments report. They include the Community Services Group (CSG), Finance and General Government Group (FGG), Health and Human Services Agency (HHSA), Land Use and Environment Group (LUEG), and Public Safety Group.

Housing and Urban Development, Department of (HUD): A department of the federal government whose mission is to increase homeownership, support community development and increase access to affordable housing free from discrimination.

Information Technology: A term that encompasses all forms of technology used to create, store, exchange and use information in its various forms including business data, conversations, still images and multimedia presentations.

Interfund Transfers: The transfer of resources between funds of the same government reporting entity.

Intergovernmental Revenues: Revenues received from other government entities. Examples 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. Other examples include 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 form the Federal agencies.

Internal Service Fund (ISF): A proprietary type fund used to account for the financing of goods or services provided by one department to other departments of the County, or to other governmental units, on a cost-reimbursement basis.

Joint Powers Agreement (JPA): A contractual agreement between a city, county, and/or special district in which services are agreed to be performed, or the county agrees to cooperate with or lend its powers to the other entity.

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 that shows expenditures and revenues by account or account category. An account category describes the nature of the expenditure (e.g. Services and Supplies) or revenue (e.g., Charges for Current Services). The County's Operational Plan for each department shows expenditures by program (the service being provided) and shows both expenditures and revenues by account category.

Local Agencies: Groups responsible for providing services in a community.

Managed Competition: A framework in which County departments compete with the private sector to determine the most cost effective method of delivering services.

Mandate: A requirement from the State or federal government that the County perform a task, perform a task in a particular way, or perform a task to meet a particular standard.

Management Reserves: An expenditure category unique to the County of San Diego. Management Reserves are intended to be used to handle unforeseen expenses that arise during the budget year or as a means to set aside funds for a planned future year use. The level of Management Reserves is generally dependent upon fund balance realized by a Group/Agency or department, but may be budgeted for General Fund departments based on ongoing General Purpose Revenue allocation or comparable revenue source in the case of special funds. No expenditures can be made from Management Reserves; instead appropriations must first be transferred to a sub-account under one of the other expenditures categories (e.g. Salaries and Benefits, Services and Supplies, etc.).

Miscellaneous Revenues: This group of accounts includes other sales, tobacco settlement, and other monetary donations from private agencies, persons, or other sources.

Mission: The general assignment of the organization. What we are striving to do over a continuous period of time. The County's mission is "To efficiently provide public services that build strong and sustainable communities."

Multiple Species Conservation Program (MSCP): This program will preserve a network of habitat and open space, protecting bio-diversity and enhancing the region's quality of life. The County is one of several entities participating in the MSCP.

National Association of Counties (NaCo): An organization that represents the interests of counties across the nation on Capitol Hill and throughout the federal bureaucracy.

Obective: A statement of anticipated accomplishment, usually measurable and time bound.

Objects (Line Items): A sub-classification (or roll-up account) of expenditures and revenues based on type of goods or services (Salaries and Benefits, Services and Supplies, Other Charges, Capital Assets, etc.) or by type of revenue (Fines, Forfeitures and Penalties, Taxes Current Property, Intergovernmental Revenue, etc.).

Obligor: The person responsible for paying a debt or obligation.

Operating Budget: Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of a government are controlled.

Operating Transfers: Operating transfers result when one fund provides a service on behalf of another fund. The 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 Operating Transfer In 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 Calendar: A timetable of tasks to be completed during the financial planning cycle.

Operational Plan Document: The County's two-year financial plan. It is presented in a program budget format that communicates expenditure and revenue information as well as goals, objectives and performance measures for County departments.

Ordinance: A regulation, an authoritative rule, a statute.

Other Charges: This group of accounts includes support and care of other persons (such as assistance payments), bond redemptions, retirement of other long-term debt, interest on bonds, other long term debt and notes and warrants, judgments and damages, rights of way, taxes and assessments, depreciation, bad debts, income allocation, contributions to non-County governmental agencies, and inter fund expenditures.

Other Financing Sources: An increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends. Examples include sale of capital assets, transfers in, and long-term debt proceeds.

Parkland Dedication Ordinance (PLDO): A mechanism for funding local parks development.

Pension Obligation Bond (POB): Bonds issued to finance all or part of the unfunded actuarial accrued liabilities of the issuer's pension plan. The proceeds are transferred to the issuer's pension system as a prepayment of all or part of the unfunded pension liabilities of the issuer to ensure the soundness of the plan.

Performance Measures: Indicators of the amount of work accomplished, the efficiency with which tasks were completed, and/or the effectiveness of a program, often expressed as the extent to which objectives were accomplished. Performance measures in this Operational Plan focus primarily on outcome measures (planned results).

Permanent Road Division: An assessment district comprised of unincorporated area property owners who pay for special road work, such as road improvements and maintenance, through special assessments on their property tax bills.

Program: A set of activities directed to attaining specific purposes or objectives.

Program Revenues: Revenues generated by programs and/or dedicated to offset a program's costs.

Proposed Budget: The budget document developed by the CAO and accepted by the Board of Supervisors to serve as the basis for public hearings and deliberations prior to the determination of the adopted budget. May also be referred to as the Proposed Operational Plan.

Proprietary Funds: 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.

Reappropriation: The inclusion of a balance from the prior year's budget as part of the budget of the subsequent fiscal year. Reappropriation is common for encumbrances outstanding at the end of a fiscal year that a government intends to honor in the subsequent year.

Rebudget: To include funds for a project or services budgeted in the previous year but not spent within that year nor meeting the criteria for an encumbrance at year-end.

Request for Proposal (RFP): An official request for proposals to be submitted to the County to perform specified services.

Required Disciplines: The key organizational disciplines set out in the County's Strategic Plan intended to ensure that the County maintains a high level of operational excellence in order to accomplish the Strategic Initiative goals. The required disciplines include fiscal stability, customer satisfaction,

regional leadership, skilled, competent and diverse workforce, essential infrastructure, information technology, accountability/transparency, and continuous improvement.

Reserve/Designation Increases or Decreases: Account groups that indicate that a fund balance designation or a reserve is to be augmented (increased) or used as a funding source (decreased).

Revenue From Use of Money & Property: These accounts include investment income, rents and concessions, and royalties.

Salaries and Benefits: This group of accounts includes expenses related to compensation of County employees.

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.

Securitization: A process whereby the owner of a receivable sells the right to that income stream to a third party in exchange for an up-front payment.

Services and Supplies: This group of accounts includes diverse non-personnel operating expenses such as contract services, office supplies, agricultural supplies, information technology services, minor equipment, and facilities 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 to determine how best to achieve the general goal of an entity.

Strategic Initiatives: As used by the County, broad organization-wide goals that guide the allocation of resources and set program. The County has three strategic initiatives: Kids (Improve opportunities for children), The Environment (Manage resources to 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.

Tax and Revenue Anticipation Notes (TRANs): A short term, interest bearing note used as a cash management tool. Public agencies often receive revenues on an uneven basis throughout a fiscal year. The borrowed funds allow the agency to meet cash requirements during periods of low revenue receipts and repay the funds when the revenues are greater.

Teeter Plan: An alternative method for the distribution of secured property taxes that was enacted in California in 1949 whereby the local agencies for which the County acts as "bank" will receive annually the full amount of their share of property taxes on the secured rolls regardless of the amount of delinquencies experienced by the County in collecting such taxes. In return, the County receives all of the penalties and interest due on the delinquent taxes.

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.

Transient Occupancy Tax (TOT): A tax levied by the County on rental receipts for temporary lodging in a hotel or other similar facility doing business in the unincorporated area.

Trust Fund: Fund used to account for assets held by a government unit in a trustee capacity or as an agent for others and which therefore cannot be used to support the government's own programs. The County is sometimes required to segregate revenues it receives from certain sources into a trust fund, but these funds are accounted for in the financial statements as County assets.

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 fund balance that is available for financing the budget requirements for a current or future fiscal period.